

Chapter 6

THE CONCEPT OF INTRAPRENEURSHIP AND ITS EFFECTIVENESS IN HEALTH SERVICES

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1. INTRODUCTION

Scientific and technological developments have led to a change in all sectors. No sector or business has been able to remain silent on this change. This change has gone beyond the ordinary business sense and then, it has originated a new business approach that it's like a natural event that manages to sprout more vividly and excitedly.

Entrepreneurship in this new business approach will make enterprises stronger. It will minimize the negative consequences of the risks that may arise. It will even contribute to their recovery and growth in a short time by turning these risks into opportunities. The action that will make this power more effective and efficient is the intrapreneurship activities that they will perform with their employees which are included as a value in themselves. The company can make changes and innovations that they want with the internal entrepreneurial attitude, behavior, and actions of its employees who know and observe the business and the customer in the best way.

Intrapreneurship, no matter what size, is entrepreneurship that enterprises perform with their employees within the boundaries of the enterprise in order to facilitate their efforts in the national or international market, to survive, to grow and to increase their competitiveness. By using the resources within the boundaries of the enterprise more effectively and instilling the entrepreneurial spirit according to the level of the employees, intrapreneurship can contribute to the formation of an innovative structure that is flexible, constantly renewing itself and not afraid of change (Hisrich and Peter, 2002; Ağca and Kurt, 2007).

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Changes in all sectors affect each other and can affect the whole society with their output. Innovations in the health sector that are in direct contact with those who receive the service and affect many areas of social life with their output have a faster and stronger structure in which individual gains can change into social gains. Appointment systems, which incorporate individual, social and economic outcomes, are just one of the examples of service innovation where we can see the multidimensional effects of the innovations experienced in the health sector. With appointment systems, unnecessary waiting times for patients and their companions in a hospital are reduced, reducing the time those receiving the service will lose in work and social life and saving resources to be allocated to support services such as cleaning and security is provided by preventing unnecessary clutter in the hospital.

Resources that emerge after savings can contribute to the development of new services. It will also contribute to improvements in the health level of the individual and society by reducing the risk of exposure to diseases that are at risk of transmission in the hospital environment. Although this example is among the simplest examples of service innovation in hospitals that include only process innovation, it will add new values to all stakeholders with its many positive outcomes both in and out of the business.

As in all sectors, the innovations experienced in the health sector have led to the formation of a more dynamic structure in the Health Enterprises. As mentioned before, within this dynamic structure, the people who will understand the needs and expectations of those who receive the service and respond to them as soon as possible will be the employees who are in one-to-one contact with the patient. Therefore, an innovative environment can be created in the institution with strong intrapreneurship and supportive organizational structures in healthcare organizations. The high level of intrapreneurship in the institution will contribute to the development of the resources needed in the provision of health services and the production of new services/products.

2. INTRAPRENEURSHIP

This section describes the concepts of entrepreneurship and intrapreneurship together with their historical development. Models, types, and dimensions of intrapreneurship are explained.

2.1. From Entrepreneurship to Intrapreneurship

Until the seventeenth century, the concept of the entrepreneur was expressed as the person who managed large-scale projects and carried out production activ-

ities using resources transferred without taking risks. The Irish economist Richard Cantillon, using the entrepreneur in economic terms, stated that the entrepreneur is responsible for the exchange and circulation in the economy, and defined the entrepreneur as those who do business in conditions where the expenditure is specific and the income is uncertain. Richard Cantillon has contributed to the concept of entrepreneurship by focusing on uncertainties and arguing that entrepreneurship is not just innovation. Cantillon focused on the risk-taking characteristic of entrepreneurship. The French economist Jean Baptiste Say, while focusing on the risk-taking characteristic of the entrepreneur, determined that the entrepreneur should also have the ability to organize and manage production factors for effective use. Jean Baptiste Say has also added the concept of entrepreneurship to the factors (labor, capital, and natural resources) of production known as the classic. Say contributed to the literature by distinguishing between capital holders and entrepreneurs along with the entrepreneur's managerial role (Hisrich and Peters, 1995; Müftüoğlu, 2003; Praag, 1999).

Joseph Schumpeter described the entrepreneur as an innovative person, not only putting capital or taking risks but individuals who create innovation and lead. He has made an important contribution to the theory of entrepreneurship by defining entrepreneurship not only as producing new products or technologies but also by defining the concepts of creating new processes and sources of supply, creating a new market and organizational forms as components of entrepreneurship (Müftüoğlu, 2003).

Alfred Marshall, one of the pioneers of the neoclassical approach, focused on entrepreneurial personality characteristics and said that the entrepreneur should be a natural leader and a successful entrepreneur needs luck as well as looking for good business opportunities.

