

The Mediating Effect Of An Innovative Organizational Climate On The Relationship Between Strategic Agility And Internal Entrepreneurial Behavior: A Study In The Aviation Sector

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ABSTRACT: Strategic Agility, a concept that is needed more than in the past, is emerging to keep up with rapid changes nowadays and to analyze complex strategies. The attitudes and behaviors of the senior management are related to the extent to which employees are supported, in other words, what the organizational climate of the enterprise is. Accordingly, this study was conducted to examine whether the innovative organizational climate had a mediating effect on the relationship between strategic agility and internal entrepreneurial behavior. The study population consists of employees of aviation enterprises (airlines, airports, ground handling enterprises, etc.) in the aviation sector in Turkey. According to the findings obtained in the study, it was concluded that strategic agility in enterprises partially positively affected internal entrepreneurial behavior. The findings obtained indicate that the aviation enterprises evaluated within the scope of the study should be supported by the internal entrepreneurial behaviors of employees for them to be strategically agile.

KEYWORDS -Strategic Agility, Internal Entrepreneurship Behavior, Risk Taking Behavior, Innovative Organizational Climate, Aviation Industry

I. INTRODUCTION

The concept of agility was first included in the report entitled "21st Century Manufacturing Enterprise Strategy," published by the Iacocca Institute in 1991. As stated by Gunasekaran in 2001, according to the report of Rissand Johansen, agility was defined as the ability to work profitably in a competitive environment of constantly changing and unpredictable customer opportunities (Gunasekaran, 2001). The starting point of agile manufacturing is stated to be the increase in the dynamics and unpredictability of the industrial enterprise environment. In the 2000s, the concept of agility was defined as "being able to predict in advance the expanded and rapidly changing conditions, respond quickly to change, effectively manage complex situations" (Bakan et al., 2017). Agility is defined as the ability of an institution to react quickly to changes in the internal and external business environment and to act proactively to seize the opportunities available due to change (Sherehiy and Karwowski, 2014). Nowadays, the rapid increase in globalization and its becoming more complex and the increasing difficulty of adapting to change have increased the importance of the concept of agility for organizations.

Strategic agility has been defined differently by different authors. The concept was first defined by Roth (1996). According to Roth, strategic agility is "the ability to produce the right products or services and to offer products/services to the market at the right place and at the right price with the decisions taken by organizations on time." McCann (2004) defined strategic agility as "quickly recognizing and capturing, changing direction and preventing collisions" (Ahammad et al., 2020). According to Doz and Kosonen (2008), strategic agility is "the practice of continually adjusting and adapting the strategic direction in the primary direction in a strategy practice flow over time, as a function of strategic goals and changing conditions" (Morton et al., 2018).

The strategic agility of a company is defined as a way of managing the unpredictable changes and risks faced by organizations (Vagnoni, 2016). Strategic agility establishes the ability of companies to make strong strategic commitments while at the same time keeping them sufficiently afloat to adapt to constant change caused by increasing strategic discontinuities and disruptions. It includes processes, actions, structures, culture, qualities, skills, and relationships designed to keep the organization flexible when new developments are faced (Weber and Tarba, 2014). Hemmati et al. (2016) stated strategic agility as "one of the important dynamic capabilities necessary for a company to use the non-substitutable, rare, unique, and valuable resources required to gain competitive advantage," and presented the process that forms strategic agility as (1) clarity of vision, (2) core capabilities, (3) selecting strategic targets, (4) shared responsibilities, and (5) taking actions (Uğurlu, 2019).

Gifford and Elizabeth Pinchot were the first authors who used the concept of internal entrepreneurship. In their first model in 1976, they revealed that some of the income obtained with risk-taking could be used as a reward to the organization, and some of it could be used to support internal entrepreneurship activities (Başar and Tosunoğlu, 2006). The American writer Gifford Pinchot defines an internal entrepreneur as "a person within an existing organization directly responsible for turning an idea put forward into a profitable finished product through risk-taking and innovation" (Heard, 2018). According to Pinchot, the concept of internal entrepreneurship includes the following two items: (a) Internal entrepreneurship is a good business practice that provides full credit to persons with an entrepreneurial personality to quickly innovate in large organizations for the benefit of both the enterprise and consumers/customers. (b) Internal entrepreneurship includes individual actions and/or team actions that engage in entrepreneurial behavior to serve the interests of very large companies and supply chains with or without official assistance (Cadaru and Badulescu, 2015).

In its shortest definition, internal entrepreneurship is entrepreneurial activities within the organization. Internal entrepreneurship can be expressed as the development of ideas by organization members and the ability to implement new plans and programs with creative inventions to develop new investments, new products and services in the organization. Studies have demonstrated that the climate and individual variables within the organization affect each other. According to Scott and Bruce (1994), the innovative organizational environment in an organization is the climate that encourages the risk-taking behavior of the organization, allocates resources and expresses the employees' perception of the innovative approach in the working environment (Scott and Bruce, 1994). It was stated by Baker and Freeland, Sapolsky, Vegso et al. that there were similar connections between the working environment and innovative behaviors (Dunegan, Tierney, & Duchon, 1992). Cerne et al. (2013) revealed that encouraging a supportive, innovative environment and a supportive and safe climate promotes the creativity of employees. Shalley et al. (2004) indicated that the creativity of employees depended on the environment they worked in and individual variables (Baykal, 2019). Organizational climate is usually defined as an individual's perception of the working environment (Downey and Hellriegel, 1975). Nowadays, the importance of internal entrepreneurship activities has increased in terms of the efficiency and sustainability of organizations. At the same time, it is very important for organizations to be fast and flexible, in other words, strategically agile, to stay ahead of their competitors. In line with this, the main objective of the study is to examine the mediating effect of the innovative organizational climate on the relationship between strategic agility and internal entrepreneurial behavior.

It is still unclear whether there are certain dimensions of the climate, and in this study, the innovative dimension of the climate is emphasized. The effect of the innovative organizational climate on the strategic agility of the enterprise and the effect of the employees in the enterprise on the intrapreneurship behaviors are investigated. In studies focusing particularly on a particular aspect of climate and its relationship to particular aspects of group-level outcomes, it has been stated that the specific aspect of any multidimensional climate scale is mediated by a wider network of nomological relationships between climate dimensions and various group-level outcomes (Anderson and West, 1998). Innovation in organizations; it is subject to different categories of influences such as individual, organizational and environmental (Damanpour, 1991). Individuals' qualities, learning behaviors, proactive personalities, emotional intelligence, confidence, and information processing facilitate creativity in an innovative organizational climate (Lenka and Gupta, 2019). In this respect, it is important to support intrapreneurship behavior.

