

-RESEARCH ARTICLE-

THE ROLE OF INCLUSIVE LEADERSHIP IN INTRAPRENEURSHIP: IMPACTS ON FAMILY BUSINESSES IN TÜRKİYE

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Abstract

This research offers a theoretical exploration of how inclusive leadership can be a transformative force in Turkish family businesses. Drawing from a comprehensive review of existing literature, a conceptual model is presented that identifies inclusive leadership as a key factor in promoting employees' innovative, risk-taking, and proactive actions. The study emphasizes that inclusive leadership fosters psychological safety. It also encourages open dialogue and enhances employee involvement. These factors act as key drivers of intrapreneurial activities. These aspects are particularly relevant to family businesses, where entrenched hierarchies and generational disagreements can potentially hinder innovation. By fostering an environment that values diversity and respects employee input, inclusive leaders can steer family firms towards greater innovation and long-term viability. The unique contribution of this research lies in its integration of inclusive leadership principles with intrapreneurship within the under-examined field of family firms. The proposed framework not only offers theoretical advancements for subsequent empirical research but also provides practical guidance for family business executives, highlighting the urgent need to adapt to evolving market conditions and maintain a competitive edge.

Keywords: Inclusive Leadership, Intrapreneurship, Family Business, Innovation.

JEL Codes: M 12, M 14, M 19.

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KAPSAYICI LİDERLİĞİN İÇ GİRİŞİMCİLİKTEKİ ROLÜ: TÜRKİYE’DEKİ AİLE İŞLETMELERİ ÜZERİNDEKİ ETKİLERİ

Öz

Bu çalışma, kapsayıcı liderliğin Türkiye’deki aile işletmeleri için dönüştürücü bir güç olma rolünü kuramsal olarak incelemektedir. Mevcut literatürün kapsamlı bir incelemesine dayanarak, kapsayıcı liderliği çalışanların yenilikçilik, risk alma ve proaktif davranışlarını teşvik eden kritik bir unsur olarak konumlandıran kavramsal bir model sunulmaktadır. Bu araştırmanın kavramsal çıkarımları kapsayıcı liderliğin psikolojik güvenliği güçlendirdiğini, açık iletişimi teşvik ettiğini ve çalışan katılımını artırdığını ortaya koymakta; bu unsurların iç girişimcilik faaliyetleri için önemli birer katalizör olduğunu vurgulamaktadır. Bu dinamikler özellikle, katı hiyerarşilerin ve kuşaklar arası gerilimlerin yenilikçiliği sınırlayabildiği aile işletmeleri için önem taşımaktadır. Çeşitliliği değerli gören ve çalışan katkılarını dikkate alan bir ortam yaratarak kapsayıcı liderler, aile işletmelerini daha yüksek yenilik kapasitesine ve uzun vadeli sürdürülebilirliğe yönlendirebilir. Bu araştırmanın özgün değeri, kapsayıcı liderlik kuramını aile işletmeleri bağlamında iç girişimcilik ile bütünleştirmesinde yatmaktadır. Önerilen çerçeve, gelecekteki ampirik araştırmalar için teorik bir temel sunarken, aynı zamanda aile işletmesi yöneticilerine dinamik piyasa koşullarına uyum sağlama ve sürdürülebilir rekabet gücü elde etme konusunda pratik yol gösterici öneriler sağlamaktadır.

Anahtar Kelimeler: Kapsayıcı Liderlik, İç Girişimcilik, Aile İşletmeleri, İnovasyon.

JEL Kodları: M 12, M 14, M 19.

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

In the context of globalization, digital transformation, and increasing demographic diversity, traditional management approaches alone are inadequate for organizational success. Organizations must create an internal environment that supports employee creativity. Such an environment also enables the expression of entrepreneurial potential and innovative contributions. In this context, leadership style becomes a crucial factor in fostering organizational dynamism and innovation. Inclusive leadership goes beyond traditional leadership models. It acknowledges individual differences and actively involves employees in organizational processes. Therefore, it plays a strategic role in modern organizations. Intrapreneurship, defined as employee-driven innovation and entrepreneurial activity within established organizations, is critical to remaining competitive in today's dynamic business environment (Prieto et al., 2020). Thus, this paper explores the impact of inclusive leadership on intrapreneurship, particularly within the context of family businesses in Turkey, and aims to propose a conceptual model that elucidates this relationship.