According to Marshall, the entrepreneur will take full responsibility for producing and innovating goods and services and perform the control function. He also stated that the entrepreneur has the ability to keep in mind many different issues at the same time, to make decisions quickly and to produce solutions to problems as soon as possible and that these abilities are educational, family and innate abilities (Güney, 2008).

In 1961, David McClelland argues that economic developments depend on individual entrepreneurship in his study "The Achieving Society", he expressed the entrepreneur in the form of people who have a motive for success and have goals within the framework of average goals (Güney, 2008, quoted from Can, 1985). In another study, entrepreneurs have been expressed as innovative, creative, flexible and able to tolerate uncertainty, adaptable, reliable, risk-taking, persistent, re-

sponsible and confident people who see change as an opportunity (Chell, Hawort and Brearley, 1991).

According to Richard Cantillon (1725), an entrepreneur is someone who, unlike a person who provides capital, assumes the risk and can do business under uncertain circumstances; according to Beaudou (1797), the entrepreneur is the person who takes risks, organizes, marketing and supervises; according to Joseph Schumpeter (1934), the person who experimented and developed innovative and new technology; the one who maximized opportunities according to Peter Drucker (1964); on the other hand, according to Robert Hisrich (1985) it was described as the person who took the time and effort to take on financial, physical and social (Soyşekerci, 2013).

Frank Knight has said that for the entrepreneur to succeed, he must assume uncertainty and have the power to make judicial decisions with his work focusing on the relationship between risk and uncertainty within the concept of entrepreneurship. (Praag, 1999). Pinchot, who first used the concept of entrepreneurship in 1976, conceptualized intrapreneurship in 1985 by addressing entrepreneurship with its organizational dimensions (Başar, Ürper and Tosunoğlu, 2013). Before Pinchot when Schumpeter spoke of the innovation and dynamic structure of entrepreneurship; he stated that human resources is the basic building block of entrepreneurship and that those working within the organization can also be entrepreneurs. Similarly, Norman Macrae mentioned the importance of enterprise within the enterprise in his article named "The Coming Entrepreneurial Revolution". However, no researcher had conceptualized the concept of intrapreneurship until Pinchot. Towards the end of the twentieth century, it was seen that the conceptual inner entrepreneurship began to take place in research subjects quickly. (Başar and Tosunoğlu, 2006).

In Pinchot (1985), Ellis (1985), Carbone (1986), Luchsinger and Ross (1987), Bagby (1987), Lessem (1987), Bordeaux (1987), Ronen (1988) and Jones and Butler (1992) researches, they focused on the characteristics of the individuals of the internal entrepreneur (Carrier, 1996).

Burgelman (1983), Rule and Irwen (1988) and Guth and Ginsberg (1990) conducted research focused on management strategies to promote intrapreneurship. Besides, Some researchers such as Stevenson and Jarillo (1990), Covin and Slevin (1991), Kuratko, Hornsby, Naffziger and Montagno (1993), Zahra and Pearce (1994), Zahra and Garvis (2001) and Antoncic and Hisrich (2001, 2003), focused on the processes that revealed the intrapreneurship process (Ağca and Kurt, 2007).

It can be agreed about the first researches on intrapreneurship that it is focused on the psychological and personal characteristics of internal entrepreneurial in-

dividuals, and in later searches, it is focused on intrapreneurship processes and management strategies aimed at promoting intrapreneurship.

2.2. Conceptually Intrapreneurship

Intrapreneurship (internal entrepreneur) is considered as a corporate value that will make the strongest contribution to entrepreneurship activities and it will make the changes imagined to happen as soon as possible.

In the research aimed at identifying entrepreneurship activities carried out within the organization, it is seen that different definitions are made, centered on the concepts of entrepreneurship, corporate entrepreneurship and internal corporate entrepreneurship. Research using the stated concepts is shown below (Arslan, 2012; Christensen, 2004).

- 1- Intrapreneurship: Pinchot (1985); Luchsinger and Bagby (1987); Kuratko et al. (1990); Carrier (1996); Antoncic and Hisrich (2001).
- 2- Corporate entrepreneurship: Kuratko et al. (1990); Covin and Slevin (1991); Zahra (1991; 1993; 1995; 1996); Covin and Miles (1999); Dess et al. (1999); Zahra et al. (2000); Thornberry (2001); Thornberry (2003); Sharma and Chrisman (2007); Zahra et al. (2009).
- 3- Internal corporate entrepreneurship: Schollhammer (1981; 1982); Jones and Butler (1992); Kuratko et al. (2005).

