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INDIVIDUAL AND CORPORATE PERFORMANCE INTERACTION WITHIN THE SCOPE OF INTRAPRENEURSHIP: A RESEARCH AROUND ENERGY SECTOR

İç Girişimcilik Kapsamında Bireysel ve Kurumsal Performans Etkileşimi: Enerji Sektöründe Bir Araştırma

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ABSTRACT

The main purpose of this research is to reveal the interaction between individual and corporate performance within the framework of internal entrepreneurship within the framework of managers in the energy sector. The questionnaire form prepared for the research was applied face-to-face and via e-mail between November 2019 - April 2020 in a large-scale enterprise operating in the energy sector in thirteen countries. As a result of the study, within the framework of the opinions of the managers in the energy sector, internal entrepreneurship; autonomy, innovation, competitiveness, strategy, leadership, resilience, agility, risk and experience dimensions; It has been determined that institutionalization, digitalization and motivation dimensions of corporate performance, and discipline and discipline dimensions of individual performance are perceived as important. In addition, the assumption that internal entrepreneurship has an effect on individual and corporate performance interaction was accepted as a result of structural equation modeling. Finally, it can be stated that there is a positive linear relationship between corporate performance, individual performance and internal entrepreneurship, and the interaction tends to activate other functions of the organization not only on the vertical axis but also horizontally.

Keywords: Intrapreneurship, Corporate Performance, Individual Performance, Performance Management System

ÖZET

Bu araştırmanın temel amacı, enerji sektöründe yer alan yöneticiler çerçevesinde iç girişimcilik kapsamında bireysel ve kurumsal performans arasındaki etkileşimin ortaya konulmasıdır. Araştırmaya yönelik olarak hazırlanan anket formu, enerji sektöründe on üç ülkede uluslararası faaliyet gösteren büyük ölçekli bir işletmede 150 yöneticiye Kasım 2019 – Nisan 2020 tarihleri arasında yüz yüze ve email yoluyla uygulanmıştır. Çalışma sonucunda, enerji sektöründe yer alan yöneticilerin görüşleri çerçevesinde iç girişimciliğin; özerklik, yenilikçilik, rekabetçilik, strateji, liderlik, dayanıklılık, çeviklik, risk ve deneyim boyutlarının; kurumsal performansın kurumsallaşma, dijitalleşme ve motivasyon boyutlarının, bireysel performansın ise takdir ve disiplin boyutlarının ileri düzeyde önemli olarak algılandığı tespit edilmiştir. Ayrıca iç girişimciliğin bireysel ve kurumsal performans etkileşimine etkisi olduğu yönündeki varsayım, yapısal eşitlik modellemesi sonucunda kabul edilmiştir. Son olarak kurumsal performans, bireysel performans ve iç girişimcilik arasında pozitif yönde doğrusal bir ilişki bulunduğu, etkileşimin sadece dikey ekseninde değil yatay olarak da kuruluşun diğer fonksiyonlarını harekete geçirme eğiliminde olduğu ifade edilebilir.

Anahtar Kelimeler: İç Girişimcilik, Kurumsal Performans, Bireysel Performans, Performans Yönetim Sistemi

1. INTRODUCTION

These days when we approach to the first quarter of 21th century, individual and corporate performance management systems are accepted as one of the most important actions that human resources department of many institutions carry out. It is expected that, general performance of the institution will be high if individual performance is high. But the connections among corporate performance standards may not be clear. The priority within this scope is to reveal the connection between individual and corporate performance systems. According to Rummler and Brache (1995: 79), corporate performance is the indicator for satisfying expectations of the shareholders of an institution. The definition of shareholder includes stakeholders, customers, suppliers and society as well as institution employees.

The definition of intrapreneur which becomes critical for many institutions has started to attract attention by the researchers since the beginning of 1980s because of its contribution in organizational and economical development, in another saying, its strengthening characteristic for the company and useful effects on operation performance. According to Kirby (2006: 603), intrapreneurship is a typical talent mixture that combines entrepreneurship, and qualities of the directors of corporations.

Concordantly, a great number of researches relating to entrepreneurship and entrepreneurship tendencies have been carried out and various subjects have been dealt in relation of entrepreneurship. Moreover, nowadays a great many companies have started to notice the need of intrapreneurship. Especially top managers of international companies support the employees to add value to the company finding out their entrepreneurialism. One of the key factors for this is the intrapreneurship culture formed in the organization (Karahanna and Evaristo, 2005:15).

The main purpose of the study is to discuss and explain intrapreneurship and performance management relation in all its parts.

In accordance with the determined purpose, the most significant contribution of the study to literature can be expressed to present a situation assessment that provides the opportunity of forming strategies to the businesses and administrators who desire to get the competition advantage to develop their entrepreneurship abilities.

The research sample is determined as a multinational group company in energy sector. The question form constituted within the scope of research is transmitted to the managers in the group. One of the most important parts of the respective study is being performed within the scope of human resource of an international group company that is active in energy sector around Central Asia and Europe. There are two main reasons for determining the sample like this. The first reason; is to be able to check if the perspective about intrapreneurship makes alteration among the sectors in international companies, and the second reason is why the energy sector is a fierce competition environment. Therefore, "intrapreneurship" feature is thought to be a considerable factor for the businesses in the sector. Besides, it is thought that ever-increasing studies are not only towards positive macroeconomic results of entrepreneurship tendency and activities but also related to performance recovery in the organizations.

Within this scope thesis are forced to determine whether there is a relation between intrapreneurship and performance or not. The subject is aimed to be analysed ambidextrously by revealing the interaction between individual and corporate performance management systems and intrapreneurship, understanding the effects of intrapreneurship activities on various functions of the institution, exhibiting the effectiveness of individual and institutional relations evaluation studies.

2. LITERATURE SUMMARY

2.1. Concepts of Intrapreneurship, Corporate Performance, Individual Performance and Performance Management System

By a multi-directional perspective, intrapreneurship which is used synonymously with the concept of corporate entrepreneurship is defined as "entrepreneurship in an operating company" (Ağca, 2006: 156). Besides, intrapreneur is the labour who takes responsibility of converting an idea to a new product, service, business etc. and mostly goes on working on this direction instead of setting up own company (www.dictionary.cambridge.org, E. T.: 1.3.2020).