Inclusive leadership refers to a leadership approach in which leaders not only serves as a guide but also takes on an accessible, open-minded, and egalitarian role (Sun et al., 2024). This leadership approach cultivates an organizational climate in which employees can freely express their ideas, where mistakes are seen as opportunities for learning, and where psychological safety is prioritized (Li & Tang, 2022). Such an environment creates a supportive setting for organizational innovation and entrepreneurial behaviors, which are collectively referred to as intrapreneurship in the literature. Intrapreneurship is a strategic process that enhances both the internal transformation and the external adaptability of organizations. It includes fostering a culture of problem-solving, encouraging socially responsible behavior, and promoting proactive initiatives across all hierarchical levels and functional areas (Wunderer, 2001).

Understanding the impact of inclusive leadership on entrepreneurial behaviors within organizations has emerged as a significant research question. Inclusive leaders create a trust-based environment that encourages employees to generate innovative ideas, take ownership of their work, and adopt proactive roles. This is particularly important in traditional organizational structures like family businesses, where inclusive leadership can be transformative in unlocking the intrapreneurial potential of the new generation. The sustainability of family businesses is closely linked to the effective harnessing of this potential.

Although previous studies have examined inclusive leadership and intrapreneurship separately, limited research has conceptually integrated these constructs within the context of family businesses. Existing studies largely focus on large corporations or general organizational settings, while the unique structural and cultural dynamics of family firms remain underexplored. Furthermore, the mechanisms through which inclusive leadership may foster intrapreneurial behaviors in traditional and

hierarchical business structures have not been sufficiently theorized. This study seeks to address this gap by proposing an integrated conceptual framework specifically tailored to family businesses in Türkiye.

This study is designed as a conceptual research paper based on a structured narrative literature review rather than an empirical investigation. The aim of this study is to conceptually examine the impact of inclusive leadership on intrapreneurship and evaluate this relationship within the context of family businesses in Türkiye. This study adopts a conceptual research design and does not involve empirical data collection or statistical analysis. While there are existing studies on these two concepts in the literature, research specifically addressing the intersection of these constructs and grounded in the unique context of family businesses is quite limited. In this regard, the study aims to make a theoretical contribution and provide a guiding conceptual model for practitioners.

2. THEORETICAL FRAMEWORK

2.1. Theoretical Foundations

This study is grounded in a multi-theoretical framework that integrates classical organizational theories with recent empirical findings on inclusive leadership and innovation.

First, Social Exchange Theory (SET) provides the foundational explanation for the relationship between inclusive leadership and intrapreneurial behavior. According to SET, employees reciprocate supportive and fair treatment from leaders with positive organizational behaviors (Blau, 1964). Inclusive leadership, characterized by openness, accessibility, and recognition of employee contributions, fosters a sense of obligation among employees, which encourages them to engage in innovative and proactive behaviors.

Second, Psychological Safety Theory explains the underlying mechanism through which inclusive leadership translates into intrapreneurial outcomes. Inclusive leadership significantly enhances psychological safety, which in turn facilitates innovative performance and employee creativity (Edmondson, 1999; Li & Tang, 2022). Psychological safety enables employees to express new ideas, take risks, and experiment without fear of negative consequences, thereby directly supporting intrapreneurial activities. Recent empirical evidence confirms that psychological safety acts as a key mediator between inclusive leadership and innovative behavior across both individual and team levels (Li & Tang, 2022; Wu et al., 2023).

Furthermore, psychological safety has been identified as a critical driver of proactive behavior and employee voice, which are essential components of intrapreneurship (Fatoki, 2024). Employees who perceive a psychologically safe environment are more

willing to challenge the status quo and engage in opportunity-seeking behaviors within the organization.

Third, Social Identity Theory (SIT) provides an additional explanation by highlighting the importance of belongingness and identity. According to this theory, individuals are more likely to contribute positively to organizations with which they strongly identify (Tajfel & Turner, 1979). Inclusive leadership fosters a sense of inclusion and belonging by valuing employees' uniqueness, which strengthens their identification with the organization. This identification motivates employees to contribute more actively to organizational goals, including innovation and intrapreneurship.

Beyond classical theories, recent literature highlights additional psychological and behavioral mechanisms. Contemporary studies show that inclusive leadership enhances employee innovation not only directly but also indirectly through psychological states such as positive emotions and creative self-efficacy (He & Li, 2026). Similarly, inclusive leadership has been found to promote employee well-being and intrinsic motivation, which further supports innovative and proactive behaviors (Liu et al., 2024).