When the literature is examined, there are no studies to determine the relationship between strategic agility and internal entrepreneurial behavior in the aviation industry. The aim of this study is to investigate the mediating effect of the innovative organizational climate on the relationship between strategic agility and internal entrepreneurial behavior by including aviation workers in order to fill the gap in the field. It is thought that the results obtained from the research will draw attention to the strategic agility and innovative organizational climate and contribute to the literature in order to improve the internal entrepreneurship behavior in the aviation sector. The Statistical Package for the Social Science (SPSS) 18.0 package program was used in the study. In the study, factor analysis, correlation and regression analysis were made for variables, and it is aimed to investigate the hypotheses developed in order to examine the mediating effect of the innovative organizational climate on the relationship between strategic agility and internal entrepreneurial behavior.

II. LITERATURE REVIEW

2.1. Strategic Agility

Strategic agility includes the ability to identify and detect major opportunities and threats. Using the concept of agility, Sambamurthy et al. (2003) and Lu and Ramamurthy (2011) state that agility "explains the ability to identify innovation opportunities and quickly gather important assets and information to capture competitive market opportunities" (Qosasi et al., 2019). It can be explained as gaining strategic agility thanks to the ability of enterprises to develop strategies at the international level, to provide demand-oriented services or

products, to be in strategic cooperation with the internal and external environment of the enterprise, and thanks to the continuity of updated strategies (Sherehiy et al., 2007).

Agility is a factor affecting organizational productivity by enhancing an organization's ability to deliver high-quality products and services (Pazhouhan, 2019). It is also emphasized that strategic agility, which is stressed as an ability, consists of two main abilities. The first ability is related to leadership and is to gather the right resources in order to feel the direction of change needed and to execute the right strategy. The second ability is related to organizational design, which includes the structural adaptation and mechanisms required to implement the action process (Weber and Tarba, 2014). Although the concept has been emphasized with two main abilities, it is very important that both of them complete each other in order to ensure the continuity of strategic agility. As stated by Vagnoni and Khoddami (2016), Mintzberg et al. (1998) indicate that there are four reasons behind the strategy. These are as follows (Vagnoni and Khoddami, 2016):

- The strategy determines its direction,
- The strategy focuses on effort,
- The strategy defines the organization, and
- The strategy ensures consistency.

Building strategic agility can help companies gain momentum toward ambitious goals. However, building and maintaining strategic agility has become a contradiction that is difficult to solve for organizations and executive leaders (Morton et al., 2018). It is still difficult to achieve strategic agility partially due to natural contradictions. Despite this, strategic agility also enables companies to respond flexibly to complex, global, and dynamic environments (Lewis et al., 2014). Strategic agility requires looking both inside and outside of an organization. It is necessary to look inside of the enterprise to understand its basic competencies and use these competencies, while it is necessary to look outside of the enterprise to understand its business environment (Vagnoni, 2016).

Three Main Dimensions of Strategic Agility

Building strategic agility emerged as a tool to innovate the business model and business performance (Vagnoni and Khoddami, 2016). It is possible to build strategic agility in enterprises and to ensure its continuity successfully with the contributions of senior management. Strategic agility should address and change the center of gravity of the direction in which senior management guides the company in three main dimensions. These are listed as follows (Doz and Kosonen, 2017):

- Strategic Sensitivity
- Leadership Unity
- Resource Fluidity.

Strategic Sensitivity: Strategic sensitivity is the transition from strategic planning based on insight to strategic sensitivity based on insight, focusing on understanding current situations in the development process rather than predictions regarding future strategic interactions in the rapid transition to strategy (Sekman and Utku, 2017). The subject of how to increase strategic sensitivity in enterprises and how to manage them in a way that will contribute to strategic agility is important. Accordingly, things that should be done in enterprises can be grouped in the following way:

- An open strategy process that strengthens companies' sensitivity to different perspectives and orientations is necessary to maintain the connection of companies with the world.
- A high level of strategic vigilance, which strengthens the ability of companies to formulate strategic issues in a brand new and insightful way, is required for the organization's employees to advance their 'open-mindedness.'
- High-quality internal dialogue, which strengthens the ability of companies to transform individual insight and foresight into a shared strategic direction, is necessary to bring conceptual richness and informational diversity to both senior management and the entire organization in a systematic way.

Strategic sensitivity is related to both the acuity of perception and the intensity of awareness and attention. A strong external focus and internally participatory strategy process are supported by the combination of a high level of attention and a rich, intense, and open internal dialogue.

Leadership unity: Leadership is at the center of managing strategic agility (Lewis and Smith, 2014). The rapid transition to strategy brings about a deep change in the way senior management works and the relationships of its members relate with the CEO, shifting from one-on-one relationship to undertaking collective obligations. In strategic agility, it is possible to gather the management practices of leadership unity under four main headings. These are as follows (Doz and Kosonen, 2017):

1. Mutual Dependence
2. Working Together
3. Changes in the Senior Management Team
4. CEO's Leadership Style and Competencies

Leadership involves bold and swift strategic decision-making, demonstrating the strong commitment of senior management and board and mid-level managers, and increasing the tension between individuality and teamwork. Leadership depends on collectivity, including thinking together, homogeneous perspectives, and collective agreements (Lewis and Smith, 2014). Strategic sensitivity has no value if the senior management team lacks the ability to take collective decisions and take liabilities regarding the strategic direction of the company.

Resource Fluidity: It is the ability to redistribute resources in a serial way according to developing strategic opportunities. Managerial practices that will help the leader in the enterprise to increase resource fluidity can be grouped as follows (Doz and Kosonen, 2017):

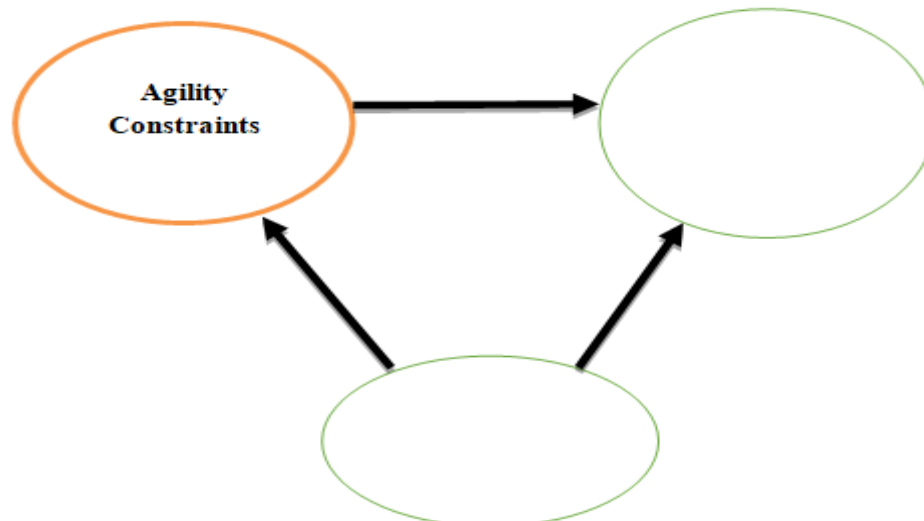
- Mechanisms that support the redistribution of scarce resources such as capital and people
- Mechanisms that support the relocation of resources thanks to modularity
- Mechanisms that support access to resources

Strategic agility is accepted as a tool for the organization to shape and reinvent itself, adapt and ultimately survive (Arbussa, Bikfalvi and Marques, 2017). Strategic sensitivity, leadership unity, and resource fluidity should be addressed together.

