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ETHICAL LEADERSHIP, ORGANIZATIONAL CULTURE, AND
INTRAPRENEURSHIP: A STUDY IN THE BANKING SECTOR

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ABSTRACT

The purpose of this research is to measure the perceptions of bank sector employees regarding ethical leadership, intrapreneurship, and organizational culture, and to examine the relationship between these variables. The cross-sectional survey method was utilized for data collection and analysis, employing quantitative research methods. For this purpose, data collected through surveys from 395 bank personnel using convenience sampling method were evaluated through statistical analyses. The findings indicate a significant positive relationship among bank employees between ethical leadership, organizational culture, and intrapreneurial behavior. It was found that organizational culture has a higher explanatory power for intrapreneurship than the perception of ethical leadership, while ethical leadership has a higher explanatory power for organizational culture. This study provides a significant contribution to understanding the dynamic relationship between ethical leadership, intrapreneurship, and organizational culture. This understanding can guide managers and researchers in leadership strategies and organizational culture development practices. The rarity and significance of this study are underscored by the lack of previous research simultaneously addressing the relationship between ethical leadership, intrapreneurship, and organizational culture in the banking sector, thus indicating its potential to contribute to the academic literature in this field.

Key Words: ethical leadership, organizational culture, intrapreneurship, banking sectorETİK LİDERLİK, ÖRGÜT KÜLTÜRÜ VE İÇ GİRİŞİMCİLİK: BANKACILIK SEKTÖRÜNDE
BİR İNCELENME

ÖZ

Bu araştırmanın amacı bankacılık sektörü çalışanlarının etik liderlik, iç girişimcilik ve örgüt kültürüne yönelik algılarını ölçmek ve bu değişkenlerin birbirleriyle olan ilişkini incelemektir. Çalışma nicel desenli bir araştırmadır. Kesitsel tarama yöntemi kullanılarak veri toplanmıştır. Bu amaçla, kolayda örneklem belirleme yöntemi ile 395 banka personelinin anketler aracılığıyla toplanan veriler, istatistiksel analizlerle değerlendirilmiştir. Elde edilen bulgular, banka çalışanlarının etik liderlik, örgüt kültürü ve iç girişimcilik davranışı arasında pozitif yönlü anlamlı bir ilişki olduğunu göstermektedir. Örgüt kültürünün iç girişimciliği açıklama gücünün etik liderlik algısından daha yüksek olduğu, etik liderliğin ise örgüt kültürünü açıklayıcılık gücünün yüksek olduğu bulgulanmıştır. Bu çalışma, etik liderlik, iç girişimcilik ve örgüt kültürü arasındaki dinamik ilişkiyi anlamada önemli bir katkı sağlamaktadır. Bu anlayış, liderlik stratejileri ve örgüt kültürü geliştirme pratiği konularında yöneticilere ve araştırmacılara rehberlik etmek için kullanılabilir. Daha önce yapılan çalışmalarda, bankacılık sektöründe etik liderlik, iç girişimcilik ve örgüt kültürü ilişkisini birlikte ele alan bir araştırmaya rastlanmamış olması, çalışmayı nadir ve önemli kılmakta ve bu yönüyle çalışmanın alan yazına katkı sunacağına inanılmaktadır.

Anahtar Kelimeler: etik liderlik, örgüt kültürü, iç girişimcilik, banka sektörü

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INTRODUCTION

Organizations find themselves in a period where leadership is of great importance to survive in a constantly changing competitive environment and to achieve sustainable competitive advantage in the future. Leadership now requires being equipped with a forward-looking vision that considers not only the current situation but also future needs. This approach is emphasized for its critical role in enabling organizations to anticipate and be prepared for challenges they may face in the future. Ethical leadership has emerged as a prominent focus of contemporary leadership research. According to Brown et al. (2005:120), ethical leadership is characterized by the demonstration of morally upright conduct through personal actions and interactions, while also fostering an environment where followers are encouraged to uphold similar standards through open communication, reinforcement, and participative decision-making. This definition underscores ethical leadership as centered on the concept of "ethical leader behavior," operationalizing it through behaviors aimed at the well-being of employees, without explicitly extending to encompass other stakeholders such as customers or society at large.

On the other hand, in identifying entrepreneurial behaviors within an organization, not only the personal characteristics of the employee but also the leader's behaviors within the organization play a significant role. In this context, the leader's possession of ethical values and the adoption of a management style that encourages intrapreneurship emerge as key factors in the development of entrepreneurial attitudes within the organization (Kasap, 2020).

In today's business world, one of the key elements that play an effective role in ensuring not only gaining competitive advantage but also achieving sustainable success for organizations is organizational structures where ethical leadership and intrapreneurship are integrated correctly (Börü, 2018; Akkurt, 2021; Oran, 2019; Uğurluoğlu, 2009). While ethical leadership involves leaders acting based on values and instilling these values in their employees, intrapreneurship aims to encourage employees' innovative thinking and actions. When these two elements are considered together, they have the potential to provide organizations with a competitive advantage not only on an ethical basis but also from the perspective of sustainable innovation and growth (Attar and Çetinkaya, 2020; Büyükyılmaz and Kayış, 2018; İrge and Şen, 2020).

