

TC.
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SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
İNGİLİZCE YÖNETİM VE ORGANİZASYON BİLİM DALI

**AN ANALYSIS OF THE RELATIONSHIP AMONG PERCEIVED
ORGANIZATIONAL SUPPORT, ORGANIZATIONAL CULTURE, AND
INTRAPRENEURSHIP BEHAVIOR: EVIDENCE FROM TURKISH
AVIATION INDUSTRY**

Yüksek Lisans Tezi

UMUTCAN AYDEMİR

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Danışman: PROF. DR. HANDE SİNEM ERGUN

İstanbul, 2020

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ÖZET

ALGILANAN ÖRGÜTSEL DESTEK, ÖRGÜT KÜLTÜRÜ VE İÇ GİRİŞİMCİLİK DAVRANIŞI ARASINDAKİ İLİŞKİNİN İNCELENMESİ: TÜRK HAVACILIK ENDÜSTRİSİ ÖRNEĞİ

Sosyal değişim teorisi, çalışan ile işveren arasındaki ilişkiyi ve çalışanın kuruma bağlılığını incelemek için oluşturulmuş önemli bir yaklaşımdır. Blau tarafından geliştirilen bu teori, toplumlardaki sosyal değişimde insan davranışını tanımlar. Sosyal değişim teorisinde içsel faydalar hakkında farklı görüşler vardır. Bu teori ayrıca bireylerin değişen duygu, düşünce ve davranışlarını da açıklar. Dolayısıyla bu tez araştırmasının ana konusu, çalışan ile işveren arasındaki sosyal değişime dayalı ilişkilerin incelenmesidir. Bu tez çalışmasındaki model, Sosyal Değişim Teorisi çerçevesinde oluşturulmuştur.

Bu tezin temel amacı, algılanan örgütsel destek, örgütsel kültür ve iç girişimci davranış arasındaki ilişkileri incelemektir. Ayrıca, algılanan örgütsel desteğin ve örgütsel kültürün, dahili girişimci davranış veya diğer etkiler üzerinde bir etkisinin olup olmadığını da incelemiştir. Çalışmaya Türk Hava Yolları ve Pegasus hava yolları şirketlerinde toplam 235 çalışan dahil edilmiştir. Araştırma yöntemleri çerçevesinde araştırma sorusu, veri analizi ve yorumlama aşamalarına olası bir açıklama sunduk. Ayrıca bu tez, Türk Havacılık Sektörü örneği üzerinden belirlenen faktörlerin incelenmesi olarak değerlendirilmiştir. Bu çalışma, araştırma amacıyla Türk Havacılık Sanayi çalışanlarını içermektedir. Örneklem ve veri toplama süreci, kullanılan ölçekler ve buna göre anket oluşturulmuş ve son olarak analiz yöntemi belirlenmiştir. Kavramsal modeller ve hipotezler oluşturulmuş ve değişkenler arasındaki ilişkiyi ölçmek için anketler aracılığıyla veriler toplanmıştır. Veriler, nicel araştırma metodolojisine göre SPSS ile toplanmış ve analiz edilmiştir. Ortalamalar, standart sapmalar, korelasyon katsayıları ve p değerleri dahil olmak üzere istatistiksel değerleri ortaya çıkarmak için regresyon analizi, tanımlayıcı istatistikler ve korelasyon istatistikleri kullanılmıştır.

Araştırmanın kısıtlılıkları zaman ve Türk Havacılık Sektörü çalışanları dahilinde yapılmasıdır. Literatürde bu tez konusu ile ilgili çalışma sayısı sınırlıdır. Türk Havacılık ve Uçay Sanayisi için sosyal değişim teorisi çerçevesinde algılanan örgütsel destek, örgütsel kültür ve iç girişimcilik arasındaki ilişkileri inceleyen az sayıda çalışma bulunmaktadır. Bu

arařtırmanın bulguları, Trkiye'deki havacılık sektrnn ana personel kitlesine katkı saęlayacaktır.

Bulgular, bir grup hava yolu endstrisi alıřanının i giriřimcilik davranıřlarının (niyetlerinin) organizasyon kltrlerinden ve algılanan rgtsel destekten nemli lde etkilendięini ortaya koymuřtur. Ayrıca,  alıřma deęiřkeni istatistiksel olarak birbiri ile anlamlı ve iliřkili olduęu grlmřtur.

Anahtar Kelimeler: Algılanan rgtsel destek, rgtsel kltr, i giriřimcilik, giriřimcilik davranıřları, Trk havacılık endstrisi.



ABSTRACT

AN ANALYSIS OF THE RELATIONSHIP AMONG PERCEIVED ORGANIZATIONAL SUPPORT, ORGANIZATIONAL CULTURE, AND INTRAPRENEURSHIP BEHAVIOR: EVIDENCE FROM TURKISH AVIATION INDUSTRY

The theory of social change is an important framework established to examine the relationship between the employee and the employer and the employee's commitment to the organization. The theory of social change, developed by Blau, describes human behavior in the social change in societies. In the theory of social change, internal benefits are discussed. Also, it explains the changing feelings, thoughts, and behavior of individuals. Therefore, the main subject of this research were the social change-based relations between the employee and the employer. The model was created within the framework of Social Change Theory.

The primary objective of this thesis was to investigate the relationships among the perceived organizational support, organizational culture and intrapreneurial behavior. It also examined whether perceived organizational support and organizational culture has an impact on intrapreneurial behavior or other impacts. A total of 235 employees at Turkish Airlines and Pegasus Airlines companies was included in this study. We offered a possibly explanation to the research question, data analysis and interpretation stages within the framework of research methods. Also, this thesis was considered as an investigation of the identified factors through the Turkish Aviation Industry case.

This study included Turkish Aviation Industry employees for the research purposes. The sampling and data collection process, the scales used, and the questionnaire formed accordingly and finally, the analysis method was determined. Conceptual models and hypotheses have been created and data were collected through surveys to measure the relationship between variables. Data were collected and analyzed with SPSS according to the quantitative research methodology. Regression analysis, descriptive statistics and correlational statistics were utilized to reveal statistical values including means, standard deviations, correlation coefficients, and p-values.

The limitations of the research are time and only to Turkish Aviation Industry employees. The number of studies related to the thesis subject were limited in the literature. There are few studies that examined the relationships among perceived organizational support, organizational culture, and intrapreneurship behaviors within the framework of social

change theory for the Turkish Aerospace Industry. The findings of this research will contribute the main mass of personnel for the aviation sector in Turkey.

The findings revealed that intrapreneurial behavior (intentions) of a group of airline industry employees were significantly affected by their organization culture and perceived organizational support. In addition, three study variables are statistically significant and correlated with each other.

Keywords: Perceived organizational support, organizational culture, intrapreneurship behavior, entrepreneurship behavior, Turkish aviation industry.



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ABBREVIATIONS

POS	:	Perceived Organizational Support
ICAO	:	The International Civil Aviation Organization
LMX	:	Leader-member exchange
OST	:	Organizational Support Theory
SMS	:	Safety Management System
THY	:	Türk Hava Yolları (Turkish Airlines)



1. INTRODUCTION

This study focused on how the perceived organizational support is related to the organizational culture and intrapreneurial behavior. Therefore, we examined whether perceived organizational support and organizational culture have any impact on the intrapreneurial behavior.

Social change theory was developed by Blau to explain human behavior in social changes (Çetin & Şentürk, 2016). It explains the changing emotions, thoughts, and behavior of individuals. It also addresses the issue of internal benefits (Bock & Kim, 2002). It has a principal structure for examining any relationship among the employee, the employer, and their commitment to the organization (Zhang et. al., 2012). A model was created within the framework of Social Change Theory. Organizational support was founded to measure the effect of organizational culture on the intrapreneurial behavior.

The organizational culture perceived organizational support, and the intrapreneurship intercorrelated on each other are shown in the model. Below figure illustrates the study model including the relationships between perceived organizational support, organizational culture, and intrapreneurship behavior.

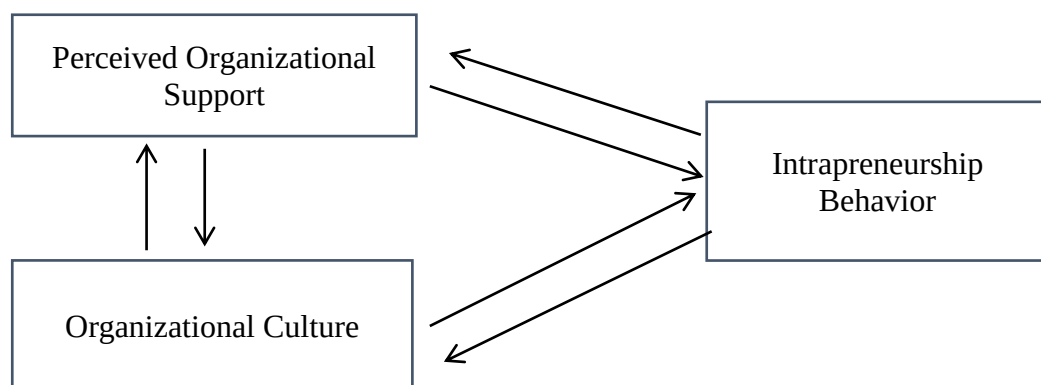


Figure 1: The study model for this thesis project

1.1. Purpose of The Study

Perceived organizational support and organizational culture are interrelated and they both have impacts on the intrapreneurship behavior of employees. Intrapreneurship could be defined as a system at an organization that supports the idea of the employees working as an entrepreneur within the organization. They are expected to do their jobs as an openminded, motivated, problem solver, and possess leadership skills.

In the first section of the thesis, previous literatures on the culture, organizational culture, organizational support, intrapreneurship, and Turkish aviation sectors were reviewed. Various variables regarding perceived organizational support, organizational culture (domestic characteristics, organizational leadership, employee management, organizational glue, strategic emphasize, success criteria), and intrapreneurial factors including management support, organized structure, reward, and research availability.

In the second part of the study, methodologies for the sake of the study were included. The data collection, sampling, and data analysis were also explained. A mathematical model was also structured for three important study variables. Hypotheses were proposed expected from the analysis of the study.

In conclusion section, we discussed the findings of the study and data analysis. Hypothesis were reviewed and discussed regarding the findings. Main reasons of the results were also justified and discussed. The findings were compared with the findings of the previous related researches.

1.2. Importance of The Study

Intrapreneurship is a new approach of organizational structure including active employees. It has been widely utilized by many companies and organizations since 1970s when it was first introduced.

Main importance of the intrapreneurship is that it provides modern business idea for revenue growths of the organizations. All types of sectors could easily implement this approach with certain procedures and organizational structure. It contains three important parts, employee, a project (inventive idea), and a mentor that provide necessary materials and support for the project.

Organizational support and organizational culture produce higher levels of intrapreneurship within an organization. Intrapreneurship provide revenue generation and growth, innovative products and services for a company as well as promote leadership skills for employees, effective and positive changes, and employee engagements at an organization.

1.3. Limitations

This study was based on the findings from the participants' responses to the items on the data collection inventories. Also, data were collected from a group of people in a metropolitan city. The results of this study are limited based on the following assumptions, conditions, and criteria:

1. The findings are limited to a similar population with similar sociodemographic features in a similar environment.
2. It was assumed that the participants correctly responded to the items on the data collection questionnaires with their best knowledge and reliability.
3. It was assumed that the samples collected for the study best represent the universe and the general population with similar criteria.
4. It was assumed that all the participants who were agreed to get involved in the study share similar cultural, social, and environmental specifications.
5. It was assumed that that data collection tools correctly unveils correct information about perceptions of Turkey and Medical Tourism in Turkey, perceived quality of medical treatment, perceived value, overall satisfaction, and future intention.

1.4. Definitions

Intrapreneurship: It is defined as a system or program specifically designed for the entrepreneurship abilities of the employees at an organization to promote their managerial skills and knowledge including collaboration, innovation, and leadership characteristics. It is also known as the entrepreneurship within an organization.

Organizational culture: It includes certain and types of behavior, beliefs, habits, and characteristics specific to any institution and employees working at that organization. It is also known as corporate culture. It also represents intersection and combination of the personal culture and organizational culture. Such cultural characteristics or norms are generally transferred to new employees.

Theory of Social Change: It is an important theory developed by Blau, which studies mainly sociological and psychological impacts (risks and beneficial contributions) of changes and evolutions within a society. Such changes also include religious, social, political, and economical, psychological, or biological that emerge as the results of developments in technological, cultural and behavior evolutions of the human beings and societies.

2. LITERATURE REVIEW

In this section, we reviewed the literature related to the previous studies in the light of the research questions and hypothesis of this thesis project.

2.1. Organizational Culture

Organizational culture is defined as common and shared features, ideas, values, behavior, experiences, expectations, philosophy, and perspectives of any organization. It depends on the deep root of the organization and its history. As organization evolves, organizational culture also evolves. For example, one of the wealthiest companies, Sabanci Holding, started their business as a family organization and shifted to professional organization. We will review fundamentals, history, developments, and conceptual models of the organizational culture in the following sections.

2.1.1. Culture

Culture is defined as the collection of all kinds of life, thought and art assets that constitute the unity of effective and though unity of a society. It also consists of all the tools created in the process of historical and social development and all of the tools used to employ them and convey them to the next generations, showing the measure of the sovereignty of the human to its natural and social environment.

The concept of culture has been widely studied in recent studies for many years along with the organizational cultural perspectives (Chan & Clegg, 2002). It is accepted to be one of the most influential factors for organizations being successful. It basically promotes collaboration and communication efforts for the employees at the same organization.

Cultural studies showed that it was fundamentally transformed since 1920s and turned into a research topic for social sciences and human sciences. F.W. Taylor focused on single utilitarian culture to decrease any resistance and issues from employees and increase revenue and productivity.

Welsh, a cultural researcher, explained the etymology of the culture concept. Its roots go back to the 16th century and described as method related to the nurture of the crops and animals. During 18th century its meaning evolved into a type of cultivation and converted into practices in relation with human behavior and human caring.

Smircich (2017) discussed the concept of culture in relation with organizational perspective. The author stated that culture and its features were important factors for building a successful and modern organizational structure. It was stated that culture affect at levels within the organization, including its goals, administrative system, sociocultural system, production system, and technology and structure (Figure 2). The researchers concluded that since humans' beings possess certain cultural perspectives from their societies, it is important to eliminate biased opinions when studying the organizational culture and its impacts.

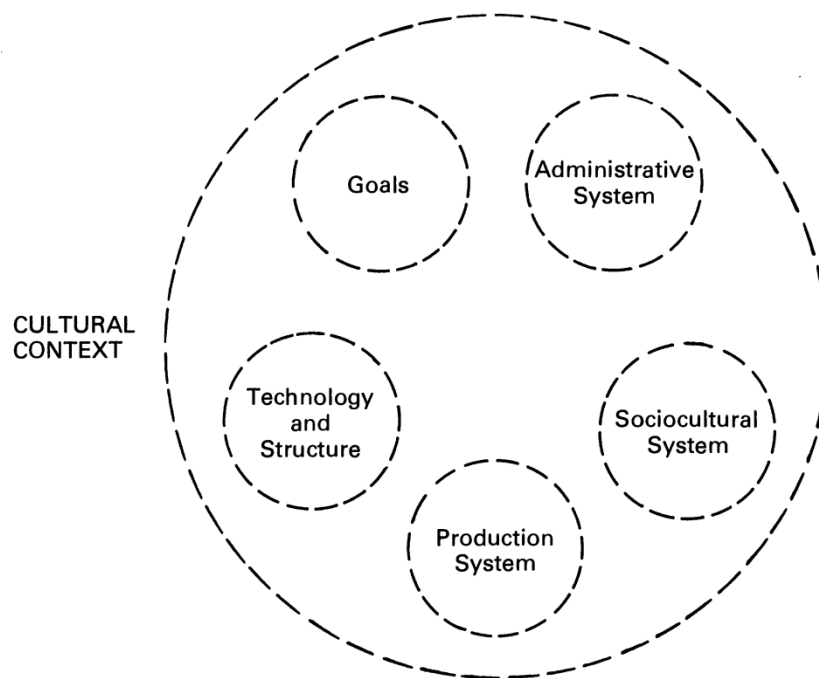


Figure 2: The structure of the cultural context (Smircich, 2017)

2.1.2. Organizational Culture

The cultural issues of the organization have been widely studied for several decades by the researchers, practitioners, and company managers (Schein, 1990). It has also been main focus and investigation ideas for the sociologist in recent years (Ouchi & Wilkins, 1985).

Cognitive psychology and anthropology studies contributed to the organizational management concerns and effective methods for analyzing and interpreting them (Ouchi & Wilkins, 1985).

Organization culture were classified based on certain approaches into four separate types in terms of its engagement with employees and functioning styles (Ruževičius, Klimas, & Veleckaitė, 2012). A common and widely accepted classification was made by Cameron and Quinn (2006), called “The Competing Values Framework”. It basically classifies organizations into two dimensions based on their cultural perspectives (Figure 2).

