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# The Mediating Effect of Organizational Resilience on the Effect of Intrapreneurship on Organizational Agility

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**ABSTRACT**

**Purpose –** This study aims to examine the effect of intrapreneurship on organizational agility and the mediating role of organizational resilience in this effect.

**Design/methodology/approach –** The sample of the study consists of individuals working in 138 IT firms operating in İstanbul. From this population, 530 people were reached and data were collected through online survey method.

**Results –** Research findings show that intrapreneurship has a direct positive effect on organizational agility. In addition, organizational resilience was found to play a significant mediating role on this effect.

**Discussion –** The results obtained reveal that intrapreneurship and organizational resilience are important factors in the processes of coping with uncertainties and ensuring long-term success of organizations. In this context, adopting strategies that support intrapreneurship and increase resilience in management practices is critical for increasing organizational agility and gaining competitive advantage.

## 1. Introduction

In the contemporary business world, characterised by rapid and complex change, organizations are compelled to adopt novel approaches to achieve competitive advantage and ensure their sustainability. In this context, the concepts of intrapreneurship and organizational agility are of particular significance in enhancing organizational adaptability to changing conditions. However, a more deeper comprehension of the interplay between these two concepts necessitates an examination of the role of organizational resilience. The concept of resilience, which primarily concerns responses to challenges (Miceli et al., 2021: 3), is a critical factor in facilitating the effective execution of intrapreneurship activities and ensuring the continuity of organizational agility.

One of the most important capabilities of businesses is considered as organizational resilience (Brown et al., 2017: 367). This concept refers to the ability of organizations to return to their previous functioning after a crisis or problematic situation and to develop characteristics that enable them to resist disruptive events. Being able to accurately anticipate potential problems (Sahebjamnia et al., 2015: 261) and having strategic plans in place for the organizational structure needed before or during these problems are among the factors that positively influence organizational resilience.

Building organizational resilience ensures that businesses are prepared for potential situations, reduces the likelihood of failure, enhances their ability to bounce back, and guarantees the continuity of business operations even under adverse conditions (Pathak & Joshi, 2020: 2399-2400).

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Antoncic and Hisrich (2003) state that the broadest definition of intrapreneurship is "*entrepreneurship within an existing organization.*" Intrapreneurship is defined by the processes of developing innovative ideas, implementing creative projects and evaluating new opportunities within the organization. These activities enable organizations to adapt to current market conditions and to assume a leading role in their sector. The successful execution of intrapreneurship processes, however, is depends on organizational flexibility, a competitive atmosphere and the encouragement of continuous learning. In this regard, organizational resilience emerges as a pivotal factor. This is because organizational resilience allows organizations to develop innovative approaches by preserving their basic structures in crisis situations and sudden changes.

When examining the use of agility in an organizational context (Munteanu, 2019: 336), it is seen that the definition of "efficient structuring of business processes and continuous improvement" is common. Organizational agility can be defined as the ability of organizations to respond quickly and effectively to changing conditions. This skill enables organizations to adapt to market dynamics and gain competitive advantage by adopting innovative approaches. The relationship between intrapreneurship and organizational agility is characterised by a bidirectional dynamic in this context: Intrapreneurship enhances agility capacity by providing organizations with an innovative vision, while agility creates an enabling environment for the execution of intrapreneurial activities. For this interaction to occur effectively, it is essential that organizations possess a resilient structure.

This study aims to evaluate the relationship between intrapreneurship and organizational agility from an organizational resilience perspective. A particularly significant contribution to the existing literature would be an examination of whether organizational resilience plays a mediating role between these two concepts. The analyses conducted in this context will guide organizations to take conscious steps in their strategic decision-making processes in terms of both innovation and resilience. The necessity to cultivate organizational resilience is further underscored to ensure the long-term sustainability of the advantages derived from intrapreneurial endeavours.

## 2. Literature Review

### 2.1. Intrapreneurship

Intrapreneurship refers to the process by which employees within an organization develop innovative projects and business ideas using existing resources and opportunities. This approach enables organizations to gain sustainable competitive advantage, adapt to rapidly changing market conditions while revealing the creative potential of employees. Intrapreneurship supports not only the individual development of employees but also increases the overall productivity and innovation capacity of the organization. In this context, encouraging intrapreneurship plays a critical role in ensuring the dynamism and innovation of modern businesses.

The concept of intrapreneurship was first defined by Pinchot (1987) and defined as "dreamers who take responsibility for creating all kinds of innovation within an organization".

Intrapreneurship offers important gains in many ways. First of all, intrapreneurship provides flexibility to organizations and creates dynamism among employees. It is also recognized as an element that increases competitive advantage. For employees, intrapreneurship offers the opportunity to express their ideas freely and showcase their talents. For managers and leaders, it provides significant gains by increasing organizational performance. From a consumers' perspective, intrapreneurship not only ensures that demands are met, but also offers the opportunity to meet new products and services beyond expectations (Onay, 2015: 90).

Although entrepreneurial individuals are successful in acting alone, they are more likely to achieve success within the organizational structure, that is, they are more likely to succeed as intrapreneurs. Initiatives carried out by taking advantage of the organizational structure of the organization benefit both the intrapreneur and the organization. This situation contributes to organizational sustainability and creates an advantage in the competitive environment. Other benefits that increase the importance of intrapreneurship include providing advantage over competitors by creating innovation and awareness, contributing to the development of new manufacturing techniques by increasing flexibility, improving financial and other performance indicators through effective use of organizational resources (Serinkan & Arat, 2013: 63).

In this context, promoting intrapreneurship culture within the organization will strengthen employees' commitment to the organization and reduce turnover intentions. Creating an environment where employees can realize their ideas makes them feel valued and enables them to develop a long-term sense of belonging. In this way, organizations both gain competitive advantage by retaining qualified employees and achieve sustainable growth by creating an innovative and dynamic business culture. This situation provides an appealing work environment not only for existing employees but also for potential talents, which positively affects the overall performance and reputation of the organization.

**2.2. Organizational Resilience**

The concept of resilience, which originates from the natural sciences, has been adopted by various academic disciplines over time. Since the 1990s, it has also been used in organizational contexts. The term's interdisciplinary definitions encompass the ability to a system to recover from adverse situations. In the context of organizations, organizational resilience can be defined as an organization's ability to cope with disruptive events, to adapt quickly to changes and to show resistance in the face of challenging conditions.

In the extant literature, organizational resilience is generally defined as the potential to return to the previous situation after a distressing event or crisis, to recover or cope with minimal damage, and to provide change against new crises. In the study by Özbudak and Işık (2020: 98), organizational resilience is defined as the ability to resist and react to shocks, to act in a functional manner during this process, and to resist potential negative situations in the future by identifying the factors that fail during this process.

The ability of organizations to anticipate unexpected events, future threats and negative developments, to take measures to cope with these situations, to cope with these situations and effectively adress the threats they face, and to improve themselves by learning new things from these adversities is considered both an important capability and a dynamic process. This is evidenced by the focus of organizations on continuous change, which renders them more resistant to future challenges and offers them the opportunity to transform these challenges into advantages and to continuously improve (Duchek, 2014: 156).