Except for these concepts, they have used their concepts as MacMillan (1986) “corporate venturing”, Lumpkin and Dress (1996) “firm-level entrepreneurship orientation”, Davidsson (1990) “continued entrepreneurship”, Stevenson and Jarillo (1990) “entrepreneurial management”, Hitt et al. (2001) “strategic entrepreneurship” (Arslan, 2012). According to Christensen (2004), the most appropriate concept to describe entrepreneurial activities within the organization is intrapreneurship.

There is no agreed definition for the concept of intrapreneurship. On the first studies on intrapreneurship, intrapreneurship is defined as a process in which employees chase opportunities within an organization independent of available resources, go outside standards and do new things to capture opportunities, create a new structure by an organization, or promote innovation and innovation within the organization. (Antoncic and Hisrich, 2003; Sharma and Chrisman, 2007; Zahra, 1991).

Intrapreneurship has been described by Pinchot (1985) as ‘the work done by dreamers who have assumed responsibility for creating innovation. These Dreamers make a profit by turning their ideas or thoughts into reality. Antoncic and Hisrich (2003) defined intrapreneurship more broadly to include many fac-

tors such as risk-taking, self-renewal, creating new jobs, innovation and being predictive.

While John Naisbitt stated that intrapreneurship is a method that the existing business must use to find new products and markets, Rosabeth Moss Kanter also stated that intrapreneurship is an important tool for the survival of businesses (Başar and Tosunoğlu, 2006).

According to Antoncic and Hisrich (2003), intrapreneurship is a process that involves new products, services, technologies, management techniques, strategies and other innovative activities, with new business initiatives that continue continuously within an organization without the importance of business size. Intrapreneurship is that existing organization carries out new opportunities, employees support new product ideas in an organizational context and the innovative culture dominates the approaches and actions of the whole organization. (Covin and Miles, 1999).

According to Naktiyok (2004), is the process of nurturing and developing interventional spirit and behavior within the organization through performing unusual activities. Sharma and Chrisman (2007) defined intrapreneurship as the process by which a person or group creates new organizations or initiates renewal or innovation within an organization. In another definition, intrapreneurship is expressed in the form of entrepreneurial spirit in the organization (Antoncic, 2007) On the other hand, Ağca and Kurt (2007) defined intrapreneurship as an entrepreneurial tendency in which the intention to act independently to transform ideas in an organization into concrete realities and different behaviors related to new habits are displayed.

Based on all these definitions, intrapreneurship can be defined as innovations realized by organizations with their own employees in products, services, processes and markets that provide added value to the business.

The core of intrapreneurship lies in the orientation of entrepreneurial ideas within the enterprise towards the enterprise. Naktiyok and Kök (2006)' in intrapreneurship, its activities may be either intrinsic or extrinsic oriented. Internal activities can be seen as developing internal markets within large organizations and designing relatively small and independent units. External activities are also mergers, partnerships or acquisitions (Zahra, 1991).

Intrapreneurship can increase shareholders' value by creating a business environment that supports personal and corporate development, it can give employees the opportunity to use their creative It can accelerate the business's response to the market, creating an organizational culture that promotes cross-functional col-

laboration. These changes could increase interventional efforts that would create new waves of gain. Intrapreneurship is seen as a key element in increasing innovation, changing corporate activities and business thinking, and ensuring corporate profitability and growth. (Yurtseven, Atış and Yurtsever, 2006).

Intrapreneurship can also develop within an enterprise's own business networks. Intrapreneurship proceeds from the attraction that occurs around an attractive venture or enterprise. Just like the electrons and neutrons around an atomic nucleus, is shaped by organizational structure, culture, organizations, activities and business processes (Top, 2012).

2.3.Types of Intrapreneurship

Divergence of focus points and processes related to intrapreneurship activities with the inclusion of entrepreneurial activities carried out by in-house employees, have led to the emergence of different classifications related to intra-entrepreneurship. Covin and Miles (1999) stated that there are four different types of intrapreneurship: Sustained Regeneration, Organizational regeneration, Strategic Renewal and Domain Redefinition.

2.3.1. Sustained Regeneration

Continued regeneration includes processes to make this orderly and continuous by providing the ability to develop new products or services or enter new markets through intrapreneurship efforts. Businesses that succeed in these processes tend to have culture, structure and incentive systems that support innovation, and are also learning organizations (Sürücü and Sürücü, 2020).

These businesses that produce new services and products or enter new markets often seek to strengthen their competitive position with product lifecycle management by separating the old from the new. Businesses that make sustainable innovation a corporate culture are now turning into an innovation machine. Continuous effort to create new services, products and markets; it becomes routine within the natural life cycle of the enterprise such as companies of 3M, Mitsubishi and Apple (Covin and Miles, 1999; Soyşekerçi, 2013).