Moreover, inclusive leadership contributes to the development of an inclusive organizational climate and strengthens employees' psychological capital, which in turn enhances their entrepreneurial orientation within organizations (Wu et al., 2023). This study indicates that inclusive leadership operates through multiple reinforcing mechanisms that collectively foster intrapreneurial behavior.

Taken together, these theories provide complementary explanations for the relationship between inclusive leadership and intrapreneurship. Social Exchange Theory explains why employees reciprocate inclusive treatment through positive organizational behaviors. Psychological Safety Theory clarifies the psychological mechanism that enables employees to engage in innovative and risk-taking behaviors. Social Identity Theory further explains how feelings of belongingness and organizational identification strengthen employees' willingness to contribute proactively to organizational goals. Therefore, these theories collectively establish a comprehensive theoretical foundation for understanding intrapreneurial behavior in family business contexts.

2.2. Inclusive Leadership

Inclusive leadership is a leadership approach that aims to create an environment where individuals are accepted and valued. It also enables employees to contribute regardless of their differences. This leadership style is associated with many positive outcomes, such as employee commitment, psychological safety, and organizational citizenship behaviors, particularly in today's business landscape where diversity is on the rise.

Nembhard and Edmondson define inclusive leadership as the behaviors of leaders who appreciate employees' contributions, listen to their ideas, and involve them in the process. Inclusive leaders foster a culture that views differences as a strength rather than a threat. They achieve this by demonstrating openness, accessibility, and sensitivity. Inclusive leaders encourage and empower followers by being open to their ideas and suggestions (Toros et al., 2021).

This leadership approach, in contrast to traditional authoritarian styles, promotes employees' sense of belonging by valuing their uniqueness. Consequently, individuals can express their originality while feeling part of the group. This approach is frequently discussed in the literature alongside the concept of psychological safety. Employees who experience high psychological safety are unafraid to share their ideas, make mistakes, or showcase their differences. This foundation creates an organizational climate that nurtures creativity and innovative behaviors. By demonstrating inclusive behaviors, leaders in organizations help employees feel secure, empowering them to reach their full potential. Research indicates that inclusive leadership significantly impacts employees' job satisfaction, motivation, and organizational commitment. Moreover, inclusive leadership is vital in addressing the complex challenges facing today's organizations.

Inclusive leadership is regarded not only as an ethical necessity but also as a strategic management tool. The inclusive behaviors demonstrated by leaders enhance employees' confidence in their capacity to influence organizational outcomes and future strategic directions. This, in turn, fosters a desire for innovation and a propensity to take risks. Consequently, inclusive leadership directly promotes innovative organizational behaviors, such as intrapreneurship.

2.3. Intrapreneurship

Intrapreneurship refers to activities through which employees create value within organizations. These activities include innovative, proactive, and risk-taking behaviors (Huang et al., 2021). This concept stands out as a dynamic force, particularly in organizations that have become stagnant and operate with traditional methods. Through intrapreneurship, employees can identify internal opportunities and develop new products, services, processes, or business models. In this respect, intrapreneurship is viewed as a strategic resource that supports organizational renewal, competitiveness, and sustainability of entrepreneurship.

In the literature, intrapreneurship is generally examined through three main dimensions: innovation, risk-taking, and proactiveness (Klofsten et al., 2020). Innovation refers to the capacity to challenge existing systems and introduce new ideas and solutions into the organization (Alam et al., 2020). Risk-taking involves the courage to accept responsibility and take action in uncertain situations. Proactiveness is the ability to anticipate environmental changes, identify opportunities in advance, and respond swiftly. These three dimensions provide a framework for understanding

how intrapreneurship emerges. They also guide how it can be managed at both individual and organizational levels.

Intrapreneurship is closely linked to not only individual motivation but also organizational climate and leadership style. In organizations with high psychological safety, where employees' ideas are valued and the risk of mistakes is accepted, intrapreneurial behaviors are more likely to emerge. Consequently, leadership approaches such as inclusive leadership, which foster employee participation and authenticity, are regarded as important facilitators that help unlock and sustain intrapreneurial potential.

