

The Mediating Role of Psychological Capital in the Relationship between Agile Leadership and Employee Intrapreneurship: An Empirical Study in Turkey

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Preprint

Abstract

This research aims to undertake an extensive investigation into the correlation among agile leadership, employee intrapreneurship, and psychological capital. By examining the impact of psychological capital on employee intrapreneurship, this study seeks to make a valuable contribution to the academic literature. While there is an increasing interest in the concepts of agile leadership and employee intrapreneurship, there is a lack of comprehensive research exploring their relationship with psychological capital.

The suggested study will employ an interdisciplinary approach, combining the pertinent literature from various fields, including organizational behaviour, leadership research, and human resource management.

The proposed study aims to offer valuable insights for both practitioners and academics by exploring the interplay between agile leadership, psychological capital, and employee intrapreneurship. The research outcomes will have consequences for organizations that aim to cultivate a climate of originality and entrepreneurship among their workforce, as well as for scholarly researchers who investigate the influence of psychological capital on intrapreneurial conduct.

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

According to the results obtained from the analyzed data, it was revealed that agile leadership is a leadership behavior that directly affects employee entrepreneurship. The research findings suggest that agile leadership has a positive impact on psychological capital, which in turn has a positive effect on employee entrepreneurship. Thus, it can be inferred that psychological capital is enhanced by agile leadership, resulting in a favorable impact on employee entrepreneurship

Keywords: Agile leadership; employee intrapreneurship; psychological capital

INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Independent Variable: Agile Leadership

Mediating Variable: Psychological Capital

Dependent Variable: Employee Intrapreneurship

RESULTS

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

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

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

equation modeling was conducted using the PLS-SEM program, and correlation analysis was performed on all concepts using SPSS.

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

SmartPLS version 4.0 was utilized to assess the measurement model metrics for convergent validity, discriminant validity, and reliability, as well as to evaluate the structural model. Further elaboration on PLS-SEM and the procedures for data analysis can be found in the following sections.

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

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

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

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

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

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

The results show that 52% of the respondents are female (224), whereas 42% are male (161). The majority of respondents are between the ages of 28-38 years (24%). Most of the respondents have a bachelor degree (43%). 17% of respondents have work experience between 0-2 years in the current organisation. Moreover, the total work experience of respondents indicates that 56% of respondents have 15+years of work experience

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

Participants were presented with 32 statements across 6 dimensions to evaluate their views on Agile Leadership. They were instructed to rate their level of agreement on a 1 to 5 Likert scale.

The participants were presented with 24 statements divided into 4 dimensions to assess their perspectives on Psycap. They were requested to rate their level of agreement with the statements on a Likert scale ranging from 1 to 5.

The survey contained 15 statements across 2 dimensions aimed at assessing participants' views on Employee Intrapreneurship. They were required to rate their level of agreement with each statement on a Likert scale ranging from 1 to 5.

Based on the results, it has been shown that the KMO value of agile leadership is 0.710. Based on the results, it has been shown that the Cronbach alpha of Agile Leadership is 0.793

Based on the results, it has been shown that the KMO value of Psychological Capital is 0.774. Based on the results, it has been shown that the Cronbach alpha of Psychological Capital is 0.712.

Based on the results, it has been shown that the KMO value of Employee intrapreneurship is 0.791. Based on the results, it has been shown that the Cronbach alpha of Employee intrapreneurship is 0.908.

Agile leadership found to be a correlation coefficient of $R = 0.831$ has a strong relationship with employee intrapreneurship. The value of $R^2 = 0.690$ was obtained as the percentage of variance in employee intrapreneurship explained by agile leadership. Therefore, agile leadership can account for around 69% of the variation in employee intrapreneurship. The

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

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

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

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

The F value in ANOVA was found to be $p < .05$ for the p value, and the modeled regression model is significant. The non-standardized slope coefficient for psychological capital was 0.510; Agile leadership non-standardized slope coefficient was found to be 0.526. Depending on these values, it is seen that a one-unit increase in psychological capital and agile leadership leads to 0.510 unit and 0.526 unit change in employee intrapreneurship, respectively.

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

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

Confirmatory composite analysis (CCA) is a procedure used in composite-based SEM techniques like PLS-SEM or GSCA to validate reflective and formative measurement models in a particular nomological network. (Ciavolino et al. 2022).

