

# How Do the Perceived Organizational Support and the Leadership Support Affect Entrepreneurship Behaviours? The Mediating Role of Lmx

*Algılanan Örgütsel Destek ve Lider desteği Girişimci Davranışları nasıl Etkiler? Lider - Üye Etkileşiminin Aracılık Rolü*

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## ABSTRACT

**Keywords:** Leader support, perceived organizational support, entrepreneurship behaviours, leader-member Exchange, defense industry

This article explores the relationship between the leader support, perceived organizational support and entrepreneurship behaviors and leader-member Exchange. It proposes that LMX has a mediating role in this relationship. To investigate this proposal, a study is conducted with a number of 480 employees from small scale defense industry enterprises located in Ankara, Turkey. As a result of the analysis, it is found that both independent variable (Leader Support and Perceived Organizational Support) have positive, significant and also strong effects on the entrepreneurship behaviors. It is also found that LMX has a mediating effect on each relationship. As a result, this research's findings show that enhancing perceptions of leader support, perceived organizational support and LMX might be an avenue for improving their entrepreneurial behaviors.

## ÖZ

**Anahtar Kelimeler:**

Lider desteği, algılanan örgütsel destek, girişimcilik davranışı, lider üye etkileşimi, savunma sanayi

Bu makale algılanan örgütsel destek, lider desteği ile girişimcilik davranışı ve lider üye etkileşimi arasındaki ilişkiler açıklamaktadır. Araştırma LÜE'nin aracılık rolü olduğunu ileri sürmektedir. Bu iddiayı araştırma maksadıyla Ankara Türkiye'de konuşlu küçük ölçekli savunma sanayi işletmelerinde çalışan 480 örneklem üzerinde bir çalışma uygulanmıştır. Analizler sonucunda her iki bağımsız değişkenin (algılanan örgütsel destek, lider desteği) girişimci davranış üzerinde pozitif, anlamlı ve güçlü bir etkisi olduğu belirlenmiştir. Ayrıca LÜE'nin de her iki ilişkide aracılık etkisi olduğu da tespit edilmiştir. Sonuç olarak, bu araştırma bulguları lideri desteği, algılanan örgütsel destek ve LÜE'nin artırılmasının girişimci davranışları geliştirmek için bir yol olabileceğini göstermiştir.

## 1. INTRODUCTION

The existence of the organisations in today's work life bearing highly competition requires them to display proactive behaviours towards the internal and external environment. The insufficiency of the reactive behaviours and attitudes makes the administrators embark on a constant quest. The proper channelling of the personal attitudes and behaviours that is an important input in ensuring organisational performance in the vision of the search for organisational difference is a vital area of concern for the leaders and the administrators. In order for reaching the competitive power, the constant pursuit of the innovations and the carrying these innovations into effect via the entrepreneurship constitute a success criteria with which today's organisations intensely occupied. The provision of the display of entrepreneurship behaviours which is the requirement of the qualified labour force and competitiveness, and the support of the leading elements for the display of these behaviours are becoming to be important factors in the performances of the administrators and leaders. Thus, the organisations in today's ever changing work life support the leadership styles ensuring the competitive power by enabling the dynamism of entrepreneurship behaviours.

The effects of the organisational structure and the leadership styles on the employees' attitudes and behaviours are an unquestionable reality. The conductions of the employees according to the signals and the supports of the leaders and

administrators or the organisational structure are expectedly natural. However, the organisations, administrators or the leaders may desire the provision of the expected behaviours and the attitudes by supporting different behaviours instead of always supporting certain behaviours. On the other side, the employees may expect some kind of behaviours from the leader and organisation which prevent the display of the desired behaviours of them or just supporting the expected behaviours. In both occasions, the responsibility falls to the administrators, leaders and the organisations for the required optimisation in the provision of the expected behaviours of both sides. In this context, certain important responsibilities fall to the administrators, leaders and the organisations for the provision of the continually emphasized entrepreneurship behaviours.

The achievement of the competitive power, especially in the outbound production of the goods and services, requires much more effort and interest in the developing countries than the developed countries. Both to have a production with a cost enabling the competitive power by ensuring the expectations of the employees in these countries where the qualified labour force is limited and to be proactive by fulfilling the today's requirements such as entrepreneurship behaviours while spending all these efforts cause trouble to the administrators and leaders of these countries.

In this study, the factors thought to be related with the display of the entrepreneurship behaviours of the employees in the small and medium sized enterprises in Turkey, a developing country, providing service both in domestic and foreign markets are researched. The support of the leader and the organisation are two input variables that thought to be effective on the provision of the expected behaviours of the employees. In addition that leader- member exchange thought to support the effect of the provision of the expected entrepreneurship behaviours of the employees is added to this study. Thus leader- member exchange's mediating role also is studied in this relationship.

With the help of this study, the empirical evidences about the factors to be paid attention in order to increase entrepreneurship behaviours of the organisations shall be presented in the section of a developing country.

## **2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS**

Four variables and the relations between these variables are researched in the context of the study. The entrepreneurship behaviours of the employees are studied as the output variables. The leader support and perceived organizational support thought to affect these variables are researched as the input variables. One variable which thoughts to have effective role on the relation of these input and output variables is leader-member exchange (LMX). The hypotheses are developed by discussing the relations after giving some information about the theories of these behaviours.