Organizational resilience is defined as an organization's capacity to revert to its previous state following a crisis or problematic situation and to resist destructive events (Duchek, 2014: 156). Accurately anticipating potential problems and events (Sahebjamnia et al., 2015: 261) and making strategic plans that determine what kind of changes will be required in the organizational structure before and during the crisis are among the key elements that strengthen the resilience of organizations.

In this context, organizational resilience is vital for an organization to survive in the long term and maintain its competitive strength. Organizations that adopt a proactive approach to crises and are prepared for possible threats through strategic planning not only overcome current challenges but also emerge from these processes stronger. The concept of resilience encompasses a dynamic organizational structure, facilitating expeditious adaptation to evolving circumstances. Consequently, resilience fosters the attainment of sustainable success, safeguarding against internal and external pressures.

**2.3. Organizational Agility**

In the context of dynamic change, organizations are required to devise novel approaches and strategies in order to maintain their operations and achieve a competitive advantage. In this context, organizational agility provides a significant advantage for organizations. Organizational agility can be defined as the capacity of an organization to respond promptly and effectively to sudden changes and developments in its internal and external environment. In light of the accelerated rate of change that characterises contemporary business environments, it is imperative for organizations to adopt an agile approach to ensure their continued viability and competitive performance.

Organizational agility is defined as the capacity of an organization to respond nimbly to external changes by demonstrating sensitivity to such shifts, leveraging technological advancements to secure a competitive edge, embracing principles of governance such as transparency, accountability, fairness, responsibility, cooperation and effective communication. It also involves creating a simple and flexible organizational culture, focusing on a customer-oriented approach and thereby providing quick solutions to organizational needs. This concept

is intricately linked to the ability to maintain high levels of motivation, commitment, merit, and morale among organizations and employees (Şen & İrge, 2021:120).

The most fundamental definition of the concept of agility is that of "maneuverability". However, this concept was subsequently adopted in the field of business, as well as in other fields, and was employed in the sense of perceiving changes in market environments and emerging opportunities, and responding quickly to these changes. The extensive utilisation of the concept of agility in business has also led to the diversification of its definitions. When examining agility in the organizational sense (Munteanu, 2019: 336), it is evident that the definition of "efficient structuring of business processes and continuous improvement" is prevalent. Other prevalent definitions encompass "continuous enhancement and triumph in unanticipated circumstances within market contexts" and "the capacity to capitalize on emerging opportunities in contexts marked by market turbulence, such as crises". The concept of "unpredictable" is identified as the primary reference point for the concept of organizational agility.

In order to utilise their internal dynamics effectively in changing environments and to meet expectations in the best way possible, organizations must act with agilely, adapt and organise their resources and competencies according to changing conditions. Organizations that demonstrate agility at every stage, from manufacturing to marketing, possess the capacity to reduce manufacturing costs, increase market share, meet customer needs, and expeditiously offer new products and services to address these needs (Koçyiğit & Akkaya, 2020: 113). Agility, which pervades the entire organizational structure, is a concept that also expresses the competitive advantage of the organization.

Organizational agility is of great importance for organizations operating in uncertain and dynamic environments. The impact of strategic agility on customer retention and innovation performance can be considered as part of organizational performance. While technology capability and internal adaptation have been demonstrated to impact Organizational performance, collaborative innovation and organizational learning have also been identified as significant factors affecting organizational performance. It is imperative to underscore the significance of technological capability and internal alignment in enhancing organizational competitiveness and performance. Furthermore, the encouragement of collaborative and participative behaviours is imperative to enhance organizational performance and augment strategic awareness. This approach is instrumental in enabling organizations to adapt to changing conditions and attain sustainable competitive advantage (Uğurlu et al., 2019: 283).

Organizational agility is defined as a process consisting of various methodologies and components (Uğurlu et al., 2019: 283). It enables consistent decision-making in achieving important goals. It also enables flexibility and the ability to respond quickly to uncertainties, continuously update strategies according to changing market conditions and turn unexpected changes into opportunities. The possession of these competencies by employees is conducive to the acquisition of significant gains for organizations, as it fosters the capacity for rapid adaptation to change among employees (Sherehiy & Karwowski, 2014: 466).

## 3. Methodology

### 3.1. Sampling and Participants

The research universe consists of employees of 138 IT companies operating in Istanbul. An online survey was sent to all companies using a census method. A total of 530 employees participated in the survey.

The demographic information of the participants is presented in Table 1.

**Table 1.** Demographic Characteristics of The Participants

| Variable | Groups | N | % |
|---|---|---|---|
| Gender | Women | 220 | 41,5 |
| | Men | 310 | 58,5 |
| Age Groups (33,92±9,63) | 25 years & below | 112 | 21,2 |
| | 26 to 30 years | 105 | 19,8 |
| | 31 to 35 years | 90 | 16,9 |
| | 36 to 40 years | 120 | 22,6 |

| | | | |
|---|---|---|---|
| | 41 years & above | 103 | 19,5 |
| Education status | High school & equivalent | 43 | 8,1 |
| | Associate degree | 96 | 18,1 |
| | Undergraduate | 247 | 46,6 |
| | Postgraduate | 144 | 27,2 |
| Position in the company | Employee | 203 | 38,4 |
| | Junior manager | 90 | 16,9 |
| | Middle level manager | 134 | 25,3 |
| | Senior manager | 56 | 10,6 |
| | Business owner/partner | 47 | 8,8 |
| Age of the company (16,69±13,48) | 10 years & under | 173 | 32,7 |
| | 11 to 20 years | 266 | 50,2 |
| | 21 to 30 years | 53 | 10,0 |
| | 31 to 40 years | 21 | 3,9 |
| | 41 years & above | 17 | 3,2 |
| Number of company employees (632,86±2006,91) | 50 people & below | 112 | 21,2 |
| | 51 to 100 people | 88 | 16,7 |
| | 101 to 200 people | 127 | 23,9 |
| | 201 to 500 people | 98 | 18,4 |
| | 501 people & above | 105 | 19,8 |
| Duration of work in the company (5,97±5,77) | 5 years & below | 284 | 53,6 |
| | 6 to 10 years | 169 | 31,9 |
| | 11 years & above | 77 | 14,5 |
| Company's field of operation | Software | 256 | 48,3 |
| | Hardware | 108 | 20,4 |
| | Networking | 69 | 13,0 |
| | Support | 76 | 14,3 |
| | Other | 21 | 4,0 |

A total of 530 employees participated in the study, of whom 41.5% were female and 58.5% were male. The participants' mean age was 33.92 years (SD = 9.63). Regarding age distribution, 21.2% were 25 years or younger, 19.8% were between 26–30 years, 16.9% were between 31–35 years, 22.6% were between 36–40 years, and 19.5% were 41 years or older. In terms of educational background, 8.1% of participants held a high school diploma, 18.1% had an associate degree, 46.6% held a bachelor's degree, and 27.2% had a postgraduate degree. With respect to employment status, 38.4% were non-managerial staff, 16.9% junior managers, 25.3% middle managers, 10.6% senior managers, and 8.8% business owners or partners.

