



The Role of Job Satisfaction in the Effect of Organizational Health on Entrepreneurial Behavior: The Case of the Turkish Service Sector

Örgüt Sağlığının Girişimci Davranış Üzerindeki Etkisinde İş Tatmininin Rolü: Türk Hizmet Sektörü Örneği

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ABSTRACT

This study aimed to examine the effect of organizational health on employees' entrepreneurial behavior and test the mediating role of job satisfaction in this relationship. This study is based on data collected from 408 employees working in service sector firms in Türkiye. Designed within a quantitative research framework, this study adopted a cross-sectional and correlational design. The data were analyzed using SPSS and AMOS through descriptive statistics, group difference tests, confirmatory factor analysis, structural model testing, and mediation analysis. The findings revealed that organizational health has a positive and significant effect on job satisfaction, and that job satisfaction has a positive and significant effect on entrepreneurial behavior. Additionally, the direct effect of organizational health on entrepreneurial behavior was found to be significant. The mediation analysis showed that job satisfaction partially mediated this relationship. The results indicate that healthy organizational environments strengthen employee attitudes and support entrepreneurial behavior.

MAKALE BİLGİSİ

Makale Türü

Araştırma Makalesi

Anahtar Kelimeler

Örgüt Sağlığı
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ÖZ

Bu çalışmada, örgüt sağlığının çalışanların girişimci davranışları üzerindeki etkisini incelemek ve bu ilişkide iş tatmininin aracılık rolünü test etmek amaçlanmıştır. Çalışma, Türkiye'deki hizmet sektörü firmalarında görev yapan 408 çalışandan toplanan verilere dayanmaktadır. Nicel bir araştırma çerçevesi içinde tasarlanan bu çalışma, kesitsel ve korelasyonel bir tasarım benimsemiştir. Veriler, SPSS ve AMOS programları kullanılarak betimsel istatistikler, gruplar arası fark testleri, doğrulayıcı faktör analizi, yapısal model testi ve aracılık analizi yoluyla analiz edilmiştir. Bulgular, örgüt sağlığının iş tatmini üzerinde olumlu ve anlamlı bir etkiye sahip olduğunu ve iş tatmininin de girişimci davranış üzerinde olumlu ve anlamlı bir etkiye sahip olduğunu ortaya koymuştur. Ayrıca, örgüt sağlığının girişimci davranış üzerindeki doğrudan etkisinin de anlamlı olduğu bulunmuştur. Aracılık analizi, iş tatmininin bu ilişkide kısmi aracılık rolü oynadığını göstermiştir. Sonuçlar, sağlıklı örgütsel ortamların çalışanların tutumlarını güçlendirdiğini ve girişimci davranışı desteklediğini göstermektedir.

1. Introduction

In the contemporary business landscape, global competition has intensified, environmental uncertainty has escalated, and service processes increasingly rely on information, speed, and interaction. Under these conditions, the sustainable success of organizations is contingent not only on tangible resources but also on employees' innovative, proactive, and opportunity-oriented behaviors, which are increasingly acknowledged as critical organizational assets. This is particularly pertinent in the service sector, where employees have a substantial influence on service outcomes.

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This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution \(CC BY\)](https://creativecommons.org/licenses/by/4.0/) license. / Bu makale, [Creative Commons Atıf \(CC BY\)](https://creativecommons.org/licenses/by/4.0/) lisansının hüküm ve koşulları altında dağıtılan açık erişimli bir makaledir.

Consequently, employee behavior has more visible and decisive implications for organizational effectiveness. In this context, understanding the organizational conditions that foster employees' entrepreneurial behavior is important from both theoretical and practical perspectives (Lumpkin & Dess, 1996).

Entrepreneurial behavior may be defined as employees' generation of innovative ideas, recognition of opportunities and initiative taking, proactive action, and contribution to organizational processes through a willingness to assume a certain level of risk (Pearce et al., 1997; Zampetakis & Moustakis, 2007). In the literature, such behavior is generally conceptualized along the dimensions of innovativeness, proactiveness, and risk-taking (Lumpkin & Dess, 1996). However, intrapreneurial behavior is not merely a function of individual predisposition. Managerial behavior, organizational climate, level of organizational support, and autonomy afforded by the work environment also play a determining role in the emergence of such behavior (Pearce et al., 1997; Hornsby et al., 2002). In fact, Pearce, Kramer, and Robbins (1997) emphasized that managers' entrepreneurial behavior can create meaningful effects on employees' attitudes and behaviors.

Organizational health is one of the key contextual variables that shape employee behavior. Organizational health is a multidimensional construct that refers not only to an organization's capacity to achieve its goals but also to its ability to adapt to environmental change, manage its internal processes effectively, foster trust and morale among employees, and sustain its functioning over the long term (Hoy & Feldman, 1987; Hoy et al., 1991). Characteristics such as open communication, supportive leadership, organizational integrity, and high organizational morale are core indicators of healthy organizations. Such organizational characteristics are considered to have the potential to influence not only employees' perceptions of the organization but also their behavior within it (Hoy & Feldman, 1987; Hoy et al., 1991).

The influence of organizational health on employee behavior is largely determined by the attitudes employees form toward their organization and their roles. Job satisfaction is a crucial psychological link between the organizational environment and behavioral outcomes. Locke (1976) described job satisfaction as a positive emotional condition stemming from one's job or related experiences. A substantial body of research has shown that job satisfaction is associated with job performance and work-related behaviors. Judge, Thoresen, Bono, and Patton (2001) identified a significant relationship between job satisfaction and performance, and more recent studies have reinforced this conclusion. For instance, Katebi, HajiZadeh, Bordbar, and Salehi (2022) confirmed through meta-analysis that job satisfaction is positively related to job performance, while Indrayani, Nurhatisyah, Damsar, and Wibisono (2024) also found that job satisfaction positively affects employee performance. Accordingly, job satisfaction can be regarded not only as an affective outcome but also as an important explanatory factor for behavioral and performance-related results.

Upon reviewing the pertinent literature, it becomes evident that the connections between organizational health, job satisfaction, and entrepreneurial behavior have frequently been explored in pairs. Research conducted in Türkiye has demonstrated that employees' perceptions of organizational health can positively impact their job satisfaction (Tuğal et al., 2017). Additionally, studies examining the link between job satisfaction and intrapreneurship have found a positive correlation between job satisfaction and entrepreneurial behavior (Meydan, 2011). However, comprehensive models that consider job satisfaction as a mediating factor in the relationship between organizational health and entrepreneurial behavior are scarce, particularly in the Turkish service industry. Although the literature has investigated the relationships among these variables, the attitudinal processes underpinning these connections have not been thoroughly elucidated.