### **2.1. The Perceived Organizational Support**

Eisenberger et al. (1986: 501) suggest that there are highly different situations which affect the behaviours of the employees and that the underlying reason of these behaviours of the employees is the motivating elements reflecting from the organisation. In addition, they bring forward that the employees developed general opinions for the institution according to the level of the consideration of the organisation for their happiness and their efforts. The employees show higher performances as their expectations are met by the organisation (Organ, 1977). The organisation- employee expectation balance constitutes the base of this approach. Thus, the relationship between the organisation and the employees is a kind of mutual exchange relation (Blau, 1964). The employees are in a kind of exchange expectation with their organisation because of their efforts (Eisenberger et al., 1986). One of the main arguments of this mutual exchange is the perceived organizational support.

Eisenberger et al. (1990) think that the perceived organizational support (POS) plays a key role in this exchange. The theory of organisational support is studied as perceived organisational support behaviour in the context of development, work attitudes and work outputs (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995).

The theory of perceived organisational support (POS) uses the social exchange perspective in order to explain the organisation-employee relations (Loi et al., 2006). The social exchange theory of Blau (1964) means mutual obligations between the organisation and the employees which are relative but not certain, and related to the expectations (Coyle-Shapiro and Conway, 2005). According to this theory, the employees respond with their commitments and performances according to the opinion of the efficacy of the activities of the organisation (Rhoades and Eisenberger, 2002: 699). When an organisation begins to support it employees and invest on them, it gives the signals that it starts a social exchange with its employees (Allen et al., 2003; Rhoades and Eisenberger, 2002).

The perceived organisational support is defined as perceptions towards the care of the organisation for the attendance of its employees and paying attention for their wellness, and as the emotions that the organisation carries out activities voluntarily because these activities, affecting the employees, are beneficial to its employees (Eisenberger et al., 1986, 500). The employees who have high organisational support perception tend to show behaviours which are beneficial to the organisation (Eisenberger et al., 1986, 501). According to this approach, the perceived organisational support is evaluated on the basis of the social exchange theory of Blau (1964). In the light of this theory, the employees shape their efforts and performances depending upon the moral and material awards which are expected from the organisation in future.

The POS includes the psychological contract process between the employee and the organisation or the employee and his/ her low ranked employees (Eisenberger et al., 1986; Shore and Shore, 1995). This psychological contract comes up as a result of the mutual obligations which are available between the organisation and the employees.

## **2.2. The Leader Support**

The leaders play a determinant role in the relations with many factors in the internal and external environment of the business. The leaders can affect all activities and individuals in their businesses by both their decisions and behaviours. With the help of this important effect, it is thought that the leaders have a basic determinant role in their business outputs. The leaders have an efficient role in the success of the business by their direct or indirect effects on the very different variables.

It is known that the leaders are effective on the behaviours of the employees with his/her support to them within the business. This effect triggers important outputs in terms of increasing the job performances of the employees. Creating a positive work attitude among the employees requires leaders and administrators paying attention to his/ her employees and supporting them in the working environment (Ackfeldt and Coote, 2005). From this point of view, it is thought that there is a relationship between the work attitudes of the employees and the leader support (LS).

The leader support (LS) can be defined as the level of the leader's support to the employees and the importance given to the employees by the leaders (Netemeyer et al., 1997). The employees perceive the support of their leaders much higher in parallel with the importance given to them. The importance paid by the leader can be explained with the supplied support of the employees in the work. Many leadership dimensions are characterised in the literature. The researchers have studied many role of the leader such as the support to the vision, channelling to the group aims, supplying support, providing feedback etc. (Ackfeldt and Coote, 2005). These roles are very critical as they facilitate the perception of supplied support to themselves.

The leader support is one of the most important premises for many studied variables (Podsakoff et al., 1996). The supporting leaders can be determined with such characteristics as capability, fairness, respectful, character of encouraging dual communication and paying importance to the individual contribution of the employees (Singh, 2000).

The employees think that the leaders providing support to them are usually trustful and evaluate that the work group is effective. In addition to this, it is found that the employees who have the leader support work as focused to achieve the business targets (Podsakoff et al., 1996).

## **2.3. The Entrepreneurship Behaviours**

The literature of entrepreneurship has a structure developing with different points of view in a broad perspective. The entrepreneurship can be considered in both individual and institutional levels. This concept, which is continually become a current issue with both point of view in the modern business sector, is seen as target by both the administrators and employees.

Some writers, such as Gartner (1988), defines the entrepreneurs by focusing just on the economical processes as persons like the founders, owners and the administrators of the production factors establishing new organisations in order to research much more gainings than the gainings of interest, rents or the wage earnings. In addition to this ownership context, there are also behavioural approaches. The parallel evaluation of the entrepreneurship with the actions in the businesses is frequently seen. According to Kuratko (2007), the entrepreneurship is the key of the action and creativity in the businesses. Different definitions about the entrepreneurship according to both two points of view are available. Silver (1983) describes the entrepreneur as the person planning the business by making predictions about the sources, ensuring the processing of the inputs by organizing the human resources and showing the ability of supplying these inputs to the consumers with a sound determination. Schumpeter (2000) sees the entrepreneurship from its function and defines that function as making reform or revolution in the process of production by using an unattempted applicable technology to produce the old one with a new method or just with a new invention or produce a new product.