According to Kirby (2006: 603), intrapreneurship is an approach that big time operators use advertently and strategically to integrate the advantages of small companies like creativity, flexibility, innovativeness, market activities into their own market power and financial sources. As well as the writer expresses the characteristics like innovativeness, producing value-added products/services and joining risky activities as common characteristics of entrepreneurship and intrapreneurship, he also states that there are significant differences between them. Accordingly, Kirby (2006) asserts that entrepreneurship is developmental, intrapreneurship is a rehabilitative progress and intrapreneurship aims setting against deadness in the organization. Moreover, entrepreneur deals with overcoming the obstacles market and intrapreneur deals with overcoming corporate obstacles.

Besides, the researchers define the intrapreneurship as entrepreneurship in a current organization and address to mentioned organizations' intention and behaviours about going beyond the ordinary (Antoncic and Hisrich, 2003: 7). Sayeed and Gazdar describe intrapreneurship as entrepreneurship activities performed in the organization, accordingly, they are observed to remark that traditional corporate strategies and entrepreneur thought are described again exactly (Sayeed and Gazdar, 2003: 52).

Intrapreneurship is also described as impressing the behaviours and mentality of self-employed on company workers and therefore, creating an innovator environment in the firm (Thornberry, 2001: 526). Because when it is thought with a strategic perspective, people who work in today's organizations can be defined as people who determine innovation and activities towards innovation rather than people do whatever they are asked to do. According to the explanations, as long as the director focus on the individual and route him/her to innovation and change rationally, he/she will be able to create an enterprise environment in the organization for both himself or others. This condition will gradually reflect the entrepreneurship to other employees, groups, departments and whole of the organization. Therefore, administrator can support enterprise in other words intrapreneurship in the organization within the scope of employees (Özmutaf, 2020: 228).

A great deal of derivative concepts about entrepreneurship discussed by various researches from different views took part in the literature: corporate entrepreneurship, intra-organizational entrepreneurship, corporate entrepreneurship, venture management, new entrepreneurship, internal corporate entrepreneurship. Although these concepts are used for each other, existence of differences between some of them is observed. For example; the concept of corporate entrepreneurship is commented to remind large companies because of including the word "corporate", however, it is defended that intrapreneurship can also be performed in small and mid-scaled companies and it is even useful to perform it. Even in this direction the concept "internal corporate entrepreneurship" is asserted (Antoncic and Hisrich, 2003: 28). And in this study intrapreneurship is dealt as a key concept.

In addition to these, it is asserted that the widely accepted definition in literature about who can be accepted as intrapreneur belongs to Pinchot. According to him, intrapreneurs' inventive and creative sides are strong, but the main distinctive property of them is being dreamers who transfer an idea to a profitable reality (Morris ve Kuratko, 2002: 112).

Corporate performance is expressed as outputs of the companies at term or level of achieving an objective. Accordingly, corporate performance qualifies all numeric and nonnumeric indicators that reveal the operating results of the companies (Burke and Debra, 2001: 331).

From a different viewpoint, Corporate performance provides an infrastructure forms strong basis for the decisions will be made by the administrators about the topics like supervision, evaluation, education, recovery, budgeting, motivation, promotion (Benn, 2003: 28).

Corporate performance is an indicator that measures using information and abilities at the highest level, success of companies about achieving goals at proper periods, effectiveness of the decisions and degree of meeting the shareholders' expects. Being high-performance is of the essence for the companies. However, to comment the progresses and activities whose performance is monitored and examined in the companies as important and to comment others as worthless is a risk factor (Waggoner et.al., 1999: 57).

As other management approaches, performance management can only be applied successfully when it is a part of strategic planning and operational implementation. Therefore, strategy changes have to trigger

changes at business processes and information system levels and corporate management has to be provided to be shaped in this direction (Melchert et.al., 2004: 4053).

Historical basis of corporate performance is based on 1900s when corporate approaches rise. After usage of mobile assembly line by Henry Ford in automotive sector in 1907, due to unqualified employees who perform simple and minor works result-based evaluation methods based on mass performance were used. Between 1920 - 1930 hour rates amount to be paid became significant and according to this a system was set up. Therefore, the first employee assessment programs started to be developed (Movlayeva, 2018: 82). Individual performance is a concept that expresses the results of individuals' behaviours (Campbell, 1990: 314). Uysal (2015: 20) linked these behaviours to motivation and described individual performance as "behaviours and results that employee puts forward with own ability and motivation". And Morillo added that individual performance is open for change and affect and also qualities someone has and a factor related to abilities and beliefs (Morillo, 1990: 270).

Individual performance is also perceived as individuals' combining superior abilities developed as a result of education they received, information they gained and experiences with high motivation shaoed in the direction of their values and beliefs and exhibiting them in accordance with a determined target and time plan.

Factors that effect individual performance are examined under three titles (Paşa, 2007: 87):

1. Focusing – Employee should know what to do.
2. Competence – Employee should have abilities to do this
3. Commitment – Employee should be enthusiastic about contribution.

Performance levels of the individuals can be determiner for the performance of the business. In other words, the organization will be impressed by low or high performance of the labours. In this case to enhance the labours performance is the managers' responsibility as well as enhancing the organizations' (Bayram 2006: 49). On the other hand, there are some opinions in the literature that individual performance does not influence the organization performance directly. For example according to Özmutaf (2007: 42), increasing individual performance does not mean increasing the organization' performance; but it is a part of it and the starting point in the implementation.

During 18th and 19th centuries, primitive clues of performance management structure can be observed. According to Furnham (2004), two third of the companies in America in 1950s have job evaluation system and the same development was lived in Europe in 1960s.

Revised version of today's result-based job performance emerged in 1970s. Moreover, the term performance management is observed to be used in 1970s firstly.

Performance management systems are observed to be used for public services in 1980s and 1990s to create changes in culture and value systems.

In brief, cognitive change related to performance management is more specifical in the World businesses since 1980s. Over the past decade the process of managing people became formalised and privatized. Accordingly, most of the job performance methods have been considered as detailed processes of the management, talent management shown up as management by targets, continuous observation and again as important developments (Denisi and Murphy, 2017:429).