The extant literature includes studies that separately document the associations of organizational health with various employee attitudes and job satisfaction with diverse behavioral outcomes. However, the number of studies examining organizational health, job satisfaction, and

entrepreneurial behavior within a single model is limited. In particular, entrepreneurial behavior among service sector employees has been addressed more narrowly when considered together with contextual organizational factors and attitudinal variables such as job satisfaction. The scarcity of studies in the Turkish context that examine these variables within an integrated mediation model strengthens both the originality of the present study and its potential contribution to the literature (Meydan, 2011; Tuğal et al., 2017).

This study aims to examine the effect of organizational health on employees' entrepreneurial behavior and test the mediating role of job satisfaction in this relationship. Focusing on employees working in service-sector firms in Türkiye, this study addresses the relationships among organizational context, employee attitudes, and behavioral outcomes within an integrated model. In this respect, this study is expected to contribute to the literature by linking the organizational health and entrepreneurial behavior literature and clarifying the explanatory role of job satisfaction in this relationship. Moreover, given the labor-intensive and interaction-based nature of the service sector, the findings are expected to offer practical implications for managers and practitioners.

2. Conceptual Framework

2.1. Organizational Health

Organizational health is a multi-dimensional concept. It refers to an organization's capacity to achieve its current goals, adapt to environmental change, sustain its internal functioning, and foster a climate of trust, cohesion, and morale within organizational life (Hoy & Feldman, 1987; Hoy et al., 1991; MacIntosh et al., 2007). In this sense, organizational health represents a holistic perspective that considers organizational effectiveness and employee well-being. The concept began to be addressed systematically in the organizational behavior literature, largely through the framework developed by Hoy and Feldman (1987). Subsequently, Hoy, Tarter, and Kottkamp (1991) extended the concept of organizational health into a broader theoretical framework within the context of organizational climate and school effectiveness.

Healthy organizations are generally characterized by open communication, supportive leadership, high morale, mutual trust, goal congruence, and organizational integrity. From this perspective, organizational health is not merely a structural condition; it also serves as a contextual framework that shapes employees' perceptions of the organization and the attitudes they develop (Hoy & Feldman, 1987; Hoy et al., 1991). In moving the concept beyond educational organizations into other organizational settings, the approach advanced by Lyden and Klingele (2000), which conceptualized organizational health through dimensions such as communication, participation, ethics, reputation, morale, and support for performance, played an important role. Later studies treated organizational health not as a fixed outcome but as a dynamic process that is continuously produced and renewed within the organization over time (MacIntosh et al., 2007).

In this study, organizational health is treated as a core contextual variable that explains how employees experience organizational life. In other words, organizational health is an important organizational attribute that enables employees to perceive the organization as supportive, trustworthy, and open to development. Such a conceptualization makes it possible to evaluate organizational health not only as an institutional characteristic but also as an organizational foundation capable of influencing employees' attitudes and behaviors.

2.2. Job Satisfaction

Job satisfaction is a well-established construct in the organizational behavior literature. It is characterized as a positive emotional state arising from an individual's appraisal of their job or job-related experiences (Locke, 1976). This definition suggests that job satisfaction encompasses not only the technical aspects of the job but also the employee's comprehensive evaluation of the organizational environment, management, working conditions, and the psychological and social

experiences afforded by the job (Judge et al., 2020). Consequently, job satisfaction is considered a fundamental attitudinal variable that holistically reflects employees' perceptions of both their organization and their work.

Job satisfaction occupies a central place in organizational behavior because it is not merely an individual's emotional state. Rather, it represents a psychological evaluation that can influence employees' energy toward their work, level of voluntary contribution, willingness to participate in organizational processes, and a variety of behavioral outcomes (Locke, 1976; Judge et al., 2001). Accordingly, job satisfaction is often treated as an intervening mechanism between organizational context and behavioral outcomes (Wood et al., 2012; Aldrin & Yunanto, 2019). The comprehensive study by Judge et al. (2001) further underscored the importance of this concept in explaining behavioral outcomes by demonstrating that job satisfaction is significantly associated with organizational performance.

Within the context of the present study, job satisfaction is viewed as an attitudinal reflection of how employees evaluate their organizational environment. Therefore, job satisfaction occupies a theoretically central position in explaining how higher-level contextual variables, such as organizational health, affect employee behavior (Judge et al., 2001; Tuğal et al., 2017). When employees perceive their organization as healthy, supportive, and trustworthy, they are more likely to develop favorable job evaluations (Hoy & Feldman, 1987; Hoy et al., 1991). These favorable evaluations, in turn, create a psychological basis for more willing and initiative-driven behavior. In this respect, job satisfaction functions both as an outcome reflecting the effect of organizational conditions on employees and as a mechanism that explains subsequent behavioral outcomes (Judge et al., 2001).

2.3. Entrepreneurial Behavior

Entrepreneurial behavior within organizations extends beyond employees' merely carrying out assigned duties. It is defined as the generation of innovative ideas, recognition of opportunities, proactive action, and contribution to organizational processes through a willingness to assume a certain degree of risk (Pearce et al., 1997; Zampetakis & Moustakis, 2007). In the entrepreneurship literature, these behaviors are generally associated with the dimensions of innovativeness, proactiveness, and risk-taking (Lumpkin & Dess, 1996). However, because intrapreneurial behavior emerges within an existing organizational structure rather than in an independent entrepreneurial setting, it is closely tied to organizational boundaries, managerial support, and the work climate (Pearce et al., 1997; Hornsby et al., 2002; Zampetakis & Moustakis, 2007).

One important characteristic of intrapreneurial behavior is that it largely reflects a pattern of behavior that requires voluntariness and initiative. Employees' willingness to generate new ideas, move beyond routine practices, develop alternative solutions to problems, and assume risks for the benefit of the organization reflects not only individual capability but also the extent to which the organizational environment allows room for such behavior (Badoiu et al., 2020). Therefore, entrepreneurial behavior should be considered a behavioral outcome that must be interpreted together with the level of discretion and support provided by the organization. Pearce, Kramer, and Robbins (1997) support this conceptualization by showing that managerial entrepreneurial behavior can shape subordinates' perceptions and attitudes. Likewise, Zampetakis and Moustakis (2007) demonstrated that entrepreneurial behavior should be understood as employee behavior embedded in the organizational context.

In this study, entrepreneurial behavior is conceptualized as a general expression of innovative and proactive behaviors displayed by individuals within an organization. Accordingly, as the dependent variable, entrepreneurial behavior represents more than a narrow indicator of performance; it reflects a broader behavioral domain associated with organizational development, innovation generation capacity, and employee initiative. This perspective makes it possible to

evaluate entrepreneurial behavior as an important organizational outcome shaped by both the organizational context and employee attitudes.

