

RESEARCH ARTICLE

THE EFFECT OF THE CORPORATE SOCIAL RESPONSIBILITY PERCEPTIONS AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF EMPLOYEES WORKING IN PUBLIC-PRIVATE MODEL HEALTH CARE INSTITUTIONS ON THEIR INTRAPRENEURSHIP TENDENCIES *

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ABSTRACT


This research has been conducted to determine the effect of the Corporate Social Responsibility Perceptions and Organizational Citizenship Behaviors of those working in Public-Private Model Health Care Institutions on their Intrapreneurship Tendencies. The research sample includes the employees of Yozgat City Hospital, which operates in public private model. The variables subjected to the research are the concepts of Corporate Social Responsibility Perception, Corporate Citizenship Behavior and Intrapreneurship Tendency. In the first part, the conceptual framework of these three variables is formed. In the second part, the statistical analysis of the data obtained from health sector employees is performed and the effect of the corporate social responsibility perceptions and organizational citizenship behaviors of the employees on their intrapreneurship tendencies is searched. As a result of the research results, a positive relation has been found between the corporate social responsibility perceptions and organizational citizenship behaviors of the employees and their intrapreneurship tendencies. In addition, it has been determined that economic responsibility perception subscale of Corporate Social Responsibility has a positive effect on the Innovativeness subscale of Intrapreneurship, and Conscientiousness behavior subscale of Organizational Citizenship Behavior on all subscales of Intrapreneurship. On the other hand, it has been determined that courtesy behavior subscale of Organizational Citizenship Behavior has a negative effect on the risk taking subscale of the Intrapreneurship Tendency. With these results, it has been seen that the tendency of intrapreneurship is affected by the perception of corporate social responsibility and organizational citizenship behaviors. Therefore, to have a higher intrapreneurship tendency, it is recommended to have a higher perception of corporate social responsibility or to exhibit a higher level of organizational citizenship behavior.

Keywords: Corporate social responsibility, organizational citizenship, intrapreneurship, health care institution employees, public private model health care institutions.

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KAMU-ÖZEL MODELİ SAĞLIK KURUMLARINDA ÇALIŞANLARIN KURUMSAL SOSYAL SORUMLULUK ALGILARI VE ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARININ İÇ GİRİŞİMCİLİK EĞİLİMLERİNE ETKİSİ *

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ÖZ

Bu araştırma kamu-özel modeli sağlık kurumları çalışanlarının Kurumsal Sosyal Sorumluluk Algılarının ve Örgütsel Vatandaşlık Davranışlarının İç Girişimcilik eğilimlerine etkisini tespit etmek amacıyla yapılmıştır. Araştırma örneklemini, kamu özel modeli bünyesinde faaliyet gösteren Yozgat Şehir Hastanesi çalışanlarından oluşmaktadır. Araştırmaya konu olan değişkenler, Kurumsal Sosyal Sorumluluk Algısı, Örgütsel Vatandaşlık Davranışı ve İç Girişimcilik Eğilimi kavramlarıdır. İlk bölümde bu üç değişkenin kavramsal çerçevesi çizilmektedir. İkinci bölümde sağlık sektörü çalışanlarından elde edilen verilere yönelik istatistiksel analizler yapılarak çalışanların kurumsal sosyal sorumluluk algılarının ve örgütsel vatandaşlık davranışlarının iç girişimcilik eğilimleri üzerindeki etkisi araştırılmaktadır. Araştırma sonuçlarına göre çalışanların kurumsal sosyal sorumluluk algılarının ve örgütsel vatandaşlık davranışlarının iç girişimcilik eğilimleri ile pozitif yönlü bir ilişki içerisinde olduğu bulgusuna ulaşılmıştır. Ayrıca Kurumsal Sosyal Sorumluluk alt boyutlarından olan ekonomik sorumluluk algısının İç Girişimcilik alt boyutlarından Yenilikçilik eğilimi üzerinde pozitif bir etkiye sahip olduğu, Örgütsel Vatandaşlık Davranışı alt boyutlarından Vicdanlılık davranışının İç Girişimcilik alt boyutlarının tamamı üzerinde pozitif bir etkiye sahip olduğu sonucuna ulaşılmıştır. Buna karşın sadece örgütsel vatandaşlık davranışının alt boyutlarından nezaket davranışının iç girişimcilik eğilimi alt boyutlarından risk alma eğilimi üzerinde negatif bir etkiye sahip olduğu sonucuna ulaşılmıştır. Bu sonuçlarla iç girişimcilik eğiliminin kurumsal sosyal sorumluluk algısı ve örgütsel vatandaşlık davranışlarından etkilendiği görülmektedir. Dolayısıyla daha yüksek bir iç girişimcilik eğilimine sahip olabilmek için daha yüksek bir kurumsal sosyal sorumluluk algısına sahip olmak veya daha yüksek düzeyde bir örgütsel vatandaşlık davranışı sergilemek tavsiye edilmektedir.

Anahtar Kelimeler: Kurumsal sosyal sorumluluk, örgütsel vatandaşlık, iç girişimcilik, sağlık kurumları çalışanları, kamu özel modeli sağlık kurumları

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I. INTRODUCTION

Today, it is observed that all scientific research are conducted related to management sciences in several sectors. Some of these research are carried out in Health Management field. There are increasing questions about the functioning of health systems and how the system will work more efficiently. In this research, an answer is sought to the question of how the healthcare system can be made more effective and more efficient by healthcare professionals.

Discovering and developing personal and social aspects of individuals can be considered among the factors that increase the efficiency of the system in which they operate. The institution that this research has been conducted in is Yozgat City Hospital, which operates in public private model as a service business. Within the research, public and private sector employees working at the same institution have been evaluated together.