In other words, according to Radnor and McGuire (2004), a revolution has been lived over the last two decades. According to Johnson and Kaplan (1987: 122), since the traditional methods decrease value, new management approaches are needed to manage performance of the corporates. Therefore, performance management system developed to manage the performance in organizations; has to produce specific and appropriate information about the subject for planning and decision purposes. The research carried out by Hewitt Associated (1994) proves that performance management system has a significant influence on financial performance and productivity of an organization. By this research in which Boston Consulting Group (BCG) Matrix is used to monitor financial performance of 437 publicly traded company, it is determined that the companies with a performance program have stronger stock market performance and better cash flow in comparison with the ones that haven't performance management. On other word, while productivity of the companies use performance management equal to industry average, productivity of the

companies that do not use performance management is quite below the average (Johnson and Kaplan, 1987: 122). In accordance with all these explanations, performance management system can be expressed as a purpose that helps achieving the results of the job and dominating the business. Moreover, an effective Performance Management System can support the companies to maximize the labor performance; will be able to encourage corporate environment of confidence, autonomy, co-operation, communication and team work. Finally, it can be remarked that the developed system will help the company and employees to reach a sustainable growth rather than notice just superior performances.

Performance Management System is not only a way to understand whether the employees' behaviours are consistent or not, at the same time it is an important strategic corporate tool combines the activities of the employees with objectives of the company (Simpson, 2009:1015).

2.2. Studies within the Scope of Intrapreneurship

Literature related to intrapreneurship is quite limited in Turkey. It is determined that the studies on this area are performed to focus on determining the relation between intrapreneurship activities and business performance or some of them have scope that is specific to a sector or a province.

For example in one of these studies, the relation between intrapreneurship activities and business performance have been examined on 500 large companies which are registered İstanbul chamber of industry in the context of inter organizational and external organizational factors. The results of this study; it is confirmed that there is a positive relation between inter organizational and external organizational functions and entrepreneurship. In the same study, it is also confirmed that business venture, innovativeness (within the context of product, service, progress), refreshing and risk taking dimensions represent intrapreneurship but competitive enterprise and proactivity dimensions do not influence intrapreneurship.

Accordingly, characteristics like resistant to change in Turkish culture, central management sense, bureaucracy structure, collecting decision-making authority in management, unimproved individualism, fatalism, risk avoidance influence development of intrapreneurship negatively (Gürel, 2011: 114). According to another study performed on a local scale, it is revealed that small and medium scaled businesses in Aksaray province (SME) intrapreneurship levels are quite high. It is also determined that textile and automotive sector employees have more spirit of intrapreneurship. Differences among sectors have been explained by the dimensions of intrapreneurship. Accordingly, textile sector acts more proactive against automotive and construction sector in dimension of proactivity.

In innovation dimension; textile and automotive sector is more innovative than construction sector. In organizational innovation dimension textile and automotive sector is in tendency to innovation against construction sector (İçerli et.al., 2011: 185). But it cannot be said that the research does not reflect the truth of Turkey because it is limited only with Aksaray province sample.

It is stated that number of publishing relating to intrapreneurship is limited in Turkey as well as limited non-governmental organization studies. As one of the few samples, the study titled "Entrepreneurship in Turkey" by Turkish Industry and Business Association can be given. Within the scope of this publishing, education is emphasized among the obstacles in front of entrepreneurship in Turkey and a suggestion is offered: beyond the basic training an internationally qualified administrator and engineer labor force should be educated. Thus, even if the graduates do not establish their own companies, they develop innovations in the companies they work and can apply inter-organizational entrepreneurship (TÜSİAD, 2002: 42).

It can be discussed that Turkey's business culture, in which central decision-making mechanism is dominant, strong leadership becomes prominent and the delegation remains limited, the management system envisions that decisions should be taken by the ones accepted as guide or ideal people and management positions are shared by family members is the biggest obstacle in front of intrapreneurship (Ayca, 2001: 254).

Following the searches related to business practices, it is observed that intrapreneurship departments and strategies of the companies are not common in Turkey, innovativeness and intrapreneurship are perceived within a technical scope and this charge is loaded to r&d department but tendency of adopting intrapreneurship as a culture and strategy is not common.

Within the body of Boyner Group, activities related to intrapreneurship have been maintaining from two sides: internal-organizational entrepreneurship competitions “Game changers competing” all the employees in Boyner companies participated in and “A Real Success” only managers participated in (Boyner Group Sustainability Report, 2015). Advantage Card, which is the first instalment card, Back-Up with its 7/24 live support service, T-Box that constricts clothes into small boxes, Hopi which is the first loyalty system of the World can be listed among the projects coming out from these platforms (TÜSİAD The Report of Creating Value in Corporates with Entrepreneurship, 2019).

Moreover, all-night open stores, stores open on Sundays, the longest night sales, butterfly days have been put into practice in the direction of employees’ proposals and feedbacks within Boyner Group (www.ekonomist.com.tr, E. T. 15.3.2020). One of the significant intrapreneurship activities sample in Turkey belongs to EnerjiSA. Nar Program (Pomegranate program) that the company activated in 2015 to consider the ideas of employees related to energy and all areas about energy, was opened to all entrepreneurs’ opinions with co-operation of İTÜ Çekirdek Incubation Center of Early-Stage (www.enerjisa.com.tr, E. T.: 15.3.2020). When 2019 was arrived, it was declared that the projects which would create value over 50 million TL were carried out like digitalization, innovation and new job models. According to this, as a result of five gathering ideas loops, 670 ideas were gathered, 12 of them arrived into incubation period, eight of these went into acceleration grade and five went into live use (www.startup.capital.com.tr, E. T.: 15.3.2020). Zorlu Holding started the intrapreneurship program named A Bright Idea (Parlak Bi’Fikir) in March 2019. While this beginning was announced via a press conference, it was mentioned by the company that employees from different departments would be given opportunity to come together as shareholders who look for solution for a common issue and develop the innovative and creative ideas with an entrepreneur approach. Besides, it was also remarked that the purpose of this formation was not only gathering ideas but also creating an innovation-based common life culture and thanks to this program intrapreneurship and open innovation offers were envisioned to increase 50 % until 2020 (www.zorludergi.zorlu.com, E. T.: 15.3.2020).

In another prominent sample, contribution of intrapreneurship activities on company profit is explained as over 5,5 million TL.

Total Oil Turkey, which wants all employees to develop ideas and innovation projects about how to do routine works, organized “Innovation Workshops” to reinforce team works and “Innovation Meetings” to evaluate the ideas revealed within the scope of intrapreneurship program in 2012 by the name “Change and Innovation Programme.” In 2013 December Exchange Innovation Program of Total Turkey was chosen as “The Best Practice” among 130 countries where Total Group is active (www.total.com.tr, E. T.: 15.3.2020).

Around 2014, contribution of actualized intrapreneur projects to company profit was about 5,5 million TL (www.hurriyet.com.tr, E. T.: 15.3.2020). This quantity went up to 16 million TL in 2016 (www.ekonomist.com.tr, E. T: 15.3.2020).