2.4. The Relationship among Organizational Health, Job Satisfaction, and Entrepreneurial Behavior

The conceptual logic of the present study rests on the assumption that organizational context shapes employees' evaluations of their jobs, and that these attitudinal evaluations, in turn, are reflected in behavioral outcomes. Within this framework, organizational health is positioned as the contextual antecedent that influences how employees perceive organizational life; job satisfaction represents the attitudinal reflection of that context on the employee; and entrepreneurial behavior is treated as a behavioral outcome of this process (Escrig-Tena et al., 2025). Such a framework offers a more holistic perspective, one that does not reduce employee behavior solely to individual characteristics but instead seeks to explain the interaction among organizational context, attitudes, and behavior.

The relationship between organizational health and job satisfaction has emerged as a prominent area of investigation in organizational behavior research. It has been posited that elements such as open communication, trust, supportive leadership, organizational integrity, and a positive morale climate, which are characteristic of healthy organizations, can enhance employees' job satisfaction (Hoy & Feldman, 1987; Hoy et al., 1991). In Türkiye, Tuğal, Topsakal, and İplik (2017) found a positive and significant correlation between organizational health and job satisfaction. These findings suggest that organizational health is a crucial contextual resource that positively influences employees' work experiences.

The relationship between job satisfaction and entrepreneurial behavior is generally interpreted through the attitude-behavior relationship. Employees with high levels of job satisfaction are assumed to be more likely to fulfill their formal job duties, take the initiative for the benefit of the organization, generate new ideas, and make voluntary contributions (Judge et al., 2001). Recent evidence from the Turkish context has also shown that employee motivation has a positive and significant effect on intrapreneurship, suggesting that positive work attitudes may foster entrepreneurial behavior (Terzibaş & Öcel, 2025). Similarly, Meydan's (2011) study of a public-sector sample in Türkiye found that job satisfaction had a positive and significant effect on intrapreneurship. This suggests that employees' satisfaction with their jobs may strengthen their tendency to display innovative and entrepreneurial behaviors within the organization. Recent studies have reinforced this perspective. For example, Hidayati, Notosudjono, and Sunaryo (2023) reported that organizational culture and job satisfaction positively affect entrepreneurship and innovativeness in SMEs, while Mavi and Yeşil (2022) showed in the Turkish context that organizational culture contributes to internal entrepreneurship through several of its dimensions. These findings further support the view that organizational conditions and positive job-related attitudes may jointly foster entrepreneurial behaviors. Similarly, Chaanine (2025) showed that organizational culture strengthened employee loyalty through trust and job satisfaction, further supporting the view that organizational conditions may shape employee outcomes through attitudinal and relational mechanisms.

Although studies directly addressing the relationship between organizational health and entrepreneurial behavior remain limited, the available findings suggest that a meaningful connection may exist between these two variables. By its nature, entrepreneurial behavior requires employees to operate under uncertainty, experiment with new approaches, and assume a certain degree of risk. Accordingly, such behavior is expected to emerge more easily in a supportive and trust-based organizational environment (Ireland et al., 2006a). The findings reported by Pearce et al. (1997) and Zampetakis and Moustakis (2007) also indicate that entrepreneurial behavior cannot be understood independently of the organizational context. Therefore, organizational health may be viewed as providing a conducive foundation for entrepreneurial behavior. This interpretation is also

in line with more recent research emphasizing that intrapreneurial behavior depends on both organizational and individual mechanisms. Santana et al. (2025) demonstrated that organizational factors and autonomy conditionally shape intrapreneurial behavior, while Yitshaki et al. (2026) described intrapreneurship as a multistage and multilevel organizational process enabled or constrained by organizational and individual mechanisms.

Furthermore, the literature on organizational behavior generally acknowledges that contextual factors influence employee behavior, primarily through attitudinal processes. From this perspective, job satisfaction can be conceptualized as a mediating mechanism in the relationship between organizational health and entrepreneurial behavior. Empirical studies have demonstrated that organizational health positively impacts job satisfaction (Tuğal et al., 2017). In the Lebanese healthcare context, Chaanine (2025) showed that organizational culture strengthened employee loyalty through trust and job satisfaction, suggesting that organizational conditions may shape behavioral outcomes through employees' positive evaluations and relational responses. Likewise, findings indicating that job satisfaction positively influences intrapreneurship (Meydan, 2011) suggest that job satisfaction may serve as a psychological bridge between these two variables.

Overall, the extant literature shows that organizational health has explanatory power in relation to employee attitudes, while job satisfaction has explanatory power regarding behavioral outcomes. Simultaneously, there are strong indications that entrepreneurial behavior cannot be considered independently of the organizational context. However, the limited number of studies examining these three variables within a single model leaves an important research gap, particularly in the Turkish service sector. Accordingly, this study seeks to bring together fragmented findings in the literature within an integrated model by positioning organizational health as a contextual antecedent, job satisfaction as an attitudinal mechanism, and entrepreneurial behavior as a behavioral outcome.

2.5. Hypothesis Development and Research Model

The model developed in this study is based on a comprehensive framework that elucidates the impact of organizational context on employees' attitudinal and behavioral outcomes. Within this framework, organizational health is designated as the independent variable, job satisfaction as the mediating variable, and entrepreneurial behavior as the dependent variable. The research model posits that organizational health influences entrepreneurial behavior directly and indirectly via job satisfaction. Furthermore, additional hypotheses were examined to ascertain whether employees' perceptions of organizational health, job satisfaction, and entrepreneurial behavior vary according to demographic characteristics. This structure aligns with the theoretical framework of the study and with the textual representation of the research model.

The anticipation of how organizational health influences job satisfaction is based on the belief that healthy organizations offer employees a supportive, reliable, and cohesive work environment (Von Thiele Schwarz & Hasson, 2013). As outlined by Hoy and Feldman (1987) and Hoy, Tarter, and Kottkamp (1991), organizational health includes aspects such as open communication, high morale, organizational integrity, trust, and supportive leadership. Such an environment is expected to lead to more favorable assessments of employees' jobs and, in turn, higher job satisfaction. Research from Türkiye by Tuğal et al. (2017) also showed a positive and significant link between organizational health and job satisfaction. Based on these theoretical and empirical insights, the following hypothesis was formulated:

H₁: Organizational health positively and significantly affects job satisfaction.

The influence of job satisfaction on entrepreneurial actions can be understood through an organizational behavior lens, particularly focusing on the connection between attitudes and behaviors of employees (Kuratko et al., 2005). It is generally believed that employees who experience higher job satisfaction are more likely to meet formal job expectations, put in additional effort for

the organization's benefit, take initiative, and engage in innovative activities. Judge, Thoresen, Bono, and Patton (2001) established a notable link between job satisfaction and performance, underscoring the role of job satisfaction in predicting behavioral outcomes. In Türkiye, a study by Meydan (2011) involving public sector employees also revealed that job satisfaction positively and significantly impacted intrapreneurship. Based on these findings, the following hypothesis is proposed:

H₂: Job satisfaction has a positive and significant effect on entrepreneurial behavior.