Any research using the variables handled in this research together has been found in neither national nor international literature. In the previous studies carried out with the research variables, it is seen that different results have been obtained in different sample groups. In some studies on Corporate Social Responsibility (CSR) perception, it has been found that CSR has a positive effect on job satisfaction (Kim et al., 2018), and there is a significant relation between CSR and organizational identification (Melo and Jose, 2011). In most of the studies related to Organizational Citizenship Behavior (OCB), it has been concluded that job satisfaction is in the basis of this concept (Caymaz and Doğan, 2016; Wasti and Baltacı, 2016; Serinkan and Erdiş, 2014). In studies on intrapreneurship, it has been finalized that the leadership styles of the managers and the formal characteristics of the organizational factors (Rigtering and Weitzel, 2013) have an effect on the Intrapreneurship tendency, and that innovation often emerges as a result of intrapreneurship activities (Arslan, 2012).

In this study, CSR, OCB and Intrapreneurship variables are analyzed conceptually. Afterwards, the research model is established and the hypotheses of the study are determined. In the second part, the research findings are handled. The aspect and degree of the relationship between the results obtained and the variables of the research were analyzed statistically. In the conclusion part, findings obtained were evaluated.

II. CONCEPTUAL FRAMEWORK

2.1. The Concept of Corporate Social Responsibility and Its Dimensions

There are many definitions for the concept of “Corporate Social Responsibility” (CSR) in the literature. Kotler and Lee (2008) define CSR as “a liability taken to increase the welfare level of the society via the contributions of voluntary business practices and corporate resources.” According to the definition of Kakabadse et al. (2005), CSR is the voluntary use of organization resources by managers for the benefit of the society to which they belong as well as for their own interests.

CSR refers both businesses’ innovations in commercial activities and their duties for customers and society (Luetkenhorst, 2004). CSR is a complex issue that can be handled at different levels and scopes in the whole of relations in the social environment (Ayhan, 2009). The subscales of CSR concept, which has been developed by Carroll (1991) are used in the study. These subscales consist of 4 dimensions as economic, legal, ethical and philanthropic responsibilities. This classification has been taken as the basis in this study.

“Economic Responsibility” concept, which is the first dimension of CSR concept, is one of the reasons for being of the businesses. Therefore, it is one step ahead of other responsibilities. Business survival and the availability and enhancement of resources are directly related to economic responsibility (Branco and Rodrigues, 2007; Brown and Forster, 2013). Thus, business managements give great importance to this dimension. “Legal Responsibility” concept, which is the second dimension

of CSR, is all of the rules that businesses are required to obey while they continue their economic life. According to Branco and Rodrigues (2007) the survival and profitability of businesses is directly related to their legal responsibility.

The third dimension of CSR concept is “Ethical Responsibility,” and it refers to unwritten standards, behaviors and values acquired indirectly from the social environment (Branco and Rodrigues, 2007). According to Matten et al. (2003) businesses are expected to carry out activities within ethical responsibility in especially developed societies. “Philanthropic Responsibility,” which is the fourth dimension of CSR, is a responsibility for various social and cultural purposes expected by the social environment. Philanthropic responsibility is not an obligatory activity like ethical responsibility. According to Matten (2003), it is a responsibility preferred to be carried out by businesses although there is not an expectation.

2.2. Organizational Citizenship Behavior and Its Dimensions

“Organizational Citizenship Behavior” (OCB) is totally optional personal behaviors (Organ, 2005; Özyer et al., 2012). OCB is voluntary behaviors (Köksal, 2012) that do not exist in the formal reward system (Bingle and Davidson, 2010), are presented without reward and punishment and indirectly contribute the efficiency of the organization (Teh et al, 2012). Accordingly, OCB is not an obligation for employees, quite the contrary, it refers voluntariness.

In this study, the dimensions of OCB are handled in total 5 subscales as “Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue.” According to the literature, the most preferred form in scaling OCB is Organ’s (1997) 5-dimension OCB classification (Aslan, 2008; Lin, 2010).

Altruism, the first subscale of OCB, can be defined as behaviors that provide advantages to another employee, having no financial gain expectancy directly, based on self-sacrificing and presented willingly (Oliner and Do, 2003). Conscientiousness, the second subscale of OCB, refers to the willing support of organization members to the activities of businesses without any obligatory cases going beyond the duties they take (Allison et al., 2001). Conscientiousness is more related to the discipline perception of employees for their jobs.

“Sportsmanship” concept is the third subscale of OCB. It refers to that organization employees’ avoiding undesired attitudes that can cause conflict in working conditions. Organ (1990) (Allison et al., 2001) defines sportsmanship as employees’ keeping away from negative attitudes that cause undesired events in businesses. “Courtesy,” the fourth subscale of OCB, refers to the positive relationship that employees develop with different employees due to the work sharing they carry out in businesses (Poyraz and Aksoy, 2012; Baytok and Ergen, 2013). Courtesy includes behaviors aiming at taking preventive measures for the problems of employees related to their jobs (Somech and Ron, 2007).

“Civic Virtue,” the fifth subscale of OCB, involves how much employees are loyal to the organization and the large-scale interest that will emerge from this loyalty (Baykal, 2013). Civic virtue sub-scale can also be an example for pro-social behavior (Graham and Van Dyne, 2006; Allison et al., 2001). This concept can be seen as striving in order not organization interest to be harmed by supporting the organization.

2.3. The Concept of Intrapreneurship and Its Dimensions

Intrapreneurship can be defined as the tendency of making decisions freely and displaying nonroutine behaviors with the ability of concreting an innovative idea and transforming it to feasible projects in an organization that continues its activities (Ağca and Kurt, 2007). This concept can be considered as a very important factor for a business to gain competitive advantage.