2.3.2. Organizational Rejuvenation

Organizational improvement is an effort to maintain or strengthen the organization's competitive position by changing its internal processes, structures, or capabilities. In this way, it is stated that the organization can become a stronger entrepreneur. Organizational improvement is also referred to as organizational renewal, institutional renewal, or institutional improvement. Organizational improvement often requires the business to reshape its value chain or change its

internal resource distribution. Procter & Gamble and General Electric have made significant innovations by realizing this type of intrapreneurship (Covin and Miles, 1999; Dess, Ireland, Zahra, Floyd, Janney and Lane, 2003).

2.3.3. Strategic Renewal

Strategic renewal, expressed in the form of organizational renewal or self-renewal, it is basically an effort to redefine the business's relationships with its markets or competitors in the industry by changing the way it competes. Strategic renewal in literature; it is an organizational transformation and implementation of a new strategy. In this context, it is stated that a new strategy for strategic innovation needs to be implemented. IBM and Harley-Davidson have successfully implemented strategic regeneration through radical changes (Covin and Miles, 1999; Fitzsimmons, Douglas, Antoncic and Hisrich, 2005).

2.3.4. Domain Redefinition

The business is proactively exploring products or markets that have not yet been used or discovered by its competitors. Proactive is the ability to struggle for the future by foreseeing problems, rather than reacting after events have occurred (Friedman, 1994). Similarly, in another definition, proactiveness is defined as a need that may arise in the future, perception of change and problems and the ability to take action in advance against them. (Lumpkin and Dess, 1996).

With new field identification, the enterprise is oriented towards a new field where it can have various advantages for sustainable competitive advantage. Proactiveness is an act that exposes an aspect of entrepreneurship (Lumpkin and Dess, 1996).

Being a pioneer in innovation by businesses is an important tool for the survival and high success of the business under increasing competition conditions. Sonny's first release of the walkman device (Covin and Miles, 1999), IBM's first release of smartphones, and the first laser eye surgery are examples of entrepreneurs' efforts to define new areas for themselves.

2.4. Some Models for Explaining Intrapreneurship

Covin, Slevin and Lumpkin, Dess are the predecessors of entrepreneurship-oriented approaches, while Zahra and Guth and Ginsberg have an impact on the formation of approaches. Several models related to intrapreneurship were developed in the 1990s (Özer, 2011).

2.4.1. Intrapreneurship Field Model

In the model of intrapreneurship developed by Guth and Ginsberg (1990), the relationship between innovation and intrapreneurship and the factors affecting intrapreneurship have been involved in modeling.

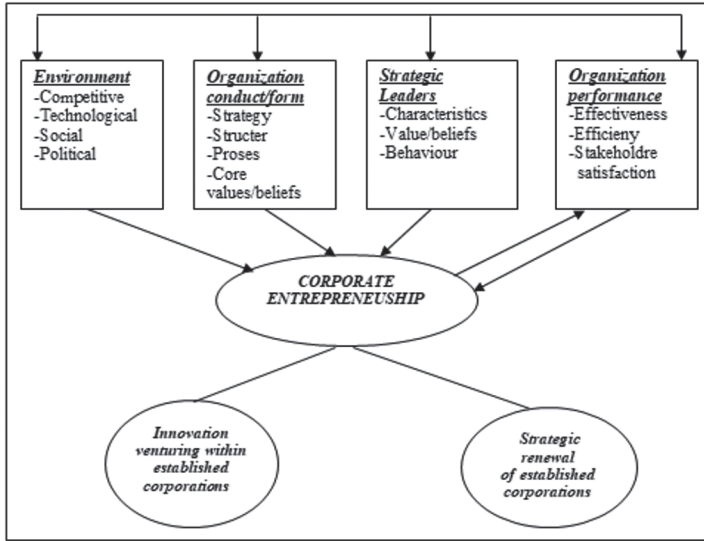


Figure 2.1: Fitting corporate entrepreneurship into strategic management
Source: Guth and Ginsberg (1990: 7).

Figure 2.1 the main factors affecting intrapreneurship are the environment, organizational style, strategic leaders and organizational performance. It is also observed that there is a mutual relationship between business entrepreneurship and organizational performance and that intrapreneurship is surrounded by innovation and strategic renewal within the enterprise. Each of these elements has a significant impact on intrapreneurship (Guth and Ginsberg, 1990).

2.4.2. Entrepreneurship Model as Business Behavior

There are two different models developed by Covin-Slevin (1991) and Zahra (1993) regarding entrepreneurship as business behavior.

2.4.2.1. Business Behavior Model according to Covin and Slevin

The business behavior model developed by Covin and Slevin (1991), showing the relationships between the entrepreneurial attitude of the business and external variables, strategic variables, internal variables and business performance, is given in figure 2.2.