In this context, understanding the role of organizational culture in this significant relationship between ethical leadership and employees' intrapreneurship is critically important. Organizational culture determines an organization's values, norms, and operational style (Krapfl and Kruja, 2018). Therefore, an organizational culture that brings together ethical leadership and intrapreneurship can shape how employees perceive, adopt, and implement these two critical factors.

Based on this foresight, the purpose of the organized study is to measure bank sector employees' perceptions of ethical leadership, intrapreneurship, and organizational culture, and to assess the relationship between these variables. The rarity and significance of this study lie in the absence of prior research that explores the role of organizational culture in the relationship between ethical leadership and intrapreneurship, making it a rare and important contribution to the literature in this field. The ongoing part of the study is organized as follows: First, a literature review is conducted for ethical leadership, intrapreneurship, and organizational culture, presenting theoretical frameworks for these variables, and proposing hypotheses. Subsequently, the method, findings, and results of the research are presented, and the study concludes with practical implications and limitations of the research.

1. Theoretical Background and Hypothesis Development

1.1. Ethical Leadership

The rapid changes and complexities in the business world continually force leadership perspectives to evolve. Emerging from traditional leadership models, ethical leadership adopts an approach that particularly focuses on ethical principles such as values, honesty, and justice.

While there are different definitions in the literature, ethical leadership can be described as a leadership approach that stands out by modeling ethical behaviors, making ethical decisions, and instilling these values in other individuals within the organization (Brown et al., 2005). Ethical leadership typically includes the characteristics outlined in the table below (Brown and Mitchell, 2010; Den Hartog and De Hoogh, 2008; Qing et al., 2020; Zhou et al., 2020):

Table 1. Characteristics of Ethical Leadership

Honesty and Integrity	Ethical leaders are committed to honesty and integrity principles.
Justice and Equality	Promotes justice and embraces the principle of equality.
Empathy	Approaches employees' needs with understanding and shows empathy.
Effective Communication	Possesses effective communication skills

Source: Prepared by the author

Ethical leadership focuses on the core values of both the leader and the organization. Values shape a leader's decisions and guide their actions. Ethical leaders explicitly define these values and encourage their team members to adhere to them (Mendonca and Kanungo, 2006; Eluwole et al., 2022). According to Monahan (2012), the behavior of ethical leadership plays a significant role in creating and sustaining organizational culture. Lawton and Páez (2015) state that ethical leaders prioritize honesty and transparency, approaching people they collaborate with through open and honest communication. This transparency is considered a fundamental commitment to long-term success.

Other definitions of ethical leadership emphasize principles of justice and equality. In these definitions, leaders make efforts to adhere to the principle of impartiality in their decisions, ensuring that everyone is treated fairly (Brown and Treviño, 2006). Equality is crucial for embracing diversity and ensuring that everyone benefits equally from opportunities. Ethical leaders encourage employee participation and support their development (Mayer et al., 2012). Ethical leaders respect employees' opinions, listen to them, and promote effective communication within the team (Den Hartog, 2015). Additionally, they support employees' professional development and provide opportunities for them to enhance their leadership skills (Stouten et al., 2012).

Another dimension of ethical leadership is its positive impact on job outcomes. Employee commitment, morale, and performance often increase in the presence of ethical leadership (Den Hartog & De Hoogh, 2009; Alshammari et al., 2015). Ethical leadership is not only aimed at the immediate success of an organization but also at ensuring its long-term sustainability. A values-based, honest, and fair leadership approach enhances employee motivation (Yidong and Xinxin, 2013), strengthens organizational culture (Ouma, 2017), and emphasizes social responsibility (Kim and Thapa, 2018). Therefore, the adoption of ethical leadership in the business world not only influences corporate success but also positively impacts societal outcomes (De Roeck and Farooq, 2018).

1.2. Employee Intrapreneurship

Entrepreneurship refers to both the independence of individuals and their ability and willingness to operate businesses. As entrepreneurship takes place in different fields, different types of entrepreneurship have emerged, such as intrapreneurship, social entrepreneurship, and women's entrepreneurship. One of these is intrapreneurship (Şen, 2022). Employee intrapreneurship refers to individuals within an organization having an entrepreneurial spirit and making efforts to initiate and manage innovative projects internally (Desouza, 2011). According to Neessen et al. (2019), this concept deviates from traditional hierarchical structures and focuses on employees utilizing creative thinking and entrepreneurial skills. Employee

intrapreneurship assists organizations in maintaining a competitive advantage, continuously innovating, and adapting to change (Covin and Slevin, 1991).

Upon reviewing the literature, different definitions for intrapreneurship can be observed. According to Pinchot and Pellman (1999), intrapreneurship is entrepreneurship within large corporations. Wennekers and De Jong (2008) define intrapreneurship as entrepreneurship associated with initiatives created within an organization that is in operation. Auer, Antoncic, and Antoncic (2011) describe intrapreneurship as the identification and implementation of a significant innovation for the operation of an existing organization by one or more employees. According to Bosma et al. (2020), intrapreneurship involves individuals and teams within an organization working on generating ideas for new products or services and transforming these ideas into profitable products and services. Reuther et al. (2017) state that employee intrapreneurship emerges through providing freedom and support to employees. According to Reuther, creating an environment conducive to creative thinking, innovation, and entrepreneurship within the organization allows employees to develop and implement their ideas. According to İrengün (2020), different types of entrepreneurship such as social entrepreneurship and green entrepreneurship, especially intrapreneurship are stated as the type of entrepreneurship supported financially and morally by many organizations.