Intrapreneurship dimensions can be examined in four subscales as “Innovativeness, Risk-taking, Proactiveness and Autonomy” (Mariano et al., 2014; Mohamad et al., 2011; Ireland et al., 2009; Ramanigopal et al., 2012; Bouchard and Basso, 2011; Altuntaş and Dönmez, 2010).

Since “Innovativeness,” the first subscale of Intrapreneurship concept, is the key element of the intrapreneurship (Antoncic and Hisrich, 2001; Naktiyok, 2004), it is the most important personal characteristic that an entrepreneur is required to have. According to Özşahin and Zehir (2011), innovation reflects organizations’ desire to support new products or new ideas and the characteristic of creativity and to allocate time for creative activities. “Risk-taking,” the second subscale of Intrapreneurship concept, can be defined as a pressured situation in the cases that it is difficult to predict outcomes in an unknown environment (Antoncic and Hisric, 2003). Decisions that cannot be made on time without taking risks in an environment of uncertainty will cause the loss of advantage in competition (Basim et al., 2008). Therefore, taking a certain level of risk during the practice of decision making methods can provide different benefits for a business.

“Proactiveness,” the third subscale of the Intrapreneurship concept, is organizations’ anticipation of the techniques for new technology and management relatively earlier than their competitors in order to provide competitive advantage and become the leader (Altuntaş and Dönmez, 2010). This concept is the ability of especially focusing on opportunities, predicting events and providing competitive advantage (Çetin, 2011). “Autonomy,” the fourth subscale of Intrapreneurship, is to transform ideas and opinions into practice independently as an individual or group, and to give opportunity to employees to exercise the authorities of their positions without hesitation by feeling independent (İbrahimoğlu and Uğurlu, 2013). By means of autonomy, the performance of employees, the profitability of businesses and efficiency in business processes will be ensured (Felicio et al., 2012).

III. RESEARCH METHODOLOGY

3.1. Research Method

A survey was used as the data collection tool in this research. 03.04.2019 dated and 03 numbered Kırıkkale University Ethics Committee Approval and 14.06.2018 dated and 92198657-771 numbered survey permit of Yozgat Provincial Directory of Health were obtained to conduct the study. Also, the participants were informed about the issue and the participation was face to face and on a voluntary basis.

In the first part of the research survey, there is the form asking for the information about the demographic characteristics and work positions of the participants. In the second part, Intrapreneurship Tendency Scale, Organizational Citizenship Behavior Scale and Corporate Social Responsibility Perception Scale were used.

The data were analyzed by using SPSS 20 software. First, the correlation analysis was performed for the relation between CSR and OCB subscales and Intrapreneurship tendency, which were the independent variables of the study. Afterwards, “multiple regression analysis” was performed to determine the effect of the “independent variables” on the “dependent variable”.

3.2. Data Collection Tools and The Sample

In the research after the the questions related to the demographic information and work position 3 scales were used. These scales are as follows:

“Intrapreneurship Tendency” Scale: The scale, which was developed by Naktiyok (2004) in Turkish involves a total of 21 questions and four subscales as “Innovativeness, Autonomy, Risk-taking and Proactiveness.” The reliability of the scale was found as $\alpha=0.900$ by Özyer et al. (2012), as $\alpha=0.918$

by Durmaz (2011), as $\alpha=0.900$ by Kanbur (2015), as $\alpha=0.940$ by Söker (2016) and as $\alpha=0.933$ by Arat (2013). In this research, the reliability level was calculated as $\alpha=0.902$.

“Organizational Citizenship Behavior” Scale: The scale, which was developed by Podsakoff and MacKenzie (1997), was used by Kalkan (2013) in Turkish literature, and the reliability level was determined as $\alpha=0.931$. The scale includes a total of 20 questions and five subscales as “Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue.” The reliability level of the scale was found as $\alpha=0.860$ by Dağlı (2015) and as $\alpha=0.940$ by Köksal (2012). In this study, it was found as $\alpha=0.903$.

“Corporate Social Responsibility Perception” Scale: The scale, which was developed by Carroll (1991), includes a total of 20 questions and four subscales as “Economic Responsibility, Ethical Responsibility, Legal Responsibility, and Philanthropic Responsibility”. Özarlan (2006) found the reliability level of the scale as $\alpha=0.821$ and Kaplan (2018) as $\alpha=0.940$. In this study, it was calculated as $\alpha=0.749$.

The population of the study was the employees working at Yozgat City Hospital, which is a state-private health care institution. The individuals selected by simple random sampling method among the employees working within the body of state or private sector in Yozgat City Hospital constituted the sample of the study. A total of 452 people were surveyed between the dates of 03.04.2019 and 30.06.2019. The data collected were analyzed by SPSS 20 software. Demographic characteristics of the participants in the research are shown in Table 1.