Considering the behavioural features, the entrepreneurship behaviour can be defined as "A person who is dynamic, risk bearer, creative, innovative, vision holder and who can solve problems easily and transform unimportant things to important opportunities" (Schermerhorn, 1999:66). In this context, the entrepreneur is someone who is in search of exchange, conforming to the changes, and using the changes for his/her own benefit (Drucker, 1985).

Despite there is no agreement on its definition, it is accepted by most academicians that the entrepreneurship behaviours evaluated in both individual and institutional context, is constituted of innovative behaviours, risk bearing and proactivity (Schumpeter, 1934; Drucker, 1985; Stevenson, 1990; Stopford, Baden-Fuller, s1994).

## **2.4. The Leader-Member Exchange (LMX)**

The leadership is the channelling and effecting process of the leader for the group members in order to attain a certain goal (Northouse, 2001). The leader- member exchange is another theory about the leadership. This theory is developed by Dansereau et al. (1975), and Graen and Cashman (1975), and it searches the dual relationship between the leader and follower. The theory takes the relationship between the leader and the follower on the basis of relationship within the context of social

exchange theory (Graen and Uhl-Bien, 1995). It is conceptualized as Vertical Dyad Linkage and states that the leader has personal and private relationship with their followers. The interactions accepted as in-group are characterized and the interactions which are accepted as out-group is characterized with the concept of role (Northouse, 2001; Yukl, 2002). The persons in the group are constitutes of few low ranked employees to whom the leader trusts, and they have a high quality interaction with the leader. The persons who are out of the group constitute the other low ranked employees and they have a formal interaction with the leader. This kind of interaction is based on the limited time of the leader, energy and the equal treatment to the lower ranged employees (Gerstener and Day, 1997).

The leader- member exchange theory is affected by the studies about the social exchange theory (Blau, 1964) and trust. Thus, a mutual expectation is available on the relations. In addition, the interaction level in the mutual relations is related with the sense of trust. Murphy et al. (2003) suggest that some of the leaders have a high quality relationship with his/her low ranked personnel on the basis of trust, sympathy and mutual respect, but some of them do not go out the borders of the accepted role, have a stylistic role in low quality and often negative relations with his/her low ranked personnel. In this interaction, the quality of the relationship means that the leader and the low ranked personnel have an efficient and useful relationship based on the mutual respect. While the low ranked personnel having a high quality relationship with his/her leader defines their relation as good, sensible and based on the mutual respect and trust, the low ranked personnel who have a formal relationship with leaders define their relation as basing on the low levelled trust and respect (Tabak, 2005).

### **2.5. The Relationship of The Leader Support with The Entrepreneurship Behaviours, and The LMX**

The leader support has an important role on the channelling of the employee's behaviours. As the employees perceive the support of the leader truly, it is thought that the expected behaviours can be more easily obtained. In this context, the relationship of the leader support (LS) with the entrepreneurship behaviours (EB), and LMX is studied as below.

#### ***The Relation Between The Leader Support and Entrepreneurship Behaviours***

The leaders have an important responsibility in the display of both the institutional and individual entrepreneurship in the business. Besides, the individual from whom the entrepreneurship behaviours are expected is the leaders or the administrator. However, no matter the entrepreneurship behaviours are expected or not, it is thought that the leaders have an important role in the entrepreneurship behaviours of the employees.

No study researching the effect of the leader support on the entrepreneurship behaviours is available in the literature studying the perception of leader support. The relation between the leadership styles displayed by the leaders and the entrepreneurship behaviours of the employees or the institutions are studied in many of these studies. On the consequence of a study made about the top management, Ling et al. (2008) suggest that there is a positive relation between the transformational leadership behaviour and the institutional entrepreneurship. In another similar study made by Obschonka et al. (2010) finds that there is a positive relation between the entrepreneurial personality and the leadership. Yosof (2009) suggests in the study about the academic entrepreneurship context that there is a relation between leadership and the entrepreneurship. As seen in all these studies, it is proved that the leadership styles directly related with the leader's behaviours and attitudes can have relation with the entrepreneurship behaviours. As the leader support is a perception summarizing the expectations of the employees from the leadership styles, it is evaluated that this concept has effects on the entrepreneurship behaviours too. The hypothesis developed to test the effect of the perceived leader support of the employees on the entrepreneurship behaviour is presented below:

***Hypothesis 1a: Perceived leader support of the employees has positive and significant effects on entrepreneurship behavior.***

#### ***The Relation Between The Leader Support And Leader Member Exchange (LMX)***

The leadership is a process of effecting and channelling in order to attain a goal (Northouse, 2001). The leader- member exchange, in this context, is one of the theories about the leadership. This theory is developed by Dansereau et al. (1975), Graen and Cashman (1975), and deals with the bilateral relation between the leader and the follower on the basis of relationship within the framework of social exchange theory (Graen and Uhl-Bien, 1995). As the leader- member exchange theory focuses on the mutual relation between the leader and the member, it appears as an approach including the followers in the leadership theories.