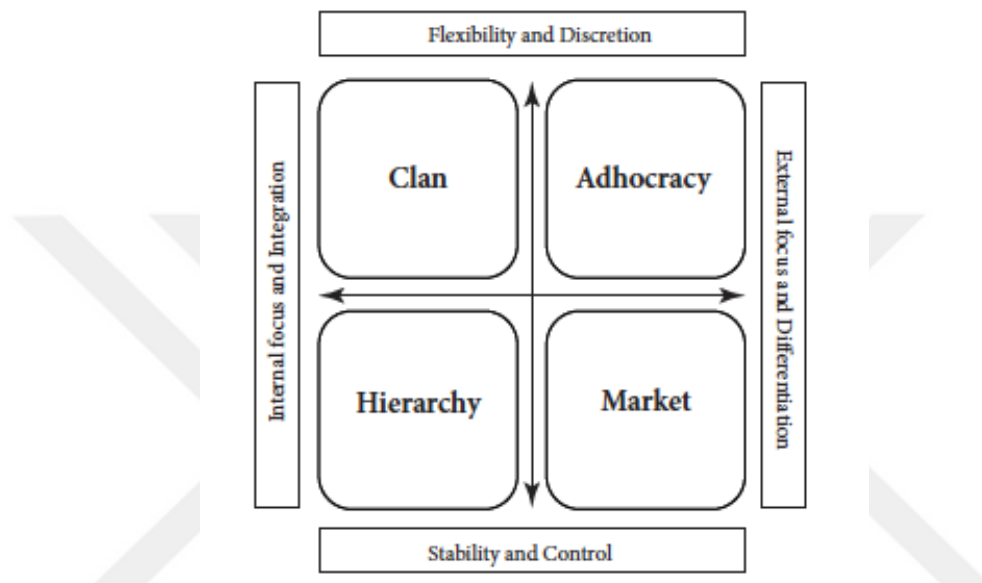


Figure 3 : The structure of the competing values framework (Cameron & Quinn, 2011)

As seen in the above figure, this framework proposes four organizational culture types. First organizational culture, Clan, includes a friendly work environment, that promotes collaboration, communication, and commitments. Hierarchy is another type of organizational culture that presents structured work environment, stability, and efficiency. Market organizational culture supports the ideas and structures that involves market and results based, profitability and goal achievements. Last type of organizational culture, Adhocracy, supports dynamic and innovative organizational structure.

Four arrows and four characteristics on each side in the figure presents how these organizational cultures move along the horizontal and vertical direction. Horizontal axes consist of flexibility and stability, and vertical axes include internal and external focus. For instance, Clan and Adhocracy are more flexible than Hierarchy and Market type organizational cultures.

Organizational culture and leadership are closely related (Schein, 2010). Cultures around the world differs based on the history, location, and other characteristics of the countries. Other variables including ethnicity, religion, and social class also form the current cultures. Variations of the culture people impacts leaderships in various ways. For example, western civilizations and oriental civilizations differ in managing organizations in the similar sectors.



Figure 4: The relationship between leadership style, organizational culture, and performance

In a study, Ogbonna and Harris (2000) investigated the associations the leadership style in terms of the organization cultures, performances for a group of companies in UK. They described the relationship as illustrated in the figure 2.3. These three variables intercorrelate with each other under the effects of environmental pressures. They explored the usability of the model presented in the figure 2.1. A descriptive statistical design was adapted for this purpose. A group of medium and larger sized firms were selected from the FAME database around UK. A questionnaire was utilized to collect data from the firms. Results showed four types of the culture based on the factor analysis, innovative culture, competitive culture, bureaucratic culture, and community culture. Factor analysis also yields three leadership styles: participative leadership, supportive leadership, instrumental leadership styles. Organizational performance could be estimated with the use of four cultural types and three leadership styles. They also stated that although three exist relationship between organization culture, performances as well as among leadership styles and performances with the combined links among 3 variables did not exist. Managing cultural debate was indicated in relation with the previous research findings.

2.1.3. History of Organizational Cultural Studies

Organization culture has been a long history in the case of the leadership studies for more than two decades especially transformational leadership issues (Hartnell & Walumbwa, 2011). There have been more than 5,000 research papers published that investigated cultural studies and leadership.

Organizational culture is known as a significant influencing element for success of organizations and one of the most important influences for how to function as an inorganic entity. It is applicable to every types of industry as long as it is implemented according to the structure of the company and its employee features and perspectives.

The earliest work done on the organizational culture was conducted by Elliot Jaques in its book called “The Changing Culture of Factory”, which was the implications of the findings of case studies regarding British manufacturing company according to the studies in 1948 and 1950 (Jaques, 1951). The study was conducted on how the organizations function in terms of manufacturing, sale, and servicing. It fundamentally focused on the development, analysis, and extensive descriptions of the organizational behavioral specific and patterns.

Dr. Jaques described organizational culture as “the culture of the factory is its customary and traditional way of thinking and doing of things, which is shared to a greater or lesser degree by all its members (Jaques, 1951, p251). In other words, employee could share their feelings, ambitions, ideas, and creative notions with their colleagues to increase production or servicing ability and success as well as revenue of the organization.

Eric Flamholts proposed a model of organization culture based on some elements that lead to financial results (Flamholts, 2001). Flamholts identified five distinct dimensions of the organizational culture.

- 1- Behavior towards the customers,
- 2- Behavior towards individuals,
- 3- Measurement of work performances and responsibility,
- 4- Originality and transformation,
- 5- Progression direction.

2.1.4. Conceptual Model of Organizational Culture

Conceptual model of the organizational culture presents important relationship between managers and employees in working collaboratively based on the diverse background and cultural differences at an organization environment. The differences included beliefs, assumptions, and individual value perspectives towards working as a team player.

Some different models were developed in terms of organizational culture and its related corporate components. Recently, Ramdhani, Ramdhani & Ainissyifa, H. (2017) proposed a model conceptual framework of organizational culture based on the employee commitments to the organization by using previous research findings and model based on the literature review of earlier studies. Their proposed conceptual model was based on the suggestions given by their earlier study. In conclusion, they reached a conceptual model for the organizational culture as illustrated in below figure.



Figure 5: A conceptual model of organizational culture (Ramdhani, Ramdhani & Ainissyifa, H. (2017))

Based on the given information in the figure 2.4, the success of an organization or a corporate depend on two major elements, organizational culture, and employee commitments to organization. Organization culture plays an important role for the employees to present their commitments and hardworking for their organizations. It consists of four significant components: teamwork, communication, training and development, and reward and recognition.

In addition, employee commitment to the organization should also be satisfied to increase their performances through three important elements including affective commitment, continuance commitment, and normative commitment. Employee commitment

is an important factor for an organization to get the highest performance and favorable corporate products from its employees.

2.2. Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to the notion of employees towards the supports of their organizations based on the factors including salary, promotions, work environment, corporate culture, and job-related issues. It is very important for them to be able to produce high quality work or service and as well as organizational commitment levels.

Urbonas and others (2015) investigated the effects of perceived organizational support, organizational commitment and turnover intention with the data collected from community pharmacies in Lithuania. They employed three item questionnaires adapted from the work of Rhodes, Eisenberger, and Armeli in the previous study. Organizational commitment and turnover intention were also collected through previous inventories. They hypothesized a model of the relationships between these three variables (Figure 6). They proposed six hypotheses regarding the relationships.

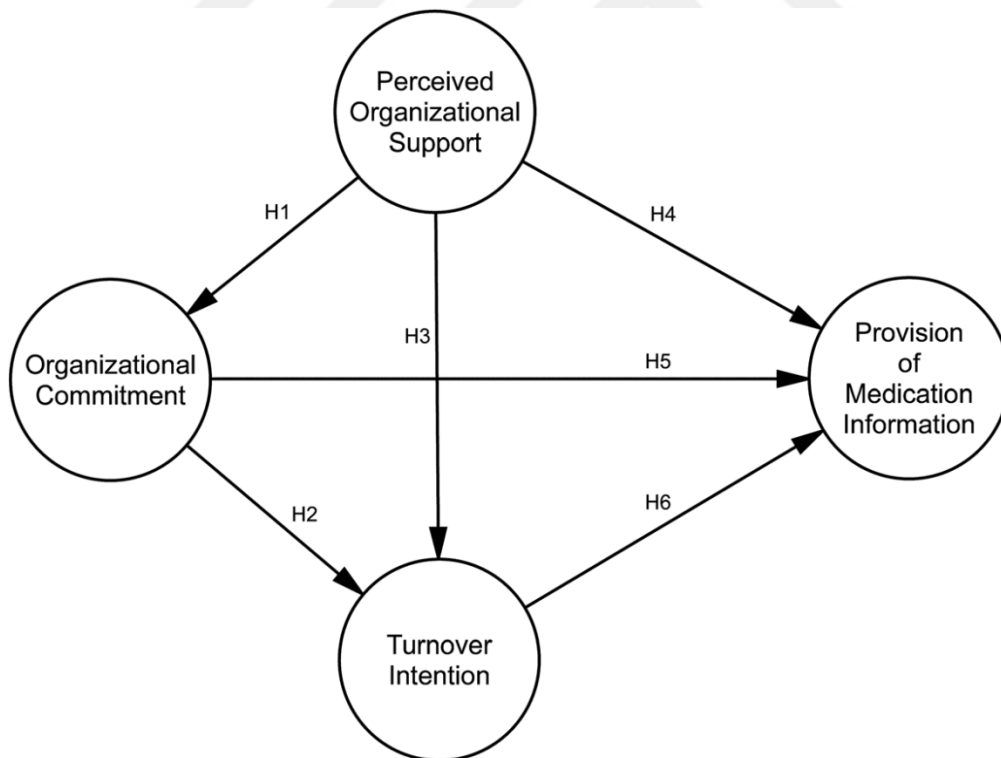


Figure 6: Hypothesized model of links among organizational commitment, perceived organizational support, provision of medical information, turnover intention (Urbonas et al., 2015).

2.2.1. Origins of Perceived Organizational Support

Organizational support roots go back as early as 1980s when Eisenberg and colleagues proposed the Organizational Support Theory (OST) (Eisenberger et al., 1986). It affects perceived organizational support in terms of assigning employees with the characteristics of humanlike organizational aspects (Rhoades & Eisenberger, 2002).

the Survey of Perceived Organizational Support was developed by Eisenberger and colleagues (Eisenberger et al., 1986) to assess how employees perceive supports related to their work environments and other aspects provided by organization. Originally, it included 32 items and later a shorter psychometric form was developed with using 8 items or as less as 3 items. Below are the 8 item questions answered by employees according to the Likert scale.

- 1- My company cares about my well-being.
- 2- My company strongly considers my goals and values.
- 3- My company cares about my opinions.
- 4- Help is available when I have problem.
- 5- My company would forgive honest mistake on my part.
- 6- If possible, my company would take advantage of me and my work.
- 7- My company shows me very little concern for me.
- 8- My company would help me if I need a special favor.

2.2.2. Organization Support Theory

The Theory of Social Change is one of the most important conceptual paradigms in understanding workplace behavior. It also emphasizes that interdependent transactions will be beneficial in creating high quality relationships (Cropanzano & Mitchell, 2005).

Homans is more concerned with instrumental behavior psychology, while Blau's workplaces greater emphasis on technical economic analysis. But in doing so, he gave us a brand of psychology different from those represented by Thibaut and Kelle (Emerson, 1976).

Organizations should support their employees in all aspects to guarantee their creativity and intrapreneurial performance levels as well as its sustainability. This prevents copying or imitation of any management styles within the organization and helps them to cope with shifting customer behavior.

Intrapreneurship performances of the employees provide a positive effect through the development of personal creativity. This plays an important role in the success of an organization in competitive environments (Kanbur, 2015). Employees should learn to take personal initiatives and take responsibility, as the traditional hierarchy structures in the past have lost their importance today (Durmaz, 2011).

The main purpose of the social change theory, developed by Blau in the 1960s, is to describe human behavior in the context of social changes. The theory of social change states that if a person sees positive behavior in social changes, it is essential to show an undetermined positive behavior in exchange. Thus, people engage in an unspecified future expectation while engaging in these exchange activities (Swift and Virick, 2013).

Social change is voluntary behavior in the outline of motivation. This motivation provides feedback that individuals to achieve. The theory of social change advocates that an individual is doing good in the hope of the future. It is not possible to determine the degree of this in advance and it depends on the evaluation of the beneficiary. For this reason, social change focuses on the long-term change of favors that prevent parties from fulfilling their obligations and accountability (Blau & Karides, 2009).

The fact that the employees fulfill some responsibilities on behalf of the organization and that they have done this in exchange for the satisfaction of the rights granted to them by the organization is an expression that the change relationship between the organization is handled on the basis of social change (Masterson & Stamper, 2003). Social change theory can be expressed as the movement of valuable resources in line with the social process. This theory is based on the assumption that a source will be a valuable return in return for its movement (Emerson, 1976).

Policies, resources and treatments are used by organizations as the beginning of certain behavior and attitudes. In their seminal studies, Eisenberger and colleagues claimed that “perceived organizational support will be affected by the various aspects of an employee's treatment by the organization, and therefore will affect the employee's interpretation of the underlying organizational causes (Eisenberger et al., 1986, p. 501).

According to the perspective, if organizations provide resources based on their discretionary decisions, these resources are considered more valuable than they are provided based on a mandatory decision. An optional or non-mandatory decision means an investment in which a mandatory action is cost related. Therefore, discretionary decisions made by the employer have a higher impact on employees' perceptions of their obligations. This

perception also creates a stronger psychological connection between an employee and his employer (Eisenberger et al., 1997).

Analyzing perceived organizational support in a twenty-first century workspace perspective (Baran, Shanock & Miller, 2012) identified additional determinants such as expatriate harmony, personality traits, harmony between the person and the organization, organizational support perceived by the teams.

2.2.3. Antecedents of Perceived Organizational Support

Studies (Krishnan & Mary, 2012; Eisenberger et al., 2002; Shore, & Shore, 1995) on the perceived organizational support was fundamentally originated with investigating whether managers are interested in their employees' commitments for their companies. Employees are expected to contribute to their organizations as much as possible for the benefits of their employers.

Organizations should serve certain supports and opportunities for their employees for the benefits of the company such as respect, caring, motivational support financially and emotionally, social resources, wages, and medical benefits (Eisenberger et al., 1986).

Organizational Support Theory (OST) was proposed and developed by researchers (Eisenberger et al., 2002) in order to satisfy the employees' needs to increase their producibility from a main perception to the extent that the companies need to help their employees to increase their support perceptions and enhanced commitments to their organizations in terms of perceived organizational support (Krishnan & Mary, 2012; Eisenberger et al., 2002).

Eisenberger et al. (2002) conducted a study on the well-beings and perceived organizational support (POS) of the employees and summarized outcomes of 135 earlier studies as follows:

- Reducing responses to job stress and reduce job related stress and dissatisfaction,
- Increasing individual and group performances for the sake of the company,
- Decreasing turnover, absenteeism, and tardiness of the employees.

POS also contribute to the employees' satisfaction with their performances, enhanced job satisfactions, positive emotional moods, decreased stress from the job-related performances.

Krishnan & Mary (2012) extensively reviewed previous studies on the perceived organizational support and significant antecedents of the perceived organizational support. They concluded their study with identifying the following seven major factors related to the antecedents.

First antecedent is pay level satisfaction. Employees need financial stability and support from their organizations. Pay level satisfaction depend on the types of job descriptions, job functions, and academic background of the employees. Organizations should offer suitable financial and motivating pay scale for their employees. These antecedents could be observed within the human resource departments and organizational job fair initiatives and advertisements for their future recruits.

Secondly career development opportunities are considered another important factor for the employees contributing their companies at their highest levels of motivational efforts. It is important for the organizations to train their employees for the current development of work environmental conditions and specific occupational advances.

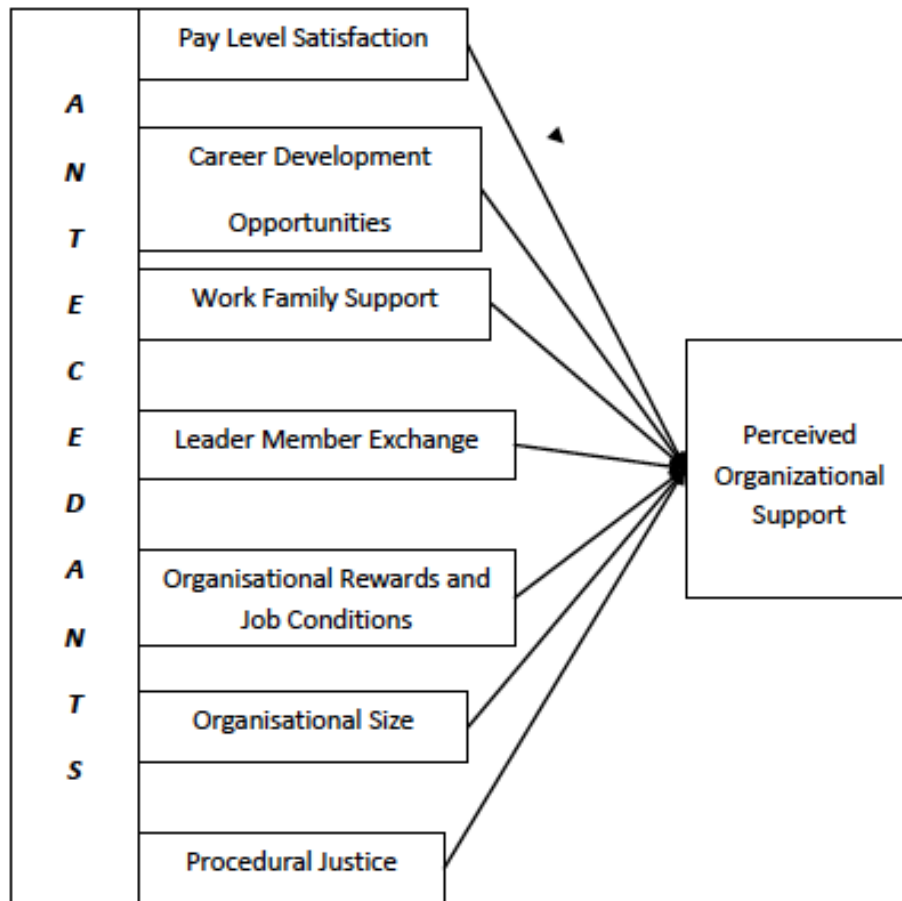


Figure 7. Antecedents of perceived organizational support (POS) (Krishnan & Mary, 2012)

Another important HR related antecedent is work-family related issues. This requirement should be satisfied by the organizations to satisfy their employees and allow them to build a work-family balance. This would help to create emotional supports and higher job performances.