2.4. Family Businesses

Family businesses, where ownership and management are primarily held by a single family, demonstrate intergenerational continuity and are characterized by the influence of family values in decision-making processes (Miller, 2023). These structures, which constitute a significant portion of enterprises in Turkey and worldwide, play a vital role in economic growth, job creation, and local development. However, these businesses also face various challenges, including a lack of professionalization, generational conflicts, institutional shortcomings, and resistance to change (Çiftçi & Onur, 2020). Effective management and communication within the family are crucial for these businesses to thrive beyond the first generation (Tarhan, 2012).

The sustainability of family businesses is directly linked not only to their financial performance but also to the level of innovation within the organization and the presence of an entrepreneurial approach. In this context, corporate entrepreneurship plays a critical role in the internal transformation and external adaptation processes of family businesses (Wahyudi et al., 2021). However, in many family businesses with a traditional structure, factors such as preservation and insularity can restrict the development of corporate entrepreneurship (Morgan et al., 2021). This situation amplifies the need for a leadership approach that encourages innovative thinking. The survival of family businesses depends on their ability to adapt. They must adjust their strategies in response to both internal growth and changing market dynamics (Ardyan et al., 2023).

Inclusive leadership can foster an environment that supports corporate entrepreneurship in family businesses. The inclusive leader values different generations, diverse expertise, and a range of perspectives, adopting a more open approach to engaging employees in the process (Miller, 2023). This encourages younger family members to share their ideas, lead innovative projects, and take on proactive roles within the organization. Furthermore, it promotes better integration of non-family professional employees, which contributes to the process of institutionalization.

Therefore, the inclusive leadership approach is regarded as a strategic element that can help family businesses address their structural challenges. When supported by corporate entrepreneurship, these enterprises are thought to create a strong framework for both their present and future. Despite their abundance, family firms are paradoxically viewed as less entrepreneurial, with their governance often prioritizing risk aversion to protect the family's socioemotional wealth and long-term interests.

3. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The influence of leadership styles on employee behavior has long been a topic of discussion in organizational behavior and management literature. Inclusive leadership has gained prominence in recent years. It enhances psychological safety and allows employees to express themselves. It also creates a climate where ideas can be freely shared (Nembhard & Edmondson, 2006). Due to these characteristics, inclusive leadership is believed to significantly impact employees' intrapreneurial behaviors. The literature suggests that leadership traits such as openness, supportiveness, and sensitivity to diversity tend to promote innovative thinking, risk-taking, and proactive behaviors (Carmeli et al., 2010; Fang et al., 2021). In this context, it can be stated that inclusive leaders can increase employees' motivation to generate new ideas, improve processes, and find solutions to organizational problems. Managers and leaders play a crucial role in enhancing organizational effectiveness and achieving success in today's organizations. Traditional leadership approaches are being replaced by more flexible and adaptable models that better suit changing environmental conditions.

Intrapreneurial behaviors are often influenced by organizational climate and leadership style. Employees tend to demonstrate more innovative, courageous, and proactive behaviors in organizations with high psychological safety, where individual contributions are valued. Inclusive leadership significantly contributes to creating this climate. Open communication, participative decision-making, and appreciation of employee ideas empower individuals to take risks and generate new ideas within the organization (Donaldson, 2021). Therefore, it can be concluded that inclusive leadership positively impacts the three key dimensions of intrapreneurship: innovativeness, risk-taking, and proactiveness. Inclusive leaders who more readily embrace their employees' new ideas, technologies, and processes are perceived as more valued and cared for by the organization, which enhances their innovative behavior (Qi et al., 2019).

The relationship between inclusive leaders and intrapreneurship is especially critical in the context of family businesses. Traditional structures, hierarchical relationships, and intergenerational power dynamics can suppress innovative ideas, making it challenging to harness the potential for intrapreneurship. However, an inclusive leader can overcome these barriers and cultivate a trust-based, innovation-friendly environment among family members and professional employees. In this context,

inclusive leadership can be seen as a "transformative lever" that supports intrapreneurship within family businesses (Jolly & Lee, 2021). Human resources and leaders within the organization are responsible for fostering a culture that values and nurtures intrapreneurial efforts, as corporate intrapreneurship contributes to achieving sustainable competitive advantage through knowledge exploration and employees' willingness to take risks (Dhameeth et al., 2021).