LMX gives an idea about the level and the quality of the relation of the leaders and the employees, and it can be effective in shaping the behaviours of the employees. Murphy et al. (2003) suggest that some of the leaders have a high quality relationship with his/her low ranked personnel on the basis of trust, sympathy and mutual respect, but some of them do not go out the borders of the accepted role, have a stylistic role in low quality and often negative relations with his/her low ranked personnel. The leader support takes part in the creation of good relations and in the nature of this relation. In this context, it is evaluated that the leader support can be a premise of the LMX.

There is not a study directly dealing with the relation between the leader support and LMX. The relation of these two closely related concepts is generally studied in the context of the leadership styles. In this context, there are many studies showing the relation between the leadership styles and the LMX. (Murphy et al., 2003; Dasborough and Ashkanasy, 2002; Basu and Green, 1997; Deluga, 1992; Howell and Hall-Merenda, 1999; Wang et al., 2005, Krishnan, 2004, 2005; Wang et al. 2005). The hypothesis developed to test the effect of the perceived leader support of the employees on the LMX is presented below:

**Hypothesis 1b:** *Perceived leader support of the employees has positive and significant effect on LMX.*

## **2.6. The Relation of The Perceived Organisational Support (POS) with The Entrepreneurship Behaviours, and LMX**

The organisation has also an important role in the channelling of the behaviours of the employees beside the leader support. As the employees perceive the organisational support truly, it is thought that the expected behaviours can be more easily obtained. In this context, the relation of the organisational support with the entrepreneurship behaviours (EB) and LMX is studied as below.

### ***The relation of the perceived organisational support and the entrepreneurship behaviours***

The organisational support is an important issue in the entrepreneurship behaviours that should be supported and promoted as in the innovative behaviours. The entrepreneurship is one of the important expectations of today's businesses as the innovativeness. The support of the employees about the entrepreneurship behaviour can be realized with the messages and the signals created by the organisations. The perception of these messages is much more related with the organisational support perceived by the employees. Accordingly, the entrepreneurship behaviour is a kind of behaviour expected for which organisational support by the employees.

There is not any study in the literature dealing with the direct relation between the perceived organisational support (POS) and entrepreneurial behaviour. However, there are some insufficient studies emphasizing the importance of the POS in the incentive of the entrepreneurship behaviours (Lailer, 2009). The hypothesis developed to test the effect of the perceived organisational support by the employees on the entrepreneurial behaviour in the light of the theory is presented below:

**Hypothesis 2a:** *Perceived organisational support has positive and significant effect on entrepreneurial behaviours of the employees.*

### ***The Relation of The Perceived Organisational Support and LMX***

The perceived organisational support is an important factor in the determination of the behaviours and attitudes of the employees. The POS, the premise of many organisational behaviour variables, is an organisational variable related with the LMX.

Gouldner (1960) says that these two different factors support the positive attitudes of the employees. According to Tetrick, Shore and Miles (1994), the POS and the leader support is related with each other. Being an important result of the leader support, the LMX makes contribution to the POS (Sandy et al., 1997). Sandy et al. find in their study that there is a positive relation between the POS and the LMX, and, in addition, that the POS affects the LMX in positive and significant terms and also vice versa. The hypothesis developed to test the effect of the organisational support perceived by the employees on the LMX is presented below:

**Hypothesis 2b:** *Perceived organisational support has a positive and significant effect on LMX.*

### ***The Relation of LMX With The Entrepreneurship Behaviours***

It is found that there is a positive relation between the leader- member exchange and the satisfaction of the followers, organisational fidelity, clarity of the roles and the performance scores given by the leaders; however, there is a negative relation with the role conflict and intention to leave from the work (Bauer and Green, 1996; Deluga, 1998; Gerstner and Day, 1997; Schriesheim et al., 1999). The quality of the leader- member relation can affect the positive working environment including the performance and the emotional results (Gerstner and Day, 1997). Cogliser and Schriesheim (2000) defines that there is a relation between the leader- member exchange and the cohesion of group, climate of the organisation and the efficiency of the leader.

There are various findings in the researches made by Scott and Bruce (1994) for the fact that the leader behaviours are in relation with the creative behaviours of the employees, and the perceived working environment is making mediatorship for this.

In this research, it is stated that a high quality leader- member exchange should be based of mutual respect, sympathy and confidence. As it is thought that the quality of the relation of the leaders and their followers will develop the follower's behaviours in the desired direction, the leader- member exchange will affect entrepreneurial behaviours of the employees in a positive and significant way. The results of the research made by Scott and Bruce (1994), and Tierney et al. (1999) confirm that the LMX is effective on the creativity and entrepreneurial behaviours.

It is thought that there is a relation between the LMX and entrepreneurial behaviours of the employees. In addition, Blau (1964) thinks within the framework of social exchange theory that a good leader- member exchange, expectation of the employees, has a role in the completion of the entrepreneurial behaviours. The hypothesis developed to test the effect of the leader- member exchange of the employees on entrepreneurial behaviours, and to find whether the leader support and the perceived organisational support have a mediating role on the entrepreneurial behaviours is presented below:

***Hypothesis 3: The leader- member exchange of the employees has a positive and significant effect on entrepreneurial behavior.***

### ***The relation of the perceived organisational support and the entrepreneurship behaviours***

The organisational support is an important issue in the entrepreneurship behaviours that should be supported and promoted as in the innovative behaviours. The entrepreneurship is one of the important expectations of today's businesses as the innovativeness. The support of the employees about the entrepreneurship behaviour can be realized with the messages and the signals created by the organisations. The perception of these messages is much more related with the organisational support perceived by the employees. Accordingly, the entrepreneurship behaviour is a kind of behaviour expected for which organisational support by the employees.