2.3. The Relation of Corporate and Individual Performance and Intrapreneurship

Performance management idea is a broad concept but at the same time it is used to earn more income while it helps analysing certain targets ideally and cost saving.

The most important point to remember about Job performance is being used to increase the performance of personnel and management. Using metrics is just a tool for a purpose and this purpose is higher profitability. High profitability is an important parameter in direct entrepreneur thinking system. They are ventures that act an important role in economy using necessary abilities and venture for envisaging needs and carrying good ideas to market (Eneje et.al., 2012: 353).

It is possible to determine how good performance the businesses perform comparing results of ventures with the objectives and evaluating at what degree the objectives are achieved. A standard for entrepreneur performance is important to identify the present and future successful ventures, to understand the entrepreneurship progress better, to increase the success rate of young organizations and to lead public policies. Fried and Tauer (2015: 4), in their study, offer an entrepreneur performance index that changes from one to zero, based on more than one input, reduce the affects of outliers. Index was calculated for firms from Kauffman Foundation Firm Survey in between 2004-2009. As long as the firms enhance their

performance or get out of the data set because of failure, average value of the index increases in time. Analysis of survival shows that index is a pioneer success sign in spite of many extra factors (Fried and Tauer, 2015: 44). Small and medium-sized enterprises (SME) face difficulties and opportunities in international markets increasingly. Smaller companies beside big companies are among the key actors of international trade. Smaller companies belong to traditional can challenge growth opportunity or survival. Actually, they are defenseless in global competition and especially at low labour cost economy. Concordantly, to provide competitiveness small companies have to develop their own wealth. Survival of the companies is at the lowest level when they are small; so, developing active strategies is critical for sustainability of the business. According to the present literature, increasing commercial competition position is very important for development and innovation of national economy SMEs in particular (Bayarcelok et.al., 2014: 203).

On the other hand, small number of companies act in markets increased and it represents majority of these companies and so, they have an important part in development of their national economy. Therefore, internationalisation progress of SMEs has become academic and concern of the state. Nowadays, although SMEs are known as significant contributions to modern economies, the information about how they develop in more competitive environment is limited. Therefore, it is important to understand driving force of SME performance (Kauta, 2014:464).

On corporate basis, driving force that associated with entrepreneurship and performance, entrepreneurship tendency first designed by Miller and then refined by Covin and Slevin, behavioral tendency of a company, management philosophy or innovativeness are decision making practice characterized proactivity and eagerness (Miller, 1986: 11; Covin and Slevin, 1989: 25). Focus is not person but the acceptance progress. Modern studies about small companies and entrepreneurship generally brings a strong growth to the center of research. Performance literature is comprehensive. While Wiklund and Shepherd's findings show that there is a positive relation between performance and failure, there are some scientific tendencies to assume that the companies have superb performance (Wiklund and Shepherd, 2005: 167). Most empiric studies show that there is a positive correlation between entrepreneurship tendency and organizational growth. Accordingly, other studies affirm that entrepreneurship orientation has a positive correlation with exportation performance and increases business growth. Obviously, this connection seems to be one of some universal joint in management researches. Nevertheless, power of this positive relation shows serious differences among national contexts (Çavuşgil and Zou, 1994:2). In spite of the essential researches, empiric findings on relation between entrepreneurship (strategic renovating, innovativeness and corporate enterprise) and performance remain incapable. A research by Beirwerth et.al., (2015: 255) using a meta-analysis includes 43 independent firm employees. Results of the research reveal that strategic innovation influences the general, subjective and objective corporate performance of innovativeness and enterprise. Furthermore, moderator analyses have been performed to confirm whether thinking on the context and relations change within the existence of some factors related to research or how they change. The finding has been achieved that innovation has a stronger affect on performance in high-tech in contrast to low-tech industries. The relation between entrepreneurship and performance is the strongest in Europe (comparing North America and Asia). According to entrepreneurship it is found out that the relation between strategic innovation and performance is stronger because it is for small companies (Beirwerth et.al., 2015: 255).

In the light of the above explanations, determining interaction of performance towards intrapreneurship is foreseen discussing with its corporate and individual dimensions. Within this context, in the study conceptual relation between corporate and individual performance and intrapreneurship has been examined and discussed.

3. RESEARCH

3.1. Purpose of the Research

The main purpose of this research is revealing the interaction between individual and corporate performance within the scope of intrapreneurship in the frame of administrators take place in energy sector. From another point of view, by this study searching effects of intrapreneurship activities performed within the scope of an international company on individual and corporate performance and basis performance dimensions of the Corporation, understanding the effects of intrapreneurship activities on various functions of the organization, revealing the effectiveness of evaluation studies of individual and corporate performance relations for companies and analysing the subject multilaterally with surveys will be

performed in international dimension is aimed. Considering effects of intrapreneurship at organizational level and whole economy, to discussing the relation of the concepts of intrapreneurship and performance management totally and contributing to literature take place in main purposes. Within this framework, the most important contribution of the study to literature is to present a situation assessment that offers the business and managers in desire of competition advantage opportunity to form strategies that provide developing intrapreneurship abilities

3.2. Data Collection Tools

The survey form prepared for the research consists of two basic parts. In the first part of the survey questions towards independent variables like age, educational status, vocational position, duration of experience and plus interpretively effect level sense of intrapreneurship on individual and corporate performance. In the second part of the survey 33 questions for entrepreneurship, 12 for corporate performance and 9 questions for individual performance are included. For statistical evaluation within the scope of 5 point Likert scale; for strongly disagree 1, for disagree 2, moderately agree 3, for agree 4, strongly agree 5 weight values are given.

3.3. Data Collection and Analysis

A quantitative research method was applied and a survey about the subject was formed as a data collection tool. The survey performed for 150 managers of big-scale companies in egergy sector around thirteen countries face to face and by e-mail between 2019 – 2020 April. Within this scope, studies of Dess (1996), Lumpkin and Dess (1996), Stevenson (2000), Antoncic and Hisrich (2003), Antoncic and Hisrich (2003), Robert (2004), Komulainen et.al. (2014), Amin (2015) take place in literature. In the research factor analysis, one sample t-test and structural equation modelling have been included. Statistices have been performed via SPSS and AMOS packed software and obtained data have been interpreted in consideration of literature.