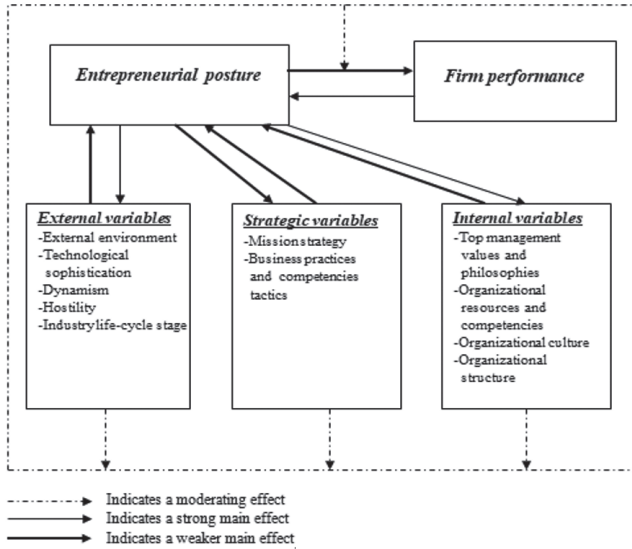


Figure 2.2: A Conceptual Model of Entrepreneurship as Firm Behavior
Source: Covin and Slevin (1991:10).

The business behavior model sets out the variables to determine the relationship between business performance and entrepreneurial behavior. In the model the dynamic nature of the business, competitiveness, technological developments, industrial life and your business that interact with the external environment of the business a strong influence on the entrepreneurial attitude, entrepreneurial attitude, has a weak influence on the variables is understood In addition, the main objectives and activities of the enterprise, there is a strong relationship between Mission and Competitive Strategies and entrepreneurial attitude and organizational culture, structure, resources and the values and beliefs of senior management within the internal variables of the business can be seen to have a strong influence on the entrepreneurial attitude. The entrepreneurial attitude has a strong influence on the performance of the business and there is a mutual relationship between them. (Demiroğlu, 2007).

2.4.2.2. Business Behavior Model according to Zahra

The model developed by Zahra (1993) is based on dynamic organizational activities of enterprises in order to demonstrate innovative behaviors on a corporate scale and to be strong and effective in competition. In this context, corporate entrepreneurship is defined as the process of creating new structures within the enterprise to increase profitability by strengthening the competitive structure of the enterprise and the process of creating new Sunday strategic renewal. Unlike

the model developed by Covin and Slevin (1991), it has been argued that formal and informal intrapreneurship, the types of intrapreneurship, should be considered internal entrepreneurial processes. In addition, the model defends that all organizations and specific units should be considered. (Zahra, 1993).

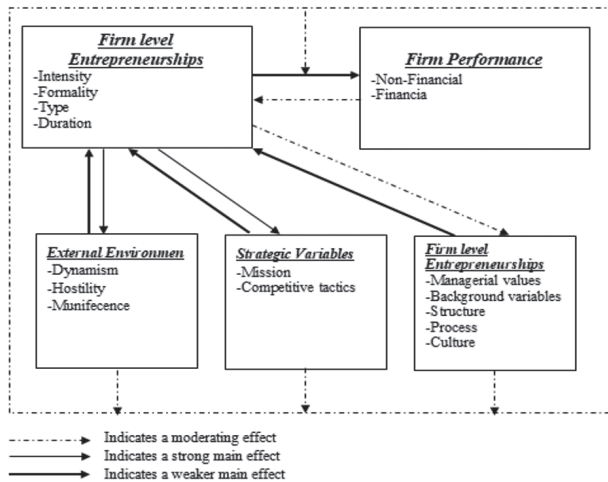


Figure 2.3: A Revised Conceptual Framework of Firm-level Entrepreneurship
Source: Zahra, 1993: 13.

As seen in figure 2.3, the concept of technological development in the model has been eliminated in the scope of environmental dynamism, business objectives and activities have been included in the scope of competitive tactics, and internal processes have been included in the model. Another remarkable point in the model is the evaluation of operating performance in the form of financial and non-financial outputs.

2.4.3. Interactive Intrapreneurship Model

The model developed by Hornsby, Naffziger, Kuratko and Montagno (1993) shows that intrapreneurship and internal entrepreneurial success can occur as a result of the interaction of organizational and individual characteristics.

Internal behavior in a detailed manner in the model given in figure 2.4 entrepreneurship to take place in the premises of individual characteristics (risk-taking, autonomy, the desire to succeed, the ability to control and intrinsic goal orientation) and organizational characteristics (management support, autonomy, incentives, time and understand the limitations) in conjunction with a trigger event that must take place is observed. These triggers can be environmental factors such as the strength of competitors, the dynamic nature of the business, new

market strategies. To successfully turn the internal entrepreneurial behavior into an entrepreneurial practice; an effective business plan, cross-organizational barriers and availability of adequate resources are required (Hornsby et al., 1993).