Previous research on intrapreneurial behavior has often focused on the role of top-level executives in initiating and sustaining intrapreneurship within the organization. However, there is now an emphasis on considering intrapreneurship as a learning process that involves not only top-level executives but also the role of all employees (Rigteringa and Weitzel, 2013; Huang et al., 2021). Entrepreneurship is considered to encompass a broader exploration within the organization, including renewal, innovation, risk-taking, conceptualizing, and pursuing new opportunities, extending beyond the efforts of top-level executives (Badoiu et al., 2020). It is acknowledged that intrapreneurship is a multidimensional concept and is crucial for the success of organizations.

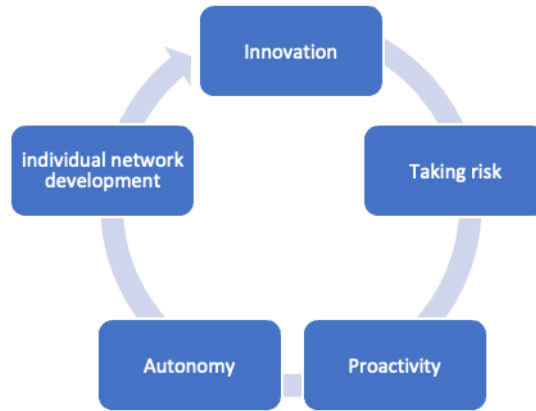


Figure 1. Dimensions of Intrapreneurship

As seen in Figure 1, intrapreneurship has five main dimensions: innovativeness, risk-taking, autonomy, individual networking, and proactivity. These dimensions are defined as follows: innovativeness involves the development of new products, services, and technologies; risk-taking entails engaging in activities despite the possibility of loss; proactivity involves initiating the first venture; autonomy is defined as taking initiative when faced with problems and having the ability to make decisions by breaking away from conventional patterns (Gawke et al., 2019; Badoiu et al., 2020).

Employee intrapreneurship has the potential to provide a sustainable competitive advantage for organizations. This concept assists individuals in unleashing their creative potential, innovating, and adapting the organization to the constantly changing business environment. Organizations can achieve flexibility, speed, and a competitive edge by fostering employee intrapreneurship.

1.3. Organizational Culture

Organizational culture is a holistic system encompassing the shared beliefs, values, norms, and behaviors of an organization. In the literature, there are numerous definitions of organizational culture. According to Edgar H. Schein (1990), organizational culture is defined as the shared beliefs, values, and norms that emerge as a result of a group of people coming together and learning. Additionally, according to Schein, culture reflects the organization's past successes. Geert Hofstede (1998) defines organizational culture as a combination of the values, norms, and beliefs of individuals within the organization. Culture is a process in which individuals internalize teachings and shape their behaviors accordingly. Charles Handy (1995) divides organizational culture into two layers: "visible culture" (rituals, symbols) and "invisible culture" (values, beliefs). These layers reflect how the organization interacts with the external world and how it operates internally.

Studies on the dimensions of organizational culture commonly recognize dimensions such as power distance, individualism, collectivism, uncertainty avoidance, masculinity, and femininity. Power distance indicates the extent to which authority and hierarchical structure are accepted within an organization. The dimension of individualism and collectivism expresses how much individuals focus on their own interests and value being part of a community. The uncertainty avoidance dimension represents how an organization copes with uncertainty internally. Cultures with high uncertainty avoidance use more rules and procedures while dealing with uncertainty. Masculinity and femininity dimensions indicate whether an organization emphasizes competitive and ambitious characteristics or collaborative characteristics.

The increasing importance of organizational culture in the business world today is attributed to various reasons, including recruitment, retention, profitability, business growth, and success criteria (Alay, 2023). Nguyen et al. (2020) similarly state that a strong organizational culture is crucial for retaining current and potential employees in today's business world. According to Alay (2023), the characteristics of the changing organizational culture in the new normal include a focus on a sense of belonging, well-being, and general well-being, transparency, accountability, consistency, openness to change, and development, dedication to growth and development, trust, and respect for others.

In conclusion, organizational culture is a crucial concept as it touches every component of an institution. Additionally, due to the dynamic and variable nature of organizational culture, leadership, and employee participation play a key role in shaping a culture (Paais and Pattiruhu, 2020; Sapta et al., 2021; Sabuhari et al., 2020).