The conceptual model proposed in this study considers inclusive leadership as the independent variable and intrapreneurship as the dependent variable. The model assumes that inclusive leadership directly affects the three sub-dimensions of intrapreneurship. This relationship is explained as follows:

- Inclusive Leadership → Innovativeness: Open communication and appreciation for diverse ideas promote employees' development of creative solutions.
- Inclusive Leadership → Risk-taking: A psychologically safe environment allows employees to make bold moves without the fear of failure.
- Inclusive Leadership → Proactiveness: Supportive and approachable leadership inspires employees to take initiative and respond proactively to environmental changes.

The proposed conceptual model also includes the context of family businesses as an explanatory variable. This context encompasses the cultural and structural factors that shape the nature of the relationships. Traditional structures within family enterprises can impact this relationship, both reinforcing and undermining it.

4. METHOD

This study does not employ empirical data collection, statistical analysis, or hypothesis testing. Instead, it develops a conceptual framework through qualitative synthesis of the existing literature. The aim is to develop a theoretical framework explaining the relationship between inclusive leadership and intrapreneurship in the context of family businesses. The literature review was conducted using several major academic databases, including Web of Science, Scopus, and Google Scholar. These databases were selected due to their wide coverage of high-quality peer-reviewed journals in the fields of management and organizational behavior. To ensure the relevance and currency of the literature, the review focused primarily on studies published between 2000 and 2024, with particular emphasis on recent contributions (post-2015) addressing inclusive leadership, psychological safety, and intrapreneurship.

The search process was conducted using combinations of the following keywords: "inclusive leadership," "intrapreneurship," "corporate entrepreneurship," "psychological safety," and "family business."

In terms of selection criteria, only peer-reviewed journal articles written in English were included. Studies were selected based on their theoretical relevance, empirical rigor, and direct contribution to the constructs examined in this study. Conceptual and empirical studies that explicitly addressed the relationships between leadership, innovation, and employee behavior were prioritized. Studies that were not directly related to the research focus, lacked academic rigor, or were published in non-peer-reviewed sources were excluded from the analysis. The selected studies were analyzed through a qualitative synthesis approach. Based on this analysis, a conceptual model was developed to explain the mechanisms linking inclusive leadership to intrapreneurial behavior, particularly within family business contexts.

5. DISCUSSION

The conceptual model proposed in this study examines the influence of inclusive leadership on intrapreneurship within family businesses in Türkiye. Literature suggests that inclusive leadership fosters psychological safety. This, in turn, encourages innovativeness, risk-taking, and proactive behavior. Especially in organizational structures like family enterprises, where multiple generations and diverse value systems coexist, inclusive leadership acts not only as a management approach but also as a means of building an inclusive organizational culture.

Family businesses, because of their traditional structures, often exhibit a hierarchical, affiliation-based, and change-resistant management approach. This can stifle the entrepreneurial spirit within the organization, particularly hampering the innovative potential of younger family members and professional employees. Inclusive leadership is crucial in overcoming these barriers by fostering an environment where ideas can be shared, differences are embraced, and mistakes are regarded as learning opportunities. In this regard, inclusive leadership enhances the sustainability of family businesses by fostering the necessary trust and flexibility for the development of intrapreneurship.

Recommendations for Managers and Practitioners:

- Individuals in leadership roles within family businesses should adopt and apply inclusive leadership principles. In this context, aspects such as openness, accessibility, and appreciation of employee contributions must be woven into the organizational culture.
- Business owners should establish frameworks that enable employees to freely express their ideas, take risks, and demonstrate their creative thinking. They should also promote innovative practices that support entrepreneurship.
- Family relationships should not affect management decisions, and professional employees should be encouraged to actively participate in the processes.

Recommendations for Academic Research

- The proposed model can be tested empirically in future quantitative studies to verify the causal relationships among the variables. The comparative effects of inclusive leadership and other leadership styles on intrapreneurship could be evaluated.
- Examining similar models in different cultural contexts outside of Turkey would allow for the observation of cultural influences.
- The model can be expanded by incorporating mediating variables such as psychological safety, organizational commitment, or job satisfaction, thus creating more comprehensive frameworks.

Limitations and Future Research Directions

This study has several limitations that should be acknowledged. First, the study adopts a conceptual research design and does not include empirical data or statistical analysis. Therefore, the proposed relationships between inclusive leadership and intrapreneurship have not been empirically tested. Future studies are encouraged to validate the proposed model using quantitative or mixed-method approaches.