Leader-member exchange (LMX) is considered as one of the bases for supervisory support including positive impacts on POS (Biswas & Suar, 2016). Managers play important roles for this antecedent as they work as mediator between company and employees. They are also considered as a member of the organizations and employees see them as important figures for their job satisfactions and positive motivational efforts. POS and LMX are closely related as social influences and organizational resources are considered.

Organizational rewards and job conditions are known as other types of antecedents of POS. They are also considered as moderating roles of professional commitment. Organizational rewards could be in terms of financial, motivational, and emotional approaches. Job conditions should be maintained for the organizations' employees for their certain personal features and work-related conditions.

Organizational size and procedural justice are last antecedents of POS. Organizational size affect greatly the job performance and commitments of the employees. Big companies could make their employees feel small and isolated and small companies offer more direct communication channels for their employees. Finally, every organization requires having a certain book for their conflicts between employees as well as between employees and customers that satisfy their value of justice emotionally, motivationally, and in other perspectives.

2.2.4. Outcomes of Perceived Organizational Support

Outcomes of perceived organizational support have been discussed in recent studies (Eisenberger & Stinglhamber, 2011; Ahmed & Nawaz, 2015). However, in the last decade, few studies were conducted as a review study (Ahmed & Nawaz, 2015).

A recent study (Ahmed & Nawaz, 2015) was conducted to review 170 research papers that focused on outcomes of perceived organizational support (POS). In addition, Rhoades and Eisenberger (2002) discussed a total of 70 studies conducted between 1986 and 2006.

One of the major findings of the previous studies was that main factors that extensively affect POS were listed as (Ahmed & Nawaz, 2015; Eisenberger et al., 2001): “Justice, job-related-effects, job involvement, job performance, strains, withdrawal behavior, desire to remain, growth opportunities, supervisor support, and coworker support”. Below table illustrated major outcomes and consequences of the perceived organizational support (POS) and correlation coefficients (r).

Finding of a meta-analysis for the outcomes of perceived organizational support (POS) (Rhoades & Eisenberger, 2002)

Consequences	r_+	r_{c+}
Organizational commitment	.60**	.67**
Affective commitment	.65**	.73**
Continuance commitment	-.13**	-.15**
Job-related affect	.55**	.59**
Job satisfaction	.59**	.62**
Positive mood at work	.37**	.49**
Job involvement	.33**	.39**
Job involvement with outliers removed	.27**	.32**
Performance	.18**	.20**
In-role	.16**	.18**
Extra-role	.20**	.22**
Extra-role with outliers removed	.21**	.22**
Toward individuals	.19**	.22**
Toward organization	.24**	.28**
Toward organization with outliers removed	.24**	.29**
Strains	-.28**	-.32**
Desire to remain with org.	.59**	.66**
Withdrawal behavior	-.30**	-.34**
Turnover intentions	-.45**	-.51**
Turnover	-.11**	-.11**
Other withdrawal behavior	-.26**	-.26**

Figure 8. Finding of a meta-analysis for the outcomes of perceived organizational support (POS) (Rhoades & Eisenberger, 2002)

Additionally, POS plays great impacts on job satisfaction, employee engagement, organizational commitment as well as citizenship behavior, and turnover intentions.

Organizational commitment is considered as one of the major consequences of POS among the organizational processes because it iterates obligations for taking care of the organization's well-being (Eisenberger et al., 2001).

Certain types of obligations are supposed to increase affective commitment of the employees for their organizations by empowering their affiliation and emotional support. It was also suggested that POS could positively affect for decreasing entrapment feelings in their organizational attainment not to lose their employment benefits (Shore & Tetrick, 1991).

POS was found to have influences on reducing strains in terms of psychologically reactions by presenting any available material aids and emotional support at the times of high demands at the work area.

Another outcome of the perceived organizational support was employee performance at the workplaces. POS is expected to enhance job performances in time and amount of work

wises. Employees would be able to go extra miles and performance duties in addition to their assigned works.

Finally, desire to remain and withdrawal behavior are other two major outcomes of POS in terms of job satisfaction. Studies showed that with slightly higher salary, better workplace, better pensions, and more professional status most of the employees accept other job positions and leave their current positions (Nye & Witt, 1993).

2.3. Intrapreneurship

Entrepreneurship has stayed constant for several decades (since 1950s), However, in the last few years, a new concept ‘intrapreneurship’ or corporate entrepreneurship concept has been becoming an important concept that focuses on the process when a person sets up a certain business with aiming at making profits and generate economic sources and job forces.

The concepts related to intrapreneurship were initially used by Gifford Pinchot and Elizabeth Pinchot in 1978 in their research paper (Pinchot & Pinchot, 1978). Specifically, they mentioned the concepts ‘intrapreneur, intrapreneuring, intrapreneurship’.

Pinchot (1986) described intrapreneurs as “Dreamer who do and those who take responsibility for creating an innovation of any kind within an organization”. It was also defined as "A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation" (The American heritage dictionary, 2020).

Intrapreneurship is also defined as (Neessen et al., 2019):

“Intrapreneurship is a process whereby employee(s) recognize and exploit opportunities by being innovative, proactive and by taking risks, in order for the organization to create new products, processes and services, initiate self-renewal or venture new businesses to enhance the competitiveness and performance of the organization.”

2.3.1. The Concepts of Intrapreneurship

Intrapreneurship refers to the concepts such as new products, innovation, new business venturing, self-renewal, opportunity recognition and exploitation, proactiveness, risk-taking and deviation from existing practices (Neessen et al., 2019).

As indicated in the framework of the intrapreneurship in the below figure, intrapreneurship could be classified as organizational and individual intrapreneurships. The concepts in both types of intrapreneurship are related as intrapreneurial behavior influence

intrapreneurial outcomes. Performances of the employees greatly affect success of the organizations.

Individual intrapreneurship includes intrapreneurial attitudes and intrapreneurial characteristics. intrapreneurial attitudes consists of satisfaction, motivations, intention, and other concepts related to the organization. Also, intrapreneurial characteristics includes skills or abilities, personal knowledge, experience, and perceptions of employees' own capabilities.

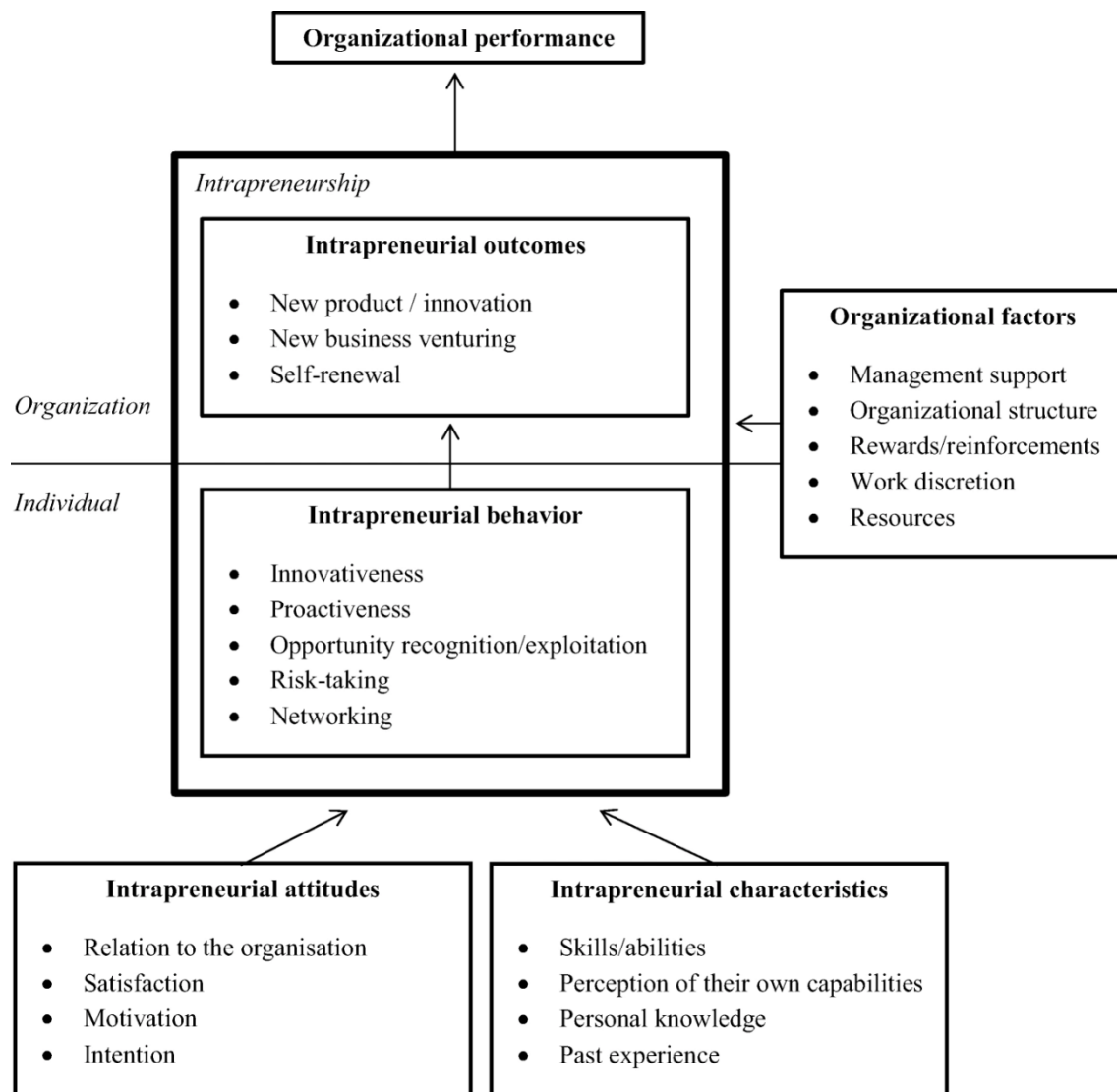


Figure 9. Framework of the intrapreneurship (Neessen et al., 2019)

In addition, organizational performance is affected by the organizational factors and intrapreneurship outcomes. Organizational factors consist of management support, organizational structure, rewards reinforcements, work discretion, and related resources. Intrapreneurial outcomes are closely related to new product, innovation, new business

venturing, and self-renewal features. Intrapreneurial attitudes and intrapreneurial characteristics directly affect individual and organizational based intrapreneurial behavior and outcomes, which then impacts organizational performances.

2.3.2. Origins of Intrapreneurship Research

Intrapreneurship studies have been regularly increasing in the last three decades. Figure 2.7 shows the number of publications regarding intrapreneurship concepts between 1989 and 2017. Publications reviewed in the below figure included articles, thesis, books, and other organizational and governmental reports.

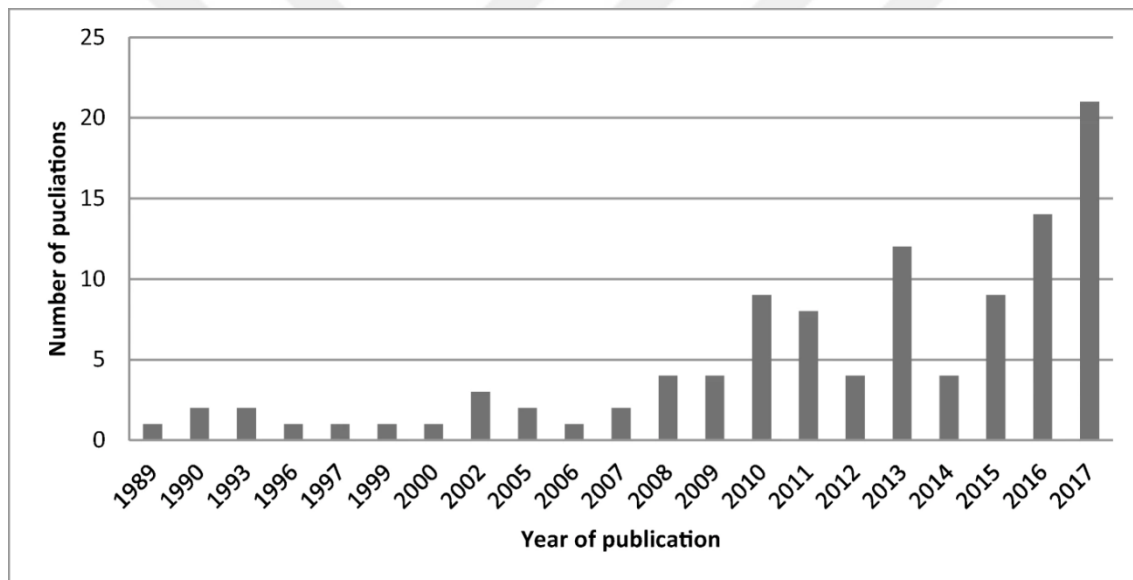


Figure 10. Number of publications on the intrapreneurship between 1989 and 2017 (Neessen et al., 2019)

As can be seen in the above figure, the number of publications conducted on the intrapreneurship ideas and implementations stayed around between one and five until 2010. Then, it started increasing and reached more than 20 publications in 2017 except for the years of 2012 and 2014.

Several studies have been investigating intrapreneurship in Turkey especially since the beginning of the new millennia (2000s) (Bulut et al., 2008; Fiş & Wasti, 2009; Erkocaoğlu & Özgen, 2009; Özer, 2011). They conducted studies on various related aspects

on intrapreneurship such as intrapreneurship and organizational structure, intrapreneurship and organizational culture, intrapreneurship and organizational performances, theoretical perspectives of intrapreneurship, and its implementation in various types of manufacturing and service sectors.

The current form of intrapreneurship was historically initiated on the Silicon Valley in USA during 1970s (Blank, 2020). This new strategy has been constantly renewed according to the consumer profiles and evolved into diverse fields over time. Since intrapreneurship requires out-of-the-box perspectives, organizations that adapted this philosophy survived such as Microsoft, Apple, and Intel. This approach also led to the birth of organizations such as Salesforce, Google, and Facebook.

For example, when Salesforce first appeared, they had no chance against existing companies (Bulut et al., 2008). However, they anticipated where the technology would develop into because existing systems were inadequate, and that people gave more than enough money to businesses, such as maintenance, licensing, and renovation. Instead, they set up a subscription system that works over the Internet and became the pioneer in the industry.

In addition, SpaceX recently introduced the BFR (Big Falcon Rocket) concept and the new intercontinental travel system. It was originally designed to carry Mars colonies, but SpaceX launched the BFR for intercontinental travel. They developed the propeller rocket systems that could land vertically and reduced costs.

Organizations should have a structure divided into three main branches for corporate entrepreneurship: “Company vision, company structure, environmental effects” (Blank, 2020). Environmental impacts are not only the culture and competitors. Also, they should set up a comprehensive and long road map for the other branches. They should periodically update their corporate plan and include market dynamics (Erkocaoğlu & Özgen, 2009). They also should keep their employees in a dynamic structure who believe in and enjoy their work.

A recent study (Menzel, Aaltio & Ulijn, 2007) discussed about the creativity of engineers at an organization in terms of intrapreneurship perspectives. It expressed how the creativity is important and helps companies in every way they need. However, creativity and original talents are often undermined and ignored at organizations. They described and discussed how engineers could become creative in a company.

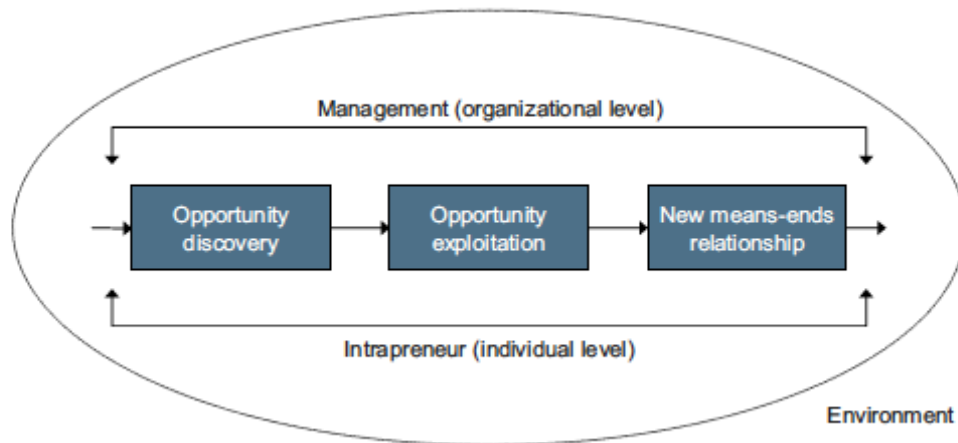


Figure 11. The process of intrapreneurship (Menzel, Aaltio & Ulijn, 2007)

Menzel, Aaltio & Ulijn (2007) in terms of engineers being creative at their organizations described a process of intrapreneurship for an organization. According to the process included in the future, environment is considered one of the most outer layers of the intrapreneurship. In addition, individual and organizational levels of the intrapreneurship are also considered as two major parts of the process.

Management and intrapreneur employees should function together to promote their revenues and increase sales and profits of the company. To achieve this goal, three crucial steps should be conducted. First, opportunity needs to be discovered, and it could be revealed by the employee. In the final step of the process, new mean-ends relationships approaches should be constructed.

2.3.3. Intrapreneurship for the Employees

Intrapreneurial employee has been becoming critical importance for the performance of the employees and organizations (Neessen et al., 2018). If employees of certain corporate or organizations are creative, ready to make differences, and self-sufficient with the work done, the organizations would be successful in the market and increase their profits and grow among their rivals.

Rigtering and Weitzel (2013) discussed work context and employees certain behavior as qualifications for intrapreneurship efforts. they proposed two-step model of the intrapreneurship along with implementations of individual elements of the model including

intrapreneurial behavior, intrapreneurship, and formal/informal work context including (Figure 11).