The Effect of Strategic Agility on Competition

As a result of a study conducted, the relationship between agility and the competitive capacity and performance of an organization was examined, and a conceptual model was developed. As seen in Figure 2, the elements of the conceptual model are agility constraints, competitive capacity, and performance measures. Agility constraints include a change in production technology, change in information technology, change in the market, change in competition criteria, increase in the importance of products manufactured to order, increase in the importance of global competition, and change in social factors.

FIGURE 1 Competitive Capacity Conceptual Model of Agility



Source: Ustasüleyman, T. (2008). Çevikliğin İşletme Performansına Etkisine Yönelik Yapısal Bir Model Önerisi. Gazi University Faculty of Economics and Administrative Sciences Journal, 10 (2): 161-178.

Criteria for competitive capacity can be considered as the determination of options together with customers, production volume flexibility, low cost, moving rapidly in the market with a new product, quality, cost, internal and external cooperation, product model/configuration flexibility, fast delivery in production, and customer interaction (Ustasüleyman, 2008). Damanpour and Gopalakrishnan's research on the adoption of product and process innovations stated that simultaneous adoption of product and process innovations has a positive impact on organizational performance. This is important for the business to gain competitive advantage and to be an agile business (Damanpour and Gopalakrishnan, 2001). Agile companies can create dynamics and produce portfolios of products, services, or business models to outperform their competitors. Agile firms can also integrate information from around the world to foster continuous innovation that links agility to a knowledge-based perspective (Junni et al., 2015). The competitive capacity of an enterprise helps to reduce the adverse effect of agility constraints on business performance. Therefore, it is necessary to establish a relationship between the important areas of competitive capacity and the important areas of agility constraints (İleri and Soylu, 2010). Furthermore, the fact that employees are motivated to work and individuals working with high motivation emerge as an important resource for the organization to gain a competitive advantage and ensure sustainability (Khan et al., 2016).

2.2. Internal Entrepreneurship

An entrepreneur is a person who establishes a new business by evaluating significant opportunities and taking risks and uncertainty in order to gain profit and growth by collecting the necessary resources to take advantage of these opportunities (Scarborough, 2014). An internal entrepreneur is a person who maintains activities within the current enterprise. Nowadays, factors in the definition of internal entrepreneurship are listed in the following way (Pinchot, 2017):

Internal entrepreneurs are employees who make corporate innovation for the enterprise. To this end, it is necessary to develop employees, trust and strengthen them. An enterprise should know how to select, manage and create the environment for entrepreneurs to develop.

- Internal entrepreneurs are dreamers. Entrepreneurs do not just find ideas, their main role is to turn ideas into successful business realities.
- Entrepreneurs are self-appointed general managers of a new idea. They do not expect someone to put them in charge. They take action to implement ideas.
- Entrepreneurs are the drivers of change to make the business a good force. Focusing on innovations, making social innovation, etc.

Entrepreneurship is an integrated concept that penetrates an individual's business in an innovative way. It is a perspective that revolutionizes the way the business is done at all levels and in every country (Kuratko, 2004). It is the manifestation of individual behavior levels and entrepreneurial behavior (Bosma, Stam and Wennekers, 2010). It is in the interest of companies to maintain and promote entrepreneurship in the organization because, thanks to entrepreneurship, companies can recreate themselves, improve their performance, develop and protect themselves in the market (Cadaru and Badulescu, 2015). The importance of internal entrepreneurship is understood by supporting the visionary entrepreneurs who will develop and implement new ideas in the organization, and it is even possible this way. Making innovation in an organization is possible by supporting internal entrepreneurship (Naktiyok and K ok, 2006).

Antoncic and Hisrich (2003) tried to explain the concept as 'Intrapreneurship' in the literature. The reason why the concept is considered as 'Internal Entrepreneurial Behavior' in this study is to emphasize the entrepreneurship of the employees in the enterprise as a behavior. In the definition taken up by the authors as a theoretical concept, intrapreneurship is defined as entrepreneurship within an existing organization, referring to the behavioral intentions and behaviors of an organisation. Intrapreneurship refers not only to the creation of new business ventures, but also to other innovative activities and orientations such as the development of new products, services, technologies, administrative techniques, strategies and competitive stances (Antoncic and Hisrich, 2003). As stated by G rel (2012), Kuratko (1990) lists the main reasons why enterprises gradually attach more importance to internal entrepreneurship as follows (G rel, 2012):

- The need to make necessary changes, innovations, and improvements in the market to avoid recession and stagnation,
- Noticeable weakening in traditional methods of the company management,
- Innovatively thinking staff who have lost faith in bureaucratic organizations/customer turnover rate.

Nowadays, the importance of internal entrepreneurship is increasing, and internal entrepreneurship is of great importance for both individuals and societies. The concept, which contributes to the development of self-efficacy in individual terms, also contributes to increasing employment and production in social terms (K çük, 2017). Moreover, it is very important for individuals to find the opportunity to reveal their potential and implement what they want to do, to meet high-level needs such as working independently and self-realization ( enturan, 2018). Studies have shown that intrapreneurship can be effective if it receives support from the top management of the organization (Gupta, 2016).

Internal Entrepreneurship Process

The entrepreneur differs from the manager in many different ways and is the person who should cooperate with managers, employees, suppliers, and credit institutions in the enterprise (Gerber, 2015). Entrepreneurship is the willingness to take risks calculated in terms of time, equality, or career, the ability to create an effective initiative team, the ability to create a solid business plan, and the process of recognizing opportunities that others see as chaos and confusion (Kuratko, 2004).

The processes that transform a business idea into a business are called entrepreneurship processes, and in this process, it is necessary to address internal entrepreneurship as a whole of processes that include various applications spread over time. The said process can be listed as follows ( rper, 2012):

- Searching and finding business ideas
- Selecting the business idea
- Preparing the business idea for implementation

- Implementing the business idea (Investment, launch, measurement, assessment, learning, searching again).