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

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

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

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

For each sub dimensions of variable all loading values exceeded the critical threshold of 0.70, indicating that all constructs demonstrated satisfactory internal consistency.

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

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

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

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

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

Path coefficient estimates for hypothetical relationships ranging from 0.436 to 0.598, all statistically significant at the 5% level. To be considered significantly different from zero at the 5% level, a path coefficient estimate's p-value must be below 0.05 or the estimate's 95% bootstrapped percentile confidence interval should not include zero. As all the VIF values are below the threshold of 3, there are no concerns about multicollinearity issues for formative quadratic structures in the model. (Hair et al., 2017);

The R^2 value is employed in regression analysis to assess the goodness of fit. For models estimated by OLS, R^2 indicates the extent of variance explained in a dependent structure, providing insight into a model's in-sample predictive capability. Moreover, the R^2 serves as the foundation for numerous model selection criteria.

Reporting R^2 is a crucial step, as it can be assessed based on the R^2 values of novel model selection criteria. The anticipated magnitude of R^2 is contingent on the research topic. For well-understood variables, a relatively high R^2 is expected, whereas for less familiar phenomena, a lower R^2 is acceptable. When evaluating R^2 values, studies examining the same dependent variable should be considered. In this study, employee entrepreneurship and psychological capital have R^2 values of 0.832 and 0.360, respectively.

The practical significance of significant effects should be examined by considering the effect sizes of the relationships between the constructs. Effect size is a measure of the magnitude of an effect that is independent of sample size. A weak, medium, or large effect size is indicated by f^2 values of 0.020 to 0.150, 0.150 to 0.350, or greater than or equal to 0.350, respectively. It is not common for most constructs to have a large effect size on the model, just as not all actors can play the lead role in a movie. Expecting or demanding that most effect sizes are large is an unrealistic expectation of scholars. The f^2 values for the default relationships in this study range from 0.562 to 1.283.

The structural model was evaluated using a one-tailed test at a significance level of 0.05, which corresponds to a 95% confidence level.

- H1: Agile Leadership (overall) have a positive effect on PsyCap (overall)-supported
- H2: PsyCap (overall) has a positive effect on Employee Intrapreneurship-supported
- H3: Agile Leadership (overall) have a positive effect on Employee Intrapreneurship-supported

The structural model underwent 5000 non-parametric bootstrapping iterations and the findings indicate that the significance, relationships, and direct effects in the research model are significant. These outcomes suggest that all hypotheses were confirmed.

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

Relationship between agile leadership and employee intrapreneurship is fully mediated by psychological capital. Accordingly, the h4 hypothesis was accepted.

DISCUSSION

Today, the change in customer expectations and needs, the disappearance of economic borders, technological innovations, global competition in the market have begun to risk the positions of the companies in the market.

For this reason, today's businesses need to have a sustainable competitive advantage in order to thrive and endure, organizations must attain success. Under these circumstances, businesses are looking for companies seek ways to prolong the lifespan of their products or services and sustain their own longevity. Agile leadership lies on this path that will support the psychological capital and entrepreneurial activities of its employees.

The most important resource for businesses is people and one of the most remarkable resources they use to achieve their goals is the human element. For this reason, factors such as entrepreneurship, agile leadership and psychological capital are paid attention to.

Agile leadership is to ensure that employees want to do the work requested from them with their own will in situations of uncertainty. In businesses where uncertainty and variability are high, agile leadership is considered an important input in order to make progress and advance, an organization must meet the needs of its employees.

Hence, agile leadership implements certain measures to facilitate and enhance the intrapreneurial conduct of its staff. The main focus of working entrepreneurship is to create the necessary infrastructure for businesses to sustain their existence in a sustainable and competitive way in rapidly changing conditions.

With agile leadership, it adopts to see different opportunities under volatility and uncertainty, to implement different and beneficial actions, and to support employees psychologically. Agile leaders share, take ideas, implement ideas from people, support the psychological capital of employees and generate entrepreneurs from them.

With these characteristics, agile leaders are important in the creation of entrepreneurial behaviors that enable individuals to come together within the framework of a common vision, to adopt common goals willingly and enthusiastically, and to realize these goals.