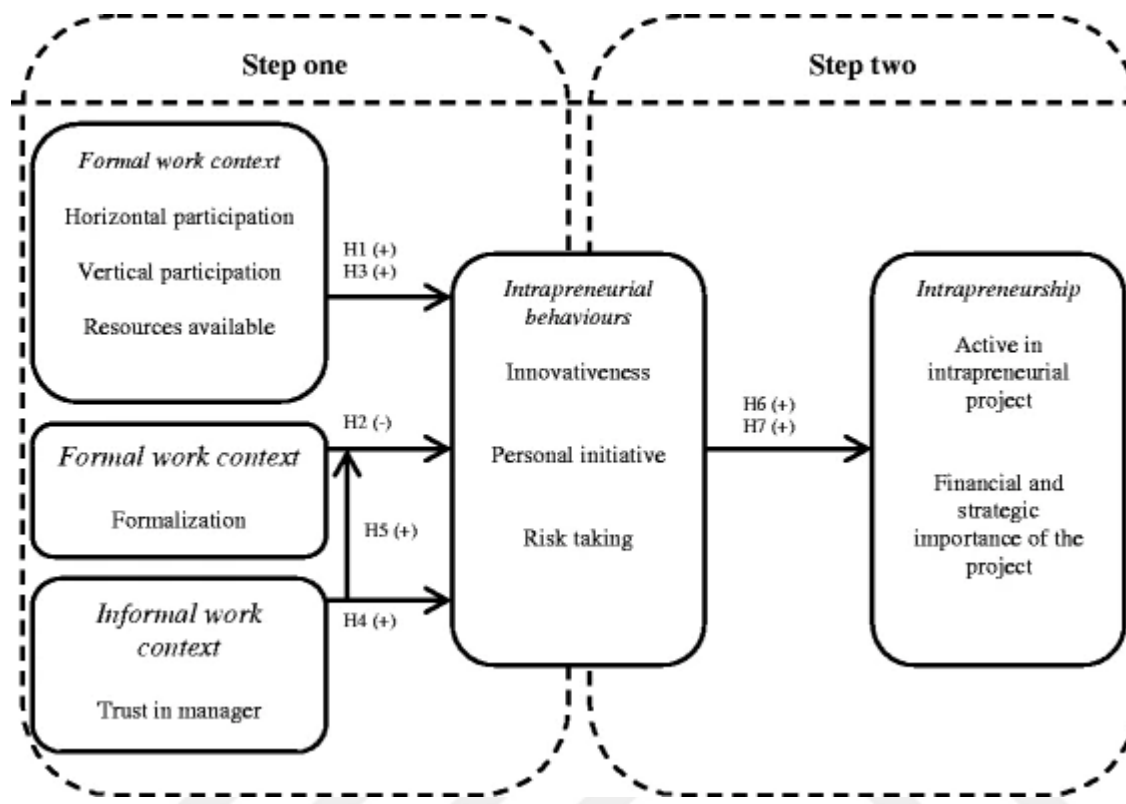


Figure 12. Two-step conceptual model (Rigtering and Weitzel, 2013)

According to the two-step model in the above figure, the intrapreneurial process is divided into two separate ways. In the first step, formal work context and informal work context are combined and used to create intrapreneurial behavior such as risk taking, innovativeness, and personal initiatives. In the second step of the model, thesis intrapreneurial behavior is converted into entrepreneurship at the organizations. In conclusion, employees are active in intrapreneurial project, enhance financial and strategic importance of the projects conducted at their organizations.

2.3.4. Intrapreneurship for the Organizations

Intrapreneurship is essential and vital for corporations to compete with their rivals and stay alive in the market against other companies. Therefore, a work environments and settings should be established so that employees become intrapreneurial individuals who contribute their organizations with innovative solutions, creative ideas, risk taking, and create opportunities for their colleagues.

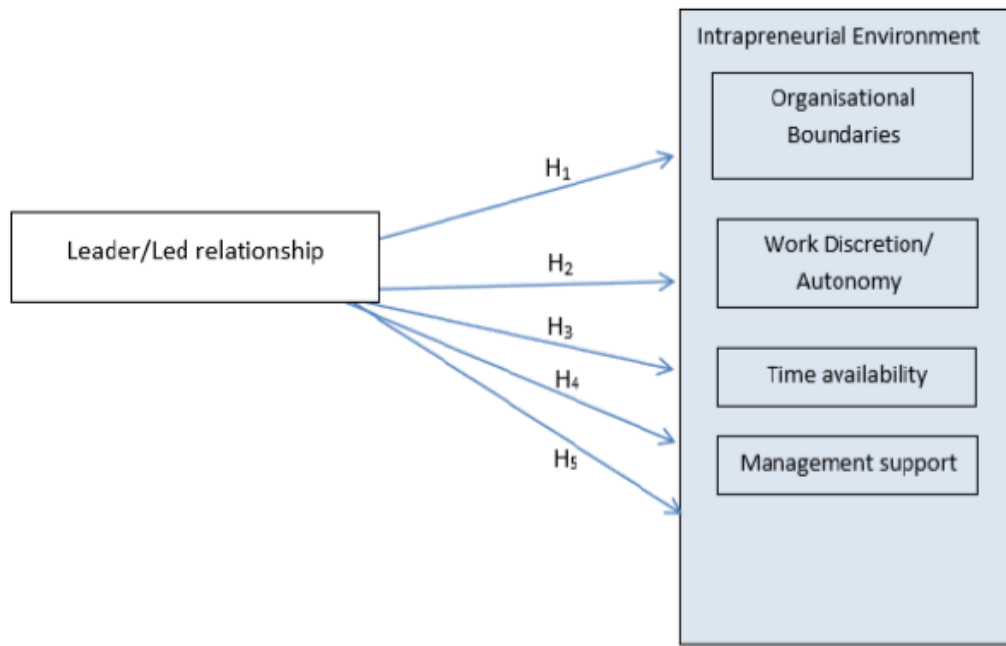


Figure 13. Intrapreneurship conceptual model (Orchard, Ribiere & Achtzehn, 2018)

Orchard, Ribiere and Achtzehn (2018) developed a conceptual model of the intrapreneurship concept for organizations within the work environments in terms of their hypothesis proposed in the study. They emphasized the importance of the leadership and leader-employee relationships to create appropriate intrapreneurial work environment.

In order to establish intrapreneurial environment at an organization, five significant applications should be created such as organizational boundaries, work discretion/autonomy, time availability, and management support (Alipour, Khairuddin & Karimi, 2011).

Intrapreneurship is often described as start-up method since its first born were applied to the start up companies within organizational work environments. It is necessary to note that creating an intrapreneurial based work environment is one of the most challenging tasks a manager could face in their work life.

Building an intrapreneurial company is very important for the employees and the future of the organizations as it profits to the companies in various and certain ways. There are several impacts and contributions of the intrapreneurial leadership and companies for the benefits of employees and companies (Stull & Singh, 2005). Some of them could be listed as:

- New thinking and approaches to the organizations.
- Constructing redefinitions how work process is conducted.

- Creating various opportunities that would drive the company into the future.
- Solving uncertainty and ambiguous situations.
- Changing, revising and shaping the employees and organization for the future.
- Adapting new types of leadership.
- Attraction higher skilled employees due to the preferred work environment.
- Building collaborations for the co-workers and employees.
- Providing social and environmental value for the work settings.
- Integrating customer service and precision in the executive decisions.
- Adapting market changes.

2.3.5. Supporters and Barriers of Intrapreneurship

To convert an organization into an intrapreneurial work environment, there are some supporters that enhance them and some barriers that negatively affect the idea of being intrapreneurial employee, manager, and organization.

Intrapreneurship has certain types of characteristics including persists, building a coalition of supporters, encouraging open discussion, encouraging team efforts and collaboration, providing management options, understanding the work environment, being visionary and flexible.

In its early years, Pinchot (1985) defined 10 commandments for being a successful intrapreneur for the employees and organization leaders:

1. Coming to work every day willing to be fired or suspended
2. Finding co-workers for assisting
3. Honoring the organization
4. Following own institutions about anyone chosen and work with only the best
5. Eliminating any obstacles on the ways to the dreams
6. Doing any necessary jobs needed regardless of job description
7. Not betting on a race unless running it

8. Working underground as discrete and longer as possible
9. Always remembering that it is easier to ask for forgiveness than permission
10. Being true to the goals but being realistic for achieving them

Although several factors exist that support the intrapreneurial approach, there are some factors that oppose the process. Historical nature and work settings for a large corporation are not easy to change based on the intrapreneurial perspectives. Also, employees' no long-term commitments negatively affect it. In addition, employees and managers could be lack of making autonomous decision. They also could be lack of intrapreneurial skills. The company might have built on the unsuitable compensation structure. Finally, the work environment could be constrained by various unnecessary impacts that damage intrapreneurship. This list could be simply pictured in the below figure in which barriers are classified as exogenous and endogenous.

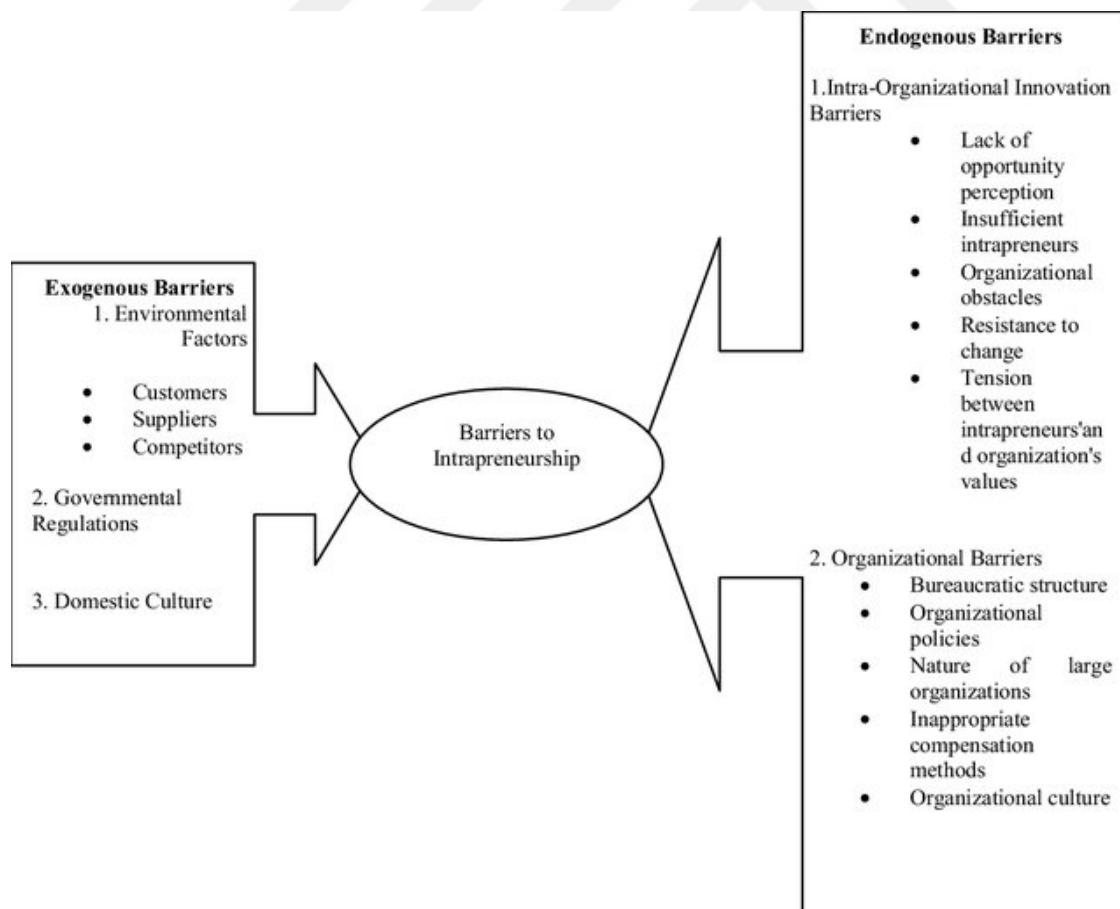


Figure 14. Barriers of Intrapreneurship conceptual model (Salarzehi & Forouharfar, 2011)

2.3.6. Dimensions of Intrapreneurship

According to Hisrich and Kearney (2013), intrapreneurship consists of eight important dimensions:

1. Orientation strategies to promote intrapreneurial approach
2. Opportunities for commitment to the organization
3. Providing resources for commitment
4. Controlling useful resources
5. Rewarding useful innovation, ideas, and new philosophy
6. Orientation growing approach
7. Building intrapreneurial culture among the employees.

Above listed dimensions are very important for building an intrapreneurial work environment. New employees should be welcomed by the current employees in a strategic orientation promote social interactions and collaboration.

Also, all of the employees at an organization should be given opportunities and resources for commitments and controls of the recourses. Management structure plays an important role towards an intrapreneurial company.

Another significant dimension for the intrapreneurial organization, new approaches and risk takings should be rewarded by the manager and the organization. It should also be intended to grow into a bigger company and all the employees should be informed for the process during the expansion. Finally, including and empowering all the positive effects in the intrapreneurial company design, an intrapreneurial culture should be built within the organization.

2.4. Turkish Aviation Industry

Turkish aviation industry has been one of the fastest growing aviation sectors in Europe and around the world due to its liberation efforts on the scheduled flights in last two decades (Karagülle, 2012). The policy changes especially in the domestic flight revolutionized the sector entirely and number of travelers' upsurge and so were the number of newly founded airline companies and additional airline fleets.

Turkish aviation sector especially Turkish Airlines has been undergone a significant organizational evolution from a state funded status to liberal and private based structure since its foundation a century ago (Tsiotas, Erdem, & Cubukcu, 2020).). This upright trend has been continuing at the same rate of expansion incredibly in the last two decades with the private companies investing on the aviation sector. Turkey ranked 17th in the world and 5th in Europe in terms of the number of passengers and revenues in the airline sector in 2017 according to ICAO statistics.

Turkish Airlines, the flag carrier company, was founded in 1933 as Turkish State Airlines. had 332 aircrafts for the end of 2018 (THY, 2018). It collaborates with 54 airlines with 315 international destinations in 126 countries around the world as of 2018. It carried over 75 million passengers in 2018.

Studies have been performed on the relationship between aviation sector and organizational behavior. Karatepe and Vatankhah (2014) investigated the influences of high-performance work practices on perceived organizational support and turnover intentions in the airline industry in Iran. They proposed hypotheses selective staffing, job security, training, empowerment, rewards, teamwork, career opportunities positively effect perceived organizational support and negatively affect turnover intentions. They also proposed a conceptual model that correlates high-performance work practices with seven mentioned variables on the perceived organizational support and turnover intentions. They collected data from 184 Time I questionnaires and 164 Time II questionnaires within one week of time interval. They found out that the companies support human resources to enhance skills, knowledge, and abilities for the flight attendances. The findings also revealed that organizational training, job security, selective staffing, empowerment, rewards, teamwork and career opportunities had impacts on the high-performance work practices.

In ad different study, Gereide (2015) conducted a qualitative study that focused on challenges to the applications of Safety Management System (SMS) with both inductive and deductive methods. They collected data from 30 participants via an open-ended questionnaire. The findings suggested that the SMS provide cultural transformation and some challenges due to its different characteristics. They could be produced from poor positive safety culture. They findings suggested that the success of the SMS and safety in airline sector support maintenance.

3. METHODOLOGY

3.1. Research Objectives

The main purpose of the thesis is to investigate the relationship between the three factors determined. These factors are perceived organizational support, organizational culture and intrapreneurial behavior, respectively. To examine these relationships, the model of the research was created. The main reason for this is to investigate the determined factors through a Turkish Aviation Industry sample including employees at two biggest airline companies in Turkey.

3.2. The Study Model

The theory of social change is a framework established to analyze the relationship between the employee and the employer and the employee's commitment to the organization. The Social Change Theory explains the changing feelings, thoughts, and behavior of individuals. Therefore, the focus of this research was the social change-based relations between the employee and the employer. The study model was created within the framework of Social Change Theory. The sampling and data collection process, and the questionnaire were structured accordingly.

3.3. Research Approach

Quantitative research methodology approaches were implemented for the study purposes. Quantitative study is a type of a research approaches designed to reveal any trends within a data set and relationships between two or more variables (Akarsu & Akarsu, 2019).

The research was designed as a correlational research because it explored the links that the perceived organizational support is related to the relationship between organizational culture and intrapreneurship behavior. Correlational study is designed to investigate the relationship between two groups of data (Akarsu & Akarsu, 2019).

3.4. The Participants

The participants were selected among the employees and workers in the Turkish aviation industry. They were included in the study based on their willingness to contribute to

the investigation. They were employed by two major airline companies (Turkish Airlines and Pegasus) in Turkey. 235 employees were randomly selected for the study purposes.

3.5. Data Collection

The data were collected through a questionnaire consisting of a total of 60 item questionnaire that were prepared according to the quantitative methodology approach. A 5-point (Likert) interval scale were utilized to measure all dimensions in the questionnaire.

The data collection tools included four different inventories and scales. First data collection tool was sociodemographic form that involves the participants' age, gender, education status, monthly income, and number of years of experiences at their current organizations. Second data collection tool was the Survey of Perceived Organizational Support (SPOS) developed by Eisenberg (1986) to measure the levels of organizational support. It consists of 36 7-point Likert scale items. Third data collection tool was the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999) to identify the type of culture for organizations. It has six multiple choice questions. Last data collection tool was the Intrapreneurial Assessment Instrument (IAI) developed by Kuratko, Montagna, and Hornsby (2003) to measure the intrapreneurial support of an organization with three scales.

3.6. Data Analysis

The statistical analyzes conducted on the data were as follows: Regression analysis, correlation analysis, variance analysis were implemented according to the situation that may occur.

Descriptive statistical analysis was also utilized. As a result of the. Statistical analysis of the collected data, certain statistical variables were calculated including mean scores, standard deviations, ranges, maximum and minimum scores, and correlational coefficients, and p-values.