Table 1. Demographic Characteristics of The Participants

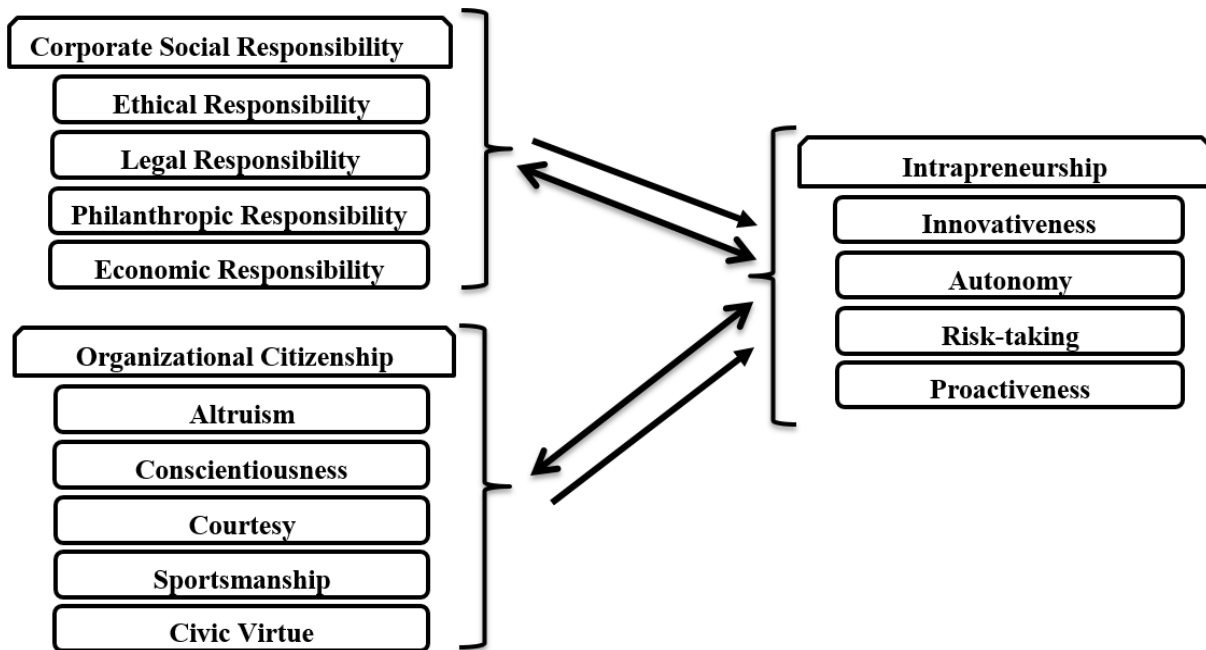
Gender	Frequency	Percentage (%)
Male	162	35.8
Female	290	64.2
Age	Frequency	Percentage (%)
18-30	236	52.2
31-45	184	40.7
46-60+	32	7.1
Marital Status	Frequency	Percentage (%)
Single	238	52.7
Married	214	47.3
Duty at the Health Institution	Frequency	Percentage (%)
Physician	43	9.5
Nurse / Midwife	154	34.1
Pharmacist	15	3.3
Psychologist	10	2.2
Physiotherapist	9	2
Nutritionist	5	1.1
Technician	46	10.2
Support Team	20	4.4
Administrative Services*	150	33.2
Working Status	Frequency	Percentage (%)
Public	291	64.4
Private	161	35.6
Total	452	100

* Security Guard, Data Entry Staff, Purchasing Staff, Accounting Staff

3.3. Research Model and Research Hypotheses

The model, which is a brief summary of the research, is presented in Figure 1.

Figure 1. Research Model



There are 4 hypotheses of the study:

- 1- "There is a positive relation between the corporate social responsibility perceptions and intrapreneurship tendencies of the employees".
- 2- "There is a positive relation between the organizational citizenship behaviors and intrapreneurship tendencies of the employees".
- 3- "The corporate social responsibility perceptions of the employees affect their intrapreneurship tendencies in a positive way".
- 4- "The organizational citizenship behaviors of the employees affect their intrapreneurship tendencies in a positive way".

IV. FINDINGS

The 'findings' part of the study includes the findings for the correlation analysis performed to measure the relation between the variables and the findings for the regression analysis performed to measure causality respectively.

4.1. Findings of Correlation Analysis

Pearson correlation analysis was performed to determine the relation between the CSR perceptions and OCB of the health care sector employees and their intrapreneurship tendencies. In the assessment of the correlation coefficients, the value ranges presented in Table 2 (Kalaycı, 2014) were used. Numeric and normal distribution hypotheses of the variables required for correlation analysis were met.

Table 2. Assessment of the Correlation Coefficients

r	Relation Level	Relation Direction
0.00 – 0.25	Very Weak Level of Relation	
0.26 – 0.49	Weak Level of Relation	If r = - negative relation
0.50 – 0.69	Moderate Level of Relation	If r = + positive relation
0.70 – 0.89	High Level of Relation	
0.90 – 1.00	Very High Level of Relation	

In Table 3, Pearson Correlation Values are given to analyze the relation between OCB and intrapreneurship tendencies

Table 3. Pearson Correlation Values of OCB Subscales and Intrapreneurship Tendencies Subscales

		Innovativeness	Autonomy	Risk Taking	Proactiveness
Altruism	“Pearson Correlation”	0.379**	0.206**	0.300**	0.280**
	“Sig. (2-tailed)”	<0.01	<0.01	<0.01	<0.01
	“N”	452	452	452	452
Civic Virtue	“Pearson Correlation”	0.393**	0.283**	0.417**	0.403**
	“Sig. (2-tailed)”	<0.01	<0.01	<0.01	<0.01
	“N”	452	452	452	452
Conscientiousness	“Pearson Correlation”	0.328**	0.098*	0.276**	0.271**
	“Sig. (2-tailed)”	<0.01	0.037	<0.01	<0.01
	“N”	452	452	452	452
Sportsmanship	“Pearson Correlation”	0.207**	0.172**	0.194**	0.239**
	“Sig. (2-tailed)”	<0.01	<0.01	<0.01	<0.01
	“N”	452	452	452	452
Courtesy	“Pearson Correlation”	0.298**	0.236**	0.260**	0.279**
	“Sig. (2-tailed)”	<0.01	<0.01	<0.01	<0.01
	“N”	452	452	452	452

** “Correlation is significant at the level of 0.01”.

* “Correlation is significant at the level 0.05”.