There is not any study in the literature dealing with the direct relation between the perceived organisational support (POS) and entrepreneurial behaviour. However, there are some insufficient studies emphasizing the importance of the POS in the incentive of the entrepreneurship behaviours (Lailer, 2009). The hypothesis developed to test the effect of the perceived organisational support by the employees on the entrepreneurial behaviour in the light of the theory is presented below:

***Hypothesis 3: Perceived organisational support has positive and significant effect on entrepreneurial behaviours of the employees.***

***Hypothesis 4: The leader- member exchange of the employees has a mediating role in the effect of the leader support on the entrepreneurial behavior.***

***Hypothesis 5: The leader- member exchange of the employees has a mediating role in the effect of the perceived organisational support on the entrepreneurial behavior.***

## **3. RESEARCH METHODOLOGY**

Information about the sample and the measure is given first in this research which is aiming to determine the impact of POS and LS of employees on EB, and LMX. Then, analyses concerning the created model are done using the data obtained from the sample. In this context, primarily confirmatory factor analysis was performed according to the state of variables. Secondly, correlations between variables are determined.

While goodness of fit test is performed, the results of the regression analysis among the variables and hypotheses tests are also presented. Additionally, a hierarchical regression analysis is done in order to determine the mediating effects. The findings, obtained from all those analyses, are compared with the existing literature. Thus, some recommendations are suggested for executives and researchers. The research model structured with the hypotheses generated from theory and empirical research can be seen in Figure 1.

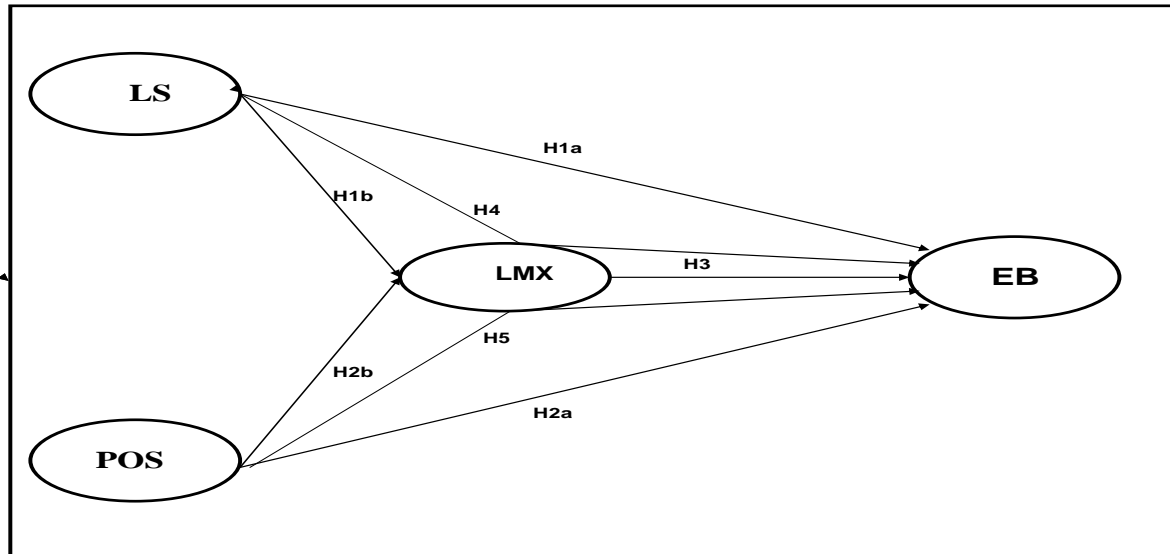


Figure 1: Research Model and Hypotheses

### 3.1. The Sample

The population of the research is comprised of the employees from small scale defense industry enterprises located in Ankara / TURKEY. In those mentioned businesses approximately 3500 personnel works. The sample volume of 46 is calculated within 95% reliability limits with an error margin of 5% according to population (Sekaran, 1992). A questionnaire is planned to be conducted to the total of 700 persons working in enterprises chosen randomly with the random sampling method according to clustering. 520 questionnaires returned from sent, 480 of them were suitable for analysis. 57,7% of those who participated in this study are women (n = 277) and 64% (n = 307) were married. 26.8% (n = 129) have high school, 27.5% (n = 132) have university, 13,7% (n = 66) have masters level and doctorate degree. The sample's 41% (n = 197) are between 24-32 years. 32% (n = 154) have less than three year, 28% (n = 134) have between 4-7 years of work experience.

### 3.2. Measures

The information about measures used in this research in order to determine the effects of POS and LS perceived by employees on EB, and LMX given below. A path analysis with latent variables was conducted for testing the models and hypotheses generated in this study. In order to make path analysis with latent variables, all measurement tools for measuring the variables in the model must be valid and reliable (Şimşek, 2007). For this purpose, the results of the validity and reliability studies concerning all measures used are given at the end of the each measures section.