3.7. Hypothesis

The current study was structured to investigate the following hypothesis:

H1: Perceived organizational support has a statistically significant effect on intrapreneurship behavior.

H2: Organizational culture has a statistically significant effect on intrapreneurship behavior.

H3: Perceived organizational support has a statistically significant effect on organizational culture.

H4: Organizational culture has a statistically significant effect on perceived organizational support.

These hypotheses were tested based on the results of the study. First, the relationship between the variables were examined. After data collection, they were analyzed with SPSS statistical program. The model established to examine the relationship between perceived organizational support, organizational culture and intrapreneurial behavior is shown below.

4. RESEARCH FINDINGS

This thesis study was designed to investigate relationships between organizational support, organizational culture and intrapreneurial behavior of a group of employees working as two major airlines in Turkey. Specifically, it explored the impacts of the perceived organizational support and organizational culture on the intrapreneurial behavior. This study is expected to contribute to the related studies regarding Turkish aviation sector.

In this section, the findings of the data analysis are summarized and discussed. In the first part of the result section, sociodemographic features of the participants including age, gender, education status, marital status, monthly income, employment status, and work experience were also summarized and described. In the second part of the section, the relationships between organizational support, organizational culture and intrapreneurial behavior were revealed and briefly explained.

Tale 4.1 present the sociodemographic information of the participants. 120 of them (51.1%) were male and 115 (48.9%) were female. As shown in the below table, the age distribution of the age levels were classified into five categories. 115 (48.9%) were the ages of between 26 and 35 years old. 60 employees were at the ages of between 36 and 45 years old. Third largest group was the employees who were at the ages of between 18 and 25 years old with 12.8% (N=30). These results showed that the group of participants was composed of young people.

In addition, marital status was divided into three categories including married, single, divorced/widowed/separated. The number (N=110) and percentages (46.8) of the married and single participants were the same. Only 15 (6.4%) of the participants were divorced, widowed, or separated.

The participants also reported their monthly incomes and only two categories were generated based on the responses. 145 participants (61.7%) were earning a monthly income above 5,000 TL per month. The remaining (N=90, %38.3) were earning the monthly income of between 3,000 and 5,000 TL.

Table 1: Sociodemographic characters of the participants

Sociodemographic Characters	Category	Frequency	Percentage
Gender	Male	120	51.1

	Female	115	48.9
	Total	235	100.0
Age (years old)	18-25	30	12.8
	26-35	115	48.9
	36-45	60	25.5
	46-55	25	10.6
	56-65	5	2.1
	Total	235	100.0
Marital Status	Married	110	46.8
	Single	110	46.8
	Divorced/Widowed/ Separated	15	6.4
	Total	235	100.0
Monthly Income (TL)	3,001-5,000	90	38.3
	5,000 and above	145	61.7
	Total	235	100.0
Education Level	Undergraduate	80	34.0
	Graduate	155	56.0
	Total	235	100.0
Company	Pegasus	60	25.5
	Turkish Airlines	175	74.5
	Total	235	100.0
Work Experience (years)	1-3	175	74.5
	4-6	50	8.5
	7-10	40	17.0
	Total	235	100.0

Last three sociodemographic characteristics of the participants included in the above table were education status, company, and number of years of experience at the current company. 155 (56.0%) participants said that they had a graduate degree and 80 (34%) were undergraduate level holder. They were employed by Pegasus (N=60, 23.5%) and Turkish airlines (N=175, 74.5%). Finally, most of the participants (N=175, 74.5%) were working at their current company for the years of between one and three. 50 were working at their company for between four and six years. 40 (17%) participants were working at the current company for the years of between seven and ten.

4.1. Factor Analysis for Intrapreneurship Behavior

First variable of model is Intrapreneurship, so analysis started with it. KMO Value (Kaiser-Meyer-Olkin) checked to see if factor analysis is suitable method. Factor analysis is accepted if KMO results is between 0,5 and 1. Since KMO value is 0,860 which is higher than 0,5 means there is a fine homogeneity for this analysis. Bartlett's test value is also sufficient that analysis can be done for data set.

Table 2: KMO for Intrapreneurship Behavior

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.860	
Bartlett's Test of Sphericity	Approx. Chi-Square	3749.744
df	136	
Sig.	0.000	

After KMO and Bartlett's test value check Rotated component matrix is implemented. Further, anti-image correlation matrix is analyzed. There were items lower than 0,5 so that these questions are eliminated. (Questions IB12, IB14, IB17, IB18). After elimination analysis is implemented again and none of items were lower than 0,5.

Intrapreneurship Behavior variable is divided into 4 different factors with relevant results.

Table 3: Factor Analysis for Intrapreneurship Behavior

Rotated Component Matrix					Reliability Statistics	Factors
		Component			Cronbach's Alpha	Number of items
	1	2	3	4		
IB7	.849					
IB8	.827					
IB3	.770					
						Management

IB4	.692				0.909	5	Support For Intrapreneurship
IB5	.574						
IB20		.814					
IB16		.739					
IB6		.697			0.850	4	Employee's Encouragement
IB2		.621					
IB21			.780		0.877	6	Organizational Structure
IB15			.745				
IB9			.600				
IB10			.600				
IB11			.589				
IB1			.551				
IB13				.840	0.687	2	Potential Challenges
IB19				.775			

Table 4: Rotated Component Matrix Table

Rotated Component Matrix ^a				
	Component			
	1	2	3	4
IB7	.849	.344	.149	.124
IB8	.827	.350	.192	.170
IB3	.770	.042	.016	.092
IB4	.692	.409	.393	-.056
IB5	.574	.495	.526	-.047
IB20	.183	.814	.211	.324
IB16	.204	.739	.028	.181
IB6	.300	.697	.130	.066
IB2	.478	.621	.453	.139
IB21	.253	-.233	.780	.243
IB15	-.246	.396	.745	.171
IB9	.471	.210	.600	.101
IB10	.283	.538	.600	.084

IB11	.260	.538	.589	.204
IB1	.521	.395	.551	.314
IB13	.015	.116	.152	.840
IB19	.235	.315	.196	.775

After completing factor analysis next step was the name new factors going through literature and early studies done. 5 questions are grouped into one group which is related to “Management Support for Intrapreneurship.” This group can be found in original related survey.

Second factor includes 4 questions and cannot be found in original Intrapreneurship Assessment Instrument. Questions are related to financial support and individual decision making and risk-taking support of management so that it is decided to name them into “Employee’s Encouragement”

Third Factor includes 6 questions which are related to “Organizational Structure” which can be found in original survey itself. Most of the original questions are under this factor.

The last Factor includes 2 questions and questions are related to challenges that employee can encounter with. One of them is financial challenge, other one is team challenge so that this factor named as “Potential Challenges”

4.2. Factor Analysis for Perceived Organizational Support

Table 5: KMO for Perceived Organizational Support (POS)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.834	
Bartlett's Test of Sphericity	Approx. Chi-Square	9708.650
df	351	
Sig.	0.000	

After KMO and Bartlett’s test value check Rotated component matrix is implemented. Further, anti-image correlation matrix is analyzed. There were items lower than 0,5 so that these questions are eliminated. (Questions POS2, POS6, POS7, POS11, POS12,

POS22, POS26, POS28, POS29). After elimination analysis is implemented again and none of items were lower than 0,5.

Perceived Organizational Support variable is divided into 3 different group. Looking through literature shows that there were 23 different group related to questions. They each include 1 to 5 questions. After factor analysis, it can be seen that 3 new groups occurred. Questions are grouped into 3 factors.

Table 6: Factor Analysis for Perceived Organizational Support

Rotated Component Matrix				Reliability Statistics		Factors
		Component		Cronbach's Alpha	Number of items	Factors' name
	1	2	3			
SPOS13	.797			.957	14	Employee's Well-Being
SPOS5	.791					
SPOS27	.725					
SPOS25	.719					
SPOS8	.716					
SPOS33	.700					
SPOS32	.691					
SPOS9	.683					
SPOS1	.669					
SPOS4	.665					
SPOS36	.663					
SPOS24	.647					
SPOS10	.640					
SPOS20	.611					
SPOS18		.843		.908	4	Employee's Satisfaction
SPOS21		.807				
SPOS30		.721				
SPOS35		.678				

SPOS34			.874	.905	8	Negative Concerns Towards Organization
SPOS23			.812			
SPOS14			.755			
SPOS31			.717			
SPOS19			.704			
SPOS17			.641			
SPOS15			.578			
SPOS3			.528			

Table 7: Rotated Component Matrix for Perceived Organizational Support

Rotated Component Matrix ^a			
	Component		
	1	2	3
SPOS13	.797	-.015	-.170
SPOS5	.791	.273	.003
SPOS27	.725	.456	-.350
SPOS25	.719	.325	-.380
SPOS8	.716	.368	-.409
SPOS33	.700	.520	-.332
SPOS32	.691	.496	-.372
SPOS9	.683	.498	-.419
SPOS1	.669	.253	-.372
SPOS4	.665	.551	-.322
SPOS36	.663	.567	-.319
SPOS24	.647	.495	-.082
SPOS10	.640	.574	-.362
SPOS20	.611	.482	-.387
SPOS18	.236	.843	.128
SPOS21	.340	.807	-.129
SPOS30	.462	.721	.092
SPOS35	.585	.678	-.333
SPOS16	-.382	-.644	.477
SPOS34	-.120	-.074	.874
SPOS23	-.189	-.344	.812
SPOS14	-.257	.339	.755
SPOS31	-.175	.235	.717
SPOS19	-.149	-.452	.704
SPOS17	-.369	-.385	.641
SPOS15	-.497	-.308	.578

SPOS3	-.433	-.414	.528
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After completing factor analysis next step was the name new factors going through literature and early studies done. First factor is consisting 14 questions. All questions are related to Positive statements towards employee's well-being so that factor is named as "Employee's Well-Being" On the other hand second factor consist of 4 questions. They are all related to Employee Satisfaction status so that this factor named as "Employee's Satisfaction"

The last factor is named as "Negative Concerns Towards Organization". It consists of 8 different questions. Questions are all related to employee's concern towards organization.

4.3. Descriptive Analysis for Organizational Culture

Since the questionnaire "Organizational Culture Assessment Instrument" is based on open ended questions (points out of 100) instead of factor analysis, descriptive should be done according to the type of the questionnaire. Analysis results can be found below.

By using means further regression analysis is implemented.

Table 8: Descriptive analysis for the Organizational Culture

	N	Range	Minimum	Maximum	Mean	Std. Deviation
<i>Total-A-Now</i>	235	17.50	15.8	33.3	24.8	3.8
<i>Total-A-Preferred</i>	235	19.99	19.1	39.1	27.7	4.6
<i>Total-B-Now</i>	235	30.00	3.3	33.3	21.4	7.3
<i>Total-B-Preferred</i>	235	30.00	9.1	39.1	23.5	5.2
<i>Total-C-Now</i>	235	32.50	5.0	37.5	22.4	7.1
<i>Total-C-Preferred</i>	235	17.50	12.5	30.0	21.5	3.7
<i>Total-D-Now</i>	235	47.50	17.5	65.0	30.9	12.4
<i>Total-D-Preferred</i>	235	37.50	12.5	50.0	27.1	8.8

Table 8 illustrates the findings of the organizational culture assessment inventory implementations for the participants. It presents ranges, minimum scores, maximum scores, mean scores, and standard deviations of each category. The OCAI consists of six questions regarding their opinions to measure six important dimensions of organizational culture. Six

questions ask the employees regarding their current perceptions of the organizational culture and preferred organizational culture based on the four multiple choice items. The participants responded to the questions initially for the status (e.g. Total-A-Now) and preferred status (e.g. Total-A-Preferred) for each item. Total scores for each question are composed of 100 points.

Based on the data analysis results as indicated on the table 8, four dimensions are structured according to the weights of the choices by the employees in this thesis study (Garcia et al., 2012). According to the Competing Values Framework (CVF), “**clan**, **hierarchy**, **adhocracy**, and **market**” are types of organizational culture based on the four variables including flexibility and discretion, stability and locus, external locus and differentiation, and internal locus and integration as indicated in the figure 14.

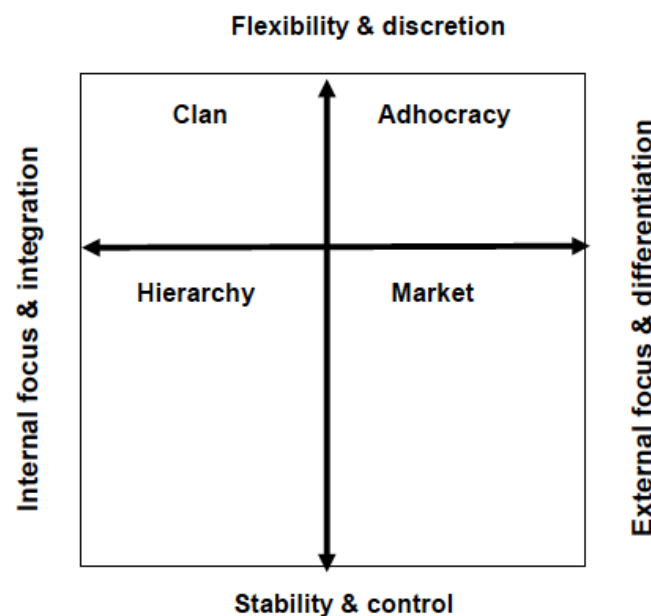


Figure 15. The Competing Values Framework (CVF) (Cameron & Quinn, 2006)

The figure 15 presents the diagnostic results for the cultural dimensions for the employees’ companies based on the data findings on the table 8. The average scores for the clan, adhocracy, hierarchy, and market cultural dimensions were calculated 24.8, 21.4, 22.4, and 30.9 for the status of their organizations’ cultures. The cultural dimension of market was found as the highest value. The companies of the participants are also aligned with clan and hierarchy cultures. The lowest average scores of cultures related was adhocracy dimension.

As a result, the current cultural perspectives of the employees are perceived by the employees as market, dominated culture characterized by being an organization focused on the outcomes and a prominence on meeting the target or objectives.

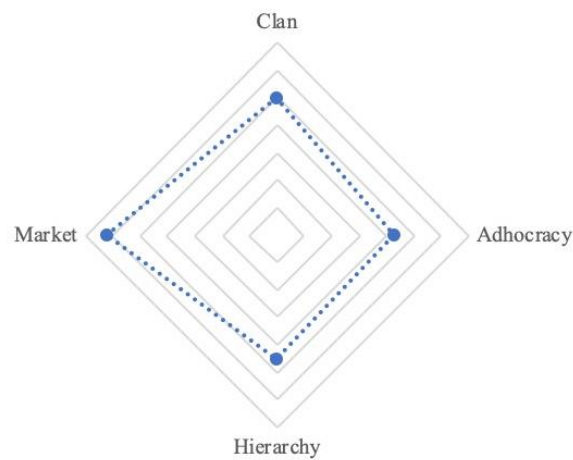


Figure 16. Diagnostic yield of culture, current company status

Figure 16 shows the preferred cultures of their companies of the participants in the future five years. In addition to the market dimension, the participants would like to see clan and adhocracy dimensions of their companies higher than the status.

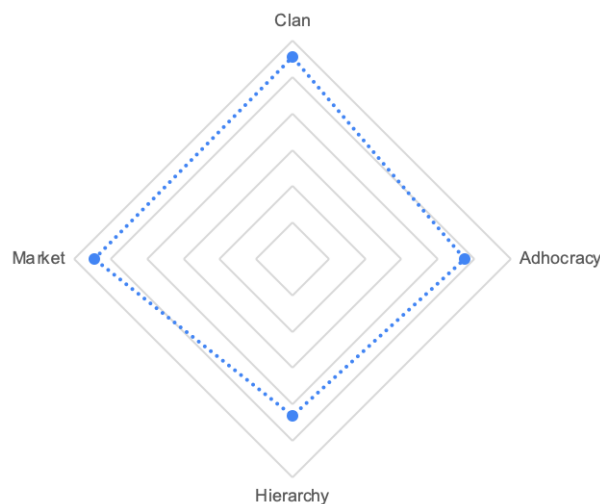


Figure 17. Diagnostic yield of culture, preferred company status

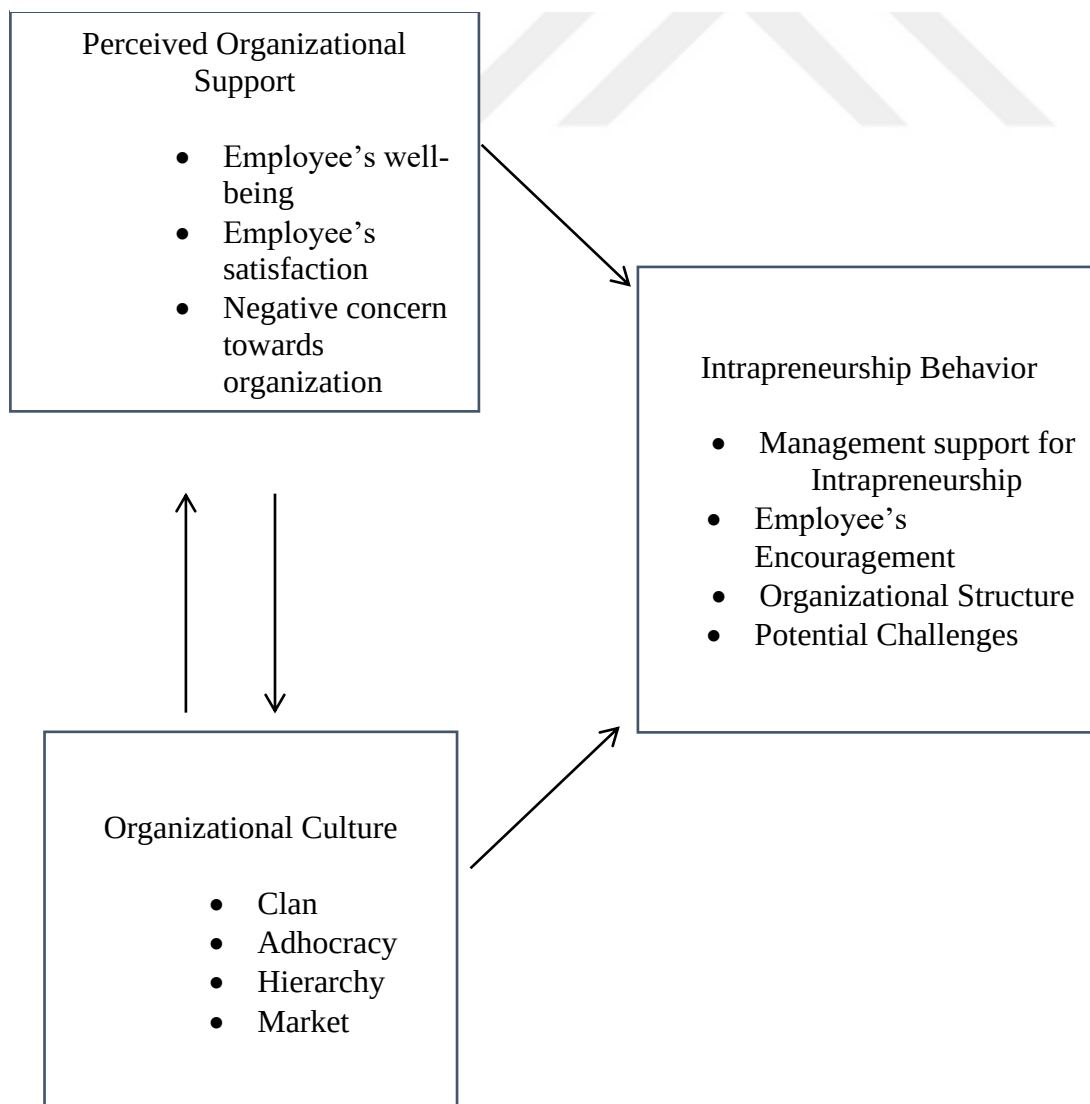
The table 15 shows the relationships between perceived organizational support and intrapreneurial behavior of the employees. Specifically, the impacts of the perceived organizational support on the intrapreneurial behavior (with three subscales) of the employees are presented. To explore this relationships, correlation and regression analysis were

conducted. Pearson correlation coefficient (r) between perceived organization support and total intrapreneurial behavior was calculated 0.70, positive high relationship.