As a creative, flexible, and sharing person, the internal entrepreneur is the individual who brings innovations and enables the development of new products first of all (Bembry, 2017). Hisrich and Peters (2002) define the process during which a new initiative process is materialized as an entrepreneurial process and argue that this process requires certain stages. As explained in Table 1, these stages are four main elements, including the determination and evaluation of opportunities, the development of a business plan, the detection of the required resources, and the management style of the enterprise created by the resulting initiative (Zengin, 2019).

TABLE 1 Stages of the Entrepreneurial Process

	Use of the Opportunity		
Defining and evaluating the opportunity	Development of the business plan	Required resources	Managing the enterprise
Creation and size of the opportunity	Characteristics and size of the market	Available resources of the entrepreneur	Management style and structure
The real and perceived value of the opportunity	Marketing plan and production requirements	Resource gaps and those ready for use	Key elements of success
The risks and advantages of the opportunity	Financial planning and requirements	Provision of the required resources	Description of the current and potential problems
Personal skills and goals versus the opportunity	Organization style		Placement of control systems
Competitive situation	Market entry strategy		

Source: Zengin, Y. (2019). Girişimcilik Becerileri ve Sürdürülebilir Rekabet Üstünlüğü İlişkisi. Eğitim Yayınevi, 1st Edition, Konya, p. 29, 2019.

The internal entrepreneurship process takes place within the boundaries of the organization. The process starts with the fact that an employee working within the organization realizes the opportunities. The next stage is the stage of taking action and using the new opportunity (Kayalar and Arslan, 2016). It is the recognition of opportunities within the enterprise, the use of opportunities, and the introduction of new methods. It seems possible that this process will be realized thanks to internal entrepreneurs. Kuratko reveals the goals of internal entrepreneurship in the internal entrepreneurship process under three main headings (Güney, 2008).

- To ensure that the existing system, structures, and applications do not affect the rapid movement and flexibility required for innovation,
- To provide necessary tools and awards to entrepreneurship projects,
- To create synergy between business areas.

In the literature, it is observed that internal entrepreneurship dimensions tend to be in two main approaches: "entrepreneurial orientation approach" and "corporate entrepreneurship approach." Among these, it is observed that the entrepreneurial orientation approach is shaped around risk-taking, innovation, proactiveness, autonomy, and competitive aggressiveness, the corporate entrepreneurship approach is shaped around innovation, self-renewal, strategic renewal, and new business venturing. The classification of these internal entrepreneurship dimensions listed with the pioneers of these dimensions is shown in Table 2 (Ağca and Kurt, 2007).

TABLE 2 Classification of Internal Entrepreneurship Dimensions

Dimensions	Definitions	Sources
Innovativeness/innovation	The process of creating new products, services, processes, technologies, and methods	Covin and Slevan (1991); Lumpkin and Dess (1996); Knight (1997); Antoncic and Hisrich (2001); Morris and Kuratko (2002)

Risk-Taking	Taking investment decisions and taking strategic actions in an environment of uncertainty to utilize new opportunities despite the possibility of losing	Miller and Friesen (1983) Covin and Slevin (1991) Lumpkin and Dess (1996-2001) Hornsby et al. (2002) Morris and Kuratko (2002) Antoncic and Hisrich (2003)
Proactiveness	The tendency of the organization, especially senior management, to pioneer and initiate the first venture	Miller and Friesen (1983) Covin and Slevin (1991) Lumpkin and Dess (1996-2001) Knight (1997) Morris and Kuratko (2002) Antoncic and Hisrich (2003)
Autonomy	The independence that an individual, group, or organization exhibits in presenting and achieving an idea or vision	Zajac et al. (1991) Lumpkin and Dess (1996) Culhane (2003)
New Business Venturing	Creating new products, new businesses, and new autonomous units or semi-autonomous firms in the existing organizations	Zahra (1991, 1993a, 1995) Stopford and Baden-Fuller (1994) Zahra and Covin (1995) Antoncic (2000) Antoncic and Hisrich (2001)
Self-renewal/Strategic Renewal	Reformulating the purpose and strategy, redefining the business concept, re-organization and organizational change	Guth and Ginsberg (1990) Zahra (1991, 1993a) Stopford and Baden-Fuller(1994) Antoncic (2000) Antoncic and Hisrich (2001, 2003)
Competitive Aggressiveness	Taking an aggressive position toward competitors or directly and intensely challenging competitors in the market	Covin and Covin (1990) Lumpkin and Dess (1996) Antoncic (2000) Antoncic and Hisrich (2003)

Source: Ağca V. & Kurt M. (2007) İçGirişimcilik ve TemelBelirleyicileri: KavramsalBirÇerçeve. Erciyes University Faculty of Economics and Administrative Sciences Journal, Issue: 29, pp. 83-112.

There are four dimensions of internal entrepreneurship at both organizational and individual levels (Antoncic and Hisrich, 2001);

1. New business venture,
2. Innovativeness,
3. Self-renewal
4. Proactiveness.

Zahra et al. (2000) addressed corporate entrepreneurship in three dimensions: new business ventures, innovativeness, and strategic renewal (Arman and İrmış, 2018), (Ocak and Basım, 2017).

- New Ventures Dimension: It is the creation of a new business area within an existing organization. It is the creation of a new business by redefining products and/or services in an existing organization or by developing new markets.
- Innovativeness Dimension: Innovativeness is expressed as the ability of an organization to create new products, successfully present them to the market, and its commitment with regard to organizational innovations.
- Strategic Renewal Dimension: The strategic renewal dimension is called the transformation of the organization by renewing the main ideas of the enterprise. In other words, it is focusing on strategy re-establishment, reorganization, and organizational change.

Innovation is the primary driver of business success and failure. Innovation provides companies with a sustainable competitive advantage. He saw that the innovation adopted by entrepreneurial and corporate firms provided them with a separate corporate identity. Entrepreneurial firms produce new ideas, products, technologies or services (Gupta, 2018). The corporate entrepreneurship approach is similar to the entrepreneurial orientation approach. However, it differs under two main conditions. Corporate entrepreneurship can result in the establishment of a new business or the renewal of an existing organization. Subsequent research distinguishes these two features and strategic entrepreneurship (simultaneously dealing with opportunity-

seeking and advantage seeking) under the banner of a corporate initiative, on the one hand, and corporate entrepreneurship, on the other hand (Blanka, 2019). In the management of the internal entrepreneurship process, traditional management styles can have an effect in a way that prevents the internal entrepreneurial efforts of employees. Kuratko and Hodgetts (1998) explained traditional management techniques and solution strategies that could eliminate them with their negative impacts. Table 3 presents these traditional management techniques and their negative impacts and solution strategies that can eliminate them (Fındık, 2015).