The average age of the companies represented in the sample was 16.69 years (SD = 13.48). Of these, 32.7% were established within the last 10 years, 50.2% were 11–20 years old, 10% were 21–30 years old, 3.9% were 31–40 years old, and 3.2% had been in operation for more than 40 years. The average number of employees in these companies was 632.86 (SD = 2006.91). In terms of company size, 21.2% employed 50 or fewer workers, 16.7% employed 51–100, 23.9% employed 101–200, 18.4% employed 201–500, and 19.8% employed more than 500 employees.

The average tenure of participants within their companies was 5.97 years (SD = 5.77). When considering company longevity, 53.6% had been operating for up to five years, 31.9% between six and ten years, and 14.5% for more than 11 years. In terms of business domain, 48.3% of the firms operated in software, 20.4% in hardware, 13.0% in networking, 14.3% in support, and 4.0% in other areas.

### 3.2. Data Collection Procedure

In this section of the study, information is given about the methods and data collection tools followed to measure the relationship between the concepts of intrapreneurship, organizational agility and organizational resilience.

Quantitative method was adopted in the study and survey technique was used as a data collection tool. Participants were reached through online survey application. The sample consists of 530 employees working at IT companies operating in Istanbul. Data on the demographic characteristics of the participants, such as age, gender, educational status, position in the company, age of the company, number of employees in the company, length of service in the company, and field of work of the company, were also collected.

A detailed literature review was conducted to determine the data collection tools to be used in the study. While determining the data collection tools, issues such as the appropriateness of the statements to the scope of the subject and the currency of the measurement tool were taken into consideration. In order to measure the concept of organizational resilience, the scale developed by Wicker et al. (2013: 516), which measures the dimensions of durability, backup, skill and swiftness with 21 statements, was used. To measure the concept of organizational agility, the organizational agility scale developed by Sharifi and Zhang (1999) and adapted into Türkiye by Akkaya and Tabak (2018: 206), consisting of 17 statements and 4 dimensions (competence, flexibility, responsiveness and speed), was used. The intrapreneurship scale developed by Naktiyok (2004) was used to measure intrapreneurship. The scale consists of 21 questions and four dimensions: innovation, risk taking, proactivity and autonomy. The intrapreneurship, organizational resilience and organizational agility scales were prepared with a 5-point Likert scale to measure the participants' level of agreement with the statements.

In the present research, the statistical analyses were conducted using SPSS version 21.0 together with AMOS version 22.0. To assess the validity and reliability of the scales, Confirmatory Factor Analysis (CFA), item–total correlations, and Cronbach's Alpha coefficients were employed. First of all, reliability analysis was conducted to measure the reliability of the scales used and confirmatory factor analysis was conducted to measure their validity. The scales whose reliability levels were determined to be appropriate and valid in terms of structure were found to be suitable for hypothesis testing.

### 3.3. Measurement Tools and Scales

In this research, data were collected using three separate scales, all structured on a five-point Likert scale.

#### 3.3.1. Intrapreneurship Scale

The confirmatory fit indices of the Intrapreneurship Scale are presented in Table 2. The initial version of the Scale comprised 21 items and 4 dimensions; however, this was subsequently reduced to 18 items and 4 dimensions.

**Table 2.** Model fit indexes obtained in the confirmatory factor analysis of the intrapreneurship scale

| Model Fit Indexes | 21 items 4 dimensions | 18 items 4 dimensions |
|---|---|---|
| $X^2$/sd (p) | 7,047 | 4,511 |
| SRMR | 0,077 | 0,050 |
| GFI | 0,774 | 0,873 |
| NNFI | 0,808 | 0,903 |
| CFI | 0,833 | 0,922 |
| RMSEA | 0,119 | 0,090 |
| Correlation between factors | 0,72 / 0,87 | 0,65 / 0,90 |
| Factor load | 0,27 / 0,87 | 0,52 / 0,87 |
| Covariance link | - | m1-m2, m1-m3, m8-m9, m12-m13, m14-m15, m16-m17 |

As illustrated in Figure 3, the initial fit indices and factor loadings did not meet the expected thresholds. To improve the model, three items (m6, m10, m21) were removed step by step, and six covariance links were

added between items (m1–m2, m1–m3, m8–m9, m12–m13, m14–m15, m16–m17). Following these modifications, the model achieved satisfactory fit levels. Although the GFI index was slightly below 0.90, given that SRMR ≤ 0.09, a GFI value greater than 0.85 may still be considered acceptable (Cho et al., 2020). Specifically, Figure 1 indicates SRMR = 0.05 and GFI = 0.87, suggesting that the model fit is within acceptable limits.

**Table 3.** Intrapreneurship confirmatory factor and reliability analysis findings

| **Item And Dimension** | **Std. β** | **T** | **R** | **α** |
|---|---|---|---|---|
| Innovation | | | | 0,92 |
| M1 | 0,79 | | 0,68 | |
| M2 | 0,86 | 23,56** | 0,73 | |
| M3 | 0,84 | 23,59** | 0,70 | |
| M4 | 0,87 | 19,69** | 0,67 | |
| M5 | 0,73 | 15,91** | 0,66 | |
| Risk Taking | | | | 0,66 |
| M7 | 0,68 | | 0,56 | |
| M8 | 0,75 | 12,44** | 0,64 | |
| M9 | 0,80 | 13,20** | 0,68 | |
| Proactivity | | | | 0,73 |
| M11 | 0,79 | | 0,71 | |
| M12 | 0,80 | 17,19** | 0,72 | |
| M13 | 0,74 | 15,68** | 0,67 | |
| M14 | 0,56 | 11,67** | 0,54 | |
| M15 | 0,52 | 10,58** | 0,52 | |
| Autonomy | | | | 0,91 |
| M16 | 0,83 | | 0,72 | |
| M17 | 0,78 | 21,42** | 0,63 | |
| M18 | 0,84 | 20,70** | 0,73 | |
| M19 | 0,81 | 19,81** | 0,73 | |
| M20 | 0,80 | 19,52** | 0,74 | |
| Cronbach Alpha (α) | | | | 0,91 |

**p<0,01 r: Total item correlation

In the confirmatory factor analysis (CFA), the factor loadings of the 18 retained items across four dimensions varied between 0.68 and 0.87, with all t-statistics reaching significance (Table 3). The overall reliability of the scale, as measured by Cronbach's alpha, was 0.91. For the sub-dimensions, the coefficients were 0.92, 0.91, 0.73, and 0.66, respectively. Item–total correlation values ranged from 0.52 to 0.74. These results indicate that the Intrapreneurship Scale demonstrates strong validity and reliability.