Entrepreneurial teams consisting of employees with characteristics such as intrapreneur, creative, innovative and proactive are necessary not only for the development of intrapreneurship, but also for the development and success of the entire organization.

Agile leaders can contribute to the formation of an entrepreneurial team system, equip employees with different skills, directing the emergence of innovative and novel concepts, and performing a significant function in realizing the objectives of employee entrepreneurship.

In a competitive market, entrepreneurial mindset and agile management practices are required for businesses to be successful in an environment where new opportunities and threats may arise at any time, both to control threats and to take advantage of opportunities. Employee entrepreneurship should be given attention in this context, which is explained as the ability to engage in entrepreneurial activities within an existing organizational structure, by drawing attention to the fact that it is not enough for entrepreneurs to take action alone and for ensuring their mobility in companies.

Innovative products and services, new processes, new marketing avenues, new supply opportunities, etc. must be. In a globalizing competitive environment, agile leaders who can benefit more from the psychological capital of their employees and create a synergy effect are needed as well as being innovative to provide a competitive advantage over other businesses.

These are the reasons for choosing entrepreneurship, psychological capital and agile leadership as elements in the research. Effective management of psychological capital can enhance employee creativity and ultimately improve company performance, by providing motivation to the employees by having the sustainable competitive advantage of the company with its employee entrepreneurship activities, to secure ongoing growth for the company amidst shifting conditions, agile leadership plays a crucial role and to meet the ever-changing consumer demands.

Reviewing prior studies on this topic in our country reveals several studies resembling our own, although they tend to explore entrepreneurial intention and positive psychological capital as a macro concept. Our research findings are in agreement with the entrepreneurship literature, as demonstrated.

Their study found that incorporating the positive dimensions of psychological capital into entrepreneurship education is necessary, indicating a positive impact of psychological capital on entrepreneurship, as supported by their study (Öge and Kaplan ,2017).

The entrepreneurial tendency was found to be influenced by the sub-dimensions of psychological capital, namely self-efficacy and hope (Özdemir and Özgüner ,2016).In the research conducted on the employees participating in entrepreneurship education, study investigated the impact of psychological capital on entrepreneurial inclination and found a significant effect on entrepreneurial intention (Kahya ,2019).

When the psychological capital and individual creativity of entrepreneurship trainers are examined, the findings suggest that 90% of individual creativity can be explained by the level of psychological capital. (Güngör et al.,2018)

In a competitive environment where conditions change very quickly with the effect of developing technologies, it has become a necessity for businesses to keep the psychological capital levels of their employees high. It is believed that employees who possess a high level of psychological capital are more likely to demonstrate innovative and creative behaviors, as they operate at an elevated cognitive level within the organization (Akduru, 2020).

According to a study, there is a positive correlation between intrapreneurship and psychological capital (PsyCap), which is a multidimensional personal resource that is often overlooked in psychologically gifted individuals. Leadership is inherently related to intrapreneurship, as having an entrepreneur in the organization provides benefits, and entrepreneurially-oriented employees are expected to receive more support from leaders. Therefore, it is reasonable to assume that intrapreneurship has a similar relationship with PsyCap, as supervisory support, conducive work environments, and leadership can all contribute to higher PsyCap in individuals.

In addition, it was suggested that entrepreneurship could improve the components of PsyCap. In the context of an organization, it is anticipated that intrapreneurship will have a favorable impact on the individual's level of PsyCap (Pandey et al.,2020).

Another research found a significant association between sub-dimensions of psychological capital, namely enthusiasm and determination, and entrepreneurial inclination. Accordingly, individuals who feel strong in terms of psychological capital will be more successful in overcoming the obstacles and problems they encounter in the entrepreneurial process.

While the entrepreneurial activity is being carried out, it may be necessary for the individual or entrepreneur to encounter some problems and to be psychologically strong at the point of solving these problems, and to possess additional components of psychological capital, particularly self-assurance, when finding a resolution, is the point of solving problems. Entrepreneurial tendency is significantly influenced by psychological capital.

Another research conducted, it was revealed that being aware of one's emotions, being able to regulate their emotions and using them effectively at the point of encountering and overcoming obstacles in business life increases their hopes, enables them to think positively about the future, and has more optimistic perspective. This shows that we can conclude that individuals will support their entrepreneurial activities and contribute positively to entrepreneurship tendency.