When Pearson Correlation coefficient results were examined, the results explained below were obtained.

A weak, positive and significant linear relationship was determined between altruism factor and “innovativeness” ($r=0.379$; $p<0.01$), “risk-taking” ($r=0.300$; $p<0.01$) and proactiveness factors ($r=0.280$; $p<0.01$) (at the significance level of 0.01). In addition, a very weak, positive and significant linear relationship was found between altruism factor and autonomy factor ($r=0.206$; $p<0.01$).

A weak positive significant linear relationship was determined between civic virtue factor and innovativeness ($r=0.393$; $p<0.01$), “autonomy” ($r=0.283$; $p<0.01$), “risk-taking” ($r=0.417$; $p<0.01$) and proactiveness ($r=0.403$; $p<0.01$) factors.

A weak, positive and significant linear relationship was found between conscientiousness factor and “innovativeness” ($r=0.328$; $p<0.01$), “risk-taking” ($r=0.276$; $p<0.01$) and “proactiveness” ($r=0.271$; $p<0.01$). Besides, a very weak, positive and significant linear relationship was found between conscientiousness factor and autonomy factor ($r=0.098$; $p<0.05$) (at the significance level of 0.05).

A very weak, positive and significant linear relationship was determined between sportsmanship factor and “innovativeness” ($r=0.207$; $p<0.01$), “autonomy” ($r=0.172$; $p<0.01$), “risk-taking” ($r=0.194$; $p<0.01$) and “proactiveness” ($r=0.239$; $p<0.01$) factors.

A weak, positive and significant linear relationship was determined between courtesy factor and “innovativeness” ($r=0.298$; $p<0.01$), “risk-taking” ($r=0.260$; $p<0.01$) and “proactiveness” ($r=0.279$; $p<0.01$) factors (at the significance level of 0.01). In addition, a very weak, positive and significant linear relationship was found between courtesy factor and autonomy factor ($r=0.236$; $p<0.01$).

Considering the results as a whole, a positive linear relationship was determined between all OCB and Intrapreneurship subscales. Since there is a “positive relationship” between the variables, an increase in any subscale of OCB is expected to cause an increase in intrapreneurship tendency.

In Table 4, Pearson Correlation Values are given to analyze the relationship between CSR and Intrapreneurship Tendency

Table 4. Pearson Correlation Values between CSR Subscales and Intrapreneurship Tendency Subscales

		Innovativeness	Autonomy	Risk Taking	Proactiveness
Economic Responsibility	"Pearson Correlation"	0.117*	0.110*	0.150**	0.152**
	"Sig. (2-tailed)"	0.013	0.020	0.001	0.001
	"N"	452	452	452	452
Legal Responsibility	"Pearson Correlation"	0.267**	0.254**	0.250**	0.313**
	"Sig. (2-tailed)"	<0.01	<0.01	<0.01	<0.01
	"N"	452	452	452	452
Ethical Responsibility	"Pearson Correlation"	0.276**	0.309**	0.351**	0.368**
	"Sig. (2-tailed)"	<0.01	<0.01	<0.01	<0.01
	"N"	452	452	452	452
Philanthropic Responsibility	"Pearson Correlation"	0.357**	0.309**	0.340**	0.414**
	"Sig. (2-tailed)"	<0.01	<0.01	<0.01	<0.01
	"N"	452	452	452	452

**."Correlation is significant at the level of 0.01".

*."Correlation is significant at the level 0.05".

A very weak, positive and significant linear relationship was detected between the economic responsibility factor and "innovativeness" ($r=0.117$; $p<0.05$), "autonomy" ($r=0.110$; $p<0.05$), "risk-taking" ($r=0.150$; $p<0.01$) and "proactiveness" ($r=0.152$; $p<0.01$) factors.

A weak, positive and significant linear relationship was found between the legal responsibility factor and "innovativeness" ($r=0.267$; $p<0.01$) and "proactiveness" ($r=0.313$; $p<0.01$) factors. Also, a very weak, positive and significant linear relationship was found between the legal responsibility factor and "autonomy" ($r=0.254$; $p<0.01$) and "risk-taking" ($r=0.250$; $p<0.01$) factors.

A weak, positive and significant linear relationship was determined between the ethical responsibility and "innovativeness" ($r=0.276$; $p<0.01$), "autonomy" ($r=0.309$; $p<0.01$), "risk-taking" ($r=0.351$; $p<0.01$) and "proactiveness" ($r=0.368$; $p<0.01$) factors.

A weak, positive and significant linear relationship was found between the philanthropic responsibility factor and "innovativeness" ($r=0.357$; $p<0.01$), "autonomy" ($r=0.309$; $p<0.01$), "risk-taking" ($r=0.340$; $p<0.01$) and "proactiveness" ($r=0.414$; $p<0.01$) factors.

Consequently, a positive linear relationship was determined between all CSR and Intrapreneurship subscales. Accordingly, it is expected that an increase in CSR subscales cause an increase in intrapreneurship tendency.

4.2. Findings Regarding Multiple Regression Analysis

In the previous chapter, positive relationships were found between CSR and OCB variables and Intrapreneurship tendency as a result of the correlation analysis. In order to determine the direction of this relationship, multiple regression analysis was performed between the scores of "Corporate Social Responsibility" and "Organizational Citizenship," which were the independent variables of the study, and the scores of "Intrapreneurship," which was the dependent variable. Multiple linear regression analysis was carried out by using Enter Method to analyze the effect of the CSR and OCB subscale scores on the Intrapreneurship subscale scores.

In the study, CSR and OCB subscales were taken as independent variables, and Intrapreneurship subscales as the dependent variable. Before the regression analysis, normality, collinearity, multicollinearity problem ($VIF > 5$) and autocorrelation assumptions were analyzed one by one and it was seen that assumptions were ensured.