The number of data is found to be sufficient for factor analysis since Kaiser-Meyer-Olkin Sampling Adequacy test values of all measures are found to be above 70%, and Bartlett's Test of Sphericity is found to be significant. Cronbach's alpha reliability coefficients of measures, correlation and hierarchical regression analysis were analyzed with SPSS software package, and confirmatory factor analysis and goodness of fit tests are analyzed with AMOS.

**Leader Support (POS):** After a validation procedure, the five-item measure developed by Netemeyer et al. (1997) is used to measure leader support perceived by employees. In this measure consisting of five items such as "There is support from my supervisor in this company" and "My supervisor can be relied upon when things get tough", the responses are taken using Likert-scale of five levels (1= "strongly disagree", 5= "strongly agree").

For measuring the level of LS the scale used by Ackfeldt and Coot (2005) is conducted. They report reliability coefficient of Cronbach's Alpha for the measure as .89. Confirmatory factor analysis was conducted. The analysis shows that the data fit the single factor structure of the measure and factor loadings of the 5-item measure are between .82 and .83. Also, Cronbach's alpha reliability coefficient is found to be .92 for the total measure.

**Perceived Organizational Support (POS):** In order to measure the levels POS of employees, the POS measure developed by Eisenberger et. al. (1986) is used. In order to measure the POS levels of employees, the shortened and validated type of the 36-item Eisenberger measure is used, which is developed by Stassen and Ursel (2009). In this measure consisting of ten items

such as “*The organization values my contribution to its well-being*” and “*The organization strongly considers my goals and values*” the responses are taken using Likert-scale of five levels (1= “strongly disagree”, 5= “strongly agree”). In this study, this measure is used through describing the measure used in Stassen ve Ursel’s study (2009) in Turkish by ourselves. They report reliability coefficient of Cronbach’s Alpha for the measure as .93

Confirmatory factor analysis was conducted. The analysis shows that the data fit the single factor structure of the measure except 2 items (6 and 9) and factor loadings of the 8-item measure are between .76 and .82. Also, Cronbach’s alpha reliability coefficient is found to be .93 for the total measure.

#### **Entrepreneurship Behavior:**

The measure used by Zampetakis et.al. (2009) is used to measure tendency of employees to Entrepreneurship behavior. This measure was developed by Pearce et al. (1997) and validated by Zampetakis and Moustakis, (2007) In this measure consisting of six items such as “*I display an enthusiasm for acquiring new skills*” and “*I encourage my colleagues to take the initiatives for their own ideas in order to improve our services*”. The responses are taken using Likert-scale of five levels (1= “strongly disagree”, 5= “strongly agree”). In this study, coefficient alpha for this measure was .71.

In this study, this measure is described in Turkish and used by ourselves. As a result of confirmatory factor analysis, it is determined that the data fit the measure’s single-factor structure and factor loadings are between .50 and .77. Goodness of fit values of the measure is presented in Table 1 together with those of other measures. Coefficient alpha for this measure is .80 in this study.

**Leader-Member Exchange Quality (LMX):** The measure developed by Graen, Liden and Hoel (1982) is used to determine the perception of employees about leader-member exchange quality. In this measure comprising total 5 item measure such as “*My manager is flexible about evolving change in my job*” and “*My manager would be personally inclined to use whatever power he/she has to help me solve problems in my work*”. All constructs were measured using 5-point scales anchored by 1 = *strongly disagree* and 5 = *strongly agree*. Coefficient alpha for this measure was .89.

In this study, this measure is used through describing the measure used in Bettencourt’s study in Turkish by ourselves. Coefficient alpha for this measure was .89 in this study.

Confirmatory factor analysis is made with Amos. As a result of factor analysis, it is determined that the data fit the measure’s single-factor structure and factor loadings are between .79 and .84. Goodness of fit of the measure values are presented in Table 1 together with those of other measures. Coefficient alpha for this measure is .89.

**Table 1:** Goodness of Fit of the Measure Values in Consequence of Confirmatory Factor Analysis

	<b>CMIN/DF</b>	<b>GFI</b>	<b>AGFI</b>	<b>CFI</b>	<b>NFI</b>	<b>TLI</b>	<b>RMSEA</b>
	<b>&lt;5</b>	<b>&gt;.85</b>	<b>&gt;.80</b>	<b>&gt;.90</b>	<b>&gt;.90</b>	<b>&gt;.90</b>	<b>&lt;.08</b>
<b>1. POS</b>	3,1	.97	.95	.98	.98	.98	.06
<b>2. LS</b>	.83	.99	.99	.99	.99	.99	.01
<b>3. LMX</b>	1.1	.99	.98	.99	.99	.99	.01
<b>4.EB</b>	1.9	.99	.97	.99	.99	.99	.04

### **3.3. Findings**

At the first phase of the study, standard deviations and in between correlations of the obtained data concerning the participants’ perceived LS, POS, LMX, and EB are examined. In the second phase, The second hierarchical regression and mediator effect of the analysis are investigated. Mean, standard deviations and correlation values are given in Table 2. As it is shown, there are significant correlations among all dependent and independent variables.