1.4. Development of Research Hypotheses

Ethical leadership is a leadership approach that emphasizes the leader's behaviors in line with ethical values, honesty, justice, and empathy (Brown et al., 2005). Ethical leadership focuses on the leader adopting ethical norms, setting an example for team members, and encouraging them to make ethical decisions (Treviño et al., 2003). Intrapreneurship, on the other hand, can be defined as employees within an organization embracing creative and innovative ideas, implementing these ideas, and making efforts to increase the organization's competitive advantage (Pinchot, 1985). The relationship between ethical leadership and intrapreneurship is positively shaped because ethical leaders instill trust in employees, encourage the ability to take risks, and value creative solutions (Bass & Steidlmeier, 1999; Serang et al., 2024). Interest in creativity and innovation may increase in institutions where ethical leaders work, thus positively affecting the sustainability of the organization. Additionally, such organizations offer competitive opportunities because creative and innovative solutions enable them to make a difference in the market and get ahead of their competitors (Serang et al., 2024). Ethical leadership allows employees to think freely within the organization and strengthens intrapreneurial behaviors (Bass & Steidlmeier, 1999). Additionally, Leader-Member Exchange (LMX) can increase trust between leaders and employees (Eisenbeiss et al., 2008), creating an

environment where employees see their leaders as ethical role models, thereby supporting intrapreneurial behaviors. Based on the literature, Hypothesis 1 (H₁) is developed.

H₁: There is a significant relationship between ethical leadership behaviors and employees' intrapreneurial behaviors.

Organizational culture is a holistic structure defining shared values, norms, and behaviors within an organization (Schein, 1985). This culture guides and determines the behaviors of employees within the organization. Ethical leadership, which includes role modeling of appropriate behavior, is linked to the development of an ethical organizational culture. Leaders who behave ethically are likely to influence their followers to emulate similar behavior (Roy et al., 2024). So ethical leadership can play an effective role in creating organizational culture. Ethical leaders can contribute to the organization's culture by emphasizing ethical values within the organization and supporting employees in adopting ethical behaviors (Treviño et al., 2003; Alabdullah & AL-Qallaf, 2023). Additionally, ethical climate represents factors determining how much ethical behaviors are valued and encouraged in an organization (Victor & Cullen, 1988). Ethical climate is part of organizational culture and can create a positive ethical atmosphere within the organization when combined with ethical leadership. This framework can be used to understand the role of ethical leadership behaviors in shaping organizational culture. Hence, Hypothesis 2 (H₂) is developed.

H₂: There is a significant relationship between ethical leadership behaviors and organizational culture.

In organization's culture encompasses the entirety of its values, norms, beliefs, and behavioral patterns (Den Hartog & Belschak, 2012). This culture includes elements such as how employees should behave, which behaviors are encouraged or discouraged. Additionally, organizational culture fosters the coming together of employees and uniting them around a common purpose (Bosma et al., 2019). Intrapreneurship, on the other hand, refers to employees generating innovative ideas, implementing these ideas, and creating new opportunities within the organization (Jiang et al., 2019). Intrapreneurship can enhance an organization's competitiveness, encourage continuous improvement, and support innovation. Organizational culture can play a role in supporting or inhibiting intrapreneurship. If the culture of an organization has a structure that encourages innovation, encourages risk-taking, and encourages employees to share their ideas, intrapreneurship will be more likely to develop (Ogbumgbada & Nwachukwu, 2024). Moreover If an organizational culture promotes employees sharing their ideas, trying risk-taking, and being comfortable with making mistakes, it can support intrapreneurial behaviors. Building upon this theoretical framework, the H₃ hypothesis is developed.

H₃: There is a significant relationship between organizational culture and employees' intrapreneurial behaviors.

2. Research Methodology

2.1. Research Purpose and Significance

The aim of the study is to analyze the process of ethical leadership and organizational culture in promoting intrapreneurship and what role ethical leadership plays in the implementation of organizational culture. Upon reviewing the literature, it was observed that there has been limited effort to investigate the significance of ethical leadership in enhancing employees' intrapreneurial behaviors. Therefore, this study will contribute significantly to the existing literature by examining the role of organizational culture in the relationship between ethical leadership and intrapreneurship.

2.2. Population and Sample of the Research

The population of this study consists of bank employees working in public and private banks in Istanbul. The data collected from 395 bank personnel using the convenience sampling method constitutes the sample of this study.

2.3. Data Collection Method and Instruments

Data for the research were collected through an online and face to face survey method. Participation in the research was voluntary. The completed surveys reached the researchers anonymously, and no information revealing the email addresses or identities of the respondents was provided. The completion time for the survey was approximately 8 minutes.

To gather demographic information, participants were asked to respond to questions about age, gender, marital status, educational status, whether they work in a public or private bank, and years of professional experience. The Ethical Leadership Scale, adapted to Turkish by Kasap (2020) from the scale developed by Brown et al. (2005), was used to measure the perception of ethical leadership. The Intrapreneurship Scale, developed by Naktiyok and validated by Durmaz (2011), consisting of 21 items, was used to measure the perception of intrapreneurship. To measure the perception of organizational culture, the 16-item Organizational Culture Scale adapted to Turkish by Durak (2019) from Cameron and Quinn's Organizational Culture Assessment Instrument (1999) was utilized. The scales are in a 5-point likert structure, with scoring ranging from "1-Strongly Disagree" to "5-Strongly Agree." Before the survey form was applied, an ethical approval certificate was obtained from Istanbul Nişantaşı University Ethics Committee with the number 2023/42 and the decision dated 08/11/2023.