TABLE 3 Traditional Management Techniques and Strategies to Eliminate Them with Their Negative Impacts

Traditional Management Techniques	Negative Impacts	Solution Strategies
Implementing standard processes to protect from mistakes	Preventing creative solutions, wasting resources	Creating rules specific to each situation
Using resources only to ensure efficiency	Reducing the market share of competitive power	Intensifying activities at more important points such as market share
Planning instead of trying to control	Neglecting conditions that can change assumptions	Changing plans to reflect the learning process
Not taking risks	Missing opportunities	Progressing with small steps
Making long-term plans	Loss of resources as a result of determining unreachable targets	Determining intermediate targets after the main target and re-evaluating each of them
Functional management	Enterprise or entrepreneurial failure	Supporting entrepreneurs in both managerial and interdisciplinary ways
Trying to protect the enterprise despite all possible costs	When the enterprise comes into a dangerous position, new initiatives go to waste	Ensuring the cycle that can create innovations and undertaking reasonable risks
Evaluating previous experiences with new steps	Taking wrong decisions about the market and competition	Using self-learning strategies and testing assumptions
Encouraging competitive employees	Loss of innovators	Separation of traditional workers from innovators

Source: Fındık, G. (2015). Girişimcilik Kültürü Ve İşletmelerde İç Girişimcilik Olgusu: Hizmet Sektöründe Bir Uygulama. (Master's Thesis), Beykent University, Institute of Social Sciences, 36, 2015.

It is very important to understand the obstacles and solution strategies indicated in the table above in terms of developing internal entrepreneurial behavior in an enterprise. Additionally, senior management should develop alternative management techniques apart from traditional management techniques. One of the important factors that affect the entrepreneurship process is the entrepreneur's risk-taking behavior. Risk-taking behavior is defined as the responsibility of the behaviors related to the probability of what will happen as a result of events (Yılmaz, et al., 2014). Risk in any environment is the situation between the outcome of individuals' behavior and the realization of their goals.

III. DATA AND MEDHODOLOGY

This section of the study includes explanations about the purpose, scope and boundaries of the study, information about the population to which the study was applied, data collection method, research variables, data analysis, research design, and hypotheses. Furthermore, the findings regarding the statistical methods and techniques applied to the variables addressed within the scope of the study, the reliability analysis of the research scale, factor analysis, correlation and regression analysis were discussed one by one. When the literature is reviewed, it is observed that there are no studies which determine the relationship between strategic

agility and internal entrepreneurial behavior in the aviation sector. This study aimed to investigate the mediating effect of the innovative organizational climate on the relationship between strategic agility and internal entrepreneurial behavior by including aviation employees in order to fill the gap in the domain. The survey collection method was employed in the study, which was limited to enterprises operating in the aviation sector. It was tried to ensure that employees of airport operators, airline companies, and ground handling companies filled out surveys. The second limitation of the study is that it was carried out only in enterprises located in Istanbul province, while the third limitation is that it was performed in a certain time period.

The Internet environment was used in most of the surveys responded. In the aviation sector, where work continues 24/7, there are teams working in various shift hours in each unit. These teams communicate via WhatsApp on the internet to make communication faster. In the study, the survey questions prepared in the electronic environment were shared in different WhatsApp groups of different teams, and participation in the surveys was ensured by mentioning the importance of the study. Within the scope of the study, it was clearly stated that the study was for scientific purposes only. To this end, it is accepted that the participants understood the questions in the questionnaires sent to them correctly and gave correct answers to the questions. Of the shared surveys, 374 were returned. Four surveys filled out incompletely were excluded, and 370 surveys were included in the study.

The strategic agility scale used in the study consists of three dimensions: customer agility, partnership agility, and operational agility. These dimensions are explained below (Ahsan and Ye-Ngo, 2005);

- **Customer Agility:** It defines an organization's ability to use the power of the customer to gain market intelligence and identify opportunities for competitive action.
- **Partnership Agility:** It is defined as the organization's ability to use the assets, knowledge, and competencies of suppliers, distributors, contract makers, and logistics providers through alliances, partnerships, and joint ventures. Partnership agility allows an organization to change or adapt its expanded corporate network when it needs to access assets, competencies, or information that are not currently in its networks.
- **Operational Agility:** It is defined as the ability of organizations to realize speed, accuracy, and cost economy by taking advantage of opportunities for innovativeness and competitive action of their business processes. Operational agility ensures that organizations can quickly redesign existing processes and create new processes to take advantage of dynamic market conditions.

Another of the main variables of the study is risk-taking behavior. This group of variables was determined as an independent variable in the study because risk-taking behavior constitutes an important part of the entrepreneurship literature. Risk-taking is accepted as one of the prominent features of entrepreneurs (Çelik, 2017, 31). Another main variable in the study is the innovative organizational climate. This group of variables was determined as one of the independent variables in the study because its mediating role in the relationship between the strategic agility and internal entrepreneurial behavior of the enterprise is examined in the scales used for this variable in the study. The variables of the innovative organizational climate were named as communication, formalization, and human relations.

One of the main variables addressed within the scope of the study is internal entrepreneurship. The variables of the internal entrepreneurial behavior determined as dependent variables in this group of variables in the study were named innovation and risk-taking, proactiveness and autonomy. While innovation refers to reconsidering enterprises' strategies, organizational structures, and organizational policies, in other words, mentalities (Yıldız, 2019), risk-taking means losing as a result of a person's behavior or decisions (Çelik, 2017). Proactive behavior refers to business top managers focusing on competition and acting boldly in taking risks (Yıldız, 2019), whereas autonomy means independent behaviors carried out by individuals or teams to create and develop a business idea (Kanbur, 2015). Various hypotheses were developed in accordance with the developed model in this study, which attempted to explain the mediating effect of organizational climate on the relationship between strategic agility and internal entrepreneurial behavior. The research hypotheses are presented in Table 4.

TABLE 4 Research Hypotheses

H₁	Strategic agility affects internal entrepreneurial behavior directly and positively.
H_{1a}	Customer agility affects internal entrepreneurial behavior directly and positively.
H_{1b}	Partnership agility affects internal entrepreneurial behavior directly and positively.
H_{1c}	Operational agility affects internal entrepreneurial behavior directly and positively.
H₂	Risk-taking behavior affects internal entrepreneurial behavior directly and positively.
H₃	Strategic agility affects internal entrepreneurial behavior through the innovative

	organizational climate.
H_{3a}	Innovative organizational climate has a mediating effect between customer agility and internal entrepreneurial behavior.
H_{3b}	Innovative organizational climate has a mediating effect between partnership agility and internal entrepreneurial behavior.
H_{3c}	Innovative organizational climate has a mediating effect between operational agility and internal entrepreneurial behavior.
H₄	Innovative organizational climate has a mediating effect between risk-taking behavior and internal entrepreneurial behavior.