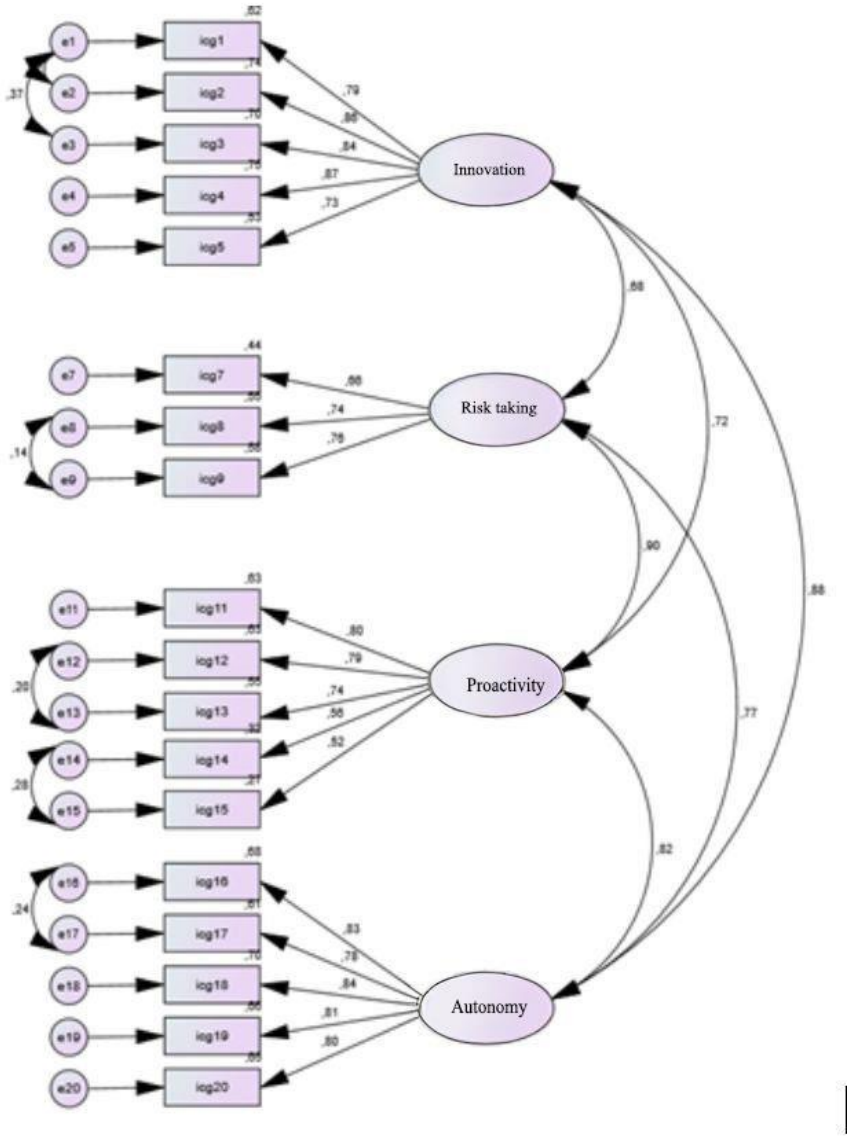


**Figure 1.** CFA diagram of the intrapreneurship scale

### 3.3.2. Organizational Agility Scale

The confirmatory fit indices of the Organizational Agility Scale, which started with 17 items and a 4-dimensional structure and was completed with 17 items and 3 dimensions, are shown in Table 4.

**Table 4.** Model fit indexes obtained in confirmatory factor analysis of Organizational Agility scale

| Model Fit Indexes | 17 items 4 dimensions | 17 items 4 dimensions* | 17 items 3 dimensions* |
|---|---|---|---|
| $X^2$/sd (p) | 4,924 | 4,643 | 4,601 |
| SRMR | 0,050 | 0,046 | 0,046 |
| GFI | 0,876 | 0,888 | 0,889 |
| NNFI | 0,891 | 0,899 | 0,900 |
| CFI | 0,910 | 0,920 | 0,921 |
| RMSEA | 0,096 | 0,092 | 0,092 |
| Correlation between factors | 0,71 / 0,90 | 0,78 / 0,92 | 0,82 / 0,84 |
| Factor load | 0,60 / 0,88 | 0,61 / 0,85 | 0,61 / 0,85 |

| | | | |
|---|---|---|---|
| Covariance link | - | m1-m2, m3-m6, m6-m8, m9-m10, m12-m13 | m1-m2, m3-m6, m6-m8, m9-m10, m12-m13, m5-m12, m8-m12, m1-m14 |

*With covariance links.

Confirmatory factor analysis (CFA) indicated that the 17 items retained in the model loaded onto three factors, with standardized loadings ranging from 0.62 to 0.85, all of which were statistically significant (Table 5). The overall reliability of the Organizational Agility Scale was strong, with a Cronbach's alpha of 0.92. The sub-dimensions yielded alpha values of 0.90, 0.82, and 0.82, respectively. Item–total correlations varied between 0.53 and 0.75, supporting the conclusion that the scale demonstrates satisfactory validity and reliability.

Factor loadings, statistical values and item-total correlations as well as Cronbach alpha coefficients as a measure of reliability are presented in Table 5.

**Table 5.** Organizational Agility scale confirmatory factor analysis findings

| **Item and Dimension** | **Std. β** | **t** | **r** | **A** |
|---|---|---|---|---|
| Competence and Responsiveness | | | | 0,90 |
| M1 | 0,77 | | 0,71 | |
| M2 | 0,77 | 20,54** | 0,70 | |
| M3 | 0,69 | 14,86** | 0,63 | |
| M4 | 0,62 | 13,08** | 0,53 | |
| M5 | 0,62 | 13,13** | 0,64 | |
| M6 | 0,74 | 16,11** | 0,69 | |
| M7 | 0,61 | 1298** | 0,57 | |
| M8 | 0,73 | 15,63** | 0,66 | |
| M12 | 0,80 | 17,31** | 0,72 | |
| M13 | 0,79 | 17,23** | 0,74 | |
| M14 | 0,78 | 15,93** | 0,73 | |
| Flexibility | | | | 0,82 |
| M9 | 0,80 | | 0,73 | |
| M10 | 0,79 | 21,22** | 0,74 | |
| M11 | 0,68 | 13,23** | 0,59 | |
| Speed | | | | 0,82 |
| M15 | 0,85 | | 0,75 | |
| M16 | 0,85 | 21,17** | 0,74 | |
| M17 | 0,81 | 19,73** | 0,73 | |
| Cronbach Alpha (α) | | | | 0,92 |

**p<0,01 r: Item total correlation

Confirmatory factor analysis (CFA) revealed that the 17 items of the scale were distributed across three dimensions, with factor loadings ranging from 0.62 to 0.85; all statistical values were found to be significant (Table 5). The reliability of the overall scale was high, as indicated by a Cronbach's alpha of 0.92, while the sub-dimensions reported values of 0.90, 0.82, and 0.82. Item–total correlations ranged from 0.53 to 0.75, exceeding the 0.30 threshold. Based on these findings, the Organizational Agility Scale, consisting of 17 items and three dimensions (competence and responsiveness, flexibility, and speed), was confirmed to be both valid and reliable.