Table 5. The Effect of the Independent Variables on the “Innovativeness” Subscale of Intrapreneurship Scale and the Significance of the Coefficients in Model

Independent Variables	B	Std. Error	Beta	t	p	95% Confidence Interval for B	
						Lower Bound	Upper Bound
Invariant	1.597	0.347		4.597	0.000	0.914	2.279
CSR							
Ethical Responsibility	0.070	0.096	0.032	0.729	0.466	-0.119	0.260
Legal Responsibility	0.071	0.083	0.050	0.864	0.388	-0.091	0.234
Philanthropic Responsibility	-0.049	0.080	-0.037	-0.611	0.541	-0.207	0.109
Economic Responsibility	0.140	0.066	0.140	2.124	0.034*	0.010	0.269
OCB							
Altruism	0.164	0.056	0.164	2.897	0.004**	0.053	0.275
Conscientiousness	0.172	0.048	0.198	3.575	0.000***	0.078	0.267
Courtesy	0.075	0.061	0.069	1.224	0.222	-0.045	0.194
Sportsmanship	-0.043	0.041	-0.052	-1.035	0.301	-0.124	0.038
Civic Virtue	0.052	0.053	0.053	0.986	0.325	-0.051	0.155
Model Summary: R=0.474; R ² =0.224; Adj. R ² =0.208; F= 14.195; p=0.001***							

“Dependent Variable=Innovativeness Subscale”

* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

“Std. Error=Standard Error, Adj. R²=Adjusted R²”

“t, F=Test Statistics p=Significance Level CI=Confidence Interval”

Firstly, the effect of each independent variable on “Innovativeness,” which is a subscale of the dependent variable was tested.

When multiple regression analysis results in Table 5 are analyzed, it can be stated that the regression model is statistically significant ($F=14.195$; $p < 0.001$). 20.8% of the change in the Innovativeness score is explained by independent variables ($Adj. R^2=0.208$). When the coefficients of the independent variables in the model are examined, it can be stated that the effects of the score of the economic responsibility subscale of CSR and the scores of the altruism and conscientiousness subscales of OCB on the innovativeness score are statistically significant ($p < 0.05$). Accordingly, it is seen that economic responsibility, altruism and conscientiousness scores have positive effect on innovativeness score. In other words, a 1 unit increase in economic responsibility score causes a 0.140 unit increase in innovativeness score, a 1 unit increase in altruism score causes a 0.164 unit increase, and a 1 unit increase in conscientiousness score causes a 0.172 unit of increase. This effect is presented in Figure 2.

Figure 2. The Effect of CSR and OCB subscales on Innovativeness Tendency

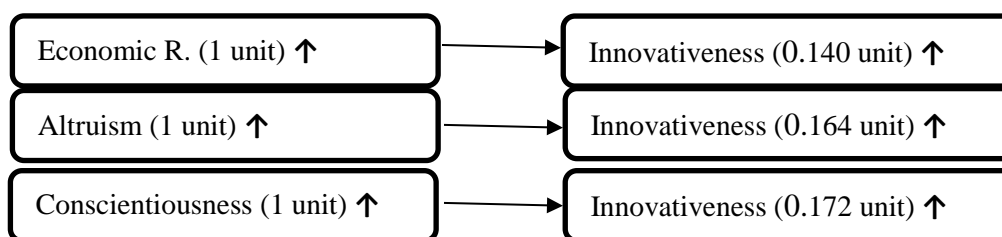


Table 6. The Effect of the Independent Variables on the “Risk-taking” Subscale of Intrapreneurship and the Significance of the Coefficients in the Model

Independent Variables	B	Std. Error	Beta	t	p	95% Confidence Interval for B	
						Lower Bound	Upper Bound
Invariant	1.446	0.369		3.920	0.000	0.721	2.171
CSR							
Ethical Responsibility	0.031	0.102	0.014	0.300	0.765	-0.171	0.232
Legal Responsibility	0.031	0.088	0.021	0.355	0.722	-0.141	0.204
Philanthropic Responsibility	0.160	0.085	0.120	1.878	0.061	-0.007	0.328
Economic Responsibility	0.144	0.070	0.142	2.054	0.041*	0.006	0.281
OCB							
Altruism	0.032	0.060	0.031	0.529	0.597	-0.086	0.150
Conscientiousness	0.154	0.051	0.174	3.002	0.003**	0.053	0.254
Courtesy	-0.191	0.065	-0.173	-2.947	0.003**	-0.318	-0.064
Sportsmanship	0.026	0.044	0.031	0.595	0.552	-0.060	0.112
Civic Virtue	0.090	0.056	0.090	1.607	0.109	-0.020	0.199
Model Summary: R=0.391; R ² = 0.153; Adj. R ² = 0.136; F= 8.878; p=0.001***							

“Dependent Variable=Risk-taking subscale”

*p<0.05 **p<0.01 ***p<0.001

“Std. Error=Standard Error, Adj. R²=Adjusted R²”

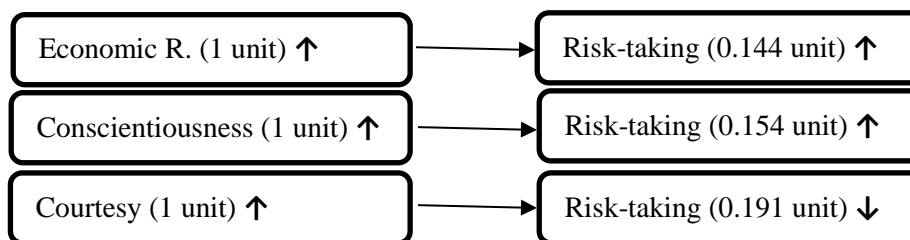
“t, F=Test Statistics p=Significance Level CI=Confidence Interval”

Secondly, the effect of each subscale of the independent variables on “Risk-taking,” one of the subscales of the dependent variable was tested.