Recently, the increasing global competition in aviation has encouraged enterprises to operate internationally. Furthermore, it is known that the participants were undecided between the two answers, regional and national and international, due to the fact that all the participants in the survey were in the aviation sector and due to the international flights of the company. It can be stated that no guidance was made on the participants in this regard, and this result was achieved. It can be said that the aviation sector employees participating in the survey work in operational departments (in the status of a civil servant-worker), and the result was obtained in this way.

TABLE 5 Analysis of Demographic Findings

Gender	Male	235	63.9
	Female	130	35.3
Educational Status	Primary education	9	2.4
	High school	74	20.1
	College	50	13.6
	University	184	50
	Master's degree and above	51	13.8
Area of Activity	Regional	42	11.4
	National	35	9.5
	International	287	78
Department Worked	Production	8	2.2
	Accountancy	8	2.2
	Personnel	132	35.9
	Sales/Marketing	28	7.6
	Other	191	51.9
Income Range	2000 – 3000 TL	126	34.2
	3000 – 4000 TL	125	34
	4000 - 5000 TL	39	10.6
	5000 TL and above	4	1.1
	6000 TL and above	72	6.3

It is observed that the reliability values of the scales are considerably above the limit values for each scale. It can be stated that the scales are understood by the participants as a meaningful whole.

TABLE 6 Reliability Analysis of the Variables

Variables	Number of Questions	Cronbach's Alpha (a) Values
Innovative Organizational Climate	13	0.972
Strategic Agility	32	0.941
Risk-Taking Behavior	12	0.956
Internal Entrepreneurial Behavior	21	0.946
Overall Reliability	78	0.972

The survey technique was used as the data collection method in the study, and a total of 374 surveys were collected, and 370 surveys were included in the study. In the survey consisting of four scales, 78 questions on the variables of innovative organizational climate, strategic agility, risk-taking behavior, internal entrepreneurial behavior and 13 questions on demographic information were asked. One of the most important

criteria of the study is that research was conducted with private enterprises operating in the aviation sector. It was attempted to ensure that employees of airport operators, airline companies, and ground handling companies filled out the surveys. The second criterion of the study is that it was carried out only in enterprises located in Istanbul province. Employees of airport operators, airline companies, and ground handling companies and only enterprises located in Istanbul province participated in the study. Istanbul, which is the center of the aviation sector in Turkey, takes an important position because of heavy air traffic and passenger density at airports. Employees of aviation enterprises in Istanbul, especially in airport and airline operational departments, in other words, ground services departments, participated in the study. The third criterion of the study is that it was performed in a certain period of time.

According to the research findings, the number of female employees working in the aviation sector is lower than the number of male employees. Male employees are predominant, especially in airside operations, baggage services, cargo and aircraft maintenance departments at airports. Therefore, the rate of male participants is higher than female employees. According to the educational status results of the participants, it was concluded that their education level was high. In the aviation sector, in which safety and security are important, it is required to maintain activities with zero error. There is quite a lot of in-house training for employees to ensure zero error and the efficiency of operations. The presence of trained individuals in particular aviation departments and directing employees to aviation departments with an increasing number of these departments in universities in Turkey, and the fact that employees newly joining the sector are employees who have graduated from the aviation department at the university have been effective in achieving these findings.

IV. FINDING DISCUSSIONS

4.1 Reliability, Validity, and Factor Analysis of the Innovative Organizational Climate Scale

In the factor analysis results of the 13-question scale for innovative organizational climate, three factors, namely communication, formalization, and human relations, were found. However, in the survey results, question no. 8 (It cannot be said that there is a team spirit among employees in the execution of works) was removed. The reason for this is questions no. 4 and 7. In the factor analysis performed in relation to innovative organizational climate, questions no. 4, 7, and 8 were removed from the analysis. Since questions no. 4 and 7 took a factor below 0.500, although question no. 8 had a factor load of 0.747, it remained a single question under a sub-dimension, so it was removed from the process to avoid any errors in the remaining part of the analysis.

The sub-dimensions and question numbers in the innovative organizational climate factor analysis are as follows:

- Communication (6 / 2 / 1 / 13 / 5 / 3)
- Formalization (9 / 1 / 1 / 12 / 10)
- Human Relations (4 / 8 / 7)

The total variance of the two verified factors, communication and formalization, is 58.277. Since Cronbach's Alpha value of innovative organizational climate is ($\alpha: 0.972$) >9 , it is observed that the reliability of the scale used for this variable is excellent. In the factor analysis results, the KMO value of the innovative organizational climate scale is 0.903, as seen in Table 5. This value is excellent at the KMO validity value. According to the factor analysis results, the employees participating in the study did not experience problems in understanding the questions in the questionnaire.

4.2 Reliability, Validity, and Factor Analysis of the Strategic Agility Scale

In the factor analysis results of the 32-question scale for strategic agility analysis, three factors, namely customer agility, partnership agility, and operational agility, were verified. However, questions no. 1, 7, 8, 12, and 16 were excluded from the analysis since they did not take any value in the survey results.

The sub-dimensions and question numbers in the strategic agility factor analysis are as follows:

- Customer Agility (1/2/3/4/5/6)
- Partnership Agility (7/8/9/10/11/12/13/14)
- Operational Agility (15/16/17/32)

The explained variance of the three factors mentioned above is 55.159.

Since Cronbach's Alpha value of strategic agility is ($\alpha: 0.952$) >9 , it is observed that the reliability of the scale used for this variable is excellent. In the factor analysis, the KMO value of the strategic agility scale is 0.941. This value is excellent at the KMO validity value. According to the factor analysis results, the employees who participated in the study answered the questionnaire correctly, almost objectively, and did not have difficulty understanding the questions.

4.3 Reliability, Validity, and Factor Analysis of the Risk-Taking Behavior Scale

In the factor analysis results of the 12 scale questions for risk-taking behavior, it was confirmed that the scale was one-dimensional. The total explained variance of the risk-taking behavior factor is 63.610. Since Cronbach's Alpha value is ($\alpha: 0.956$) >9 , it is observed that the reliability of the scales used for this variable is

almost excellent. The KMO value of the risk-taking behavior scale in the factor analysis is 0.956. This value is excellent at the KMO validity value.

4.4 Reliability, Validity, and Factor Analysis of the Internal Entrepreneurial Behavior Scale

In the factor analysis results of the 21 scale questions for internal entrepreneurial behavior, two factors, namely innovation and risk-taking, proactiveness and autonomy, which constitute the dependent variables, were confirmed.

They will be studied as two dimensions in this study. The combination of factors is in question.

- Innovation and Risk-Taking (1/ 2/3/4/5/6/7/8/9)
- Proactiveness and Autonomy (10/11/12/13/14/15/16/17/18/19/20/21)

The total explained variance of these two factors is 62.129. Since Cronbach's Alpha value of the internal entrepreneurial behavior factor is (α : 0.946) $>$ 9, it is observed that the reliability of the scales used for this variable is almost excellent. The KMO value of the internal entrepreneurial behavior scale in the factor analysis is 0.946. This value is excellent at the KMO validity value.