2.4. Statistical Analysis

In this study, data obtained from 395 participants were analyzed. IBM SPSS Statistics 20 software package was used for data analysis. Exploratory factor analyses were conducted to determine the validity of the scales used in the study. Cronbach's alpha reliability coefficient was preferred for assessing the internal consistency of the scales. Independent samples t-tests and ANOVA analyses were conducted to test whether there were differences in employees' perceptions of ethical leadership, organizational culture, and intrapreneurship. Correlation and regression analyses were used to test the relationships between variables. The survey technique was used as the data collection tool in the research. The first part of the survey, consisting of demographic questions, aimed to obtain information about the participant profile. The second part included scales related to the independent and dependent variables of the research. When the Skewness and Kurtosis values of the data were examined, it was found that they showed a normal distribution.

3. RESEARCH FINDINGS

3.1. Distribution of Demographic Characteristics and Descriptive Statistics

The socio-demographic characteristics of the 395 banking sector employees are presented in Table 2.

Table 2. Socio-Demographic Characteristics of Employees

Variables	N	%	
Gender	Women	174	44
	Men	221	56
Marital status	Married	166	42
	Single	229	58

Work area	Puplic	131	33
	Private	264	67
Age	20-29 years	67	17
	30-39 years	125	31
	40-49 years	135	34
	50+	68	18
Education	High school	31	8
	Associate degree	53	13
	Bachelors degree	216	55
	Postgraduate	95	24
Years of professional seniority	0-1 years	21	5
	2-5 years	67	17
	6-10 years	129	33
	11-20 years	99	25
	21+ years	79	20

44% of bank employees are women, 42% are married, and 31% are between the ages of 30-39. In terms of education level, it was determined that 55% had a bachelor's degree, 33% had professional seniority between 6-10 years, and 67% worked in private banks.

Table 3. Descriptive Statistics

Variables	Range	Mean	Standart Deviation
Ethical Leadership	1-5	3,47	0,768
Organizational Culture	1-5	3,63	0,528
Intrapreneurship	1-5	3,42	0,666

Descriptive statistics for the variables are summarized in Table 3. The mean result of the ethical leadership variable was found to be 3.47 and the standard deviation was 0.768. The average result of the organizational culture variable was found to be 3.63 and its standard deviation was 0.528. The mean result of the intrapreneurship variable was found to be 3.42 and the standard deviation was 0.666.

3.2. Findings Related to Validity and Reliability Analysis

Exploratory factor analysis and reliability analysis were performed on the scale items used in the research. One of the prerequisites for applying factor analysis is that the KMO value must be greater than 0.5 and significant (Durmuş et al. 2013). Cronbach Alpha coefficient was calculated to measure the reliability of the scales. Accordingly, the validity and reliability analysis findings applied to the scale items are summarized in Table 4.

Table 4. Validity and Reliability Analysis of Variables

Variables	Factor loading	Cronbach Alpha value
Ethical Leadership	0,819	0,692
%Variance Explained: 62.225, Kaiser-Meyer-Olkin Measure of Sampling Adequacy=0,780, Chi-Square Bartlett's Test=2094,388		
Organizational Culture	0,921	0,677
%Variance Explained:69,034, Kaiser-Meyer-Olkin Measure of Sampling Adequacy=0.759, Chi-Square Bartlett's Test=3124,280		
Intrapreneurship	0,719	0,782
%Variance Explained:71,864, Kaiser-Meyer-Olkin Measure of Sampling Adequacy=0.762, Chi-Square Bartlett's Test=4057,717		

When the table is examined, it is seen that the variables' Kaiser-Meyer Olkin sampling adequacy criterion (KMO) is greater than 0.5 and is significant ($p < 0.001$). Cronbach's Alpha coefficient was calculated to measure the reliability of the scales used to measure the perception of the variables. When the table is examined, it is seen that the reliability coefficient of the variables is reliable.

3.3. One-Way Analysis of Variance (ANOVA)

One-way analysis of variance (ANOVA) was applied to determine the differential effect of employees' age on the perception of ethical leadership, intrapreneurship, and organizational culture. The results obtained are seen in Table 5 below.

Table 5. Differential Effect of Employees' Age on Variables

	Age	N	Mean	Std.Dev	F	Sig.
Ethical Leadership	20-29 years	67	3,6791	0,6109	4,912	0,002
	30-39 years	125	3,588	0,7135		
	40-49 years	135	3,337	0,8172		
	50+ years	68	3,4727	0,8382		
Organizational Culture	20-29 years	67	3,7353	0,5282	3,472	0,016
	30-39 years	125	3,5792	0,5189		
	40-49 years	135	3,5719	0,5216		
	50 years	68	3,7706	0,52926		
Intrapreneurship	20-29 years	67	3,1264	0,6109	8,185	0,001
	30-39 years	125	3,5261	0,6529		
	40-49 years	135	3,3874	0,6961		
	50+ years	68	3,6315	0,5748		

As seen in Table 5, employees' perception of ethical leadership and intrapreneurship differs according to age. To determine which age groups the difference exists, Tukey and Scheffe tests, among Post Hoc tests, were performed. According to the findings, while employees between the ages of 20-29 have a more positive perception of ethical leadership than employees between the ages of 40-49, the level of intrapreneurship increases with age. In addition, no differentiating effect of employees' age on their perception of organizational culture was found.