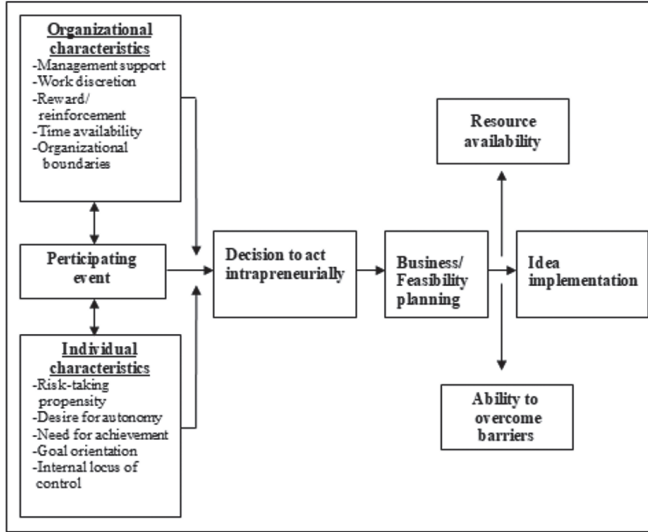


Figure 2.4: An Interactive Model of Corporate Entrepreneurship
Source: Hornsby et al., 1993: 31.

2.5. Intrapreneurship Dimensions

There are two basic approaches to internal entrepreneurial dimensions. These are the entrepreneurial tendency approach and the corporate entrepreneurship approach. The internal dimensions of entrepreneurship are shaped around risk-taking, innovation, professionalism, autonomy and competitive entrepreneurship in the works that showcase the entrepreneurial tendency approach. In the corporate entrepreneurship approach, intrapreneurship dimensions are shaped around innovation, self-renewal, strategic innovation and launching internal business initiatives. (Ağca and Kurt, 2007).

Some research to determine the sub-dimensions of intrapreneurship is given below:

Miller and Friesen (1983): “Risk-taking, proactive and developing new products.”

Covin and Slevin (1991): “Innovation, risk-taking and profitability.”

Lumpkin and Dess (1996): “Innovation, risk-taking, competitive initiative. Proactiveness and autonomy.”

Knight (1997): “Innovationism and proactive behavior” (Competitive initiative and risk-taking are combined with the size of proactiveness.)

Antoncic and Hisrich (2003): “Risk-taking, competitive initiative, product / service innovation, new business initiative, autonomy, self-renewal and proactiveness.”

As a result of the studies on intrapreneurship dimensions, researchers have attempted to explain intrapreneurship in a seven-dimensional conceptual framework. (Antoncic and Hisrich, 2003).

Ağca and Kurt in Table 1.1 (2007) the definitions they have compiled about the dimensions of intrapreneurship are given.

| | |
|------------------------------------|---|
| Risk Taking | “Making investment decisions and taking strategic actions in an environment of uncertainty to assess new opportunities despite the possibility of loss” |
| Competitive Aggressiveness | “Taking aggressive positions towards competitors or challenging competitors directly and intensively in the market” |
| Self-Renewal/ Strategic Renewal | “Reformulation of purpose and strategy, redefining the business concept, re-organization and organizational change” |
| Autonomy | “The independence that an individual, group, or organization exhibits in laying out an idea or vision and achieving it” |
| Proactiveness | “To be the leader of the organization and to start the first initiative, especially to senior management” |
| Innovativeness/ Innovation | “The process of creating new products, services, processes, technologies and methods” |
| New Business Venturing | “Creating new products, new jobs and new autonomous units or semi-autonomous firms in existing organizations” |

Source: Ağca and Kurt, 2007: 92.

2.5.1. Risk-Taking

Risk-taking is the ability to take on responsibilities that others don't want to take on. The characteristics of an individual's personal and present circumstances can be considered as reasons for taking risks.

While Miller and Friesen (1983) defined risk-taking as ‘the degree to which senior management assumes the high costs that may arise due to failure’ Covin and Slevin (1991) described it as ‘an investment decision under uncertainty and the degree to which strategic goals are realized’.

Risk-taking, which is among the dimensions of, is a characteristic version of entrepreneur and intra-entrepreneur Risk-taking, a key element of entrepreneur-

ship it is stated that the entrepreneur and the internal entrepreneur show common behavior in taking reasonable risks. (Antoncic and Hisrich, 2003; Hisrich and Peters, 2002).