TABLE 7 Correlation Analysis of the Variables

Correlation Table		Communication	Formalization	Customer Agility	Partnership Agility	Operational Agility	Risk-Taking Behavior	Innovation and Risk-Taking	Proactiveness and Autonomy
Communication	Pearson's Correlation	1	.636**	.694**	.442**	.483**	.366**	.323**	.258**
Formalization	Pearson's Correlation		1	.497**	.609**	.587**	.543**	.486**	.203**
Customer Agility	Pearson's Correlation			1	.570**	.607**	.497**	.479**	.365**
Partnership Agility	Pearson's Correlation				1	.689**	.815**	.705**	.174**
Operational Agility	Pearson's Correlation					1	.594**	.555**	.193**
Risk-Taking Behavior	Pearson's Correlation						1	.845**	.255**
Innovation and Risk-Taking	Pearson's Correlation							1	.413**
Proactiveness and Autonomy	Pearson's Correlation								1

**Correlation is significant at the 0.01 level (Two-tailed)

Upon examining the correlation table, one-to-one relationships of the innovation and risk-taking, proactiveness and autonomy variables, which are the sub-dimensions of internal entrepreneurial behavior, with all independent variables in the study were evaluated. For example, the communication variable and the sub-dimensions of internal entrepreneurship are correlated at a low level. There is a basic relationship between the communication factor and behavioral patterns such as openness of employees to new ideas, motivating other employees to be innovative, attaching importance to technological leadership and innovativeness. This result was expected since the communication channels within the organization should also be open for the development of intra-organizational entrepreneurship. In the table, the formalization variable and the sub-dimensions of internal entrepreneurship were slightly correlated. There is a relationship between the fact that the respondents do not make a decision without consulting their superiors while developing a business innovation, do not disable the standard operating procedures and rules, and the formalization factor.

There was a low correlation between the customer agility and internal entrepreneurship sub-dimensions. There is a fundamental relationship between the customer agility factor, the bold behavior of employees when making decisions from uncertainty situations in order to bring the highest return to the organization, their success in projects with high risk, and the ability to undertake any risk if the success of the task is believed. In terms of the development of intra-organizational entrepreneurship, responding quickly to customer preferences and establishing a proactive relationship with customers, the results were in the expected direction.

In the correlation analysis, the relationships of the two sub-factors between the independent variable of partnership agility and the internal entrepreneurship sub-dimensions yielded different results. It was concluded that the partnership agility variable had a high (0.705) relationship between the innovation and risk-taking factor, which is a sub-dimension of internal entrepreneurial behavior, and the proactiveness and autonomy factor had a low-level (0.174) relationship. A relationship was revealed between employees' attaching importance to creativity and innovation in the works they performed, developing R&D activities, attaching importance to technology, and the partnership agility factor. Furthermore, it was concluded that there was a relationship between the partnership agility factor and the success in using all enterprise resources (time, money, human resources) to take advantage of the opportunities in the business environment, trying to stay ahead of them instead of following the developments.

In the correlation analysis, the relationships of the two sub-factors between the operational agility independent variable and the internal entrepreneurship sub-dimensions yielded different results. It was concluded that there was a high (0.555) relationship between the operational agility variable and the innovation and risk-taking factor, which is a sub-dimension of internal entrepreneurial behavior, while there was a low-level relationship (0.193) of the proactiveness and autonomy factor. It was found that there was a relationship between the operational agility factor and the idea that it helped employees motivate their colleagues to be innovative and helped support and implement innovative and creative ideas by giving responsibility to employees.

One of the most important findings in the correlation table is the very high correlation rate (0.845) between risk-taking behavior and the innovation and risk-taking dependent variable. The correlation table is considered to be the provision of the regression table in statistical analysis. The high correlation value of 0.845 between these two variables confirms that the model is reliable and valid in terms of ensuring the accuracy of the model. Since these two variables are located very close to each other, both as title and content, the high correlation value between them is a result of high affinity. In other words, the SPSS program used in the analysis draws attention to this important point due to the possibility of multi-correlation between two variables. In summary, the correlation analysis value between these two variables is closed to interpretation.

The multi-correlation, in other words, the multiple correlation coefficient generalizes the standard correlation coefficient and is used in multiple regression analysis. Multi-correlation evaluates the prediction quality of the dependent variable. Multi-correlation can also be interpreted as the variance ratio of the dependent variable explained by the independent variables (Abdi, 2007, 1).

When the correlation coefficients between the independent variables are examined in the study, it is revealed that the relationship between the partnership agility independent variable and the risk-taking behavior independent variable is statistically significant and high (0.815). When developing products/services in organizations, decisions taken in relations with suppliers, cooperation, coordination, and communication are very important. Changing suppliers frequently, changing products/services frequently to keep up with dynamic business life can be regarded as risky behavior for enterprises. On the other hand, it is observed that the relationship between the partnership agility variable and the formalization variable, another independent variable, is statistically significant and high (0.609). Changing suppliers frequently and changing products/services frequently to keep up with dynamic business life are risky for enterprises, and employees' compliance with the rules and standards in the execution of business activities, and whether they have a certain freedom to plan and run their own business have been effective in taking these decisions by employees.

Finally, it is revealed that the relationship between the communication independent variable and the customer agility independent variable is statistically significant and high (0.694). Employees' constant search for opportunities to add value to customers requires establishing a proactive relationship with customers. Transparent and open communication in all departments throughout the enterprise and between employees strengthens this relationship.

TABLE 8 Regression Analysis Model

Coefficients					
Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Standard Deviation	Beta		

1	(Constant)	0.757	0.181		4.185	0.000
	Communication	-0.045	0.038	-0.053	-1.185	0.237
	Formalization	0.035	0.044	0.034	0.785	0.433
	Customer Agility	0.082	0.039	0.095	2.131	0.034
	Partnership Agility	0.008	0.057	0.009	0.15	0.881
	Operational Agility	0.057	0.039	0.064	1.461	0.145
	Risk-Taking Behavior	0.738	0.049	0.753	15.207	0.000
a. Dependent Variable: Innovation and Risk-Taking						
Adjusted R-squared: 0.721			F: 149.709			

As seen in the table, according to the results obtained, it was revealed that hypothesis H₁ was partially supported and customer agility (h_{1a}), which is the sub-dimension of the strategic agility factor, and risk-taking behavior, another independent variable, directly and positively affected innovation and risk-taking behavior, the dependent variable (H₂).