Private sector managers may need to strengthen their employees in terms of psychological capital in order to achieve success in the field of entrepreneurship, especially in the realm of intrapreneurship, and open new avenues for the organization (Sönmez , 2010).

To enhance the level of psychological capital among employees in the organization, certain measures can be taken, they should participate in in-service trainings, participate in the decisions taken regarding their field of duty, etc. It is recommended that they participate in a number of studies. job rotation, placement in jobs appropriate to their knowledge, skills and abilities.

Leaders can facilitate employee creativity and innovative behaviors by supporting the decision-making ,emotional, cognitive and motivational components of psychological resources, which help managers develop and implement innovative business ideas successfully (Suvonova et al., 2019).

Due to their possession of psychological capital, employees are inherently inclined towards creativity and can generate diverse approaches for achieving objectives while also being motivated to initiate and implement innovative work-related behaviors (Abbas & Raja,2015).

Psychological capital comprises an entrepreneur's conviction in their ability to initiate a venture and identify and leverage business prospects. This category of capital encompasses assurance, adaptability, positivity, anticipation, conviction, and self-assurance (Kim & Noh, 2016).

There is evidence to suggest that psychological capital plays a significant role in promoting entrepreneurship within an organization, and this psychological capital develops an entrepreneurial culture that eventually increases competitiveness (Tang ,2020).

Furthermore, psychological capital can be viewed as a driving force that inspires individuals to excel and actively engage in business processes, leading to a positive and substantial impact on the overall organizational culture. As a result, this will foster sustainable growth, innovation, and a competitive edge within the organization.

Psychological capital is viewed as an asset possessed by employees, and as such, it is closely linked to the overall performance and competitive standing of the organization. The presence of psychological capital is thought to enhance leadership qualities and boost the level of psychological capital in the organization. Given the competitive and dynamic nature of today's business environment, psychological capital is seen as a highly desirable attribute (Kiziloğlu ,2021).

A study revealed that certain dimensions of psychological capital have an impact on employees' entrepreneurial behavior, while other dimensions do not exhibit any influence (Kahya ,2019).

It has been evaluated that the individual support given to the employees in the transformational leadership practices can develop the positive feelings and thoughts of the employees towards the leader and the company, and this situation can affect the intrapreneurship behaviors positively.

The moderating impact of psychological capital can be defined as the enhancement in employee morale and motivation through individual support from the leader, resulting in greater efforts towards organizational success (Şengüllendi and Şehitoğlu ,2017).

When the relevant literature is examined, different studies on leadership and entrepreneurship have reached the results that support the above-mentioned issues, and the effects of leadership types that are similar to agile leadership on entrepreneurship have been examined.

The correlation between entrepreneurship and leadership has been the subject of recent research, with a particular focus on the relationship between leadership and entrepreneurial

behavior. Findings suggest that possessing leadership qualities has a favorable impact on an individual's inclination towards entrepreneurship (Jensen and Luthans ,2006).

A study on white-collar workers revealed that the degree of authentic leadership had a significant impact on intrapreneurial tendencies. Leaders who prioritize transparency, admit their mistakes when they make mistakes, listen to and evaluate different opinions while making decisions, will create a safe working environment and enable innovative and creative employees to emerge. It is foreseen that it will bring the business to a more innovative and competitive level by providing a better working environment (Örücü & Zeynalova,2022).

Employee skills and competencies and experience influence firm performance during increasing uncertainty in the environment. The company's essential human capital elements include leadership competencies and adaptive leadership skills to handle the intricacies of the business milieu (Dar & Mishra, 2019).

According to a study, transformational leadership and empowering employees' psychological capital can enhance intrapreneurship activities in companies, which is essential for sustaining a competitive advantage in business.

A study has investigated the intermediary function of psychological empowerment in the correlation between transformational leadership and intrapreneurial behaviors in the international context, and it is concluded that psychological factors are mediators in the effect of leadership on entrepreneurial base. The latest information suggests that psychological elements play a vital role in connecting employees' organizational behavior and leadership to achieve organizational triumph (Huynh, 2021).

Recent findings indicate that psychological aspects are significant in elucidating the correlation between employee outcomes and leadership, acting as moderators, mediators, and direct predictors (Bester et al., 2015).