The direct effect of organizational health on entrepreneurial behavior is based on the assumption that entrepreneurial behavior cannot be understood independently of the organizational context. Because entrepreneurial behavior involves generating new ideas, recognizing opportunities, acting proactively, and assuming a certain degree of risk, it is important for employees to feel supported, secure, and organizationally empowered for such behavior to emerge in the workplace (Ireland et al., 2006b). Pearce, Kramer, and Robbins (1997) showed that managers' entrepreneurial behavior positively affects subordinates' attitudes. Similarly, Zampetakis and Moustakis (2007) demonstrated that entrepreneurial behavior can be meaningfully examined within an organizational context, even in public organizations. These findings suggest that healthy organizations may provide a favorable foundation for entrepreneurial employees. Therefore, the following hypothesis was proposed:

H₃: Organizational health positively and significantly affects entrepreneurial behavior.

The originality of the current research model lies in its examination of job satisfaction as a mediator in the interplay among the three variables. In the field of organizational behavior, it is widely acknowledged that contextual factors influence employee behavior, primarily through attitudinal processes (Johns, 2018). From this perspective, organizational health can be considered a contextual asset that enhances employees' positive perceptions of their work environment, whereas job satisfaction acts as the psychological channel through which these positive perceptions are converted into behavioral outcomes. Research has demonstrated that organizational health positively influences job satisfaction (Tuğal et al., 2017), and there is also evidence that job satisfaction positively impacts intrapreneurship (Meydan, 2011), suggesting that job satisfaction may function as an attitudinal link in this relationship. Consequently, the following hypothesis is proposed:

H₄: Job satisfaction mediates the relationship between organizational health and entrepreneurial behavior.

The study also includes supplementary difference hypotheses to determine whether employees' perceptions and levels of the main variables vary according to demographic characteristics. These hypotheses go beyond the direct and indirect relationships tested in the structural model and are intended to assess whether perceptions of organizational health, levels of job satisfaction, and entrepreneurial behavior differ across groups of employees. In this context, the following hypotheses were formulated:

H_{5a}: Employees' perceptions of organizational health differ significantly according to demographic characteristics.

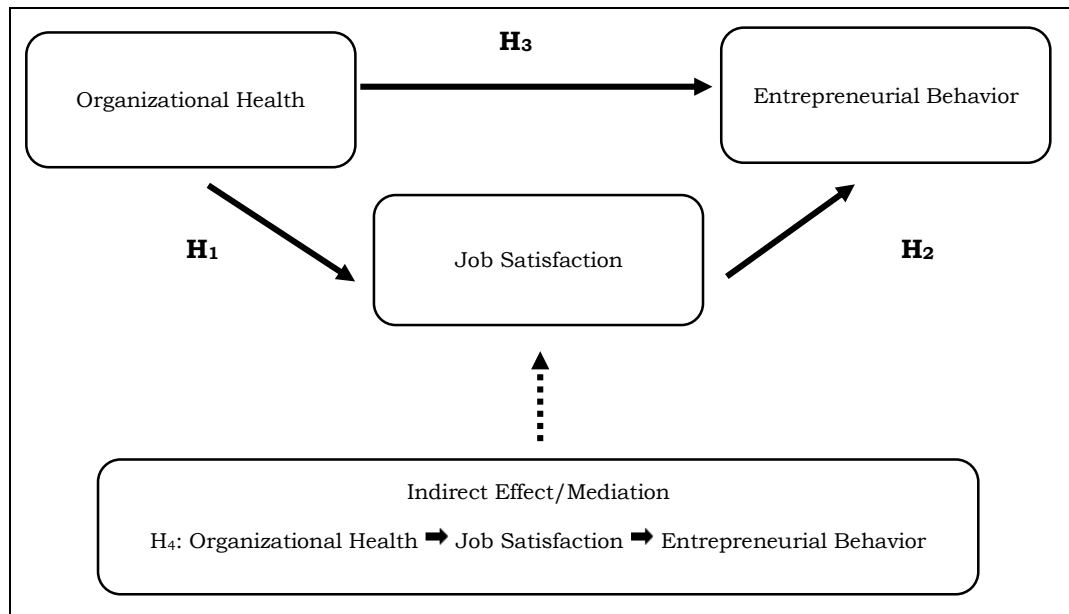
H_{5b}: Employees' levels of job satisfaction differ significantly according to their demographic characteristics.

H_{5c}: Employees' levels of entrepreneurial behavior differ significantly according to their demographic characteristics.

Accordingly, the research model consists of structural paths extending from organizational health to job satisfaction, from job satisfaction to entrepreneurial behavior, and from organizational

health directly to entrepreneurial behavior, together with a mediating structure along the organizational health–job satisfaction–entrepreneurial behavior linkage. The model is also supported by difference analyses based on demographic variables to examine the employee groups across which perceptions and behaviors vary.

Figure 1. Research Model



3. Method

3.1. Research Purpose and Design

This study examined how organizational health influenced employees' entrepreneurial behavior and investigated the mediating role of job satisfaction in this relationship. In addition, this study evaluated whether employees' perceptions of organizational health, levels of job satisfaction, and entrepreneurial behavior differed significantly according to demographic characteristics. In this context, this study examined the relationships among organizational context, employee attitudes, and behavioral outcomes within an integrated model. The research framework identifies organizational health as the independent variable, job satisfaction as the mediating variable, and entrepreneurial behavior as the dependent variable.

This study was designed as a cross-sectional and correlational field study within a quantitative research framework. Data were collected using a structured questionnaire. SPSS was used for descriptive statistics and difference analyses based on demographic variables, whereas AMOS was used to test the measurement and structural models. This analytical approach made it possible to evaluate the measurement quality of the constructs and examine the direct and indirect relationships proposed in the research model.

3.2. Population and Sample

The study population consisted of individuals employed in firms operating in the service sector in Türkiye. The service sector was selected as the research setting because it provides a context in which the effects of employee behavior on service quality, customer experience, and organizational effectiveness are more apparent. In particular, given that entrepreneurial behavior involves dimensions such as innovativeness, initiative taking, and proactive contribution, examining the relationship between employees' perceptions and behaviors in the service sector is meaningful.

The sample was determined through convenience sampling, a non-probability sampling method. At the end of the data collection process, 408 questionnaires that were suitable for analysis were obtained. This sample size was considered adequate for testing the direct and indirect effects and difference analyses included in the research model. In addition, the demographic diversity of the sample made it possible to conduct supplementary comparative analyses.

3.3. Data Collection Instrument

The research data were gathered using a structured questionnaire divided into four parts. The initial part featured questions aimed at determining the participants' demographic details. The following sections assessed organizational health, job satisfaction, and entrepreneurial behavior. Each item was measured using a five-point Likert-type scale, prompting participants to rate each statement from 1 (strongly disagree) to 5 (strongly agree). Items that were reverse-coded in the entrepreneurial behavior and job satisfaction scales were adjusted before the analysis.