One-way analysis of variance (ANOVA) was applied to determine the differential effect of employees' professional seniority on the perception of ethical leadership, intrapreneurship, and organizational culture. The results obtained are seen in Table 6 below.

Table 6. Differential Effect of Employees' Professional Seniority on Variables

Professional Seniority		N	Mean	Std.Dev	F	Sig.
Ethical Leadership	0-1 years	21	3,9333	0,42111	2.858	0,023
	2-5 years	67	3,4597	0,59469		
	6-10 years	129	3,4062	0,80426		
	11-20 years	99	3,3869	0,80871		
	21+ years	79	3,5772	0,81947		
Organizational Culture	0-1 years	21	3,8667	0,24313	3.222	0.013
	2-5 years	67	3,7284	0,64712		
	6-10 years	129	3,5902	0,53942		
	11-20 years	99	3,5279	0,50085		
	21+ years	79	3,5072	0,44905		
Intrapreneurship	0-1 years	21	3,1961	0,76614	2,087	0.082
	2-5 years	67	3,3881	0,67459		
	6-10 years	129	3,3502	0,66286		
	11-20 years	99	3,4332	0,66591		
	21+ years	79	3,6493	0,5942		

As seen in Table 6, employees' perception of ethical leadership and organizational culture differs according to professional seniority. Tukey and Scheffe tests, among Post Hoc tests, were performed to determine which groups the difference was between. According to the findings, while employees with professional seniority in the range of 0-1 years have a more positive perception of ethical leadership than employees with professional seniority in the range of 11-20 years, the level of intrapreneurship decreases as professional seniority increases. In addition, no differentiating effect of employees' professional seniority on intrapreneurship behavior was found.

One-way analysis of variance (ANOVA) was applied to determine the differential effect of employees' education level on the perception of ethical leadership, intrapreneurship, and organizational culture. The results obtained are seen in Table 7 below.

Table 7. Differential Effect of Employees' Education Levels on Variables

	Education Level	N	Mean	Std.Dev	F	Sig.
Ethical Leadership	High school	31	3,6161	0,68901	6.000	0,001
	Associate degree	53	3,2774	0,70674		
	Bachelors degree	216	3,5944	0,69915		
	Postgraduate	95	3,2579	0,90643		
Organizational	High school	31	3,7269	0,47992	7.863	0.000

Culture	Associate degree	53	3,3182	0,60279		
	Bachelors degree	216	3,6778	0,50621		
	Postgraduate	95	3,6891	0,49188		
Intrapreneurship	High school	31	3,4725	0,6906	8,815	0.000
	Associate degree	53	3,0699	0,55662		
	Bachelors degree	216	3,4188	0,69655		
	Postgraduate	95	3,6384	0,55626		

As seen in Table 7, employees' perception of ethical leadership, intrapreneurship and organizational culture differs according to education level. Tukey and Scheffe tests, among Post Hoc tests, were performed to determine which groups the difference was between. According to the findings, employees with an associate degree have a more positive perception of organizational culture than employees with a bachelor's degree, while their level of intrapreneurship is lower. In addition, the ethical leadership perception of high school graduate employees is higher than that of employees with postgraduate education.

It has also been found that employees' perceptions of ethical leadership, organizational culture and intrapreneurship do not differ according to gender, marital status and working sector.

3.4. Correlation Analysis

Pearson correlation analysis was conducted to test the relationship between Ethical Leadership, employee intrapreneurship and Organizational Culture. Table 8 includes the correlation analysis results of the variables. In the correlation analysis, it is seen that there is a significant relationship between ethical leadership and employee intrapreneurship. As a result of this result, H_1 was accepted. This relationship is interpreted as follows; As bank employees' perception of ethical leadership increases, their intrapreneurship orientation will also increase at the same rate. Similarly, there appears to be a significant relationship between ethical leadership and organizational culture. As a result of this result, H_2 was accepted. Finally, there appears to be a significant relationship between organizational culture and intrapreneurship. As a result of this result, H_3 was accepted.

Table 8. Correlation Analysis

		Ethical Leadership	Organizational Culture	Intrapreneurship
Ethical Leadership	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	395		
Organizational Culture	Pearson Correlation	,688**	1	
	Sig. (2-tailed)	0		
	N	395	395	
Intrapreneurship	Pearson Correlation	,299**	,544**	1
	Sig. (2-tailed)	0	0	
	N	395	395	395

** . Correlation is significant at the 0.01 level (2-tailed).

After the correlation analysis, regression analysis was performed to determine the effect level of the relationship between the variables. The outputs for the regression analysis are presented in Table 9.