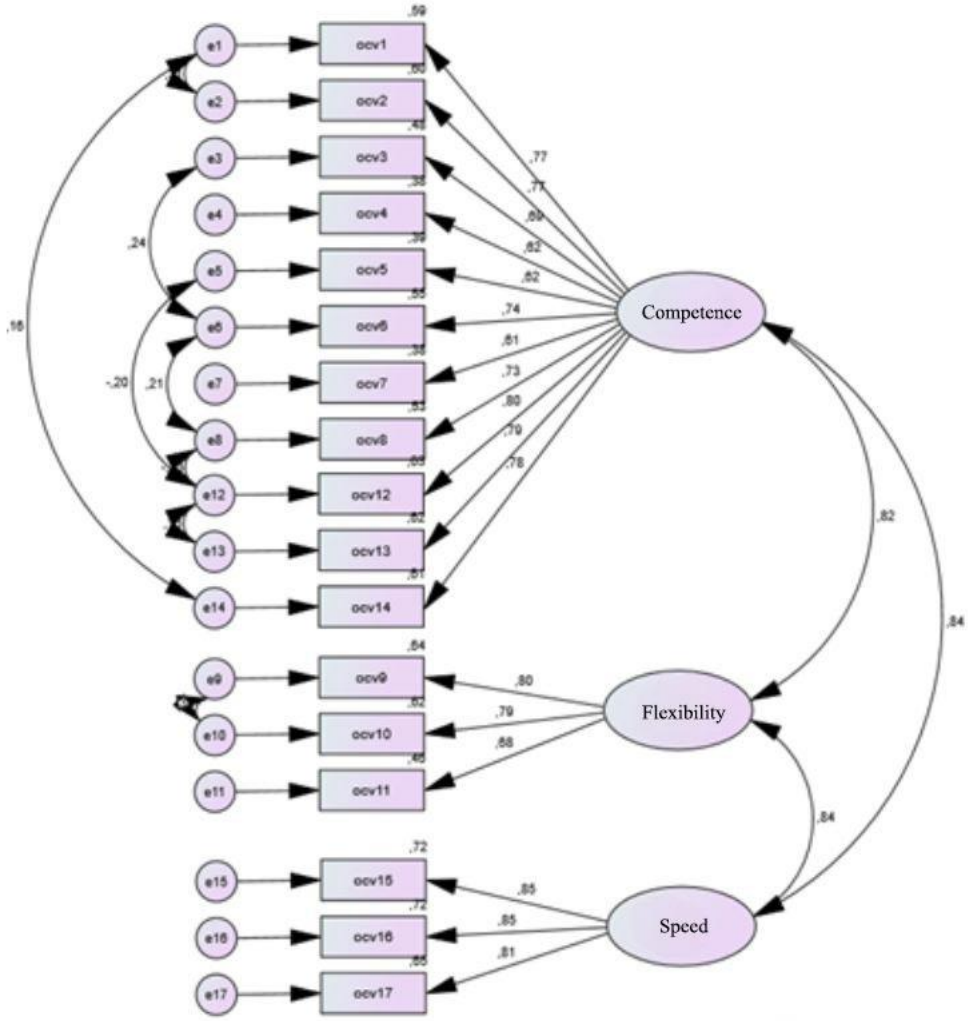


**Figure 2.** CFA diagram of the Organizational Agility scale

### 3.3.3. Organizational Resilience Scale

The confirmatory fit indices of the Organizational Resilience Scale with 21 items and 4-dimensional structure are shown in Table 6.

**Table 6.** Model fit indexes obtained in confirmatory factor analysis of Organizational Resilience scale

| Model Fit Indexes | 21 item 4 dimension | 21 item 4 dimension* |
|---|---|---|
| $X^2$/sd (p) | 5,919 | 4,882 |
| SRMR | 0,044 | 0,038 |
| GFI | 0,813 | 0,850 |
| NNFI | 0,875 | 0,901 |
| CFI | 0,891 | 0,917 |
| RMSEA | 0,107 | 0,095 |
| Correlation between factors | 0,79 / 0,87 | 0,81 / 0,86 |
| Factor load | 0,68 / 0,90 | 0,68 / 0,89 |
| Covariance link | - | m1-m2, m2-m23, m7-m10, m12-m13, m14-m15, m17-m18, m20-m21 |

*Covariance linkages have been made

Within the scope of confirmatory factor analysis, the model fit indices and factor loadings of the items were generally found to meet the expected thresholds, with the exception of the GFI. Although the GFI value was observed to be below 0.90, the literature suggests that values above 0.85 may still reflect an acceptable level of fit when the SRMR is ≤ 0.09 (Cho et al., 2020). As shown in Chart 5, the values obtained were SRMR = 0.04 and GFI = 0.85, indicating that the GFI also falls within the acceptable range (Table 6).

The factor loadings, t values, item-total correlation and Cronbach Alpha coefficients calculated as a measure of reliability are shown in Table 7.

**Table 7.** Organizational Resilience scale CFA and reliability analysis findings

| **Item and Dimension** | **Std. β** | **T** | **r** | **A** |
|---|---|---|---|---|
| Durability | | | | 0,93 |
| M1 | 0,82 | | 0,74 | |
| M2 | 0,82 | 22,18** | 0,74 | |
| M3 | 0,89 | 22,92** | 0,77 | |
| M4 | 0,89 | 23,01** | 0,82 | |
| M5 | 0,85 | 21,47** | 0,77 | |
| Backup | | | | 0,88 |
| M6 | 0,82 | | 0,76 | |
| M7 | 0,84 | 20,44** | 0,75 | |
| M8 | 0,68 | 15,58** | 0,62 | |
| M9 | 0,68 | 15,60** | 0,62 | |
| M10 | 0,86 | 21,44** | 0,79 | |
| Skill | | | | 0,86 |
| M11 | 0,81 | | 0,76 | |
| M12 | 0,79 | 18,36** | 0,74 | |
| M13 | 0,85 | 20,35** | 0,80 | |
| M14 | 0,75 | 17,21** | 0,69 | |
| M15 | 0,81 | 19,05** | 0,77 | |
| M16 | 0,70 | 15,63** | 0,65 | |
| Swiftness | | | | 0,93 |
| M17 | 0,81 | | 0,76 | |
| M18 | 0,86 | 25,46** | 0,78 | |
| M19 | 0,86 | 20,89** | 0,76 | |
| M20 | 0,82 | 19,43** | 0,75 | |
| M21 | 0,83 | 19,68** | 0,77 | |
| Cronbach Alpha ($\alpha$) | | | | 0,96 |

**p<0,01 r: Item total correlation

Within the framework of CFA, it is seen that the factor loadings in the 4 dimensions of the remaining 21 items in the analysis were between 0.68 and 0.89 and the t statistic values were significant (Table 7). The Cronbach Alpha coefficient for the scale was calculated as 0.96. These coefficients were 0.93, 0.88, 0.86 and 0.93 for the sub-dimensions, in that order. Item-total correlation coefficients ranged between 0.62 and 0.82. In this context, it was concluded that the Organizational Resilience Scale is a reliable and valid scale.