3.4. Measures

3.4.1. Organizational Health Scale

Organizational health was assessed using a scale originally created by Lyden and Klingele (2000) and later adapted into Turkish by Doğan and Bozkurt (2008). This scale comprises 20 items and evaluates aspects such as organizational communication, morale, performance, development, and goal alignment. Research utilizing the Turkish adaptation has shown that it effectively measures employees' perceptions of organizational health within their work environment. In this study, the Organizational Health Scale was considered a comprehensive construct, consistent with the theoretical framework of the research. Although the original scale features 11 subdimensions, this study did not formulate separate hypotheses for each; instead, it concentrated on the connections between the overall construct represented by the scale and other variables. To determine the suitability of this approach from a measurement standpoint, a single-factor measurement model was tested, and the fit indices confirmed that using the total score was appropriate. Consequently, the total score was used in the analyses.

3.4.2. Job Satisfaction Scale

Job satisfaction was assessed using a five-item short form devised by Judge, Locke, Durham, and Kluger (1998), derived from the original scale by Brayfield and Rothe (1951). Keser and Bilir (2019) conducted a study to validate and ensure the reliability of this scale in Turkish. The scale is unidimensional and evaluates employees' overall job satisfaction. The short form was deemed suitable as it minimizes participant fatigue while offering a concise yet effective measurement within the structural model.

3.4.3. Entrepreneurial Behavior Scale

The Turkish version of the scale, originally developed by Pearce, Kramer, and Robbins (1997) and later used by Zampetakis and Moustakis (2007), was used to assess entrepreneurial behavior. Akkoç, Çalışkan, and Turunç (2019) confirmed the validity and reliability of the Turkish version of the scale. Comprising six items, the scale evaluates employees' propensity for innovative, proactive, and initiative-driven actions. Prior to the analysis, several items on the scale were reverse-coded and recoded as necessary.

3.5. Data Collection Procedure

Participants willingly provided data after being informed of the study's objectives and assured that their answers would be used exclusively for research purposes. The survey was conducted anonymously. During the dataset creation, any forms that were incomplete, inconsistent, or otherwise unsuitable were reviewed and excluded as needed. The analysis was based on 408 valid

questionnaires. This sample size was deemed sufficient for examining the direct and indirect effects and conducting different analyses, as outlined in the research model.

3.6. Data Analysis

The research data were analyzed using SPSS and AMOS software. In the first stage, SPSS was used to calculate frequencies, percentages, means, and standard deviations to describe the demographic characteristics of the participants and the basic properties of the study variables. Independent-samples t-tests and one-way ANOVA were conducted to examine differences according to demographic variables.

In the second stage, AMOS was used to test the measurement and structural models. Model fit was assessed using χ^2/df , RMSEA, GFI, SRMR, NFI, TLI, and CFI, as these indices are widely recommended in structural equation modeling research to provide a comprehensive evaluation of the model fit (Hooper et al., 2008; Kline, 2011; Marsh, 2007). In addition, the factor loadings and direct effects in the structural model were examined based on the AMOS output.

Construct validity was further assessed using Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), the Fornell-Larcker criterion, and HTMT values. These statistics were derived from the standardized factor loadings and inter-construct correlations obtained from the measurement model. In line with the literature, Cronbach's alpha and CR values above 0.70 indicate acceptable internal consistency reliability, whereas AVE values above 0.50 support convergent validity (Fornell & Larcker, 1981). According to the Fornell-Larcker criterion, the square root of the AVE for each construct should exceed its correlations with the other constructs, while HTMT values below 0.85 or 0.90 are considered evidence of discriminant validity (Henseler et al., 2015).

The mediating effect of job satisfaction was tested in AMOS using the bootstrap method based on 5,000 resamples. The statistical significance of the indirect effect was evaluated using bias-corrected 95% confidence intervals. An indirect effect was considered statistically significant when the confidence interval did not include zero. In addition, the total, direct, and indirect effects were examined based on the standardized estimates obtained from the structural model.

3.7. Use of Artificial Intelligence Tools

In the preparation of this manuscript, ChatGPT, Paperpal, and DeepL were used to support literature review processes, academic language editing, and English translation. These tools were employed only as supportive instruments during the writing and revision process. All conceptual framing, interpretation of findings, citation decisions, and final evaluations were conducted and verified by the author. No artificial intelligence tool was used to generate, manipulate, or analyze the research data.

3.8. Ethical Considerations

Ethical approval for this study was obtained from the Bolu Abant İzzet Baysal University Ethics Committee for Human Research in the Social Sciences under Protocol No. 2025/627, approved at the meeting dated December 29, 2025 (Decision No. 2025/10). Throughout the research process, the principle of voluntary participation was followed. Participants were informed about the purpose of the study, and it was stated that the data obtained would be used only for scientific purposes. In addition, participants' identifying information was kept confidential, the data were evaluated anonymously, and the study was conducted in accordance with scientific and ethical principles.

4. Findings

4.1. Demographic Characteristics of the Participants

This study analyzed a sample of 408 individuals working in the service sector in Türkiye. Among these participants, 51.0% were women and 49.0% were men. The age distribution revealed that the majority were within the 26–35 age range (38.0%), followed by those aged 36–45 years (27.2%). Regarding marital status, 61.3% were married and 38.7% were single. Regarding education, the largest portion of the sample held a bachelor's degree (54.9%) or a postgraduate degree (24.5%). Regarding monthly income, 68.4% of the participants earned 60 001 TL or more. Regarding the type of institution, 61.5% worked in the public sector, 34.3% in the private sector, and 4.2% in institutions that combined public and private elements. Although the sample included various demographic subgroups, it was more heavily concentrated in public-sector employees and individuals with relatively higher educational attainment.

Table 1. Frequency and Percentage Distributions of Participants' Demographic Characteristics

Gender	Male		Female							
N	200	49.0%	208	51.0%						
Marital Status	Married		Single							
N	250	61.3%	158	38.7%						
Age	18-25		26-35		36-45		46-55		56 and above	
N	64	15.7%	155	38.0%	111	27.2%	61	15.0%	17	4.2%
Education	Primary School		High School		Associate Degree		Bachelor's Degree		Postgraduate Degree	
N	5	1.2%	27	6.6%	52	12.7%	224	54.9%	100	24.5%
Monthly Income (TL, Turkish Lira)	30 000 TL and below		30 001-60 000 TL		60 001 TL and above					
N	46	11.3%	83	20.3%	279	68.4%				
Institution Type	Public		Public-Private		Private					
N	251	61.5%	17	4.2%	140	34.3%				

4.2. Descriptive Statistics and Reliability Findings

The descriptive statistics for the main variables included in the study are presented in Table 2. As shown in Table 2, the mean score for organizational health was 3.4887, the mean score for entrepreneurial behavior was 3.8775, and the mean score for job satisfaction was 3.5088. These findings indicate that the participants reported relatively high levels of all three variables. Notably, entrepreneurial behavior had a higher mean than the other two variables in this study. Simultaneously, the standard deviation values suggest that the distributions did not display excessive variability.