The correlation coefficients between subscales of intrapreneurial behavior of the employees and their perceived organizational support levels. The table 15 shows that there existed a positive high correlation ($r=0.75$) between subscale 1 (management support for intrapreneurship) and perceived organization support. The Pearson's correlation coefficient between subscale 2 (organizational structure) of the intrapreneurial behavior and the perceived organization support was found 0.37, very low positive relation. Finally, the subscale 3 (reward and research availability) of the intrapreneurial behavior and perceived organization support was 0.49, positive low relation.

After factor analysis, model structured before analysis is revised according to new factors and can be found below table.

Table 9: Revised model after factor analysis



4.4 Regression Analysis Results

The purpose of this research is to find those factors which affect intrapreneurship behavior based on Social Exchange Theory. After examining all literature and studies IBM SPSS Statistics 23.0 is used to analyze datasets. In previous parts results is explained. In this part regression results will be explained.

To see relationship between independent and dependent variables regression analysis is used. Regression coefficients for each independent value (betta or b values), R square value, and F test that shows the significance of the model are crucial to control.

R square value should be higher than 0,5. It is meant on scope that variety add up is not the same as zero statistically also so, F test should be implemented.

As mentioned before eleven new variables occurred after implementation of factor analysis and they are included in regression analysis.

Table 10: F tests for Regression Analysis 1

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.115	3	7.038	5.906	.001 ^b
Residual	275.268	231	1.192		
Total	296.383	234			

a. Dependent Variable: Management Support for Intrapreneurship

b. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

Table 11: Coefficient table 1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.016	.467		8.606	.000
POS_FACTOR3	-.366	.103	-.415	-3.539	.000
POS_FACTOR2	.413	.140	.253	2.950	.004

POS_FACTOR1	-.371	.093	-.390	-4.004	.000
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a. Dependent Variable: Management Support for Intrapreneurship

Hypothesis accepted according to result: (P value is less than 0,05)

H1a: Perceived organizational support has a statistically significant effect on management support for intrapreneurship.

Table 12: Model Summary 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.267 ^a	.071	.059	1.09162

a. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

b. Dependent Variable: Management Support for Intrapreneurship

Table 13: F tests for Regression Analysis 2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.904	3	17.635	68.461	.000 ^b
	Residual	59.503	231	.258		
	Total	112.407	234			

a. Dependent Variable: Employee's Encouragement

b. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

Table 14: Coefficient table 2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.756	.217		3.484	.001
	POS_FACTOR1	-.038	.048	-.070	-.790	.000
	POS_FACTOR2	.416	.065	.414	6.390	.000
	POS_FACTOR3	.335	.043	.573	7.784	.000

a. Dependent Variable: Employee's Encouragement

Hypothesis accepted according to result: (P value is less than 0,05)

H1b: Perceived organizational support has a statistically significant effect on employee's encouragement.

Table 15: Model Summary 2

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.471	.464	.50753

a. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

b. Dependent Variable: Employee's Encouragement

Table 16: F tests for Regression Analysis 3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.473	3	2.824	5.806	.001 ^b
	Residual	112.361	231	.486		
	Total	120.833	234			

a. Dependent Variable: Organizational Structure

b. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

Table 17: Coefficient table 3

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.036	.298		13.537	.000
	POS_FACTOR1	-.188	.066	-.333	-2.843	.005

POS_FACTOR2	.326	.090	.312	3.638	.000
POS_FACTOR3	-.192	.059	-.317	-3.248	.001

a. Dependent Variable: Organizational Structure

Hypotheses accepted according to result: (P value is less than 0,05)

H1c: Perceived organizational support has a statistically significant effect on organizational structure.

Table 18: Model Summary 3

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265 ^a	.070	.058	.69743

a. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

b. Dependent Variable: Organizational Structure

Table 19: F tests for Regression Analysis 4

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.121	3	9.040	11.765	.000 ^b
	Residual	177.507	231	.768		
	Total	204.628	234			

a. Dependent Variable: Potential Challenges

b. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

Table 20: Coefficient table 4

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.843	.375		4.918	.000

POS_FACTOR1	-.126	.083	-.173	-1.523	.129
POS_FACTOR2	.595	.113	.439	5.289	.000
POS_FACTOR3	-.061	.074	-.077	-.818	.414

a. Dependent Variable: Potential Challenges

Hypothesis accepted: (P values is less than 0,05)

H1d: Employee's satisfaction has a statistically significant effect on potential challenges.

Table 21: Model Summary 4

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.364 ^a	.133	.121	.87660

a. Predictors: (Constant), POS_FACTOR3, POS_FACTOR2, POS_FACTOR1

b. Dependent Variable: Potential Challenges

Table 22: Model Summary 5

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 ^a	.071	.054	1.09440

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

b. Dependent Variable: Management Support for Intrapreneurship

Table 23: F tests for Regression Analysis 5

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.911	4	5.228	4.365	.002 ^b
	Residual	275.472	230	1.198		

Total	296.383	234			
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a. Dependent Variable: Management Support for Intrapreneurship

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 24: Coefficient table 5

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.568	13.211		1.254	.211
	CLAN_P	-.089	.133	-.372	-.671	.503
	ADHOCRACY_P	-.144	.131	-.671	-1.104	.271
	HIERARCHY_P	-.163	.136	-.544	-1.204	.230
	MARKET_P	-.146	.132	-1.143	-1.111	.268

a. Dependent Variable: Management Support for Intrapreneurship

Hypotheses rejected: (P value is higher than 0,05)

H2f: Preferred organizational culture has a statistically significant effect on management support for intrapreneurship.

Table 25: Model Summary 5

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 ^a	.290	.264	.75960

a. Predictors: (Constant), MARKET_P, CLAN_N, HIERARCHY_P, ADHOCRACY_N, HIERARCHY_N, CLAN_P, ADHOCRACY_P, MARKET_N

b. Dependent Variable: Employee's Encouragement

Table 26: F tests for Regression Analysis 6

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.378	4	7.595	11.405	.000 ^b
	Residual	153.159	230	.666		
	Total	183.537	234			

a. Dependent Variable: Employee's Encouragement

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 27: Coefficient table 6

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.295	9.661		.445	.657
	CLAN_N	-.009	.051	-.040	-.185	.854
	ADHOCRACY_N	.020	.052	.169	.391	.696
	HIERARCHY_N	-.061	.054	-.489	-1.126	.261
	MARKET_N	-.048	.053	-.666	-.896	.371
	CLAN_P	.078	.099	.413	.788	.431
	ADHOCRACY_P	-.049	.098	-.290	-.504	.615
	HIERARCHY_P	.027	.103	.116	.267	.789
	MARKET_P	.014	.097	.142	.148	.882

a. Dependent Variable: Employee's Encouragement

Hypotheses rejected: (P value is higher than 0,05)

H2a: Current organizational culture has a statistically significant effect on employee's encouragement.

H2g: Preferred organizational culture has a statistically significant effect employee's encouragement.

Table 28: Model Summary 6

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282 ^a	.079	.063	.69546

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

b. Dependent Variable: Organizational Structure

Table 29: F tests for Regression Analysis 7

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.591	4	2.398	4.958	.001 ^b
	Residual	111.242	230	.484		
	Total	120.833	234			

a. Dependent Variable: Organizational Structure

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 30: Coefficient table 7

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.713	8.395		-.442	.659
	CLAN_P	.104	.085	.677	1.227	.221
	ADHOCRACY_P	.059	.083	.430	.711	.478
	HIERARCHY_P	.084	.086	.438	.974	.331
	MARKET_P	.060	.084	.733	.716	.475

a. Dependent Variable: Organizational Structure

Hypothesis rejected: (P value is higher than 0,05)

H2h: Preferred organizational culture has a statistically significant effect on organizational structure.

Table 31: Model Summary 7

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.287 ^a	.082	.066	.90364

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

b. Dependent Variable: Potential Challenges

Table 32: F tests for Regression Analysis 8**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.817	4	4.204	5.149	.001 ^b
	Residual	187.810	230	.817		
	Total	204.628	234			

a. Dependent Variable: Potential Challenges

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 33: Coefficient table 8**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-23.119	10.908		-2.119	.035
	CLAN_P	.286	.110	1.436	2.606	.010
	ADHOCRACY_P	.254	.108	1.419	2.351	.020
	HIERARCHY_P	.269	.112	1.080	2.404	.017
	MARKET_P	.243	.109	2.290	2.239	.026

a. Dependent Variable: Potential Challenges

Hypothesis rejected: (P value is higher than 0,05)

H2i: Preferred organizational culture has a statistically significant effect on potential challenges.

Table 34: Model Summary 8

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.332 ^a	.110	.095	1.07064

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

b. Dependent Variable: Management Support for Intrapreneurship

Table 35: F tests for Regression Analysis 9**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.741	4	8.185	7.141	.000 ^b
	Residual	263.642	230	1.146		
	Total	296.383	234			

a. Dependent Variable: Management Support for Intrapreneurship

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 36: Coefficient table 9**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.855	6.739		2.798	.006
	CLAN_N	-.138	.067	-.466	-2.062	.040
	ADHOCRACY_N	-.107	.069	-.694	-1.558	.121
	HIERARCHY_N	-.211	.070	-1.331	-3.023	.003
	MARKET_N	-.168	.070	-1.859	-2.405	.017

a. Dependent Variable: Management Support for Intrapreneurship

Hypothesis accepted: (P value is lower than 0,05)

H2c: Current hierarchy culture organization has a statistically significant effect on management support for intrapreneurship.

Table 37: Model Summary 9

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.167	.153	.81507

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

b. Dependent Variable: Employee's Encouragement

Table 38: F tests for Regression Analysis 10**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.739	4	7.685	11.567	.000 ^b
	Residual	152.799	230	.664		
	Total	183.537	234			

a. Dependent Variable: Employee's Encouragement

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 39: Coefficient table 10**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.853	5.131		1.141	.255
	CLAN_N	.015	.051	.065	.297	.767
	ADHOCRACY_N	-.004	.052	-.030	-.070	.944
	HIERARCHY_N	-.048	.053	-.384	-.902	.368
	MARKET_N	-.046	.053	-.647	-.866	.388

a. Dependent Variable: Employee's Encouragement

Hypothesis rejected: (P value is higher than 0,05)

H2a: Current organizational culture has a statistically significant effect on employee's encouragement.

Table 40: Model Summary 10**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.117	.101	.68125

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCY_N, ADHOCRACY_N

b. Dependent Variable: Organizational Structure

Table 41: F tests for Regression Analysis 11**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.091	4	3.523	7.590	.000 ^b
	Residual	106.743	230	.464		
	Total	120.833	234			

a. Dependent Variable: Organizational Structure

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCY_N, ADHOCRACY_N

Table 42: Coefficient table 11**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.490	4.288		-1.747	.082
	CLAN_N	.120	.043	.636	2.825	.005
	ADHOCRACY_N	.136	.044	1.386	3.123	.002
	HIERARCY_N	.098	.044	.966	2.203	.029
	MARKET_N	.109	.045	1.890	2.454	.015

a. Dependent Variable: Organizational Structure

Hypotheses accepted: (P value is lower than 0,05)

H2d: Current clan culture organization has a statistically significant effect on organizational structure.

H2e: Current adhocracy culture organization has a statistically significant effect on organizational structure.

Table 43: Model Summary 11

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.285 ^a	.081	.065	.90407

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

b. Dependent Variable: Potential Challenges

Table 44: F tests for Regression Analysis 12

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.639	4	4.160	5.089	.001 ^b
	Residual	187.989	230	.817		
	Total	204.628	234			

a. Dependent Variable: Potential Challenges

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 45: Coefficient table 12

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.465	5.691		.609	.543
	CLAN_N	.051	.057	.209	.910	.364
	ADHOCRACY_N	-.032	.058	-.246	-.544	.587
	HIERARCHY_N	.001	.059	.010	.023	.982
	MARKET_N	-.028	.059	-.370	-.471	.638

a. Dependent Variable: Potential Challenges

Hypothesis rejected: (P value is higher than 0,05)

H2b: Current organizational culture has a statistically significant effect on potential challenges

Table 46: F tests for Regression Analysis 13

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	240.378	3	80.126	5.896	.001 ^b
Residual	3139.188	231	13.590		
Total	3379.566	234			

a. Dependent Variable: CLAN_N

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 47: : Model Summary 12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.267 ^a	.071	.059	3.68640

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 48: Coefficient table 13

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.041	1.552		16.139	.000
	POS_FAKTOR1	-1.108	.389	-.347	-2.844	.005
	POS_FAKTOR2	1.587	.439	.341	3.611	.000
	POS_FAKTOR3	-.877	.292	-.273	-3.002	.003

a. Dependent Variable: CLAN_N

Hypothesis accepted: (P value is lower than 0,05)

H3a: Perceived organizational support has a statistically significant effect on current clan culture organization.

Table 49: Model Summary 13

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 ^a	.374	.365	5.82252

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 50: F tests for Regression Analysis 14

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4669.168	3	1556.389	45.909	.000 ^b
	Residual	7831.307	231	33.902		
	Total	12500.474	234			

a. Dependent Variable: ADHOCRACY_N

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 51: Coefficient table 14

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.231	2.451		1.318	.189
	POS_FAKTOR1	.542	.615	.088	.882	.379
	POS_FAKTOR2	4.511	.694	.505	6.500	.000
	POS_FAKTOR3	-.617	.461	-.100	-1.338	.182

a. Dependent Variable: ADHOCRACY_N

Hypothesis accepted: (p value is lower than 0,05)

H3b: Employee's satisfaction has a statistically significant effect on current adhocracy culture organization.

Table 52: Model Summary 14

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 ^a	.334	.325	5.84369

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 53: F tests for Regression Analysis 15

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3953.183	3	1317.728	38.588	.000 ^b
	Residual	7888.359	231	34.149		
	Total	11841.543	234			

a. Dependent Variable: HIERARCHY_N

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 54: Coefficient table 15

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.019	2.460		-.008	.994
	POS_FAKTOR1	2.440	.617	.408	3.953	.000
	POS_FAKTOR2	2.676	.696	.308	3.843	.000
	POS_FAKTOR3	1.207	.463	.201	2.606	.010

a. Dependent Variable: HIERARCHY_N

Hypotheses accepted: (P value is higher than 0,05)

H3c: Employee's well-being has a statistically significant effect on current hierarchy culture organization.

H3d: Employee's satisfaction has a statistically significant effect on current hierarchy culture organization.

Table 55: Model Summary 15

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.498	.491	8.85849

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 56: F tests for Regression Analysis 16

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17967.109	3	5989.036	76.320	.000 ^b
	Residual	18127.234	231	78.473		
	Total	36094.343	234			

a. Dependent Variable: MARKET_N

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 57: Coefficient table 16

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71.352	3.729		19.137	.000
	POS_FAKTOR1	-2.047	.936	-.196	-2.188	.030

POS_FAKTO R2	-8.425	1.056	-.555	-7.980	.000
POS_FAKTO R3	.003	.702	.000	.005	.996

a. Dependent Variable: MARKET_N

Hypothesis accepted: (P value is lower than 0,05)

H3e: Employee's satisfaction has a statistically significant effect on current market culture organization.

Table 58: Model Summary 16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368 ^a	.136	.124	4.38844

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 59: F tests for Regression Analysis 17

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	698.233	3	232.744	12.085	.000 ^b
	Residual	4448.688	231	19.258		
	Total	5146.921	234			

a. Dependent Variable: CLAN_P

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 60: Coefficient table 17

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.246	1.847		10.961	.000
	POS_FAKTO R1	1.279	.464	.325	2.760	.006

POS_FAKTO R2	.502	.523	.088	.960	.338
POS_FAKTO R3	.152	.348	.038	.436	.663

a. Dependent Variable: CLAN_P

Hypothesis rejected: (P value is higher than 0,05)

H3f: Perceived organizational support has a statistically significant effect on preferred clan culture organization.