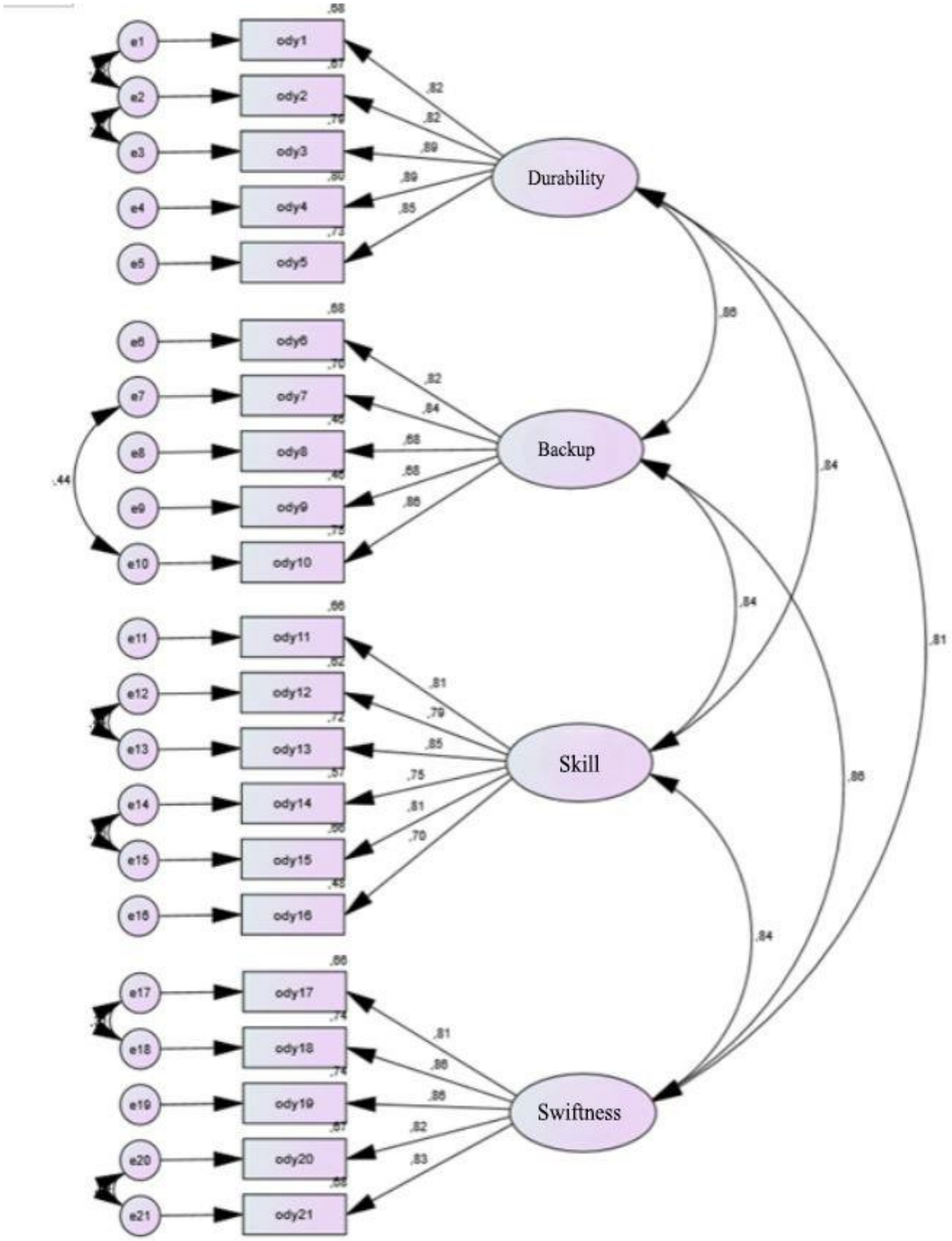


**Figure 3.** CFA diagram of the Organizational Resilience scale

### 3.4. Data Analysis Techniques

For the statistical analyses conducted in this study, confirmatory factor analysis (CFA), item–total correlations, and Cronbach's Alpha coefficients were applied to evaluate the validity and reliability of the measurement scales. In structural equation modeling, establishing model fit constitutes a fundamental prerequisite. Model adequacy is generally assessed using several indicators, including the ratio of the chi-square statistic to degrees of freedom ($\chi^2$/df), the statistical significance of parameter estimates (t-values), fit indices based on residuals (SRMR, GFI), comparative fit indices relative to the null model (NNFI, CFI), and the root mean square error of approximation (RMSEA) (Çokluk et al., 2010). The expected threshold values for these indices are presented in Table 8.

**Table 8.** Model Fit Indexes

| Fit Indexes | Good Fit | Perfect Fit |
|---|---|---|
| $X^2$/sd | < 5 | <3 |
| SRMR | ≤0,08 | <0,05 |
| GFI | ≥0,90 | >0,95 |
| NNFI | ≥0,90 | >0,95 |
| CFI | ≥0,90 | >0,95 |
| RMSEA | ≤0,10 | <0,08 |

**Source:** Çokluk, Şekercioğlu ve Büyüköztürk, 2010

Scale reliability was evaluated through Cronbach's Alpha coefficient, with values above 0.70 generally considered acceptable indicators of internal consistency. Item–total correlations were also examined to determine the association between each item score and the overall scale score; coefficients above 0.20 suggest that items successfully differentiate among respondents (Büyüköztürk, 2011).

Descriptive statistics regarding participants' demographic characteristics included mean, standard deviation, skewness, and kurtosis values for both the scale and its sub-dimensions. Skewness and kurtosis coefficients within the range of –1 to +1 were taken as evidence of normal distribution. Pearson's correlation coefficients were computed to identify the relationships between total and sub-dimension scores. Furthermore, to investigate the mediating role of Organizational resilience in the relationship between intrapreneurship and Organizational agility, a path analysis was performed within the structural equation modeling (SEM) framework. All statistical tests were conducted at the 5% significance level.

## 4. Findings

### 4.1. Descriptive Statistics

Descriptive statistics for the scale scores are presented in Table 9.