Table 9. Regression Analysis

Hypothesis 1		
Dependent Variable: Ethical Leadership		
Independent Variable	Beta	t value
Intrapreneurship	0,299	6,215
R= 0,299 R ² = 0,089 Adj. R ² =0,087. F=38,629		
Hypothesis 2		
Dependent Variable: Ethical Leadership		
Independent Variable	Beta	t value
Organizational Culture	0,688	18,817
R= 0,688 R ² =0,474. Adj. R ² =0,473. F=354,069 sig=0,00		
Hypothesis 3		
Dependent Variable: Organizational Culture		
Independent Variable	Beta	t value
Intrapreneurship	0,544	12,841
R= 0,544. R ² = 0,296. Adj. R ² =0,294. F=164,880 sig=0,00		

According to the results of the regression analysis, 8% of the dependent variable (intrapreneurship) can be explained by the independent variable (ethical leadership). It is thought that the relatively low explanatory power of ethical leadership for intrapreneurship is because there are many different factors affecting intrapreneurship. Similarly, the power of ethical leadership to explain organizational culture is 0.474, which means that .474% of organizational culture is explained by ethical leadership. Finally, with the regression analysis, it was found that 29.6% of intrapreneurship could be explained by organizational culture. In other words, organizational culture and ethical leadership directly affect employee intrapreneurship, provided that other conditions remain constant.

DISCUSSION AND CONCLUSION

In this study examining the variables of ethical leadership, organizational culture, and intrapreneurship, the findings have primarily shown a significant positive relationship between ethical leadership and intrapreneurial behavior. It was determined that there is a significant relationship between bank employees' perception of ethical leadership, organizational culture, and intrapreneurial behavior. According to Özmen et al. (2020), the connection between organizational culture and ethical leadership is based on how the leader reflects their values and ethical standards within the organizational culture. Ethical leadership shapes the formation of organizational culture and contributes to its sustainability (Kalfaoğlu et al., 2021). In this context, it can be said that the findings obtained align with the existing literature.

It has been found that there is a significant relationship between ethical leadership and intrapreneurship behavior. When the literature is examined, there are a limited number of national studies on the positive impact of ethical leadership on employee intrapreneurship

behavior (Özsungur and Karadal, 2020; Özgüngur, 2020; Özsungur, 2019; Kasap, 2020). In a study conducted by Kasap (2020) with employees of Çanakkale industrial enterprises, it was determined that employees' perception of ethical leadership positively influenced intrapreneurial behaviors. In a qualitative study based on qualitative research by Özsungur (2020), the relationship between ethical leadership, organizational commitment, and service innovation behavior was examined. The common theme suggested by participants was ethical leadership and human resources. These findings were considered to contribute to the development of human resources management strategies for public institutions.

When the international literature is examined that it has been found that there is a significant relationship between leadership and intrapreneurship (Valsania et al., 2016; Walumbwa et al., 2008; Brown et al., 2005). There is limited research focusing on the relationship between ethical leadership and intrapreneurship. In a recent investigation conducted by Bashir et al. (2023), the exploration into the influence of ethical leadership on psychological empowerment, intrapreneurial behavior, and work-life balance resonates with our own research to a certain extent. Their study revealed that ethical leadership serves as a catalyst for promoting intrapreneurial behavior and fostering work-life balance within the realm of IT professionals. However, their findings also indicate an interesting nuance: while there isn't a direct correlation between ethical leadership and intrapreneurial behavior, such a relationship does manifest indirectly through psychological empowerment. In the study by Fayaz and Begum (2022), a significant positive relationship between ethical leadership and firm performance was found, and the psychological capital of employees strengthened the relationship between ethical leadership and intrapreneurial behavior within the organization.

Another important finding is the relationship identified between organizational culture and intrapreneurship. This finding aligns with the existing literature. Intrapreneurship entails employees generating new ideas, taking risks, and fostering innovation (Erkal, 2020). When examining the literature, it can be observed that organizational culture is considered a significant factor influencing intrapreneurial behavior. Healthy organizational cultures encourage employees to be entrepreneurial and innovative, contributing to the creation of a creative environment within the organization. In this context, it can be said that ethical leadership primarily contributes to shaping organizational culture within a positive ethical framework. Furthermore, organizational culture forms the foundation of an environment that supports intrapreneurship. Employees feel that entrepreneurship and innovation are valued within the organizational culture. This culture enables the encouragement and promotion of intrapreneurial behavior (Taksi Deveciyan, 2023). However, it should be acknowledged that there are other variables influencing the existence of the relationship between organizational culture and intrapreneurship. Factors such as perceived values, communication channels, and reward systems of employees are important factors that need to be examined.

Practical Implications

The findings from our research with bank employees not only contribute to the existing literature but also establish a foundation for practical implications in this field. The absence of a study in the literature that collectively examines ethical leadership, intrapreneurship, and organizational culture variables makes the obtained findings crucial for the benefit of sector managers and employees. In the new normal era, organizational culture has become more critical than ever. Organizational cultures built on healthy and ethical principles provide an opportunity for the nourishment and strengthening of employees' creative and innovative thinking. As Alay (2020) pointed out, culture is not just what is written in a handbook prepared for defining a organization. Organizational culture is a dynamic system that needs to adapt to change. In this context, companies should regularly review their cultural characteristics, conduct surveys to gather feedback from employees, and, especially in structures with intense and stressful working conditions like banks, interpret feedback correctly and generate solutions, which are crucial for sustainable success.