3.4. Basis Hypothesis of the Research

The basis and sub-hypothesis take place below:

H₁ :.....factor is perceived as important by participants (Factors: proactivity, autonomy, innovativeness, competitiveness, strategy, leadership, durableness, risk, experience, institutionalization, digitalization, motivation, communication, appreciation, discipline)

H₂:factor has an effect on.....factor.

H₂₁ : Intrapreneurship has an effect on individual performance.

H₂₂ : Intrapreneurship has an effect on corporate performance.

H₂₃ : Intrapreneurship has an effect on individual and corporate performance.

4. FINDINGS

4.1. Findings towards Independent Variable

Within the scope of the research, the finding has been achieved that the rate of participants range as (n=150) under the age of 29 %31,3 (n=47), between the age of 30 and 39 %41,3 %27,3 (n=62), executive employee over the age of 40 %27,3 (n=41). The rate of the ones whose educational status is two-year degree %1,3 (n=2), bachelor degree %54,7 (n=82), and postgraduate %44,0 (n=66). Within this framework, an equal distribution for age and intensity for educational status at degree of bachelor/postgraduate is observed (Table 1).

Table 1. Age and Educational Level Distribution

Age	Rate	Percentage	Education	Rate	%
=<29	47	31,3	Associate Degree	2	1,3
30-39	62	41,3	Bachelor's Degree	82	54,7
>=40	41	27,3	Postgraduate	66	44,0
Total	150	100,0	Total	150	100,0

Within the scope of executive function, according to occupational position, the finding is achieved that distribution of manager is %22,0 (n=33), executive %22,0 (n=33) and specialist %56,0 (n=84). According

to occupational experience duration, it is determined that the distribution for the age of 9 and below is %47,03 (n=71), for the age of 10 and over %52,7 (n=79). An equal distribution is observed (Table 2).

Table 2. Position and Experience Distribution

Position	N	%	Duration of Experience (Yearly)	n	%
Manager	33	22,0	=<9	71	47,3
Executive	33	22,0	>=10	79	52,7
Specialist	84	56,0	Total	150	100,0
Total	150	100,0			

According to the findings about effects of intrapreneurship on individual performance, it is observed that %55,3 (n=83) has higher-up effect, %44,0 (n=66) has mid-level effect and %0,7 (n=1) has low level effect.

According to corporate performance effect analysis findings, %47,3 (n=71) has higher-up effect, and %52,7 (n=79) has mid-level. Within this framework, it can be remarked that a great majority of participants has the sense that intrapreneurship has middle and high-uo effect on individual and corporate performance (Table 3).

Table 3. Distributions towards Intrapreneurship Performance Perception

Effect Level of Intrapreneurship on Individual Performance	n	%	Effect Level of Intrapreneurship on Corporate Performance	n	%
High	83	55,3	High	71	47,3
Medium	66	44,0	Medium	79	52,7
Low	1	,7	Total	150	100,0
Total	150	100,0			

4.2. Validity and Reliability of Measurement Tool

In the thesis consists of 33 expressions, a factor analysis compliance test, Kaiser-Meyer-Olkin value is 0,789 and in consequence of Bartlet Sphericity Test it has been found meaningful at the level of.01 (Chi-square=2051,042, sd=528, p=.000). Diagonal values of anti image correlation matrix take value between 0,718- 0,899. Considering these findings, thesis consists of 33 expressions is appropriate for factor analysis. As a result of factor analysis, intrapreneurship is collected under 10 factors. Cronbach Alfa value is 0.902. Internal consistency is provided in the analysis performed for ten factors. By this result, it is determined that factors which are pointed in the survey explain the issue confidentially. Within the scope of intrapreneurship, the first factor (f1) is explained as % 10,703 variance in total, the second factor (f2) %7,667 variance, the third factor (f3) % 7,479 variance, the fourth factor (f4) % 7,093 variance, the fifth factor (f5) % 6,919 variance, the sixth factor (f6) in total % 6,889 variance, the seventh factor (f7) % 6,618 variance, the eighth factor (f8) % 5,844 variance the ninth factor (f9) in total % 5,750 variance, the tenth factor (f10) in total with % 5,066 variance and total variance is explained as %70,027 (Table 4)

Table 4. Validity and Reliability of Measurement Tool (Intrapreneurship)

is an element of intrapreneurship	Names of factors											Cronbach Alpha Scores General=,902	
		f1	f2	f3	f4	f5	f6	f7	f8	f9	f10		
Being able to analyse opportunities and threats	PROACTIVITY	,763	-,037	,003	,016	-,037	,282	-,056	,131	,222	,101	,737	,776
Being able to analyse strong and weak points		,663	,062	,028	,269	-,003	,321	-,110	,061	,145	,231	,713	
Being able to realise comparison		,647	,221	,030	,086	,288	-,220	,055	,075	-,120	,172	,748	
Rapid innovation orientation (agility)		,555	,070	,123	,264	,106	,112	,365	,017	,119	-,022	,727	
Following the changes (internal and external) closely		,516	,360	,023	,401	,102	,032	,338	-,025	,038	-,056	,748	
Taking cognizance of thoughts	AUTONOMY	,126	,823	,150	,095	,054	,008	,055	,143	-,069	,027	,590	,789
Making own decisions		-,011	,785	,082	,039	,119	-,045	,119	,063	-,083	,316	,683	
Centredness		,122	,735	,072	,121	,027	,139	,064	,028	,260	-,095	,782	
Willingness for innovations	INNOVATIVENESS	,052	,164	,801	-,038	,028	,131	,165	,048	-,001	,137	,736	,785
Inclination for innovation		,185	,021	,751	,178	,097	,033	,251	-,088	-,090	-,063	,762	
Supporting innovation		-,086	,202	,608	,023	,166	,160	-,023	,368	,329	-,028	,724	
Provide an environment for innovation		,050	-,007	,548	,217	,171	,026	-,184	,223	,446	,085	,741	
Focusing on innovation		-,121	,198	,506	,423	,175	-,030	,107	,216	,139	,133	,741	