All decisions taken by entrepreneurs, managers or employees involve a certain degree of risk. Therefore, risk-taking is the basis of many actions to be taken. The fact that the entrepreneur has the social and economic consequences of the action he intends to perform puts risk-taking at the core of entrepreneurship. Similarly, the internal entrepreneur thinks that the positive outcomes that may arise as a result of risk-taking will gain him or her, but the fear of being fooled by management or friends and losing his or her job due to a failed entrepreneurial action places risk-taking at the core of the intrapreneurship. Because of these reasons, having a management approach that supports the intrapreneurship actions of employees and knowing that the intrapreneurship activities will add value to the business with all the outputs can lead to the formation of intrapreneurship culture in the business and the employees to create new added values to the business by taking risks.

2.5.2. Competitive Initiative

The competitive initiative is an attempt to strengthen the enterprise at market entry or in the market in which it is positioned and struggling with their opponents. (Covin and Covin, 1990). Ağca and Kurt (2007) described competitive entrepreneurship as, “Tendency to challenge opponents in strengthening their existing position in the market entry and/or market of an enterprise”. Based on both definitions, a competitive initiative can be defined as the ability of the business to act in order to gain a competitive advantage.

Competitive entrepreneurialism reflects the business’s desire to be unorthodox, separated from traditional competitive methods. It proposes three approaches to competitive initiative (Lumpkin and Dess, quoted from Porter 1985, 1996).

1. Doing things in different (out of the ordinary) ways
2. Differentiating the content of the product or service
3. Spending more than industry leader

With the exposition of these three approaches, it has been stated that resource components would be reorganized and product, service and market-related fields and distribution channels would be redefined.

Organizations that desire to prevail against their opponents and to be strong against the threats that may come from their opponents, can only provide this trait they want to have with competitive initiative. Organizations realize many of the positive changes that occur as a result of intrapreneurship activities only with the ability of competitive initiative. (Lumpkin and Dess, 1996).

2.5.3. Self-renewal / Strategic Renewal

Self-renewal is defined as strategic renewal or organizational renewal. Self-renewal, which refers to the transformation and change of the business through the renewal of the basic ideas on which the business is built, involves the reorganization of the organization or the complete change of the structure. (Antonicic and Hisrich, 2001, Fitzsimmons et al., 2005).

The renewal of the basic ideas mentioned in the self-renewal dimension is expressed as the capabilities of the business. These basic skills, which occur as a result of complex and continuous interaction, do not occur at once, but develop over time and are considered to be acquired skills. The formation of basic skill and its application within the organization increases productivity and performance while bringing with it dependence and inertia. In this sense, inertia is expressed as a commitment to the strategy that is valid in the organization. This inertia which is a matter of business or commitment to existing strategy begins to reveal an endless need for change for renewal. In other words, the realization of inertia means the beginning of regeneration efforts. In fact, this situation is nothing more than the fact that changing internal and external demands force the enterprise to continuously renew its existing strategies. From this perspective, “strategic regeneration “ appears to be an evolutionary process (Ağca and Kurt, 2007).

2.5.4. Autonomy (Self Determination)

Autonomy means the will and ability of self-management. It is the act of a person or team independently to achieve their goals (Lumpkin and Dess, 1996). It is also expressed as the encouragement of employees to carry out initiatives using the resources of the organization. Autonomy is to show the degree to which employees control and influence their jobs, and also to freely express their ideas and opinions. On the other hand, it is the freedom to work, independence, and individual people to show the level of planning and decision-making, but managers to free their employees in the decision-making process. (Pakdemir, Koçoğlu and Gürkan, 2014; Papatya, Papatya and Hamşioğlu, 2016).

New initiatives in businesses can take place in a shorter time with employees who are familiar with the business in all its aspects (business objectives, characteristics of products or services offered, customer expectations, etc.), whose strategic initiative is allowed and who is released at decision-making points. Autonomy also affects employees ‘ commitment to work, productivity, and quality of products or services. In this context, autonomy is the driving force of intrapreneurship and the most appropriate organizational structure for radical innovation. (Burgelman, 1983; Esser and Olsen, 2012).

2.5.5. Proactiveness

Proactiveness can be expressed in the form of an effort to be in front of them, to respond to opportunities, instead of following opponents. (Çetin, Özdemir and Taşkıran 2012) Proactive businesses are more effective than competitors in perceiving and evaluating risks and opportunities; therefore, they gain the advantage over developing new goods and services, developing new managerial techniques, and delivering new goods and services to the market.

It also has positive effects on corporate performance, which is seen as complementary to risk-taking and innovation actions. In this context, it is very important to be the first in new markets with proactiveness and to provide a competitive advantage (Bulut et al, 2008)

2.5.6. Making a Change/ Innovation

The innovation of Zahra and Covin (1995); defined the company's ability to modify existing products or create new products in order to meet the demands of the future market or existing ones. According to Van de Ven (1986); Innovation is the development and application of new ideas by people who spend more time interacting with other employees within an organization. Intrapreneurship is based on innovation, which is a new technology, product category or business model that gives an advantage in developing the business. (Kelley, 2011).