**Table 9.** Descriptive statistics of scale scores

| Scale | Size | N | Min. | Maks. | $\bar{X}$ | SS | S¹. | K¹. |
|---|---|---|---|---|---|---|---|---|
| INTRAPRENEURSHIP | Innovation | 430 | 1,00 | 5,00 | 4,19 | 0,76 | -0,32 | 0,06 |
| | Risk Taking | 430 | 1,00 | 5,00 | 3,77 | 0,79 | -0,46 | 0,69 |
| | Proactivity | 430 | 1,00 | 5,00 | 3,82 | 0,72 | 0,54 | 0,09 |
| | Autonomy | 430 | 1,00 | 5,00 | 4,09 | 0,78 | -0,13 | -0,24 |
| | TOTAL | 430 | 1,00 | 5,00 | 3,97 | 0,65 | 0,28 | 0,32 |
| ORGANIZATIONAL AGILITY | Competence/ Responsiveness | 430 | 1,00 | 5,00 | 3,99 | 0,77 | -0,14 | 0,26 |
| | Flexibility | 430 | 1,00 | 5,00 | 3,73 | 0,93 | -0,82 | 0,59 |
| | Speed | 430 | 1,00 | 5,00 | 3,88 | 0,86 | 0,21 | -0,49 |
| | TOTAL | 430 | 1,00 | 5,00 | 3,87 | 0,77 | 0,17 | 0,11 |
| ORGANIZATIONAL RESILIENCE | Durability | 430 | 1,00 | 5,00 | 4,17 | 0,81 | -0,30 | -0,43 |
| | Backup | 430 | 1,00 | 5,00 | 4,05 | 0,74 | 0,07 | 0,00 |
| | Skill | 430 | 1,00 | 5,00 | 4,04 | 0,75 | 0,05 | -0,33 |
| | Swiftness | 430 | 1,00 | 5,00 | 4,07 | 0,73 | 0,11 | -0,30 |
| | TOTAL | 430 | 1,00 | 5,00 | 4,08 | 0,69 | -0,02 | 0,00 |

S.: Skewness K: Kurtosis [1]: After logarithmic transformation

According to Table 9, it is determined that the intrapreneurial behaviour of the employees participating in the research is at a high level (3.97±0.65); the highest intrapreneurial behaviours are innovation (4.19±0.76) and autonomy (4.09±0.78), ordered.

According to Table 9, it is noted that the perception level of the employees participating in the research regarding the agility of the organization (3.87±0.77) is very positive; the highest perceived agility dimension is competence/responsiveness (3.99±0.77) and the lowest perceived agility dimension is flexibility (3.73±0.93).

According to Table 9, it was found that the perception level of the employees participating in the research regarding the resilience of the organization (4.08±0.69) is highly positive; the highest perceived resilience dimension is durability (4.17±0.81).

**4.2. Correlation and Relationship Analyses**

Table 10 shows the results of Pearson correlation analysis between the scale scores.

**Table 10.** The relationship between variables

| **Scale and Dimension** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **13** | **14** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.Innovation | 1 | 0,56** | 0,60** | 0,78** | 0,83** | 0,60** | 0,53** | 0,54** | 0,60** | 0,66** | 0,57** | 0,61** | 0,60** | 0,67** |
| 2.Risk Taking | | 1 | 0,69** | 0,59** | 0,83** | 0,42** | 0,34** | 0,39** | 0,41** | 0,47** | 0,37** | 0,42** | 0,46** | 0,47** |
| 3.Proactivity | | | 1 | 0,67** | 0,88** | 0,50** | 0,36** | 0,40** | 0,46** | 0,46** | 0,44** | 0,45** | 0,46** | 0,49** |
| 4.Autonomy | | | | 1 | 0,88** | 0,59** | 0,44** | 0,49** | 0,55** | 0,63** | 0,59** | 0,57** | 0,59** | 0,65** |
| 5.INTRAPRENEURSHIP | | | | | 1 | 0,61** | 0,47** | 0,52** | 0,58** | 0,63** | 0,56** | 0,59** | 0,61** | 0,66** |
| 6.Competence/Responsivenes | | | | | | 1 | 0,68** | 0,75** | 0,90** | 0,75** | 0,76** | 0,76** | 0,74** | 0,83** |
| 7.Flexibility | | | | | | | 1 | 0,67** | 0,87** | 0,52** | 0,55** | 0,55** | 0,57** | 0,60** |
| 8.Speed | | | | | | | | 1 | 0,90** | 0,62** | 0,63** | 0,63** | 0,69** | 0,71** |
| 9.ORGANIZATIONAL AGILITY | | | | | | | | | 1 | 0,69** | 0,71** | 0,71** | 0,74** | 0,79** |
| 10.Durability | | | | | | | | | | 1 | 0,77** | 0,77** | 0,74** | 0,90** |
| 11.Backup | | | | | | | | | | | 1 | 0,80** | 0,80** | 0,92** |
| 12.Skill | | | | | | | | | | | | 1 | 0,79** | 0,92** |
| 13.Swiftness | | | | | | | | | | | | | 1 | 0,91** |
| 14.ORGANIZATIONAL RESILIENCE | | | | | | | | | | | | | | 1 |

**p<0,01

There is a positive and significant relationship between the innovation (r=0.60; p<0.05), risk-taking (r=0.41; p<0.05), proactivity (r=0.46; p<0.05), autonomy (r=0.55; p<0.05) and intrapreneurship (r=0.58; p<0.05) scores and the organizational agility perception score.

there is a positive and significant relationship between the innovation (r=0.67; p<0.05), risk-taking (r=0.47; p<0.05), proactivity (r=0.49; p<0.05), autonomy (r=0.65; p<0.05) and intrapreneurship (r=0.66; p<0.05) scores and the organizational agility perception score.

There is a positive and significant relationship between competence/responsiveness (r=0.83; p<0.05), flexibility (r=0.60; p<0.05), speed (r=0.71; p<0.05) and organizational durability (r=0.79; p<0.05) perceptions and organizational resilience perceptions.

### 4.3. Structural Model and Hypothesis Testing

In the model to be tested, the independent variable is 'intrapreneurship', the dependent variable is 'Organizational agility' and the mediating variable is 'Organizational resilience' (Figure 4).

Baron and Kenny (1986) state that the following four conditions must be met for the mediation relationship to exist. It is important to consider the first three as independent models.

1) The exogenous variable should have a statistically significant effect on the endogenous variable (path c).

2) The exogenous variable should have a statistically significant effect on the mediating variable (path a).

3) The mediating variable should have a significant effect on the endogenous variable (path b).

4) To determine that the mediator variable mediates the relationship between the exogenous and endogenous variables, it must be determined that the exogenous variable is controlled by the mediator variable.

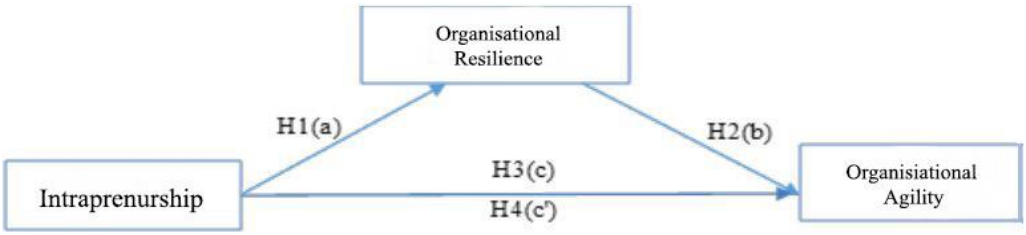


**Figure 4.** Research Model

The hypotheses of the research model are constructed as follows:

H1 (path a): Intrapreneurship has a significant effect on organizational resilience.