Table 61: Model Summary 17

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.398	4.06244

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 62: F tests for Regression Analysis 18

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2600.762	3	866.921	52.530	.000 ^b
	Residual	3812.287	231	16.503		
	Total	6413.049	234			

a. Dependent Variable: ADHOCRACY_P

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 63: Coefficient table 18

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.826	1.710		3.992	.000
	POS_FAKTO R1	1.186	.429	.270	2.763	.006

POS_FAKTO R2	2.929	.484	.458	6.050	.000
POS_FAKTO R3	.415	.322	.094	1.288	.199

a. Dependent Variable: ADHOCRACY_P

Hypothesis accepted: (P value is lower than 0,05)

H3g: Employee's satisfaction has a statistically significant effect on preferred adhocracy culture organization.

Table 64: Model Summary 18

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.168	.157	3.44597

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 65: F tests for Regression Analysis 19

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	552.564	3	184.188	15.511	.000 ^b
	Residual	2743.057	231	11.875		
	Total	3295.621	234			

a. Dependent Variable: HIERARCHY_P

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 66: Coefficient table 19

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.158	1.450		9.761	.000
	POS_FAKTO R1	.031	.364	.010	.084	.933
	POS_FAKTO R2	1.883	.411	.410	4.585	.000

POS_FAKTO R3	.099	.273	.031	.362	.718
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a. Dependent Variable: HIERARCHY_P

Hypothesis accepted: (P value is lower than 0,05)

H3h: Employee's satisfaction has a statistically significant effect on preferred hierarchy culture organization.

Table 67: : Model Summary 19

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 ^a	.522	.516	6.12247

a. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 68: F tests for Regression Analysis 20

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9471.518	3	3157.173	84.226	.000 ^b
	Residual	8658.946	231	37.485		
	Total	18130.464	234			

a. Dependent Variable: MARKET_P

b. Predictors: (Constant), POS_FAKTOR3, POS_FAKTOR2, POS_FAKTOR1

Table 69: Coefficient table 20

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59.180	2.577		22.965	.000
	POS_FAKTO R1	-2.646	.647	-.358	-4.091	.000
	POS_FAKTO R2	-5.135	.730	-.477	-7.037	.000
	POS_FAKTO R3	-.846	.485	-.114	-1.744	.082

a. Dependent Variable: MARKET_P

Hypotheses accepted: (P value is lower than 0,05)

H3i: Employee's well-being has a statistically significant effect on preferred market culture organization.

H3k: Employee's satisfaction has a statistically significant effect on preferred market culture organization.

Table 70: Model Summary 20

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.350	.338	.96814

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 71: : F tests for Regression Analysis 21

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.835	4	28.959	30.896	.000 ^b
	Residual	215.579	230	.937		
	Total	331.413	234			

a. Dependent Variable: Employee's well-being

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 72: Coefficient table 21

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.313	6.094		1.200	.231
	CLAN_N	.009	.061	.029	.151	.880

ADHOCRACY_N	-.042	.062	-.258	-.676	.500
HIERARCY_N	.000	.063	-.002	-.006	.996
MARKET_N	-.079	.063	-.822	-1.244	.215

a. Dependent Variable: Employee's well-being

Hypothesis rejected: (P value is higher than 0,05)

H4a: Current organizational culture has a statistically significant effect on employee's well-being.

Table 73: Model Summary 21

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.513	.505	.57541

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCY_N, ADHOCRACY_N

Table 74: : F tests for Regression Analysis 22

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.342	4	20.086	60.664	.000 ^b
	Residual	76.151	230	.331		
	Total	156.494	234			

a. Dependent Variable: Employee's satisfaction

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCY_N, ADHOCRACY_N

Table 75: Coefficient table 22

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.393	3.622		2.593	.010
	CLAN_N	-.007	.036	-.034	-.203	.839

ADHOCRACY_N	-.069	.037	-.621	-1.884	.061
HIERARCHY_N	-.037	.037	-.319	-.978	.329
MARKET_N	-.101	.038	-1.531	-2.679	.008

a. Dependent Variable: Employee's satisfaction

Hypothesis rejected: (P value is higher than 0,05)

H4b: Current organizational culture has a statistically significant effect on employee's satisfaction.

Table 76: Model Summary 22

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343 ^a	.118	.103	1.12153

a. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 77: F tests for Regression Analysis 23

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.663	4	9.666	7.684	.000 ^b
	Residual	289.302	230	1.258		
	Total	327.965	234			

a. Dependent Variable: Negative concern towards organization

b. Predictors: (Constant), MARKET_N, CLAN_N, HIERARCHY_N, ADHOCRACY_N

Table 78: Coefficient table 23

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.111	7.060		2.282	.023
	CLAN_N	-.161	.070	-.517	-2.296	.023

ADHOCRACY_N	-.166	.072	-1.025	-2.311	.022
HIERARCHY_N	-.128	.073	-.767	-1.750	.081
MARKET_N	-.126	.073	-1.326	-1.723	.086

a. Dependent Variable: Negative concern towards organization

Hypothesis rejected: (P value is higher than 0,05)

H4c: Current organizational culture has a statistically significant effect on negative concern towards organization.

Table 79: Model Summary 23

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 ^a	.395	.384	.93406

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 80: F tests for Regression Analysis 24

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.744	4	32.686	37.463	.000 ^b
	Residual	200.670	230	.872		
	Total	331.413	234			

a. Dependent Variable: Employee's well-being

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 81: Coefficient table 24

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-21.653	11.275		-1.920	.056
	CLAN_P	.276	.114	1.087	2.429	.016

ADHOCRACY_P	.276	.111	1.215	2.479	.014
HIERARCHY_P	.294	.116	.926	2.539	.012
MARKET_P	.196	.112	1.449	1.745	.082

a. Dependent Variable: Employee's well-being

Hypothesis rejected: (P value is higher than 0,05)

H4d: Preferred organizational culture has a statistically significant effect on employee's well-being.

Table 82: Model Summary 24

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	.540	.532	.55931

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 83: F tests for Regression Analysis 25

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.543	4	21.136	67.564	.000 ^b
	Residual	71.950	230	.313		
	Total	156.494	234			

a. Dependent Variable: Employee's satisfaction

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 84: Coefficient table 25

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-18.907	6.752		-2.800	.006

CLAN_P	.222	.068	1.275	3.268	.001
ADHOCRACY_P	.249	.067	1.592	3.727	.000
HIERARCHY_P	.268	.069	1.231	3.872	.000
MARKET_P	.179	.067	1.922	2.655	.005

a. Dependent Variable: Employee's satisfaction

Hypothesis accepted: (P value is lower than 0,05)

H4e: Preferred organizational culture has a statistically significant effect on employee's satisfaction

Table 85: Model Summary 25

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 ^a	.129	.114	1.11453

a. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 86: F tests for Regression Analysis 26

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.264	4	10.566	8.506	.000 ^b
	Residual	285.701	230	1.242		
	Total	327.965	234			

a. Dependent Variable: Negative Concern Towards Organization

b. Predictors: (Constant), MARKET_P, HIERARCHY_P, CLAN_P, ADHOCRACY_P

Table 87: Coefficient table 26

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	55.609	13.454		4.133	.000
	CLAN_P	-.559	.136	-2.213	-4.121	.000

ADHOCRACY_P	-.530	.133	-2.343	-3.983	.000
HIERARCHY_P	-.555	.138	-1.760	-4.023	.000
MARKET_P	-.509	.134	-3.786	-3.800	.000

a. Dependent Variable: Negative Concern Towards Organization

Hypothesis accepted: (P value is lower than 0,05)

H4f: Preferred organizational culture has a statistically significant effect on negative concern towards organization.

To sum up if the variable has a significance value (p value) $>0,05$, then this variable should be eliminated as because it does not provide any meaningful explanation value to the model. P values of each analysis can be found in tables above. New hypotheses is rejected or accepted accordingly.

It will be fortunate to note that some abbreviations are used in regression analyses tables. CLAN_P: Preferred Clan Culture, ADHOCRACY_P: Preferred Adhocracy Culture, HIERARCHY_P: Preferred Hierarchy Culture, MARKET_P: Preferred Market Culture, CLAN_N: Current Clan Culture, ADHOCRACY_N: Current Adhocracy Culture, HIERARCHY_N: Current Hierarchy Culture, MARKET_N: Current Market Culture, POS_FAKTOR1: Employee's Well-Being, POS_FAKTOR2: Employee's Satisfaction, POS_FAKTOR3: Negative Concern Towards Organization

5. DISCUSSION

This current thesis study was structured to investigate the relationships among perceived organization support, and organizational culture, and intrapreneurship behavior. Intrapreneurship has been a significant concept that promote the companies to create more reliable, productive, and happy employees for their organizations.

In the first section of the analysis section, sociodemographic characteristics were summarized. Most of the participants were composed of male employees. The number of male employees were slightly more than female employees. Most of them were the ages of between 26 and 35, therefore the participants consist of young participants. Considering the average number of work experience (mostly between 1 and 3), the average ages of the participants were as expected.

Most of them were either single or married based on the sociodemographic characters. In addition, the participants were mostly from the high-income families. Their monthly income exceeds 5.000 TL. They were highly educated. Most of them were employed by the Turkish Airlines. This could be explained as it is the national flag carrier airline of Turkey and largest airline company.

Descriptive analysis of the organizational culture for the participants showed that they believed their organizations currently have 'market' culture dominated culture characterized by being an organization focused on the outcomes and a prominence on meeting the target or objectives. The market culture consists of market share, goal achievement, beating competitors. These results were similar to the findings of the previous studies (Baird, Hu, & Reeve, 2011; Braunscheidel, Suresh, & Boisnier, 2010; Choi et al., 2010)

Four hypotheses were proposed regarding the relationships between perceived organization support, organizational cultures, and the intrapreneurship behavior. The hypotheses were tested based on the results of the study. First, the relationship between the variables were examined. After data collection, they were analyzed with correlation and regression methods by the SPSS v.23 statistical program.

After factor analysis, it is found that some factors found different than literature and early studies done before. Intrapreneurship Behavior variable has Management Support for Intrapreneurship, Employee's Encouragement, Organizational Structure, and Potential Challenges factors after analysis. Organizational Culture factors comes from literature and early studies. Perceived organizational support variable has Employee's well-being,

employee's satisfaction, and negative concern towards organization factors and these factors named after analysis. These newly named factors are contribution for future studies.

6. CONCLUSION

This current thesis study was structured to investigate the relationships among perceived organization support, and organizational culture, and intrapreneurship behavior. Intrapreneurship has been a significant concept that promote the companies to create more reliable, productive, and happy employees for their organizations. Hypotheses and conclusion are explained below.

This thesis study consists of some limitations. First, since the data was collected via Googledoc methodology in online environment, it was not possible to control over the data collection process. Future studies could utilize the current investigation by using other data collection methodologies including interviews, field tests and notes, and other longitudinal case researches.

Second, the thesis study was completed by using Likert scale data collection tools, which may create missing answers, subjective responses, and biased opinions based on the participants' answers on the questionnaires. These issues could be eliminated if the study is conducted with a mixed methodology that utilizes both quantitative and qualitative methodologies and analysis.

Also, with an increasing number of participants, the statistical analysis could generate more reliable outcomes. Therefore, it is suggested that the number of participants should be increased. Also, demographic characteristics could be designed homogeneous or limited to some variables to find the corresponding findings.

Future studies could also be conducted in a different environment or various environments for further elaborate general ability of the organizational culture, perceived organizational support and their impacts on the intrapreneurship behavior for the employees. A different sector other than airline industry could also be undertaken to further investigate the relationships between the organizational culture, perceived organization support and their impacts on the intrapreneurial intentions

Table 88: Hypothesis testing results

		Accept	Denied
H1a	Perceived organizational support has a statistically significant effect on management support for intrapreneurship.	√	
H1b	Perceived organizational support has a statistically significant effect on employee's encouragement.	√	
H1c	Perceived organizational support has a statistically significant effect on organizational structure.	√	
H1d	Employee's satisfaction has a statistically significant effect on potential challenges.	√	
H2a	Current organizational culture has a statistically significant effect on employee's encouragement.		√
H2b	Current organizational culture has a statistically significant effect on potential challenges.		√
H2c	Current hierarchy culture organization has a statistically significant effect on management support for intrapreneurship.	√	
H2d	Current clan culture organization has a statistically significant effect on organizational structure.	√	
H2e	Current adhocracy culture organization has a statistically significant effect on organizational structure.	√	
H2f	Preferred organizational culture has a statistically		√

	significant effect on management support for intrapreneurship.		
H2g	Preferred organizational culture has a statistically significant effect on employee's encouragement.		√
H2h	Preferred organizational culture has a statistically significant effect on organizational structure.		√
H2i	Preferred organizational culture has a statistically significant effect on potential challenges.		√
H3a	Perceived organizational support has a statistically significant effect on current clan culture organization.	√	
H3b	Employee's satisfaction has a statistically significant effect on current adhocracy culture organization.	√	
H3c	Employee's well-being has a statistically significant effect on current hierarchy culture organization.	√	
H3d	Employee's satisfaction has a statistically significant effect on current hierarchy culture organization.	√	
H3e	Employee's satisfaction has a statistically significant effect on current market culture organization.	√	
H3f	Perceived organizational support has a statistically significant effect on preferred clan culture organization.		√
H3g	Employee's satisfaction has a statistically significant effect on preferred adhocracy culture organization.	√	
H3h	Employee's satisfaction has a statistically significant effect on preferred hierarchy culture organization.	√	
H3i	Employee's well-being has a statistically significant effect on preferred market culture organization.	√	

H3k	Employee's satisfaction has a statistically significant effect on preferred market culture organization.	√	
H4a	Current organizational culture has a statistically significant effect on employee's well-being.		√
H4b	Current organizational culture has a statistically significant effect on employee's satisfaction.		√
H4c	Current organizational culture has a statistically significant effect on negative concern towards organization.		√
H4d	Preferred organizational culture has a statistically significant effect on employee's well-being.		√
H4e	Preferred organizational culture has a statistically significant effect on employee's satisfaction	√	
H4f	Preferred organizational culture has a statistically significant effect on negative concern towards organization.	√	

By the help of factor analysis, it is found that four initial hypotheses became twenty-nine different hypotheses. Several regression analyses done by SPSS v.23 statistical program. P value of each table is examined and values that are higher than 0,05 are eliminated. Sub factors are taken into consideration. It is found that eighteen of hypotheses are accepted and eleven of them are rejected. Initial H1 hypotheses became 4 different hypotheses, H2 switch 9 different hypotheses, H3 became 10 different hypotheses, and H4 turn into 6 different hypotheses.

The first hypothesis was regarding the statistically significant effects of the perceived organizational support for the intrapreneurial behavior of the employees. The findings regarding for the first hypothesis was aligned with the previous studies (Hashemi & Nadi, 2012; Taştan & Güçel, 2014).

As data analysis (table 4.5) showed that there exists a statistically significant difference ($p\text{-value} < 0.05$) between the perceived organizational support and the intrapreneurial behavior of the employees. Furthermore, the perceived organizational support (POS) has a statistically significant effect on management support for intrapreneurial behavior, employee's encouragement, and organizational structure. New factor (employee's satisfaction) has a statistically significant effect on potential challenges. H1a, H1b, H1c, H1d can be found in the table. For the study, it can be summarized that perceived organizational support generally affects intrapreneurship behavior of employees. To increase his or her intrapreneurship behavior in organization, it is important for employee to see perceived support.

Second hypothesis claimed that (types of) the organizational culture has a statistically significant effect on intrapreneurial behavior. Table summarized related findings for this hypothesis. Such findings were somewhat similar to the findings of the previous studies (Eze et al., 2018; Srivastava & Srivastava, 2010). In this study after factor analysis new hypotheses occurred, H2a, H2b, H2c, H2d, H2e, H2f, H2g, H2h, H2i can be found in the table. 3 of them are accepted and 6 of them are rejected. Currently hierarchy culture organization affects management support for intrapreneurship, currently clan culture organization affects organizational structure, and currently adhocracy culture organizational structure.

Third hypothesis stated that perceived organizational support has a statistically significant effect on organizational culture. To test this hypothesis, regression analysis was also utilized. As shown in the table 4.7, there existed a statistically significant differences between perceived organizational support and types of organizational culture including adhocracy, hierarchy, and market as found in the previous researches (Santos & Gonçalves, 2018). But in this study after factor analysis H3a, H3b, H3c, H3d, H3e, H3f, H3g, H3h, H3i, H3k can be found in above table. 9 of them are accepted. Only one new hypothesis is rejected. Perceived organizational support has a statistically significant effect on preferred clan culture organization hypothesis is rejected. Besides, to the exclusion of H3f, perceived organizational support has a statistically significant effect on organizational culture.

The fourth hypothesis claimed that organizational culture has a statistically significant effect on perceived organizational support. To test this hypothesis another regression analysis was also implemented, and tables can be found in this section. Distinctly to early studies done before, perceived organizational culture variable has 3 new factors which are following: Employee's well-being, employee's satisfaction, and negative concern

towards organization. After factor analysis these groups are named, and new hypotheses established. H4a, H4b, H4c, H4d, H4e, H4f. Two of them are accepted. Preferred organizational culture has a statistically significant effect on employee's satisfaction and preferred organizational culture has a statistically significant effect on negative concern towards organization statements are accepted. Current organizational culture has no effects on perceived organizational support according to the study done.