Second, the study focuses specifically on family businesses in Türkiye. While this context provides valuable insights, it may limit the generalizability of the findings to other organizational and cultural settings. Future research could examine the proposed relationships across different countries and organizational structures.

Third, the proposed model considers inclusive leadership as the primary antecedent of intrapreneurship. However, intrapreneurial behavior is a complex phenomenon that may also be influenced by other organizational and individual factors. Future studies should incorporate additional variables such as organizational culture, leadership styles, and employee characteristics.

Finally, although psychological safety is discussed as a key mechanism, it is not explicitly modeled as a mediating variable in this study. Future research could develop more comprehensive models by including mediating and moderating variables such as psychological safety, organizational commitment, and job satisfaction.

7.CONCLUSION

This study investigates the impact of inclusive leadership on intrapreneurship in the context of family businesses in Türkiye, utilizing a theoretical model framework. The inclusive leadership approach, which has gained prominence in recent years, is characterized as a leadership model that values employee ideas, embraces diversity, and encourages participation. Through these traits, inclusive leadership is shown to

foster an organizational climate that supports employees' innovativeness, risk-taking, and proactive behaviors.

Intrapreneurship is a strategic behavioral approach that strengthens the competitive structure and enhances the sustainability of organizations. For family businesses that struggle to adapt to change, are managed through traditional structures, and have not completed their professionalization processes, intrapreneurship is one of the fundamental instruments for renewal, growth, and transformation. However, realizing this potential depends on the presence of appropriate leadership approaches. In this respect, inclusive leadership plays a crucial role in creating a supportive environment for the entrepreneurial tendencies of both family members and professional employees within family businesses.

The conceptual model proposed in this study assumes that inclusive leadership directly influences the three dimensions of intrapreneurship. Moreover, the context of family businesses is regarded as a crucial backdrop that shapes the dynamics of this relationship. The theoretical foundations of the model are supported by current studies in the relevant literature and are structured to establish a basis for future empirical research.

The primary theoretical contribution of this study lies in integrating inclusive leadership and intrapreneurship within the unique institutional and relational dynamics of family businesses. This study proposes a strong positive relationship between inclusive leadership and intrapreneurship, both theoretically and practically. In this context, particularly for family businesses aiming for sustainable growth and innovation-driven transformation, it is essential to internalize the concept of inclusive leadership and systematically integrate it into the organizational culture. This study seeks to enhance knowledge in this field by providing a conceptual framework that can guide future empirical research. The study also provides practical implications for family business leaders seeking to balance traditional governance structures with innovation-oriented organizational transformation. By focusing specifically on family firms in Türkiye, the study contributes context-specific insights to the broader leadership and entrepreneurship literature.

KAPSAYICI LİDERLİĞİN İÇ GİRİŞİMCİLİKTEKİ ROLÜ: TÜRKİYE’DEKİ AİLE İŞLETMELERİ ÜZERİNDEKİ ETKİLERİ

1. GİRİŞ

Küreselleşme, dijital dönüşüm ve artan çeşitlilik ortamında geleneksel yönetim yaklaşımları tek başına yeterli olmamaktadır. Sürdürülebilir rekabet üstünlüğü için örgütlerin, çalışanların yaratıcılığını, girişimcilik potansiyelini ve yenilikçi katkılarını ortaya koyabilecekleri bir iç iklim oluşturmaları gereklidir. Bu noktada liderlik tarzı kritik önem taşır. Çalışmada, farklılıkları kabul eden ve katılımcılığı destekleyen kapsayıcı liderliğin, örgüt içi girişimcilik üzerinde dönüştürücü bir rol oynadığı vurgulanmaktadır. Kapsayıcı liderlik; erişilebilir, açık fikirli ve eşitlikçi bir yaklaşım sergileyerek psikolojik güvenliği artırır, açık iletişimi destekler ve çalışanların yenilikçi, risk alan ve proaktif davranışlarını teşvik eder. Özellikle hiyerarşik ve geleneksel yapılarla yönetilen aile işletmelerinde kapsayıcı liderlik, yeni kuşağın girişimcilik potansiyelini ortaya çıkarmada belirleyici bir faktördür. Bu bağlamda çalışmanın amacı, kapsayıcı liderliğin iç girişimcilik üzerindeki etkisini kavramsal düzeyde incelemek ve Türkiye’deki aile işletmeleri bağlamında açıklayıcı bir model önermektir.