Including endurance	COMPETITIVENESS VE	,239	,139	,174	,761	-,089	,091	-,138	,094	,053	,076	,607	,770
Being combative		,165	,097	,070	,748	,110	,202	,159	,035	,068	,055	,509	
Being constant		,071	,000	,017	,620	,413	-,019	,070	,061	-,072	,194	,710	
Transparency enhancing	STRATEGY	-,141	,042	,078	,111	,716	,274	-,062	,173	,151	,004	,595	,695
Clarifying the objectives		,271	,100	,179	,022	,624	,207	,010	,130	,040	,071	,606	
Reflecting strategisty to processes		,074	,100	,093	,109	,554	,456	,023	-,103	,192	,236	,609	
Adopting differenciation		,431	,128	,111	,160	,525	-,038	,194	,179	-,157	-,043	,698	
Supporting leadership	LEADERSHIP	,145	,149	,062	,022	,117	,794	,020	,175	-,070	-,029	,560	,696
Determination of management		,013	-,038	-,004	,148	,237	,655	,041	,414	,065	,033	,630	
Strengthen motivation		,162	-,037	,170	,121	,186	,606	-,039	-,115	,045	,194	,688	
Being able to take risks	DURABLENESS	-,005	,050	,162	,054	,108	-,042	,817	,106	,164	,070	,762	,771
Being brave for the risks		,099	,169	,101	,001	-,080	,014	,785	,004	,069	,021	,724	
Being leader	AGILITY	,181	,204	,188	,013	,110	,078	-,069	,647	-,009	,214	,630	,701
Perceiving the risk naturally		-,110	-,088	,005	,118	,080	,075	,425	,628	,147	,281	,688	
Being collimating	RISK	,379	,216	,094	,157	,161	,187	,077	,618	,112	-,093	,762	,748
Ability of decision making in risky environments		,085	,130	,069	,150	,144	-,070	,244	-,016	,767	,076	,736	
Ability of risk identification		,273	-,075	,125	-,102	,021	,220	,245	,234	,661	-,019	,762	
Developing creativityYaratıcı yönümü geliştirme		,066	,370	,215	,131	,166	,172	,220	,082	-,392	,832	,724	
Taking oppoortunities	EXPERIENCE	,131	,115	,039	,150	,016	,103	,020	,217	-,008	,830	,741	,756
Developing the experiences and reflecting on progressesı		,302	,092	,132	,142	,411	,127	,151	,022	,168	,557	,736	

In the thesis consists of 12 expressions, factor analysis compliance test is performed, Kaiser-Meyer-Olkin value is 0,831 and as a result of Bartlett Sphericity Test it is found meaningful at the level of.01 (Chi-square=593,625, sd=66, p=.000). Diagonal values of anti-image correlation matrix take value between 0,777- 0,874. Considering these findings, thesis consists of 12 expressions is proper for factor analysis. As a result of factor analysis, intrapreneurship has been collected under three factors. Cronbach Alpha value is 0.827. In the analysis performed for three factors consistency is provided. By this result, it is determined that the factors take place in this survey point explain the subject at high level of confidence. Within the scope of corporate performance, measurement tool explains total variance at the level of % 71,764. According to total variance of basic components, the finding has been achieved that the first factor (f1) has % 33,391, the second factor (f2) has %22,431 of variance, and the third factor (f3) has % 15,943 of variance (Table 5).

Table 5. Validity and Reliability of Measurement Tool (Corporate Performance)

I care..... as a factor that has an impact on corporate performance	Names of Factors	Components			C. Alpha Scores
		f1	f2	f3	General=.827
Sense of participative management	INSTITUTIONALISATION	,818	,098	,163	,713
Adopting corporate philosophy (mission, vision, values, principles)		,777	,137	,048	,739
Providing communication efficiency		,600	,097	,423	,766
Generalization of team works		,598	,263	,179	,764
Structure of leadership		,598	,233	,151	,767
Realising organizational commitment		,535	,359	-,335	,796
Meeting the customer satisfaction		,154	,795	,024	,590
Adaptation to technological developments	DIGITALIZATION	-,002	,714	,295	,647
Focusing on continuous improvement		,261	,661	-,032	,639
Strategic point of view		,364	,540	,144	,660
Existence of effective promotion system	MOTIVATION	,071	,227	,731	,713
Providing motivation		,430	-,007	,644	,739

In the thesis consists of 9 expressions towards individual performance, factor analysis compliance tests is performed. Kaiser-Meyer-Olkin value is 0,817 and as a result of Bartlett Sphericity Test it is found meaningful at the level of.01 (Chi-square=454,834, sd=36,p=.000). Diagonal values of anti-image correlation matrix take value between 0,781 and 0,901. It is observed that factor analysis hypotheses are met and these are proper for factoring. Considering these findings, the thesis consists of 9 expressions is proper for factor analysis. As a result of factor analysis, individual performance is subsumed under three factors. Cronbach Alpha value is 0.832. In the analysis performed for these three factors internal consistency is provided. Considering this result, it is determined that the factors pointed by thesis in the survey explain the subject at high level reliability. Main components measurement tool of individual performance explains total variance at the level of % 70,356. According to basic components total variance, the findings that the first factor (f1) communication has % 26,677 of variance, the second factor (f2) appreciation has % 22,210 of variance and third factor (f3) discipline has % 21,469 variance have been achieved. (Table 6).

Table 6. Validity and Reliability of Measurement Tool (Individual Performance)

I care.....as a factor that influences individual performance	Names of Factors	Components			C. Alpha Scores	
		1	2	3	General=.832	
Being open to new ideas	COMMUNICATION	.825	.167	-.005	.739	
Volunteering		.726	.247	.195	.766	
Positive human relations		.639	.051	.515	.764	
Career development	APPRECIATION	.384	.779	.041	.765	
Increasing speciality and experience		.051	.774	.235	.739	
Being appreciated		.523	.592	.121	.766	
Discipline towards job	DISCIPLINE	.031	.200	.819	.660	
Mutual support		.425	.037	.696	.713	
Existence of job security		.011	.557	.634	.739	

4.3. Findings towards Factors

Within the scope of the research, H₁ hypothesis has been accepted in 16 factors. In this context, proactivity, autonomy, innovativeness, competitiveness, strategy, leadership, endurance, agility, risk, experience, institutionalisation, digitalization, motivation, communication, appreciation, discipline have been perceived as important at advanced level by the participant (Table 7).