**Table 2:** Mean, Standard Deviation and Correlation Values

Variables	Mean	S.D.	1	2	3	4
<b>1.POS</b>	3.02	1.01	<b>(.93)</b>			
<b>2. LD</b>	3.09	1.08	.89**	<b>(.92)</b>		
<b>3. LMX</b>	3.06	1.07	.88**	.90**	<b>(.89)</b>	
<b>4. EB</b>	3.37	.91	.74**	.70**	.71**	<b>(.86)</b>

\*p< .05 \*\* p< .01

In order to explain the meditating effect of LMX in the impact of POS and LS on EB three-step regression analysis proposed by Baron and Kenny (1986) is conducted. According to this method, there are three conditions that must be fulfilled as indicators of mediating affect:

- (1) Independent variable must have an impact on mediating variable,
- (2) Independent variable must have an impact on dependent variable,
- (3) When mediating variable is included in regression analysis in the second step, regression coefficient of independent variable on the dependent variable must decrease and mediating variable must have significant impact on dependent variable.

Under those conditions above, in order to determine the mediating role of LMX, between LS–EB, and POS –EB are examined through hierarchical regression analysis. The findings are given in Table 3 and 4.

As shown in Table 3, hierarchical regression analyses related with LMX, whose mediating effects are investigated between independent variable LS and dependent variables; EB, is primarily done. In the first step of the analysis, it is scrutinized whether LS significantly affects the dependent variable EB. The variables; age, gender, work time and marital status, which are considered to be effective to the analysis, are added. As expected, the significant effects of LS on EB ( $\beta = .72, p < .001$ ) are found. But no effect of age, gender, work time and marital status on dependent variables can be traced.

In the second step of the analysis, the effects of LS on LMX, whose mediating effect are investigated, is examined. Within this part of the analysis the effects of mediating variable on dependent variable is reported in the tables. As shown in the table, LS significantly affects LMX ( $\beta = .89, p < .001$ ). In this phase of the analysis and thereafter the variables; age, gender, work time and marital status whose effects could not be traced are excluded. Moreover, it is shown here that there is significant effect of mediating variable on dependent variable EB.

In the final step of the analysis concerning LS, it is investigated whether LMX has a mediating role through the effect of LS on EB or not. In this context, the result of the analysis scrutinized by adding LMX into the regression model which is constructed in order to investigate the effects of LS on EB.

**Table 3:** Mediation Test Results for LS→ LMX→ EB

	LMX	EB
<b>Test 1</b>		
Age		-.004
Gender		-.064
Tenure		.06
Marital Status		.002
<b>LS</b>		<b>.72***</b>
$R^2$		.53
Adjusted $R^2$		.52
		( $F=127***$ )
<b>Test 2</b>		
		<b>LMX→EB</b>
<b>LS</b>	<b>.89***</b>	<b>.71***</b>
$R^2$	.80	.50
Adjusted $R^2$	.80	.50
	( $F=2283***$ )	( $F=579***$ )
<b>Test 3</b>		
<b>LS</b>		<b>.43***</b>
<b>LMX</b>		<b>.31***</b>
$R^2$		.54
Adjusted $R^2$		.54
		( $F=336***$ )

\* $p < .05$  \*\*  $p < .01$  \*\*\*  $p < .001$

In this phase LS and LMX are together put into analysis while the effects of LS on EB is investigated and it is seen that LMX maintains its effect on EB ( $\beta = .31$ ,  $p < .001$ ) while a reduction is observed in the effect of LS on EB ( $\beta = .43$ ,  $p < .001$ ). This is a finding demonstrating the partial mediating role of LMX through the effect of LS on EB. In addition, the Sobel test results support this finding ( $z=2.1***$ ) too. Thus, this result demonstrates that H1a, H1b, H3 and H5 are accepted.

As shown in Table 4, hierarchical regression analyses related with LMX, whose mediating effect is investigated between independent variable POS and dependent variable EB, is primarily done. In the first step of the analysis, it is scrutinized whether POS significantly affects the dependent variable EB. The variables; age, gender, work time and marital status, which are considered to be effective to the analysis, are added. As expected, the significant effects of POS on EB ( $\beta = .78$ ,  $p < .001$ ) is found. But no effect of age, gender, work time and marital status on dependent variables can be traced.

In the second step of the analysis, the effects of POS on LMX, whose mediating effect is investigated, is examined. As shown in the table, POS significantly affects LMX ( $\beta = .87$ ,  $p < .001$ ) In this phase of the analysis and thereafter the variables; age, gender, work time and marital status whose effects could not be traced are excluded.

In the final step of the analysis concerning POS, it is investigated whether LMX has a mediating role through the effect of POS on EB or not. In this context, the results of the analysis scrutinized by adding LMX into the regression model which is constructed in order to investigate the effects of POS on EB.

In this phase POS and LMX are together put into analysis while the effects of POS on EB are investigated and it is seen that LMX maintains its effect on EB ( $\beta = .07$ ,  $p < .001$ ). while the effect of POS on EB decreases ( $\beta = .72$ ,  $p < .001$ ). This is a finding demonstrating the partial mediating role of LMX through the effects of POS on EB. In addition, the Sobel test results support this finding ( $z=3.6***$ ) too. Thus, this results demonstrate that H2a, H2b, H6 are accepted.