H1 (path b): Organizational resilience has a significant effect on organizational agility.

H3 (path c): Intrapreneurship has a significant effect on organizational agility.

H4 (path c'): Organizational resilience has a mediating role in the relationship between intrapreneurship and organizational agility. With the mediating effect of organizational resilience, the effect of intrapreneurship on organizational agility changes significantly.

Table 11 shows the analysis results of the model test with mediating variables.

**Table 11.** Findings related to the research model

| | Independent Variable | Path | Dependent Variable | H | B | t | p | R2 |
|---|---|---|---|---|---|---|---|---|
| B | Intrapreneurship | → | Organizational Resilience | H1 (a) | 0,76 | 15,91 | 0,000 | 0,571 |
| | X2/sd=3,557 | SRMR=0,027 | GFI=0,966 | NNFI=0,974 | CFI=0,983 | RMSEA=0,077 | | |
| | Organizational Resilience | → | Organizational Agility | H2 (b) | 0,90 | 22,55 | 0,000 | 0,808 |
| | X2/sd=3,575 | SRMR=0,023 | GFI=0,969 | NNFI=0,979 | CFI=0,987 | RMSEA=0,077 | | |
| | Intrapreneurship | → | Organizational Agility | H5 (c) | 0,72 | 15,10 | 0,000 | 0,519 |
| | X2/sd=3,147 | SRMR=0,024 | GFI=0,974 | NNFI=0,976 | CFI=0,986 | RMSEA=0,071 | | |

| Independent Variable | Path | Dependent Variable | H | Mediator Variable | DE | ST | R2DE |
|---|---|---|---|---|---|---|---|
| Intrapreneurship | ◎ | Organizational Agility | H4 (c') | Organizational Resilience | 0,634 | 3,824** | 0,167 |
| X2/sd=3,459 | SRMR=0,028 | GFI=0,946 | NNFI=0,966 | CFI=0,975 | RMSEA=0,076 | | |

*: p<0,05 **: p<0,01 DE: Indirect effect size ST: Sobel Test statistic R2DE: Variance change due to indirect effect

H1 (path a) Acceptance: Intrapreneurship has a statistically significant effect on organizational resilience (β=0.76; t=15.91; p<0.05).

H2 (path b) Acceptance: Organizational resilience has a statistically significant effect on organizational agility (β=0,90; t=22,55; p<0,05).

H3 (path c) Acceptance: Intrapreneurship has a statistically significant effect on organizational agility (β=0,72; t=15,10; p<0,05).

H4 (path c') Acceptance: Organizational resilience has a full mediating role in the relationship between intrapreneurship and organizational agility (ST=3.82; p<0.05). The effect of intrapreneurship on organizational agility shows a significant change through organizational resilience and this change is 17% (R2=0.167).

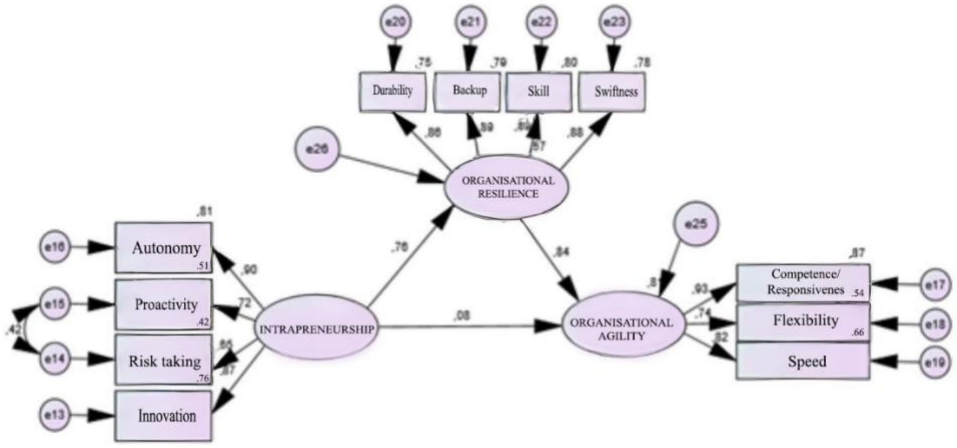


**Figure 5.** Path model diagram of the mediating effect of Organizational resilience

**4. Conclusion and Discussion**

The business world, with its increasing competition, uncertainty and complexity, requires organizations to maximise their resilience and agility. Organizations need to continuously increase their levels of resilience and agility in order to adapt at the same pace to rapidly changing conditions, to seize opportunities and mitigate threats.

By fostering intrapreneurship, firms motivate employees to engage in creative thinking and generate innovative approaches. This type of organizational climate contributes to resilience, both individually and collectively. Encouraging intrapreneurial initiatives strengthens organizational adaptability, which in turn promotes greater agility.

Studies show that intrapreneurship increases organizational resilience and also has a positive impact on organizational agility. By approaching problems from different angles, intrapreneurs develop innovative solutions and increase their ability to manage risk. Organizational resilience enables organizations to increase their agility by enhancing the benefits of intrapreneurship. Resilient organizations can respond more flexibly to uncertainty, make strategic decisions faster and adapt more quickly to changing conditions.

In conclusion, the relationship between intrapreneurship and organizational resilience plays a crucial role in the development of organizational agility. Encouraging intrapreneurship not only promotes innovative thinking, but also enhances organizational resilience, allowing them to improve their agility. When organizations design their strategies with these dynamics in mind, they have the opportunity to be more successful in uncertain and complex business environments. Increased levels of intrapreneurship and resilience together will enable organizations to both address current challenges and evaluate future opportunities more effectively. In this context, intrapreneurship becomes not only a competitive advantage, but also an indispensable variable for sustainable success.

The findings from this study are consistent with the literature indicating that internal entrepreneurship enhances organizational agility and resilience. Indeed, Loh and Tan (2025) found in their study on SMEs that agility and internal integration increase organizational resilience and thus play an important role in the post-crisis recovery processes of businesses. Similarly, Musa and Enggarsyah (2024) found that organizational creativity enhances resilience, while organizational agility is more closely related to competitive advantage. These findings show that in variable and uncertain environments, these two elements play a complementary role in both helping businesses gain resilience and maintain their competitive position.

This research contributes to theoretical literature and provides guidance to practitioners by revealing the impact of intrapreneurship on organizational agility through organizational resilience. From a theoretical perspective, the study presents an integrated framework that explains the dynamic relationship between the concepts of intrapreneurship, resilience, and agility. This allows for a better understanding of the effects of these concepts on organizational performance, especially during periods of crisis, uncertainty, and change.

From a practical perspective, it is important for managers to encourage intrapreneurship behaviors, enable employees to develop innovative ideas, and create an organizational climate that is open to learning from mistakes. Additionally, it is critical for organizations to invest in strategies that will increase their resilience capacity, thereby maintaining or improving their agility. Such approaches will enable organizations not only to survive during times of crisis but also to gain a competitive advantage.

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