Table 2. Descriptive Statistics and Internal Consistency Coefficients for the Study Variables

Factors	N	Mean	Standard Deviation	Variance	Cronbach's Alpha
Organizational Health	408	3.4887	0.79202	0.627	0.959
Entrepreneurial Behavior	408	3.8775	0.77267	0.597	0.815
Job Satisfaction	408	3.5088	0.93762	0.879	0.878

In terms of internal consistency, Cronbach's alpha was calculated as 0.959 for organizational health, 0.815 for entrepreneurial behavior, and 0.878 for job satisfaction. These values indicate that the scales have high reliability. Overall, the results show that the measurement instruments used in this study exceeded the acceptable thresholds for internal consistency.

4.3. Findings on Differences by Demographic Variables

Table 3 displays the outcomes of the analyses conducted to assess the differences across demographic variables. The analyses aimed at determining whether participants' views on organizational health varied based on demographic factors showed no significant differences concerning gender, age, marital status, educational attainment, or income. However, a notable difference emerged in the perceptions of organizational health when considering the type of institution. The results demonstrate that individuals working in the private sector reported higher perceived levels of organizational health than those employed in other types of institutions. This finding provides partial support for H_{5a}.

Significant differences were found in job satisfaction across age, marital status, and educational level. In particular, participants in the 26–35 age group reported lower levels of job satisfaction than those in other age groups. Similarly, married participants reported higher job satisfaction than single participants did. Regarding educational level, participants with primary and postgraduate education had higher job satisfaction scores than those in the other educational groups. In contrast, no significant differences in job satisfaction were observed with respect to gender, income, or institution type. These findings indicate that H_{5b} was partially supported.

Regarding entrepreneurial behavior, a significant difference was found only for the educational level. The findings show that participants with a high school education reported lower levels of entrepreneurial behavior than those in other educational groups. No significant differences in entrepreneurial behavior were identified concerning gender, age, marital status, income, or institution type. Accordingly, H_{5c} was partially supported.

Table 3: Difference Analyses by Demographic Variables

	Organizational Health		Entrepreneurial Behavior		Job Satisfaction	
	t/F	p	t/F	p	t/F	p
Gender	1.095	0.274	0.193	0.847	1.933	0.054
Age	1.006	0.404	1.543	0.189	2.690	0.031
Marital Status	0.586	0.558	0.171	0.864	2.442	0.015
Education	1.030	0.391	3.110	0.015	5.146	< 0.001
Monthly Income	1.777	0.171	0.255	0.775	2.485	0.085
Institution Type	8.117	< 0.001	0.999	0.369	0.093	0.911

These findings suggest that demographic variables do not uniformly determine organizational health, job satisfaction, and entrepreneurial behavior; however, meaningful differences may emerge across certain demographic groups.

4.4. Findings Related to the Measurement Model

This section presents the findings on model fit, factor loadings, convergent validity, and the relevant model figures under separate headings. Accordingly, the adequacy of the measurement model was evaluated by jointly considering model fit, convergent validity, and discriminant validity.

4.4.1. Findings on Model Fit

During the analysis process, items GD3, GD4, and GD6 from the entrepreneurial behavior scale were removed to improve the model fit. Analyses conducted using the remaining items showed that the model achieved acceptable fit.

Table 4 presents the fit indices of the measurement model. The measurement model developed for this research was evaluated using AMOS software. The findings revealed that the model fit indices were $\chi^2/df = 3.192$, RMSEA = 0.068, GFI = 0.825, SRMR = 0.050, NFI = 0.871, TLI = 0.898, and CFI = 0.907. These figures suggest that the model has an acceptable fit. Consequently, it can

be inferred that the measurement model applied in this study aligns well with the data, supporting construct validity.

Table 4. Fit Indices for the Measurement Model

Fit Indices	Acceptable Fit Values
χ^2/df	$0 \leq \chi^2/df = 3.192 \leq 5$
RMSEA	$0.00 \leq RMSEA = 0.068 \leq 0.10$
GFI	$0.800 \leq GFI = 0.825 \leq 1.00$
SRMR	$0.00 \leq SRMR = 0.050 \leq 0.10$
NFI	$0.800 \leq NFI = 0.871 \leq 1.00$
TLI	$0.800 \leq TLI = 0.898 \leq 1.00$
CFI	$0.800 \leq CFI = 0.907 \leq 1.00$
χ^2/df , GFI, TLI* Simon et al., 2010: 239; Tabachnick and Fidell, 2013; RMSEA*Marsh, 2007: 785; CFI* Kline, 2011: 208; NFI* Hooper et al., 2008: 55)	

4.4.2. Findings on Convergent Validity

Upon analyzing the factor loadings for the measurement model employed in this study, it was found that all items had statistically significant loadings on their respective latent variables. This suggests that the items effectively represent relevant constructs. To evaluate the convergent validity of the measurement model, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) were assessed. Consistent with the literature, Cronbach's alpha and CR values above 0.70 indicate acceptable internal consistency reliability, whereas AVE values above 0.50 support convergent validity (Fornell & Larcker, 1981). The findings showed AVE = 0.545 and CR = 0.959 for organizational health, AVE = 0.605 and CR = 0.818 for entrepreneurial behavior, and AVE = 0.583 and CR = 0.828 for job satisfaction, respectively. These values confirm that convergent validity was achieved for all pertinent constructs. Overall, the results indicate that the constructs utilized in this study were measured at acceptable levels of internal consistency and convergent validity.

Table 5. Cronbach's Alpha, Composite Reliability, and AVE Values

	Cronbach's Alpha (Standardized)	Composite Reliability (Rho_c)	Average Variance Extracted (AVE)
Entrepreneurial Behavior	0.815	0.818	0.605
Organizational Health	0.959	0.959	0.545
Job Satisfaction	0.878	0.828	0.583

4.4.3. Findings on Discriminant Validity

Discriminant validity was evaluated using the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT). According to the Fornell-Larcker criterion, the square root of the AVE for each construct should be greater than its correlation with the other constructs (Fornell & Larcker, 1981).

Table 6. Fornell-Larcker Criterion

	Entrepreneurial Behavior	Organizational Health	Job Satisfaction
Entrepreneurial Behavior	0.778		
Organizational Health	0.594	0.738	
Job Satisfaction	0.665	0.609	0.763

As shown in Table 6, the square roots of the AVE values for entrepreneurial behavior (0.778), organizational health (0.738), and job satisfaction (0.763) were all higher than their corresponding inter-construct correlations. HTMT values below 0.85 indicate a stricter criterion for discriminant validity, whereas values below 0.90 are also considered acceptable (Henseler et al., 2015).