**Table 4:** Mediation Test Results for POS→ LMX → EB

	LMX	EB
<b>Test 1</b>		
Age		-0.009
Gender		-.027
Tenure		.04
Marital Status		.006
<b>POS</b>		<b>.78***</b>
<i>R</i> <sup>2</sup>		.62
<i>Adjusted R</i> <sup>2</sup>		.61
		<b>(F=229***)</b>
<b>Test 2</b>		
<b>POS</b>	<b>.87***</b>	
<i>R</i> <sup>2</sup>	.78	
<i>Adjusted R</i> <sup>2</sup>	.78	
	<b>(F=404***)</b>	
<b>Test 3</b>		
<b>POS</b>		<b>.72***</b>
<b>LMX</b>		<b>.07***</b>
<i>R</i> <sup>2</sup>		.62
<i>Adjusted R</i> <sup>2</sup>		.62
		<b>(F=460***)</b>

\*p< .05 \*\* p< .01 \*\*\* p< .001

It is observed that all mediating effects has found support, except LS ans POS variables' effect on EB, while conducting analysis for determining apgrepatad mediation of LMX.

Collinearity diagnostic test procedure is performed in order to assess the peresence of multicollinearity. The two values given by collinearity statistics, Tolerance and VIF (variance inflation factor) (Tolerance > .2, VIF< 10) indicate that the model is acceptable.

#### 4. DISCUSSION VE CONCLUSION

Developing the behaviors of entrepreneurship which is undeniable factor for competitive power of contemporary businesses is the basic problem of this study. Progressing entrepreneurship behaviors in individual basis is a managerial problem for organizations. Especially motivating the qualified manpower on this issue is accepted as an important success factor for businesses. Catching the competitive power concerning production of services and products to export in developing countries requires much more challenge and concern than developed ones. Trying to be proactive, fulfill the today's requirements such as entrepreneurship behaviours and produce services and product with the costs proving competitive power by satisfying the expectations of employees in a country having limited qualified manpower are difficulties for leaders and executives.

Employees show high performance as long as expectations are met by organizations (Organ, 1977). This approach is based on the balance of organization - employee expectations. Indeed, the relationship between employee and organization is a kind of mutual exchange relationship (Blau, 1964). Employees are in a kind of exchange process with organizations to achieve the expected awards as result of their efforts (Eisenberger et al., 1986). Perceived organizational support and leader support concepts are examined as two variables, which are thought to have a role in developing the behaviors of entrepreneurship, and main arguments of this mutual exchange.

## TURUNÇ-ALTUNTEPE

In this study, the factors which are thought to be related in developing employees' behaviors of and entrepreneurship in small and medium-sized enterprises providing products and services to export and also for domestic markets in Turkey as a developing-country are investigated.

The organizational and leader support are two input variables which are thought to be having influence in providing expected behaviors of employees. However, one variable, which may support the effects of the leader and organizational on employees' behavior of entrepreneurship, is included in the study. Leader -member exchange is the variable whose effects is investigated between input variables; leader and organizational supports and output variable; entrepreneurial behaviors.

Empirical knowledge about the important factors in order to progress entrepreneurial behaviors in organizations is presented in the cross-section of Turkey which is a developing country.

Within this research, primarily the effects of LS and POS on EB are examined. As a result of the analysis, it is found that both independent variable (LS and POS) have positive, significant and also strong effects on the dependent variable EB. This is an important finding and is compatible with similar studies (Keller, 1992; Waldman and Atwater, 1994, Yosof, 2009; Amabile et al., 1996; Ramus, 2001; Lailer, 2009).

Afterwards, it is scrutinized whether there is variable having mediating effects through the effects of LS and POS on EB.

In this context, the mediating role of LMX is investigated through the effects of LS and POS on EB. The partial mediating role of LMX through the effects of LS and POS on EB is found. This is an important finding. These findings are important for the scholars interested in this subject since they are first in the literature regarding this mediation effect.

As a result of this study using leader and organizational support in order to develop the employees' behavior of entrepreneurship is advised to leaders and executives. However, it can be suggested that EB can be progressed by increasing LMX since all employees can not perceived leader and organizational support right.

The number of the studies in the literature, examining the relationships between the variables conducted in this research is not enough. In this context, this study, which is consist of a wide variety of variables in terms of number and scope, has important empirical findings for leaders, executives and scholars.

In particular, this study may be an important reference for future research since it contains important findings for the individual basis development of entrepreneurship behavior.

It is essential to note that there are some limitations in this study. The research' being made in a single sector is an important limitation. Therefore, different results can be obtained from studies done in different sectors. In addition, the survey data used were obtained from the defense industry employees in a particular geographical region. Greater number of data be obtained from employees in different geographical regions may possible to be more descriptive to reach conclusions. In addition, this study is a cross sectional one focusing on finding relationships between variables at a specific point in time.

Because this study is based on theory and an empirical research applied in a different sector and culture and in terms of research methodology it is thought to be original. It may be useful for future researchers since it is analyzed using structural equation model and addresses the moderating role of other variables in between three other variables. As it is done in this study, it is evaluated that analyzing a large number the variables using structural equation model will contribute to managers and leaders in reaching more descriptive results. Therefore, it is thought that this method should be supported in the field of management studies in the future. It is recommended to future researchers to study on the effects of institutional culture and institutional climate over enhancement of innovative and entrepreneur behavior using structural equation models.

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