In conclusion, new hypotheses tested. These hypotheses are accepted or rejected according to regression analysis. With newly named factors under variables, this study contributes literature and create different perspective for further studies related to organizational culture, perceived organizational support and intrapreneurship behavior. Study presents several important outcomes for Turkish aviation industry. One of the most important outcomes is that perceived organizational support generally affects intrapreneurship behavior of employees. When employee perceive organizational support from corporation, intrapreneurship behavior increases accordingly.

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APPENDIX

APENDIX 1: DATA COLLECTION QUESTIONNAIRE IN TURKISH

Bu anket formu T.C. Marmara Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı Yönetim ve Organizasyon Bilim Dalı'nda Umutcan Aydemir'in sürdürmekte olduğu yüksek lisans programı tez çalışmasının istatistiksel uygulama bölümüne aittir. Sizden alınacak tüm bilgiler tamamen gizli tutulacak ve sadece akademik çalışma için kullanılacak olup, adınızı/soyadınızı belirtmenize gerek yoktur. Sağlıklı bilimsel veriler elde edebilmek için her soruyu dikkatle okuyup cevaplandırmanızı rica eder, tez çalışmama katkıda bulunduğunuz için teşekkür ederim.

*** Gerekli**

Sosyodemografik Form

1. Cinsiyet *

Yalnızca bir şıkkı işaretleyin.

☐ Erkek

☐ Kadın

2. Yaş *

Yalnızca bir şıkkı işaretleyin.

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ 56-65

☐ 65 yaş üstü

3. Medeni Durum *

Yalnızca bir şıkkı işaretleyin.

- ☐ Evli
- ☐ Bekar
- ☐ Boşanmış / Dul / Ayrılmış

4. Aylık Gelir (TL) *

Yalnızca bir şıkkı işaretleyin.

- ☐ 1000 ve altı
- ☐ 1,001 - 2,000
- ☐ 2,001 - 3,000
- ☐ 3.001 - 5.000
- ☐ 5.000 ve üzeri

5. Eğitim Seviyesi *

Yalnızca bir şıkkı işaretleyin.

- ☐ Lise veya altı
- ☐ Ön lisans derecesi (2 yıl)
- ☐ Lisans
- ☐ Lisansüstü

6. Şirketin Adı *

7. Şirkette çalışma süresi *

8. Şirketteki çalışan sayısı *

Part 2. Survey of Perceived Organizational Support (POS) (Eisenberg et al., 1986)

ALGILANAN ÖRGÜTSEL DESTEK ANKETİ

Aşağıda, _____ işyerinde çalışmakla ilgili olası görüşlerinizi temsil eden ifadeler listelenmiştir. Lütfen, cevap sayfanızda _____ hakkında görüşünüzü en iyi temsil eden daireyi doldurarak, her beyandaki anlaşmanızın veya anlaşmazlığın derecesini belirtin. Lütfen aşağıdaki cevaplar arasından seçim yapın:

0	1	2	3	4	5	6
Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Biraz Katılmıyorum	Ne katılıyorum ne katılmıyorum	Biraz Katılıyorum	Kısmen Katılıyorum	Kesinlikle Katılıyorum

1. _____ yaptığım katkıya değer verir.
2. _____ benim yerime daha düşük maaş ile başka birini işe alabilir.
3. _____ daha fazla çaba göstermeme fazla değer vermez.
4. _____ hedeflerimi ve değerlerimi destekler.
5. _____ hastalanıp uzun süre işe gidemememi anlayışla karşılar.
6. _____ benimle ilgili herhangi bir şikâyeti görmezden gelir.
7. _____ beni etkileyen kararlar verdiğinde katkılarımı göz ardı eder.
8. _____ yardıma ihtiyacım olduğunda bana yardım eder.
9. _____ refahımı gerçekten önemser.
10. _____ işimi en iyi şekilde yerine getirmeme yardımcı olmak için kendini geliştirmeye yardımcı olur.
11. _____ kişisel bir sorun yüzünden izin aldığımda yokluğumu farketmez.
12. _____ işlerimi daha etkili yapanı bulursa beni işten çıkarır.
13. _____ bilmeden yaptığım hatayı affeder.
14. _____ performansımda küçük bir düşüş görürse yerime başkasını alır.
15. _____ kariyerimin geri kalanında beni istihdam ederek çok az şey kazanacağımı düşünüyor.
16. _____ terfi almam için bana çok az fırsat sunar.
17. Mümkün olan en iyi işi yapsam bile _____ beni fark edemezdi.
18. _____ çalışma koşulumda değişiklik yapılması için mantıklı istekler yapar.
19. İşten çıkarılırsam _____ beni geri almak yerine yeni birini işe almayı tercih eder.
20. _____ özel bir iyiliğe ihtiyacım olduğunda bana yardım eder.
21. _____ işteki genel memnuniyetime önem verir.
22. Eğer fırsat verilirse, _____ bunu menfaati için kullanır.
23. _____ benim için çok az endişe gösterir.
24. Eğer işten ayrılmak istersem, _____ beni kalmaya ikna etmeye çalışır.
25. _____ görüşlerimi önemser.

26. ___ beni işe almanın bir hata olduğunu düşünüyor.
27. ___ işteki başarılarımla gurur duyuyor.
28. ___ kar etmeyi benden daha fazla önemsiyor.
29. ___ işimi zamanında yetiştiremezsem anlayışla karşılar.
30. ___ eğer daha fazla kar ederse maaşıma zam yapmayı düşünür
31. ___ işimi başkalarının da benim yaptığım kadar yapabileceğini düşünüyor.
32. ___ bana hakkettiğimi öder.
33. ___ bana niteliklerim ile ilgili en uygun işi verir.
34. ___ eğer işim ortadan kalkarsa, beni başka bir pozisyona kaydırmak yerine işten çıkarmayı tercih eder.
35. ___ işimi olabildiğince ilgi çekici hale getirmeye çalışır.
36. Amirlerim bu organizasyonun bir parçası olduğum için benimle gurur duyar.

Part 3. Organizational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 1999)

Örgüt Kültürü Değerlendirme Anketi

Aşağıdaki ankette toplam 6 soru bulunmaktadır. Her bir sorunun 4 seçeneği vardır. Her seçeneğin "Şimdiki" ve "İstenilen" olmak üzere 2 puanlama sorusu bulunmaktadır. Her bir seçeneğin kendi kuruluşunuza ne ölçüde benzediğine bağlı olarak, 100 puanı bu dört seçenek arasında paylaştırın. Kuruluşunuza en çok benzeyen seçeneğe daha fazla puan verin. Örneğin, 1. maddede, A alternatifinin kuruluşunuza çok benzediğini düşünüyorsanız, B ve C alternatifleri biraz benzerdir ve alternatif D neredeyse hiç benzer değildir, bu durumda A'ya 55 puan, B'ye 20 puan ve C'ye 20, ve D'ye 5 puan verin. Sadece her soru için Şimdiki puanların toplamının 100'e eşit olduğundan emin olun.

Şimdiki yanıtlar, kuruluşunuzu şu anda olduğu gibi derecelendirdiğiniz anlamına gelir. Önce bu derecelendirmeyi tamamlayın. İşiniz bittiğinde, kuruluşunuzu muhteşem bir şekilde başarılı olmak için beş yıl içinde olması gerektiğini düşünün. Puanlamayı "İstenilen"e göre tekrar tamamlayın. Her soru için istenilen puanların toplamı da aynı şekilde 100'e eşit olmalıdır.

	1.Organizasyona Özel Özellikler	Şimdiki	İstenilen
A	Kurumum çok kişisel bir yerdir. Geniş bir aile gibi. İnsanlar kendilerini çok paylaşıyor gibi gözükür.		
B	Kurumum çok dinamik bir girişimci yeridir. İnsanlar risk almaya isteklidir		
C	Kurumum çok sonuç odaklı. En büyük amaç işi bitirmektir. İnsanlar çok rekabetçi ve başarı odaklılar.		
D	Kurumum kontrollü ve yapılandırılmış bir yerdir. Prosedürler ile genellikle insanların ne yaptığını belirler.		
	Toplam	100	100

	2.Kurumsal Liderlik	Şimdiki	İstenilen
A	Kurumumdaki liderlik genellikle akıl hocalığı, kolaylaştırıcı veya besleyici bir örnek olarak düşünülmektedir.		
B	Kurumumdaki liderlik genellikle girişimci, yenilikçi veya risk alan bir örnek olarak düşünülmektedir.		
C	Kurumumdaki liderlik genellikle saçma olmayan, agresif, sonuç odaklı bir örnek olarak düşünülmektedir.		
D	Kurumumdaki liderlik genellikle koordine etme, organize etme veya sorunsuz çalışma verimliliğini örneklemek için düşünülmüştür.		
	Toplam	100	100

	3.Çalışanların Yönetimi	Şimdiki	İstenilen
A	Kurumumdaki yönetim tarzı ekip çalışması, fikir birliği ve katılım ile nitelendirilir		
B	Kurumumdaki yönetim tarzı, bireysel risk alma, yenilikçilik, özgürlük ve benzersizlik ile nitelendirilir.		
C	Kurumumdaki yönetim tarzı rekabet gücü, yüksek talepler ve başarı ile nitelendirilir.		
D	Kurumumdaki yönetim tarzı, istihdam güvenliği, uyum, öngörülebilirlik ve ilişkilerdeki istikrar ile nitelendirilir.		
	Toplam	100	100

	4.Örgütsel Bağ	Şimdiki	İstenilen
A	Kurumu bir arada tutan bağ sadakat ve karşılıklı güvendir. Bu kuruluşa bağlılık yüksektir.		
B	Kurumu bir arada tutan bağ, yenilik ve gelişime bağlılıktır. Son teknolojiye önem verilmektedir.		
C	Kurumu bir arada tutan bağ, başarıya ve hedefe ulaşmaya verilen önemdir. Atılganlık ve kazanma ortak konulardır.		
D	Kurumu bir arada tutan bağ resmi kurallar ve politikalarıdır. Sorunsuz çalışan bir organizasyonun sürdürülmesi önemlidir.		
	Toplam	100	100

	5.Stratejik Önem	Şimdiki	İstenilen
A	Kurum insani gelişmeye önem verir. Yüksek güven, açıklık ve katılım vardır.		
B	Kurum yeni kaynaklar edinmeye ve yeni zorluklar yaratmaya önem verir. Yeni şeyler denemek ve fırsat aramak değerlidir.		
C	Kurum rekabetçi eylemlere ve başarıya önem verir. Hedefleri yakalamak ve pazarda kazanmak amaçtır.		

D	Kurum, kalıcılık ve istikrara önem verir. Verimlilik, kontrol ve sorunsuz operasyonlar önemlidir.	Toplam	100	100
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	6. Başarı Kriteri	Şimdiki	İstenilen
A	Kurum başarıyı insan kaynaklarının geliştirilmesi, takım çalışması, çalışan bağlılığı ve insanlara ilgi temelinde tanımlar.		
B	Kurum başarıyı en özgün veya en yeni ürünlere sahip olma temelinde tanımlar. Ürün lideri ve yenilikçidir.		
C	Kurum başarıyı pazarda kazanma ve rekabet temelinde tanımlar. Rekabetçi pazar liderliği önemlidir.		
D	Kurum başarıyı verimlilik temelinde tanımlar. Güvenilir teslimat, sorunsuz programlama ve düşük maliyetli üretim kritik öneme sahiptir.		
	Toplam	100	100

Part 4. Intrapreneurial Assessment Instrument (IAI) (Kuratko, Montagno and Hornsby, 2003)

Bu ankette şirketinizdeki çalışma koşulları ile ilgili (olası fikirlerinizi temsil eden) ifadeler bulunmaktadır. Cevaplarınızı aşağıda verilen değerlendirme ölçeğine göre belirtiniz:.

1- Hiç açıklayıcı değil 2- Biraz açıklayıcı 3- Normal açıklayıcı 4- Çoğunlukla açıklayıcı 5- Çok açıklayıcı

1:İç Girişimcilik için Yönetim Desteği

- 1.Yöneticiler etkinlik ve aktiviteleri teşvik eder.
2. Karar verme süreçleri desteklenir.
3. Kıdemli yöneticiler kuralları esnetmeyi teşvik eder.
4. Üst yönetim yenilikleri destekler.
5. Üst yönetim iç girişimciliği destekler.
6. Bireysel risk alanlar sıkca başarılı veya değil şeklinde tanımlanır.
7. Mantıklı riskler alma teşvik edilir.
8. Risk almak olumlu bir özellik olarak değerlendirilir.
9. Küçük ve deneysel projeler desteklenir.

2. Organizasyon Yapısı

1. Hatalardan sonra ikinci şans verilir.
2. Hatalar öğrenme deneyimi olarak kabul edilir.

3. Meşgul görünmek önemlidir.
4. Takım oluşturmak zordur.
5. İş tanımı ile ilgili endişeler mevcuttur.
6. İş alanını tanımlamak önemlidir.

3. Ödül ve Araştırma Olanakları

1. Şirket fonları yeterlidir.
2. Fonlama eksikliği bulunmaktadır.
3. Şirketin bütçe süreçleri ile ilgili problemler bulunmaktadır.
4. İlave ödüller/finansal destekler vardır.
5. Finansal destek için farklı seçenekler sunulur.
6. Sorunları çözmek için iş arkadaşları ile beraber zaman harcanır.



APPENDIX 2. DATA COLLECTION QUESTIONNAIRE IN ENGLISH

Sociodemographic Form

Dear participants.

This questionnaire form belongs to the application of Umutcan Aydemir's master's program in Marmara University, Institute of Social Sciences, Department of Management and Organization. All information obtained from you will be kept strictly confidential and will only be used for academic work and you do not need to specify your name / surname. I request you to read and answer to learn, thank you for getting my thesis work.

Thank you for your participation.

Part 1: Sociodemographic Form

1. Gender

A) Male

B) Female

2. Age

A) 18 – 25 years old

B) 26 – 35 years old

C) 36 – 45 years old

D) 46 – 55 years old

E) 56 – 65 years old

F) Above 65 years old

3. Marital Status

A) Married

B) Single

C) Divorced/Widowed/Separated

4. Monthly Income (TL)

A) 1000 and below

B) 1,001 – 2,000

C) 2,001 – 3,000

D) 3,001 – 5,000

E) 5,000 and above

5. Education Level

A) High School or below

B) Associate college degree (2 years)

C) Undergraduate (4 years)

D) Graduate

6. Name of the Company

7. Duration of working in the company (#6)

8. Number of employees in the company (#6)

Part 2. Survey of Perceived Organizational Support (POS) (Eisenberg et al., 1986)

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at _____. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about _____. Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

- *1. _____ values my contribution to its well-being.
- *2. If _____ could hire someone to replace me at a lower salary it would do so.
- *3. _____ fails to appreciate any extra effort from me. (R)
- *4. _____ strongly considers my goals and values.
5. _____ would understand a long absence due to my illness.
- *6. _____ would ignore any complaint from me. (R)
- *7. _____ disregards my best interests when it makes decisions that affect me. (R)
- *8. Help is available from _____ when I have a problem.
- *9. _____ really cares about my well-being.
10. _____ is willing to extend itself in order to help me perform my job to the best of my ability.
11. _____ would fail to understand my absence due to a personal problem. (R)
12. If _____ found a more efficient way to get my job done they would replace me. (R)
13. _____ would forgive an honest mistake on my part.
14. It would take only a small decrease in my performance for _____ to want to replace me. (R)
15. _____ feels there is little to be gained by employing me for the rest of my career. (R)
16. _____ provides me little opportunity to move up the ranks. (R)
- *17. Even if I did the best job possible, _____ would fail to notice. (R)
18. _____ would grant a reasonable request for a change in my working conditions.
19. If I were laid off, _____ would prefer to hire someone new rather than take me back. (R)
- *20. _____ is willing to help me when I need a special favor.
- *21. _____ cares about my general satisfaction at work.
- *22. If given the opportunity, _____ would take advantage of me. (R)
- *23. _____ shows very little concern for me. (R)
24. If I decided to quit, _____ would try to persuade me to stay.
- *25. _____ cares about my opinions.
26. _____ feels that hiring me was a definite mistake. (R)
- *27. _____ takes pride in my accomplishments at work.
28. _____ cares more about making a profit than about me. (R)
29. _____ would understand if I were unable to finish a task on time.
30. If _____ earned a greater profit, it would consider increasing my salary.
31. _____ feels that anyone could perform my job as well as I do. (R)
32. _____ is unconcerned about paying me what I deserve. (R)
33. _____ wishes to give me the best possible job for which I am qualified.

34. If my job were eliminated, _____ would prefer to lay me off rather than transfer me to a new job. (R)

*35. _____ tries to make my job as interesting as possible.

36. My supervisors are proud that I am a part of this organization.

(R) indicates the item is reverse scored.

* indicates the item was retained for the short version of the survey.



Part 3. Organizational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 1999)

1.Domestic Characteristics		Now	
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total			
2.Organizational Leadership		Now	
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total			
3.Management of Employees			
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard- driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total			
4.Organizational Glue		Now	
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
Total			

5.Strategic Emphasize		Now	
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
Total			
6.Criteria of Success		Now	
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
Total			

Part 4. Intrapreneurial Assessment Instrument (IAI) (Kuratko, Montagno and Hornsby, 2003)

Scale 1: Management support for intrapreneurship

1. Management encouragement for activities
2. Decision-making power
3. Senior managers encourage bending rules
4. Top management experience with innovation
5. Top management sponsorship
6. Individual risk-takers are often recognized whether eventually successful or not
7. Encouragement for calculated risks
8. 'Risk-taker' is considered a positive attribute
9. Small and experimental projects are supported

Scale 2: Organizational structure

1. Second chances after mistakes
2. Mistakes as learning experiences
3. Important to look busy
4. Difficult to form teams
5. Concern for job descriptions
6. Defining turf is important

Scale 3: Reward and research availability

1. Availability of funds
2. Lack of funding
3. Problems with company budget process
4. Additional rewards/compensation
5. Options for financial support
6. Problem solving time with co-workers