When the multiple linear regression analysis in Table 6, it can be stated that the regression model is statistically significant (F=8.878; p<0.001). 13.6% of the change in risk-taking score is explained by the independent variables included in the model (Adj. R²=0.136).

When the coefficients of the independent variables in the model are analyzed, it can be stated that the effects of the scores of the economic responsibility subscale of CSR and the conscientiousness and courtesy subscales of OCB on the risk-taking scores are statistically significant (p<0.05). Accordingly, it can be seen that economic responsibility and conscientiousness scores affect risk-taking score positively, but courtesy score affects risk-taking score in a negative way. In other words, a 1 unit of increase in the economic responsibility score causes a 0.144 unit increase in risk-taking score, a 1 unit increase in the conscientiousness score causes a 0.154 unit of increase, and a 1 unit increase in the courtesy score causes a 0.191 unit decrease in the risk-taking score. This effect is presented in Figure 3.

Figure 3. The Effect of CSR and OCB subscales on the Risk-taking Tendency



Thirdly, the effect of each subscale of the independent variables on the “Proactiveness” subscale of the dependent variable was tested.

Table 7. The Effect of the Independent Variables on the “Proactiveness” subscale of Intrapreneurship Scale and the Significance of the Coefficients in the Model

Independent Variables	B	Std. Error	Beta	t	p	95% Confidence Interval for B	
						Lower Bound	Upper Bound
Invariant	0.860	0.378		2.278	0.023	0.118	1.602
CSR							
Ethical Responsibility	0.136	0.105	0.057	1.294	0.196	-0.070	0.342
Legal Responsibility	-0.018	0.090	-0.012	-0.199	0.842	-0.195	0.159
Philanthropic Responsibility	0.214	0.087	0.150	2.447	0.015*	0.042	0.385
Economic Responsibility	0.077	0.072	0.071	1.069	0.286	-0.064	0.217
OCB							
Altruism	0.030	0.061	0.028	0.491	0.624	-0.091	0.151
Conscientiousness	0.274	0.052	0.291	5.240	0.000**	0.171	0.377
Courtesy	0.046	0.066	0.039	0.691	0.490	-0.084	0.176
Sportsmanship	-0.039	0.045	-0.044	-0.859	0.391	-0.127	0.050
Civic Virtue	0.026	0.057	0.024	0.452	0.652	-0.086	0.138
Model Summary: R=0.391; R ² =0.153; Adj. R ² =0.136; F= 8.878; p=0.001**							

“Dependent Variable=Proactiveness Subscale”

* $p < 0.05$ ** $p < 0.001$

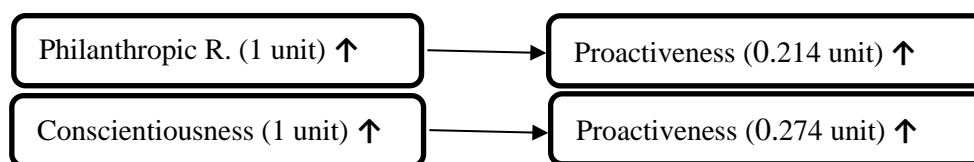
“Std. Error=Standard Error, Adj. R²=Adjusted R²”

“t, F=Test Statistics p=Significance Level CI=Confidence Interval”

When the multiple linear regression analysis results in Table 7 are examined, it can be stated that the regression model is statistically significant ($F=8.878$; $p < 0.001$). 13.6% of the change in the proactiveness score is explained by the independent variables included in the model ($Adj. R^2=0.136$).

When the coefficients of the independent variables in the model are analyzed, it can be stated that the effects of the scores of the philanthropic responsibility subscale of CSR and the conscientiousness subscale of OCB on the proactiveness score is statistically significant ($p < 0.05$). Accordingly, it is seen that philanthropic responsibility and conscientiousness scores affect proactiveness score positively. In other words, a 1 unit increase in the philanthropic responsibility causes a 0.214 unit increase in the proactiveness score, and a 1 unit increase in the conscientiousness score causes a 0.274 unit increase. This effect is presented in Figure 4.

Figure 4. The Effect of CSR and OCB Subscales on the Proactiveness Tendency



Fourthly, the effect of each subscale of the independent variables on the “Autonomy” subscale of the dependent variable was tested.

Table 8. The Effect of the Independent Variables on the “Autonomy” Subscale of the Intrapreneurship Scale and the Significance of the Coefficients in the Model

Independent Variables	B	Std. Error	Beta	t	p	95% Confidence Interval for B	
						Lower Bound	Upper Bound
Invariant	1.243	0.319		3.895	0.000	0.616	10.871
CSR							
Ethical Responsibility	0.090	0.089	0.044	1.019	0.309	-0.084	0.265
Legal Responsibility	0.041	0.076	0.031	0.539	0.590	-0.108	0.190
Philanthropic Responsibility	0.109	0.074	0.090	1.480	0.140	-0.036	0.254
Economic Responsibility	0.183	0.061	0.197	3.014	0.003*	0.064	0.302
OCB							
Altruism	-0.018	0.052	-0.019	-0.346	0.729	-0.120	0.084
Conscientiousness	0.196	0.044	0.243	4.424	0.000**	0.109	0.283
Courtesy	0.011	0.056	0.010	0.188	0.851	-0.100	0.121
Sportsmanship	0.020	0.038	0.027	0.532	0.595	-0.054	0.095
Civic Virtue	0.018	0.048	0.020	0.379	0.705	-0.077	0.113
Model Summary: R=0.488; R ² =0.239; Adj. R ² =0.223; F= 15.385; p=0.001**							