Table 7. One Sample t-Test

Names of factors		$\bar{x} \pm s$	One Sample t Test (Test Valueeri 3 $\leq \mu$)	
			t	p
f1	Proactivity	4,2±,52	28,312	,000
f2	Autonomy	4,2±,73	20,342	,000
f3	Innovativeness	4,4±,49	35,051	,000
f4	Competitiveness	4,1±,62	23,273	,000
f5	Strategy	4,1±,55	26,347	,000
f6	Leadership	4,4±,59	28,986	,000
f7	Endurance	3,9±,78	15,483	,000
f8	Agility	4,2±,56	26,030	,000
f9	Risk	4,2±,55	27,455	,000
f10	Experience	4,2±,54	28,556	,000
f11	Institutionalization	4,3±,50	33,140	,000
f12	digitalisation	4,3±,52	30,896	,000
f13	Motivation	4,4±,56	30,172	,000
f14	communication	4,4±,60	28,393	,000
f15	appreciation	4,4±,57	31,370	,000
f16	Discipline	4,3±,61	27,356	,000

N=150

As a result of structural equation, H₂₁ (effect of intrapreneurship on individual performance) hypothesis has been accepted (p<0,05). Beta=0,74. This value explains effect of intrapreneurship (ic) on individual performance (bp) at high-level. CMIN/DF=1,899, GFI=0,912, NFI=0,922, CFI=0,90 and RMSEA=0,078 values show that accordance in the model is acceptable (Figure 1).

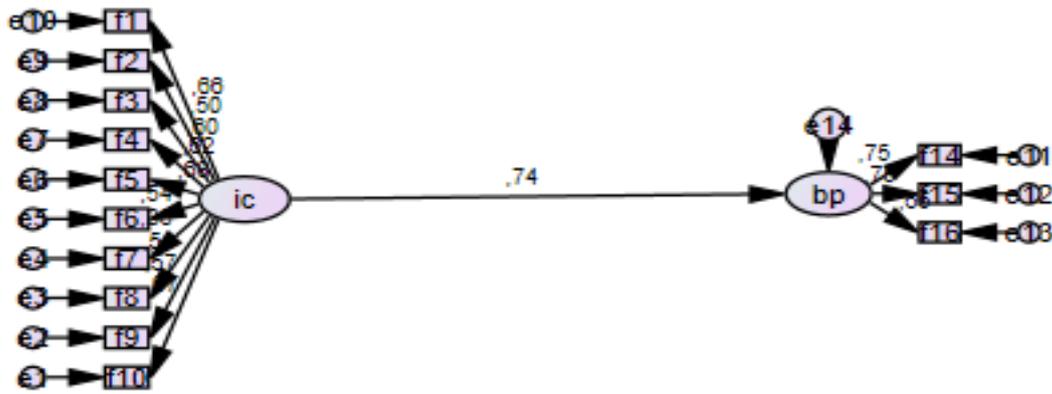


Figure 1. Intrapreneurship (ic) and Individual Performance (bp) Structural Equation Modeling

In the circumstances, H₂₂ (intrapreneurship has an effect on corporate performance) hypothesis has been accepted ($p < 0,05$). Beta=0,88. This value explains the effect of intrapreneurship (ic) on corporate performance (kp) at high level. CMIN/DF=2,274, GFI=0,924, NFI=0,901, CFI=0,931 and RMSEA=0,074 values show that accordance in model is acceptable (Figure 2).

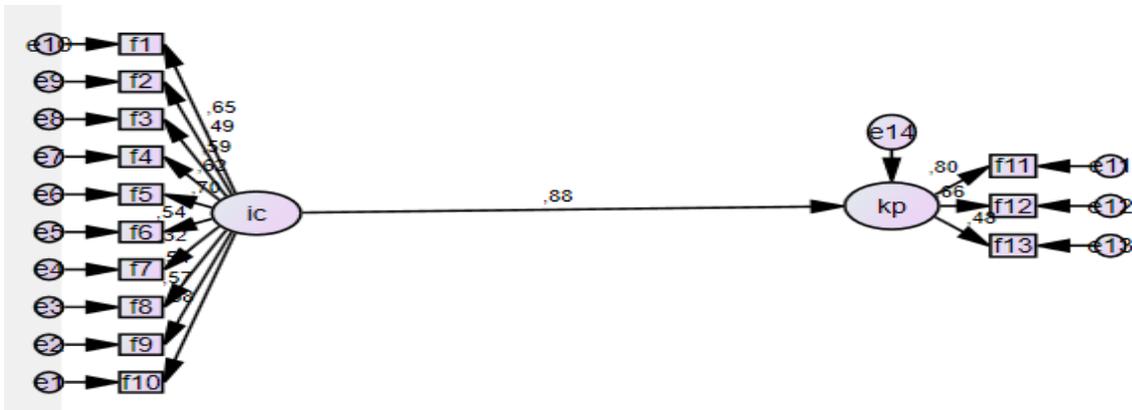


Figure 2. Intrapreneurship (ic) and Corporate Performance (kp) Structural Equation Modeling

As a result of Structural equation H₂₃ (intrapreneurship has an effect on individual and corporate interaction) hypothesis has been accepted ($p < 0,05$). Intrapreneurship for corporate performance Beta is found=0,74, for individual and corporate performance Beta is found=0,89. Within the scope of these values, intrapreneurship (ic) individual(bp) and corporate performance (kp) interaction has been determined at high level CMIN/DF=2,059, GFI=0,917, NFI=0,899, CFI=0,903 ve RMSEA=0,08 values show that accordance in model is acceptable (Figure 3).

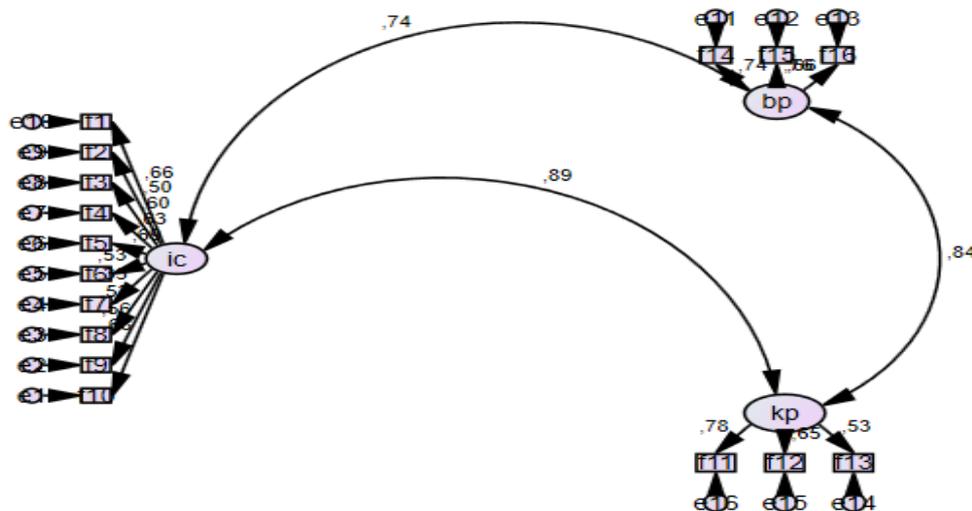


Figure 3. Intrapreneurship (ic) Individual (bp) and Corporate Performance (kp) Structural Equation Modeling

5. CONCLUSION

In today's modern businesses relevance to future oriented entrepreneur management issue has a tendency to increase both in academic area and practice. Within this scope, high entrepreneur management vision can be expressed as a vision that meets needs of people about a real story exactly, gives meaning and excitement and happiness to life, makes real the multi-layered dreams, provide life energy and innovativity and sustainability of intelligence, science and philosophy.