Leadership has the ability to influence the psychological elements of employees in a communication setting that is open and transparent, and where genuine accountability is conveyed through precise and pertinent details concerning strategic objectives, vision, and mission (Huynh, 2021).

Leadership emphasizes enabling employees to engage in suitable activities that can encourage innovative conduct within the organization, leveraging psychological aspects and exemplary figures (De Massis et al., 2016).

According to research, transformational leadership significantly affects international intrapreneurship in enterprises, with psychological empowerment strongly acting as a mediator (Huynh, 2021).

Studies propose that the human aspect that could impact the correlation between entrepreneurial intention and individual entrepreneurial orientation (IEO) in an organization could be the managerial leadership style, such as transformational leadership, which can be highly effective (Razavi & Ab Aziz, 2015).

Leadership affects the intrapreneurial activities of employees. Leadership can foster an organization's employee entrepreneurship and proactivity. Leaders are visionary, inspiring, and compatible with their intrapreneur qualities. Transformational leadership can strengthen intrapreneurship through both direct and indirect channels. Intentional actions taken by leaders to promote entrepreneurship can shape inventive employee behavior (Gerards et al., 2020).

An article examines how transformational leadership can notably impact international intrapreneurship, both directly and through various mechanisms, and how the institutional environment can moderate these heterogeneous effects that drive intrapreneurship (Rosing et al., 2011).

It is stated that the sense of belonging and performance of employees who perceive that they are adequately supported by their organizations will increase. Leaders can leverage their employees' skills and be seen as a valuable asset to the organization. Effective management of employees is known to impact employee behavior, with the perception of leadership significantly influencing intrapreneurship (Erogluer, 2020).

Leadership has a significant impact in fostering innovation in the organization and supporting employees in discovering new opportunities that will bring benefits to the organization. Leaders of an organization inspire individuals to take risks and cultivate their abilities, promoting employee engagement in activities like intrapreneurship (Farrukh et al., 2021)

To summarize, it is crucial for companies and their executives to possess flexible leadership skills and implement associated methodologies, based on the findings derived from the research.

Along with agile leadership, it is a separate result that businesses will increase the psychological capital of their employees. Consequently, by boosting the psychological capital of their staff, they can contribute value to the enterprise through various means. In this way, businesses can continue their existence in a sustainable and competitive way in increasing uncertainty and changing environmental conditions.

Employee entrepreneurship is seen as an important player to ensure this continuity. By emphasizing this competence of the employees, a competitive advantage can be achieved. Companies have the ability to redefine the market's rules of engagement they are in or they can create new markets for themselves. In this way, positive developments are experienced in financial indicators and many positive results of this can be seen in different areas.

CONCLUSION

The objective of this study is to examine the effects of agile leadership and employee entrepreneurship, while analyzing the influence of psychological capital on the latter.

The fundamental goal of this investigation is to investigate the correlation between agile leadership and employee entrepreneurship, as well as to examine the role of psychological capital in mediating their connection. The research data supports the hypotheses based on the analysis outcomes.

All sub-dimensions of the correlation between agile leadership and employee entrepreneurship are substantiated, and there is no evidence of an unsupportive relationship. Additionally, the connection between agile leadership and psychological capital is completely validated for each of its sub-dimensions..

Moreover, the research also confirms the positive and direct correlation between psychological capital and employee entrepreneurship. These results were evaluated as comparisons with some studies in the literature. A review has been made for some sample studies.

A research was conducted to investigate the moderating influence of psychological capital's sub-dimensions, including self-efficacy, resilience, hope, and optimism, on the relationship between transformational leadership dimensions (idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration) and internal entrepreneurial conduct (Erogluer, 2020).

The leadership style of authenticity is well-suited to the principles of positive psychology and serves as a foundation for other positive forms of leadership (Avolio & Gardner, 2005), aligning organizational objectives with the cultural, ethical, and moral values of the surrounding community (Luthans & Avolio, 2003). Furthermore, research findings indicate a positive correlation between psychological capital and internal entrepreneurship (Özkan, O. S., & Tosun, B. 2020).

The considerable impact of positive psychological capital on various organizational behavior outcomes, including job satisfaction, job performance, organizational commitment, and organizational citizenship behavior, emphasizes the value of investigating and comprehending positive psychological capital (Özcan 2021).

As a result relationship between employee intrapreneurship and leadership affected by changes in psychological capital.

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