Table 7. HTMT Values

	Heterotrait-Monotrait Ratio (HTMT)
Organizational Health <-> Entrepreneurial Behavior	0.616
Job Satisfaction <-> Entrepreneurial Behavior	0.651
Job Satisfaction <-> Organizational Health	0.578

As presented in Table 7, the HTMT values ranged from 0.578 to 0.651, all below the recommended thresholds. These findings indicate that the constructs of organizational health, job satisfaction, and entrepreneurial behavior are empirically distinguishable from one another. Therefore, discriminant validity was established for the measurement models.

4.5. Findings on the Structural Model and Hypothesis Testing

This section presents the findings related to the structural model and hypothesis testing under the subheadings of direct effects, mediating effects, and the overall presentation of the hypothesis testing results.

4.5.1. Findings on Direct Effects

Structural model analysis, which incorporated the mediating variable, indicated that organizational health positively and significantly impacted job satisfaction ($\beta = 0.609$, $p < 0.001$). This outcome confirms H₁. In addition, job satisfaction had a positive and statistically significant effect on entrepreneurial behavior ($\beta = 0.482$, $p < 0.001$), thus supporting H₂. These findings suggest that as organizational health improves, employees' job satisfaction increases, and employees with higher job satisfaction are more likely to exhibit entrepreneurial behavior. Table 8 presents the direct effects in the structural model.

Table 8. Direct Effects in the Structural Model (Standardized Path Coefficients)

Hypothesis	Path	β	p	Result
H₁	Organizational Health → Job Satisfaction	0.609	< 0.001	Supported
H₂	Job Satisfaction → Entrepreneurial Behavior	0.482	< 0.001	Supported
H₃	Organizational Health → Entrepreneurial Behavior	0.301	< 0.001	Supported

As presented in Table 8, organizational health had a positive and significant direct effect on entrepreneurial behavior ($\beta = 0.301$, $p < 0.001$), thereby supporting H₃. Moreover, the positive and significant effects of organizational health on job satisfaction and of job satisfaction on entrepreneurial behavior further support the proposed structural model. Taken together, these results suggest that organizational health contributes to entrepreneurial behavior, both directly and indirectly through job satisfaction.

4.5.2. Findings on the Mediating Effect

The mediating effect of job satisfaction was tested in AMOS using bootstrapping with 5,000 resamples. Table 9 presents the bootstrap results for the indirect effect of organizational health on entrepreneurial behavior through job satisfaction. Based on the standardized estimates obtained from the structural model, the total effect of organizational health on entrepreneurial behavior was 0.594, the direct effect was 0.301, and the indirect effect was 0.294.

Table 9. Bootstrap Results for the Indirect Effect of Organizational Health on Entrepreneurial Behavior

Indirect Path	Lower BC 95% CI	Upper BC 95% CI	P	Result
Organizational Health → Job Satisfaction → Entrepreneurial Behavior	0.157	0.347	< 0.001	Significant

Note: Bias-corrected percentile method; 5,000 bootstrap samples.

As shown in Table 9, the bias-corrected 95% confidence interval for the indirect effect ranged from 0.157 to 0.347, and this interval did not include zero. Therefore, the indirect effect was statistically significant ($p < 0.001$). These findings indicate that job satisfaction plays a partial mediating role in the relationship between organizational health and entrepreneurial behavior. Accordingly, H4 was supported.

4.5.3. Overall Presentation of Hypothesis Testing Results

Upon evaluating the hypotheses examined in this study, the findings revealed that H₁, H₂, and H₃ were supported. In addition, the bootstrap results indicated that the indirect effect of organizational health on entrepreneurial behavior through job satisfaction was statistically significant, thereby supporting H₄ and confirming the partial mediating role of job satisfaction in this relationship. Regarding the hypotheses concerning demographic differences, specifically H_{5a}, H_{5b}, and H_{5c}, partial support was found, as significant differences emerged only for specific demographic variables. Table 10 presents the overall results of hypothesis testing.

Table 10. Overall Presentation of Hypothesis Testing Results

Hypothesis	Path	β / Bootstrap Result	p	Result
H ₁	Organizational Health → Job Satisfaction	0.609	< 0.001	Supported
H ₂	Job Satisfaction → Entrepreneurial Behavior	0.482	< 0.001	Supported
H ₃	Organizational Health → Entrepreneurial Behavior	0.301	< 0.001	Supported
H ₄	Organizational Health → Job Satisfaction → Entrepreneurial Behavior	BC 95% CI [0.157, 0.347]	< 0.001	Supported
H _{5a}	Organizational health perception – significant differences by demographic characteristics			Partially supported
H _{5b}	Job satisfaction – significant differences by demographic characteristics			Partially supported
H _{5c}	Entrepreneurial behavior – significant differences by demographic characteristics			Partially supported

As shown in Table 10, H₁, H₂, H₃, and H₄ were supported, whereas H_{5a}, H_{5b}, and H_{5c} were only partially supported. These findings indicate that the proposed structural model was generally supported and that the relationships among organizational context, employee attitudes, and behavioral outcomes were significant. Accordingly, the core structural model of the study was supported, whereas the hypotheses related to demographic variables received only partial support, limited to specific dimensions rather than all of them.

5. Discussion and Conclusion

This study examined how organizational health influences entrepreneurial behavior and the role of job satisfaction as a mediator in this dynamic, using data from 408 service sector employees in Türkiye. The results reveal that organizational health positively and significantly impacts job satisfaction, which, in turn, significantly predicts entrepreneurial behavior. Additionally, the direct influence of organizational health on entrepreneurial behavior remained significant, with job satisfaction serving as a partial mediator in this relationship. Analysis of demographic variables showed that significant differences were observed only for certain variables, not across all groups.

Overall, these findings support the study's core structural model, highlighting the meaningful relationship between organizational context, employee attitudes, and behavioral outcomes.

The first major finding of this study is that organizational health has a positive and significant effect on job satisfaction. This finding aligns with the theoretical expectation that healthy organizations enhance employees' evaluations of their work experiences through features such as open communication, trust, morale, supportive leadership, and organizational integrity. In the organizational health literature, the concept is considered meaningful not only because of its connection to organizational effectiveness but also because of its relevance to how employees experience organizational life. Research conducted by Tuğal, Topsakal, and İplik (2017) in the Turkish context similarly revealed a positive and significant correlation between organizational health and job satisfaction. The H_1 finding of the present study aligns with both the classical organizational health framework and the empirical evidence obtained in the Turkish context.