Limitations and Future Studies

Like any study, this research has certain limitations. Firstly, the scope of the study is limited to 395 bank employees working in public and private banks in Istanbul, Turkey. Future studies could be conducted in different regions with a larger sample size. Moreover, qualitative research could be employed in future studies, conducting interviews with bank employees to provide an in-depth examination of the variables. Additionally, as a suggestion for future studies, the mediating role of corporate communication processes on the variables included in the research model can be examined.

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EXTENDED ABSTRACT**GENİŞLETİLMİŞ ÖZET****ETİK LİDERLİK , ÖRGÜT KÜLTÜRÜ VE İÇ GİRİŞİMCİLİK: BANKACILIK
SEKTÖRÜNDE BİR İNCELENME**

Bu araştırmanın amacı, banka sektörü çalışanlarının etik liderlik, iç girişimcilik ve örgüt kültürü algılarını ölçmek ve bu değişkenler arasındaki ilişkiyi incelemektir. Veri toplama ve analizinde kesitsel anket yöntemi kullanılarak nicel araştırma yöntemleri uygulanmıştır. Bu amaçla, kolayda örnekleme yöntemiyle 395 banka personelinin anketler aracılığıyla toplanan veriler istatistiksel analizlerle değerlendirilmiştir. Bulgular, banka çalışanları arasında etik liderlik, örgüt kültürü ve iç girişimci davranışlar arasında anlamlı pozitif bir ilişki olduğunu göstermektedir. Örgüt kültürünün, iç girişimcilik için etik liderlik algısından daha yüksek bir açıklayıcı güce sahip olduğu, etik liderliğin ise örgüt kültürü için daha yüksek bir açıklayıcı güce sahip olduğu bulunmuştur. Bu çalışma, etik liderlik, iç girişimcilik ve örgüt kültürü arasındaki dinamik ilişkiyi anlamada önemli bir katkı sağlamaktadır. Bu anlayış, yöneticilere ve araştırmacılara liderlik stratejileri ve örgüt kültürü geliştirme uygulamalarında rehberlik edebilir. Bu çalışmanın nadirliği ve önemi, etik liderlik, iç girişimcilik ve örgüt kültürü arasındaki ilişkiyi aynı anda ele alan önceki araştırmaların eksikliği ile vurgulanmaktadır; dolayısıyla bu çalışma, bu alandaki akademik literatüre katkı sağlama potansiyeline sahiptir.

Günümüz iş dünyasında, sadece rekabet avantajı elde etmek için değil, aynı zamanda sürdürülebilir başarıya ulaşmak için de etkili bir rol oynayan ana unsurlardan biri, etik liderlik ve iç girişimciliğin doğru şekilde entegre edildiği örgütsel yapılardır (Börü, 2018; Akkurt, 2021; Oran, 2019; Uğurluoğlu, 2009). Etik liderlik, liderlerin değerler temelinde hareket etmelerini ve bu değerleri çalışanlarına aşılamlarını içerirken, iç girişimcilik, çalışanların yenilikçi düşünce ve eylemlerini teşvik etmeyi amaçlar. Bu iki unsur bir arada ele alındığında, örgütlere sadece etik temelde değil, aynı zamanda sürdürülebilir inovasyon ve büyüme perspektifinden de rekabet avantajı sağlama potansiyeline sahiptir (Attar ve Çetinkaya, 2020; Büyükyılmaz ve Kayış, 2018; İrge ve Şen, 2020).

Bu bağlamda, etik liderlik ile çalışanların iç girişimciliği arasındaki bu önemli ilişkide örgüt kültürünün rolünü anlamak kritik öneme sahiptir. Örgüt kültürü, bir örgütün değerlerini, normlarını ve operasyonel tarzını belirler (Krapfl ve Kruja, 2018). Dolayısıyla, etik liderlik ve iç girişimciliği bir araya getiren bir örgüt kültürü, çalışanların bu iki kritik unsuru nasıl algıladıklarını, benimsediklerini ve uyguladıklarını şekillendirebilir.

Bu öngörüye dayanarak, düzenlenen çalışmanın amacı, banka sektörü çalışanlarının etik liderlik, iç girişimcilik ve örgüt kültürü algılarını ölçmek ve bu değişkenler arasındaki ilişkiyi değerlendirmektir. Bu çalışmanın nadirliği ve önemi, örgüt kültürünün, etik liderlik ve iç girişimcilik arasındaki ilişkideki rolünü araştıran önceki araştırmaların bulunmamasında yatmaktadır; bu da bu çalışmayı, bu alandaki literatüre nadir ve önemli bir katkı yapma potansiyeline sahip kılmaktadır. Çalışmanın devam eden bölümü şu şekilde organize edilmiştir: İlk olarak, etik liderlik, iç girişimcilik ve örgüt kültürü için teorik çerçeveleri sunarak ve hipotezler önererek bir literatür taraması yapılmıştır. Ardından, araştırmanın yöntemi, bulguları ve sonuçları sunulmuş ve çalışma, araştırmanın pratik uygulamaları ve sınırlamaları ile sonlandırılmıştır.

KATKI ORANI BEYANI VE ÇIKAR ÇATIŞMASI BİLDİRİMİ

Sorumlu Yazar <i>Responsible/Corresponding Author</i>	Meri TAKSİ DEVECİYAN			
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