2. YÖNTEM

Bu araştırma, kavramsal bir tasarıma dayalı olarak yürütülmüştür. Çalışmada kapsayıcı liderlik bağımsız değişken, iç girişimcilik ise yenilikçilik, risk alma ve proaktiflik boyutlarıyla bağımlı değişken olarak ele alınmıştır. Aile işletmeleri bağlamı ise ilişkileri etkileyen önemli bir bağlamsal unsur olarak değerlendirilmiştir. Yöntemsel olarak kapsamlı bir literatür taraması yapılmış, önceki kuramsal yaklaşımlar ve ampirik bulgular incelenerek kavramsal bir model önerisi geliştirilmiştir. Bu model, kapsayıcı liderliğin örgüt içinde psikolojik güvenlik, açık iletişim ve katılımı artırarak iç girişimcilik davranışlarını nasıl desteklediğini açıklamaya yönelik bir kuramsal çerçeve sunmaktadır.

3. KURAMSAL ÇIKARIMLAR

Literatür incelemesine dayalı analizler, kapsayıcı liderliğin iç girişimcilik üzerinde olumlu etkiler yarattığını göstermektedir. Kapsayıcı liderlik, psikolojik güveni güçlendirmekte, açık iletişimi teşvik etmekte ve çalışan katılımını artırmaktadır. Bu unsurlar, özellikle aile işletmeleri gibi geleneksel yapılarda yenilikçilik, risk alma ve proaktif davranışların ortaya çıkmasını kolaylaştırmaktadır. Sonuç olarak, kapsayıcı liderliğin yarattığı destekleyici örgüt iklimi, çalışanların girişimci davranışlarını besleyerek işletmelerin yenilikçilik ve sürdürülebilirlik kapasitesini artırmaktadır.

4. TARTIŞMA

Bu araştırma kapsayıcı liderliğin aile işletmeleri bağlamında iç girişimciliği destekleyen önemli bir unsur olduğunu ortaya koymaktadır. Kapsayıcı liderlik, psikolojik güvenlik ve açık iletişim ortamı yaratarak çalışanların yenilikçi fikirlerini paylaşımlarını, risk almalarını ve proaktif davranışlar sergilemelerini kolaylaştırmaktadır. Bu durum, özellikle hiyerarşik yapılar ve kuşaklar arası çatışmalar nedeniyle yenilikçilikte kısıtlılıklar yaşayan aile işletmeleri için kritik bir avantaj sağlamaktadır. Literatürle uyumlu olarak, kapsayıcı liderliğin örgütlerde güven temelli ve katılımcı bir kültür inşa ettiği, bunun da girişimcilik potansiyelini açığa çıkardığı görülmektedir.

Pratik açıdan, aile işletmelerinde liderlerin kapsayıcı yaklaşımlar benimsemeleri, genç kuşak üyelerinin ve profesyonel çalışanların yenilikçi katkılarını artırarak kurumsallaşma ve sürdürülebilirlik süreçlerine katkı sağlayabilir. Akademik açıdan ise, kapsayıcı liderlik-iç girişimcilik ilişkisinin farklı kültürel bağlamlarda ve ampirik araştırmalarla test edilmesi gelecekteki çalışmalara ışık tutacaktır.

SONUÇ

Bu araştırmanın sonucunda, kapsayıcı liderliğin aile işletmeleri bağlamında iç girişimcilik üzerinde dönüştürücü bir rol oynadığı görülmektedir. Psikolojik güvenliği artıran, açık iletişimi teşvik eden ve çalışan katılımını destekleyen kapsayıcı liderlik; yenilikçilik, risk alma ve proaktif davranışların gelişimini kolaylaştırmaktadır. Bu bulgular, özellikle geleneksel yapılar ve kuşaklar arası çatışmalar nedeniyle yenilik kapasitesi sınırlı olan aile işletmeleri için önemli katkılar sağlamaktadır. Çalışma, kapsayıcı liderlik ile iç girişimcilik arasındaki ilişkiyi kavramsal bir modelle açıklayarak literatüre kuramsal katkı sunmakta ve uygulayıcılar için pratik yol gösterici öneriler geliştirmektedir.

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Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Esra BİLDİRİCİ ÇALIK
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Esra BİLDİRİCİ ÇALIK
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Esra BİLDİRİCİ ÇALIK
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Esra BİLDİRİCİ ÇALIK
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Esra BİLDİRİCİ ÇALIK