Second, the observed positive and significant impact of job satisfaction on entrepreneurial behavior indicates that as employees' satisfaction with their jobs increases, their propensity to take greater initiative for the organization's benefit, engage in innovative thinking, and make voluntary contributions may also increase. This finding is consistent with the literature showing that job satisfaction is not merely an affective outcome variable but also an important attitudinal resource that helps explain behavioral outcomes. Judge et al. (2001) demonstrated through meta-analytic evidence that a significant relationship exists between job satisfaction and performance. In a study conducted by Meydan (2011) involving a public-sector sample in Türkiye, it was demonstrated that job satisfaction has a positive impact on intrapreneurship. Moreover, the study conducted by Terzibaş and Öcel (2025) among healthcare employees substantiates the link between positive work-related attitudes and entrepreneurial orientation in a contemporary context. This study demonstrates that motivation exerts a positive and significant influence on intrapreneurship. Consequently, the H_2 finding aligns with and is well substantiated by the attitude-behavior reasoning in the literature.

Third, the finding that the direct effect of organizational health on entrepreneurial behavior is also significant indicates that entrepreneurial behavior is shaped not only by individual tendencies but also directly by the organizational context. Because entrepreneurial behavior involves innovating, recognizing opportunities, acting autonomously, and assuming a certain degree of risk, such behavior is expected to emerge more readily in organizational environments that are supportive and trust-based. The findings of Pearce, Kramer, and Robbins (1997) regarding the effects of managerial entrepreneurial behavior on subordinates' attitudes, together with the emphasis placed by Hornsby, Kuratko, and Zahra (2002) on management support, work autonomy, and organizational boundaries in the context of intrapreneurship, provide theoretical support for this result. Therefore, the findings related to H_3 indicate that organizational health serves as both an indirect and direct explanatory variable of entrepreneurial behavior.

One of the most noteworthy findings of this study is that job satisfaction plays a partial mediating role in the relationship between organizational health and entrepreneurial behavior. The findings show that when job satisfaction is included in the model, the direct effect of organizational health on entrepreneurial behavior decreases but does not disappear entirely. This suggests that organizational health influences entrepreneurial behavior through two channels: first, directly through organizational climate and support mechanisms, and second, by strengthening employees' positive attitudes toward their jobs. This result is consistent with studies showing that job satisfaction can function as a mediating mechanism between organizational conditions and behavioral outcomes. These findings are also consistent with recent evidence showing that intrapreneurial behavior is shaped by organizational factors, autonomy, and enabling mechanisms (Santana et al., 2025; Yitshaki et al., 2026). Together, these studies support the argument that entrepreneurial behavior should be understood as a process shaped by both organizational

conditions and intermediate mechanisms, rather than as a purely individual outcome. A similar pattern was reported by Chaanine (2025), who found that organizational culture strengthened employee loyalty through trust and job satisfaction, reinforcing the role of attitudinal mechanisms in linking organizational conditions to employee outcomes. Wood et al. (2012) and Aldrin and Yunanto (2019) demonstrated that job satisfaction can serve as a meaningful mediator between organizational practices and behavioral or performance-related results. The partial mediation finding obtained in the present study also supports this line of reasoning; however, it further suggests that the effect of organizational health on entrepreneurial behavior cannot be explained entirely through job satisfaction and that other organizational and psychological mechanisms may also be involved.

The findings related to demographic differences should be interpreted cautiously. In the present study, significant differences were identified only for institution type with respect to organizational health, for age, marital status, and educational level with respect to job satisfaction, and for educational level only with respect to entrepreneurial behavior. This pattern suggests that demographic variables are not as strong or consistent as the core structural relationships in explaining the model, although they may generate contextual differences that shape attitudes and behaviors in certain subgroups. In particular, the heterogeneous structure of the service sector may have created conditions under which variables such as institution type and education differentiate employees' work experience. At the same time, these findings should be interpreted with caution because some subgroups included limited numbers of observations, and because the difference analyses are secondary in nature relative to the structural model results. The partial support observed for H_{5a}, H_{5b}, and H_{5c} suggests that demographic variables should not be regarded as universal determinant factors. Instead, they should be considered variables that are contingent upon and responsive to the context.

The theoretical contribution of this study can be evaluated from several perspectives. First, by examining organizational health, job satisfaction, and entrepreneurial behavior within a single model, this study advances a more holistic framework beyond the predominantly bivariate discussions found in the literature. Second, by showing that the effect of organizational health on entrepreneurial behavior operates not only directly but also indirectly through job satisfaction, this study reinforces the importance of attitudinal mechanisms in organizational behavior research. Third, the significance of conducting this study within a service sector sample in Türkiye lies in its provision of empirical evidence regarding the relationship between organizational health and entrepreneurial behavior within a local context. The integration of the organizational health perspective, which links the concept to employee well-being and organizational sustainability, with intrapreneurship literature may be regarded as one of the distinctive contributions of this study.

The practical implications of this study are also noteworthy. The findings indicate that managers seeking to enhance employees' entrepreneurial behavior in the service sector should not rely solely on individual performance indicators or reward systems. Strengthening the elements that foster organizational health, such as open communication, trust, supportive leadership, employee participation in organizational processes, and organizational integrity, may promote both job satisfaction and entrepreneurial behavior. In other words, entrepreneurial employee behavior is not merely a matter of individual capability but also an outcome produced by healthy organizational environments. Accordingly, in service sector organizations, managerial efforts to improve job satisfaction and strengthen employees' perceptions of psychological safety may contribute to increasing innovative and proactive behavior at the organizational level.

Nevertheless, this study has several limitations. First, because the study was based on a cross-sectional design, although the relationships among the variables were identified, definitive causal inferences remain limited. Second, the data were collected through convenience sampling and self-report questionnaires, which may introduce certain limitations in terms of common method

bias and generalizability. Third, because this study was conducted only in the service sector in Türkiye, caution is required in generalizing the findings to other sectors and national contexts. The exclusion of specific items from the entrepreneurial behavior scale to achieve model fit, along with the consideration of organizational health as a composite score, underscores the necessity for future research to explore more nuanced measurement models.

Future research should evaluate this model across various sectors and cultural contexts. In addition, longitudinal research designs could provide a stronger basis for examining the direction and stability of the relationships among organizational health, job satisfaction, and entrepreneurial behavior over time. Furthermore, incorporating variables such as psychological safety, perceived organizational support, leadership style, organizational justice, and self-efficacy into the model may help explain the additional mechanisms through which organizational health influences entrepreneurial behavior. Such an extension would contribute to a deeper understanding of the processes underlying the partial mediation effect identified in this study.

In conclusion, this study demonstrates that organizational health exerts both direct and indirect effects on employees' entrepreneurial behavior, with job satisfaction serving as a mediator. Healthy organizational environments appear to enhance employees' positive attitudes toward their jobs, which, in turn, promote entrepreneurial behavior. Simultaneously, the persistent presence of a direct effect indicates that entrepreneurial behavior cannot solely be attributed to job satisfaction. Furthermore, organizational climate and managerial support continue to play direct roles. This study demonstrates that the concurrent consideration of organizational health and job satisfaction offers a robust framework, both theoretically and practically, for comprehending employee entrepreneurship within the service sector.

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