“Dependent Variable=Autonomy Subscale”

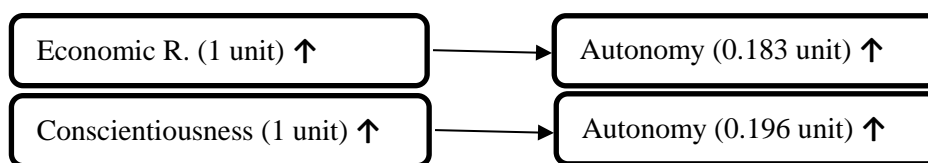
* $p < 0.01$ ** $p < 0.001$

“Std. Error=Standard Error, Adj. R²=Adjusted R²”

“t, F=Test Statistics p=Significance Level CI=Confidence Interval”

When the multiple linear regression analysis in Table 8 was analyzed, the regression model has been found statistically significant ($F=15.385$; $p < 0.001$). 22.3% of the change in the autonomy score is explained by the independent variables ($\text{Adj. } R^2=0.223$).

When the coefficients of the independent variables in the model are examined, it can be stated that economic the effects of the scores of the responsibility subscale of CSR and the conscientiousness subscale of OCB on autonomy score are statistically significant ($p < 0.05$). Accordingly, economic responsibility and conscientiousness scores have positive effects on autonomy scores. In other words, a 1 unit increase in the economic responsibility score causes a 0.183 (B) unit increase in the autonomy score, and a 1 unit increase in the conscientiousness score causes a 0.196 (B) unit increase. This effect can be seen in Figure 5 more clearly.

Figure 5. The Effect of CSR and OCB Subscales on Autonomy Tendency

V. DISCUSSION AND CONCLUSION

The concepts constituting the research are the existence and the level of the effect of CSR perceptions and OCB on intrapreneurship tendencies. The relationship between CSR and OCB concepts, which are the independent variables of the study, on intrapreneurship has been determined by correlation analysis, and it has been concluded that both independent variables have a positive linear relationship with intrapreneurship, the dependent variable. If the OCB score of an employee is high, his/her intrapreneurship tendency is also related to it and high. Again, if an individual's CSR perception is high, that person's intrapreneurship tendency is also high in relation to this. According to these findings, one

of the ways to increase the intrapreneurship tendencies of employees in health institutions is to increase their OCB and CSR scores. Institutions can arrange in-house seminars and motivating activities to increase the CSR and OCB scores of employees. By this way, both CSR and OCB scores of employees increase and, in parallel, their intrapreneurship tendencies may increase.

Besides the existence of the relationship between variables, it is also important to find the direction of the effect of the independent variables handled in the relationship on the dependent variable, namely, to measure causality. As a result of the research findings, the argument is as follows: if a health care institution wants the innovativeness characteristic of an individual to improve, it should provide the improvement of the economic responsibility, conscientiousness and altruism characteristics of the individual. According to another finding, if a health care institution wants the risk-taking characteristic of an individual to improve, it should provide the improvement of the economic responsibility, conscientiousness and courtesy characteristics of the individual. According to another finding, if a health care institution wants to increase the autonomy tendencies of its employees, it should improve their economic responsibility and conscientiousness values. Finally, if a health care institution wants to improve the proactiveness tendencies of its employees, it should improve their philanthropic responsibility and conscientiousness characteristics.

The results of this study have been desired to be compared to different studies in the literature but no study investigating the effect of the OCB and CSR concepts, which have been included in the study as independent variables, on intrapreneurship has been found. However, there are studies in the literature related to many concepts that may affect intrapreneurship tendency. For instance, Erođluer (2020) has concluded that perceived organizational support has a positive effect on intrapreneurship tendency, and Bakan et al. (2017) has found organizational democracy perception affects intrapreneurship tendency positively. Kanbur and Özyer (2016) and Kasap (2020) have reported respectively that individual creativity levels and ethical leadership has a positive effect on intrapreneurship tendency. According to Ateş et al. (2017) workplace safety climate, according to Erkal (2020) job satisfaction and according to Ekiyor and Karagöl (2016) employee empowerment affects intrapreneurship tendency in a positive way.

Considering the research results, it is seen that all four hypotheses developed are accepted. In addition, a remarkable result in the study is related to conscientiousness behavior. It is seen that conscientiousness behavior is the dimension that affect all intrapreneurship dimensions in a positive way. Accordingly, it can be stated that if there are individuals having high level of conscientiousness in a health care institution, intrapreneurship activities can be seen more frequently in that institution.

According to the research results, intrapreneurship is a positive feature for individuals working in health institutions. In addition, the perception of corporate social responsibility and organizational citizenship behavior has positively affected the tendency of intrapreneurship as a whole. Considering these results, the following suggestions are made to the managers of the institutions:

- Providing the necessary conditions to increase the tendency of intrapreneurship,
- Ensuring that employees allocate time to creative activities and R&D activities,
- Strengthening the core competency factors of employees,
- Demonstrating a participatory management approach that is open to innovation, and enabling lower-level employees to develop their autonomy and proactiveness,
- To change the perception of the institution on individuals in a positive way so that individuals can become better corporate citizens,
- To ensure that employees become better corporate citizens by giving more importance to values such as courtesy, sportsmanship, and altruism in the health sector.

Ethical Approval: 03.04.2019 dated and 03 numbered Kırıkkale University Ethics Committee Approval and 14.06.2018 dated and 92198657-771 numbered survey permit of Yozgat Provincial Directory of Health were obtained to conduct the study.

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