Moreover, while entrepreneurship is believed to be an important determiner of economic results for a long time, it serves complex and persuasive evidences about marginal relation between entrepreneurship and various economic performance standards by recent studies. The relation between corporate and individual performance concepts also forms a frame that shows the moderate and intermediary role at the point of how innovative entrepreneurship makes difference for world-class sustainable businesses. Globally supposing the work environment as quite dynamic, unpredictable and competitive, all these developments force the organizations which make the world a global brand to compete beyond the borders. As long as the scope is broadened, difficulties take hold of employees especially executives (Ülgen, 2004).

One of the purposes of a working organization is to increase corporate and individual performance. What expected in terms of performance can be listed as profitableness, marketshare, growth, customer satisfaction etc. or general job performance. Existing literature is agree that entrepreneur activities are risk taking, innovativeness, proactivity, autonomy, competitive aggression and therefore, positive relation with profit, individual and corporate ability and marketshare. The main purpose in performance management shapes with evaluating individual and the corporate for better or worse as well as inclining the issue how to develop individual's support for the institution positively or how to provide reaching desired potential and with discussions of helping with corporate improvement by increasing individual development (Kinicki et.al., 2008). In this context, it can be expressed that the research carries importance in the dimensions of revealing the interaction of individual and corporate performance management- practices with intrapreneurship, searching the effects of intrapreneurship activities on basic performance dimensions, understanding the effects of intrapreneurship activities on various functions of the corporation, revealing effectiveness of evaluation studies of individual and corporate performance relations for organizations, and especially defining the issue with multilateral analyses using surveys will be performed in international dimension, besides, considering organizational effects of intrapreneurship and its supports to whole economy, to determine the relation of the concepts of intrapreneurship and performance management. But it should not be forgotten that much more intrapreneurship and performance oriented researches are needed.

Within the scope of the study, intrapreneurship dimensions; are shaped on the dimensions of proactivity, autonomy, innovativeness, endurance, agility, risk and experience. In this juncture, when the researches performed in literature examined, in Azami (2013:194)'s study entitled "a compulsory employment" which searches effects of some personality factors, job values and socio-cultural factors on intrapreneurship orientation, the sides and characteristics of entrepreneurship and intrapreneurship have been examined. The study emphasises reviewing theoretical studies on entrepreneurship and intrapreneurship, similarities and differences between them. In Çakarel (2009:81)'s study on the purpose of examining the effects of self-leadership on intrapreneurship tendencies, a survey consists of 57 expressions has been performed on 699 employees from different organizations, various departments and grades. Following the research, seven factors about self-leadership have emerged. These are; self punishment, determining ticklers, evaluating own thoughts and ideas, self-awarding, self-talking, dreaming a successful performance, goal setting and self observation. Jason and Douglas, Evan and Antoncic, Bostjan and Hisrich, Robert (2004:2) in their study entitled "intrapreneurship in Austrian companies" filed a report about nature and context of intrapreneurship (or corporate entrepreneurship). Corporate entrepreneurship precautions and the relation between company growth and profitability have been searched and precautions try to evaluate corporate entrepreneurship and developed by three researchers have been used: new business venture, innovativeness, self-perpetuation and proactivity dimensions have been discussed.

İçerli et.al.(2011:177), in their study which is designed to determine intrapreneurship levels of employees in SMEs, internal entrepreneurship; is formed from the dimensions of innovation, differentiation, proactive behaviour and organizational innovation. These dimensions; have been searched considering the differences among sectors on the purpose of determining intrapreneurship levels of employees in SMEs which are active in Aksaray Organized Industry. Gürel (2011:99)'s study entitled "searching effects of

intrapreneurship on business performance in Turkey” has been performed in Turkey ISO 500 enterprises by 2009. The scale which is used for searching the effects of intrapreneurship on business performance is taken from present literature about the issue. In the study the relation among intrapreneurship, profitability and growth is revealed. Taking the scales used by other other researchers as basis, intrapreneurship; is measured using new business venture, product/service innovation, self-perpetuation, aggressive competitiveness, process innovation, risk and proactivity. In consequence of the study a meaningful and positive relation is found between product/service innovation and proactivity and profitability. Similarly, again a meaningful and positive relation is found between product/service innovation and proactivity and growth. It attracts notice that intrapreneurship dimensions of the researches performed are shaped on proactivity, autonomy, innovativeness, competitiveness, strategy, leadership, endurance, agility, risk and experience dimensions. Therefore, considering the researches performed, within the scope of study it is accepted that intrapreneurship has an effect on individual and corporate performance interaction. Moreover, intrapreneurship; autonomy, innovativeness, competitiveness, strategy, leadership, endurance, agility, risk and experience dimensions are accepted as important. As a result of the research, it is accepted that corporate performance is perceived important in dimensions of individual performance, appreciation and discipline with subdimensions of institutionalism, digitalization and motivation. There is a linear relationship between corporate, individual performance and intrapreneurship factors positively. It can be expressed that this interaction is not only on vertical axis and it is also disposed to prompt other functions of the organization horizontally.

In consideration of research results, it can be stated that for the companies it is critical to establish an effective individual performance management system free from scales. It is important for individual performance management system to be fair and transparent.

The importance of adding intrapreneurship inclusive performance indicators in individual performance system on the purpose of encouraging intrapreneurship activities in organizations can be expressed. As well as these indicators can be financial, they also may be the indicators that increase the perfection of the employees. In case of achieving the goals in these indicators defined in individual performance system, reaching to corporate performance goals will be provided easier. In addition to these, active practices of tools like suggestion systems to spread intrapreneurship culture inside the institution will go toward the businesses. On the other hand, taking place in the corporate values, intrapreneurship is expected to have a positive effect in the presence of employees

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