2.5.7. New Business Venture

The new business venture, which is one of the dimensions of intrapreneurship, can be expressed as the development or efforts of new business by employees of the organization in order to redefine goods or services within an existing organization or to develop new markets. Zahra (1993) stated that the new business initiative dimension covers product/service, process, market, technology and management processes. With the new business initiative, businesses strive to produce new goods and services, while achieving the objectives of achieving competitive superiority and self-renewal.

3. INTRAPRENEURSHIP IN HEALTH CARE

Entrepreneurship, which is among the new concepts that the rapidly changing and developing world has introduced into our lives, has now become the core functions of many businesses. The internal entrepreneurial behavior of health workers who take an active role in the process of providing health services and the corporate internal entrepreneurial tendency has become a function that cannot be ignored for managers. One of the most important reasons for this is that many of the innovations or emerging new ideas in health care are introduced at the stage of the simultaneous delivery of health care services.

When looking at the dimensions of from the perspective of health services, it can be thought that there may be differences in the context of public and private sectors. The most important reason for this is that organizations serving in the public sector are not-for-profit enterprises. Apart from this, there may be different factors underlying the lower visibility of intrapreneurship activities in the public sector compared to intrapreneurship activities in the private sector. Bureaucratic procedures, status of employees, fixed salary policy, perception of public service and the idea of not being supported by management, failure pressure within the institution in the event of new ideas not being realized and the fear of punishment may be among the factors that distract employees from new service delivery.

In the study of Hinz and Ingerfurth (2013) in the health sector in Germany, it was determined that intrapreneurship activities in public hospitals are more restricted than private hospitals, that bureaucratic processes and processes remove the personnel working in public hospitals from the spirit of intrapreneurship, but that intrapreneurship, whether private or public, affects corporate performance. Despite these obstacles in front of intrapreneurship in public services, the necessity to use resources effectively, the budget limitations of central governments and the constant change in expectations of those who receive services have enabled intrapreneurship in the public sector.

In health institutions that can turn intrapreneurship into an institutional culture, error detection, error improvement processes and the development of new processes or services should be realized in a much shorter period of time. With the emergent innovations, it will contribute to more effective and quality service delivery, reduced costs and ensuring competitive advantage. Health organizations with intrapreneurship ability, some facts are seen such as research new business-related service techniques, generating innovative ideas, securing the resources needed to implement innovations and behaviors that enhance service innovation, such as preparing workable plans for developing new ideas and sharing creative ideas (Ekingen et al., 2018).

It is also one of the main issues which cannot be ignored that the outputs of service organizations providing public services and carry out training and research activities within them can have consequences that can affect the whole society. While even the smallest improvements in service delivery processes affect community health, the positive effects of a new service offered or a new treatment or treatment process developed on community health are much higher.

The effects of intrapreneurship in health care on financial and non-financial performance have been tested in many studies. Although the outcomes of intrapreneurship at the health service delivery stage are initially seen as non-financial

outputs, it can be said that they are transformed into financial outputs both in terms of the institution and in macroeconomic terms. Because innovations affect the public health of those who receive services and contribute to the country's economy in macroeconomic terms. In corporate terms, it will contribute to both financial and non-financial performance of the business by contributing to more efficient operation of processes, reduction of errors, reduction of poor quality costs, and acquisition of new revenues along with new services offered. (Ekingen et al., 2018, Salge and Vera: 2009, Barretto and Haskell: 1997). It is clear that intrapreneurship has an enormous impact on corporate performance.

4. CONCLUSION

Entrepreneurship in healthcare services, which directly affects individual and community health and quality of life, is one of the important factors in the development of the services provided. In the health sector, where technological developments make itself felt strongly and expectations are increasing day by day, In planning for the future, it is necessary to develop the internal entrepreneurship characteristics of the employees such as proactive, reactive, self-renewing and more attention should be paid to internal entrepreneurship.

It has been observed in many studies and in the models of intrapreneurship described in the previous section that the intrapreneurship trend will be higher in the structures where employees are supported organizationally. Senior management's use of the work methods developed by employees, support and lead employees to implement new ideas and actions will contribute to the implementation of innovations in a faster and stronger institutional sense.

In order to bring intrapreneurship into a culture, managers in health services need to be supportive and leading in reducing bureaucratic barriers, paving the way for the use of resources to create innovations, rewarding new business ventures. In order to promote intrapreneurship; planning of entrepreneurship training for employees, additional payments other than fixed payments to individuals and teams as a result of the innovation carried out within the organization and the creation of flexible organizational structures and the creation of free working times are some actions that can be taken at the institutional level.

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