When the findings obtained are examined, it is observed that the effect of some variables in a significant relationship in the previous correlation analysis is clouded. This is a natural outcome of regression analysis. Since all independent variables are evaluated together, they can increase or decrease the effect on each other. In this model, customer agility and risk-taking behavior emerge and overshadow the others. The rate at which innovation and risk-taking, which are the dependent variables of the model, can be explained by these two independent variables is 72.1%. It was observed that the 10% impact threshold used in social sciences and generally accepted was considerably exceeded, and the model was designed correctly. According to the hypotheses developed, it was determined that hypothesis H_{1a} was supported, and hypotheses H_{1b} and H_{1c} were not supported. According to the results obtained, it was revealed that hypothesis H₂ was fully supported, and the risk-taking behavior factor had a positive effect on internal entrepreneurial behavior.

TABLE 9 Variable Control

Coefficients						
Model		Unstandardized Coefficients		Standard Coefficients	t	Sig.
		B	Standard Deviation	Beta		
1	(Fixed)	2.535	0.371		6.834	0.000
	Customer Agility	0.419	0.069	0.391	6.071	0.000
	Partnership Agility	-0.315	0.120	-0.256	-2.628	0.009
	Operational Agility	-0.040	0.081	-0.036	-0.487	0.627
	Risk-Taking Behavior	0.358	0.104	0.294	3.438	0.001
a. Dependent Variable: Proactiveness and Autonomy						
Adjusted R-Squared: 0.155			F: 224.538			

Upon examining the other model, it is observed that the two sub-dimensions of strategic agility, customer agility and operational agility, have a direct and positive effect on the proactiveness and autonomy dependent variable. Another feature of this table is measuring whether the innovative organizational climate has any mediating effect on the dependent variables. Within this framework, two sub-dimensions of the innovative organizational climate were not included in the analysis, and all other variables were included in the process at the same time. The results demonstrate that partnership agility, which had no effect before, gained negative meaning. The main reason for this negativity is that most of the participants in the aviation sector work in operational departments at the airport, and the procurement process in the sector is perceived differently by employees. The responses of the participants to the questions about suppliers, distributors, contract manufacturers, and logistics providers made a difference in perception, and the result revealed this.

As in the other model, the risk-taking behavior independent variable directly affects proactiveness and autonomy with a very high Beta contribution (0.294). The coefficient of determination in this model is 15.5%. In other words, customer and partnership agility and risk-taking behavior change the dependent variable by 15.5%. The main reason why the R-squared value remained low compared to the previous model can be regarded as the absence of innovative organizational climate elements in this model.

It can be understood from the results of these two tables that the effect of the intermediate variable is a very determining factor in a model. When a particularly strong intermediary variable is used, if the said variable is removed from the analysis, other variables that have been previously shadowed begin to make sense. Considering that 98% of companies operating in Turkey are family businesses, SMEs, or not fully institutionalized firms yet, the significance received by the innovative organizational climate in the model does not display the intermediate variable effect. The main reason for this is that family businesses, which are not particularly strong financially, do not adapt to processes that require a new organizational structure or new technology, to this type of organizational climate. For example, family businesses mostly adopt traditional approaches to accessing information and evaluating employee performance. Bureaucratic and formal structures are at the forefront instead of interdepartmental communication and relationships based on trust. For companies in Turkey to achieve a more open and flexible structure, a certain period should pass since the dates of their establishment, or they should reach at least the second generation of management.

TABLE 10 Intermediate Variable Effect

Intermediate Variable Effect (A)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Fixed)	0.765	0.172		4.457	0
	Customer Agility	0.058	0.032	0.067	1.819	0.07
	Partnership Agility	0.016	0.055	0.016	0.284	0.777
	Operational Agility	0.059	0.038	0.067	1.576	0.116
	Risk-Taking Behavior	0.744	0.048	0.759	15.433	0
a. Dependent Variable: Innovation and Risk-Taking						
Intermediate Variable Effect (B)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Fixed)	2.535	0.371		6.834	0
	Customer Agility	0.419	0.069	0.391	6.071	0
	Partnership Agility	-0.315	0.12	-0.256	-2.628	0.009
	Operational Agility	-0.04	0.081	-0.036	-0.487	0.627
	Risk-Taking Behavior	0.358	0.104	0.294	3.438	0.001
b. Dependent Variable: Proactiveness and Autonomy						

When Table 10 was examined, it was determined that when the innovative organizational climate variable and its sub-dimensions were removed from the analysis and all other independent variables were included in the application, there was no marginal or remarkable change in the results obtained. In the two-step regression test performed by removing the communication and formalization sub-dimensions from the analysis, it is observed that the driving variable on the innovation and risk-taking dependent variable is risk-taking behavior. Since it is known that these two factors are separated in correlation and factor analysis, there is no possibility of multicorrelation. The tendency toward risk-taking behavior reveals that organizations as an institution (at the legal entity level) are prone to risk-taking behavior. Likewise, risk-taking behavior also affects the proactiveness and autonomy variable with a strong effect. Additionally, while customer agility affects risk-taking behavior positively and directly, partnership agility affects it negatively and directly. The adverse impact of the partnership agility variable is discussed in detail in the conclusion section. In summary, the presence of innovative organizational climate variables in the model does not have any shadowing or regulation effect, nor does it have a significant effect on other variables in terms of mediating effect. This model can be retested on different scales and sample groups in future studies. In the study, risk-taking behavior, which is one of the most important basic components of internal entrepreneurship, which has become very important for organizations,

was included in the study as an independent variable. The internal entrepreneurship dependent variable and strategic agility, risk-taking behavior and innovative organizational climate were examined with an experimental model that included all independent variables.

As a result of the analysis conducted, it was concluded whether the research hypotheses were supported or not. It was revealed that strategic agility partially positively affected internal entrepreneurial behavior and therefore, customer agility, which is a sub-factor of strategic agility, positively affected internal entrepreneurial behavior (H_{1a}), partnership agility and operational agility adversely affected internal entrepreneurial behavior (H_{1b}) and (H_{2b}). Based on this, it was concluded that hypothesis H_1 was partially supported. One of the most remarkable findings of the study is the result that risk-taking behavior positively affects internal entrepreneurial behavior. According to the results obtained, it was revealed that hypothesis H_2 was fully supported. It can be stated that the risk-taking behavior originates from the fact that the innovation and risk-taking factor, which is a sub-factor of the internal entrepreneurship variable, is the same as both content and title.

The finding obtained as a result of measuring whether the innovative organizational climate has any mediating effect on the variables is that the innovative organizational climate does not have an intermediate variable effect. The tendencies toward creative and innovative changes in the aviation sector have caused them to be perceived differently by employees since they occur within the framework of certain regulations and rules. Safety and security in the sector, international and national regulations do not allow employees to develop new ideas and apply them immediately and act independently. It can be indicated that the creativity of employees depends on the environment they work in and individual variables. In organizations that support creativity and innovativeness, the protection of the climate is related to the performance of institutions. In general, there are studies that show that the innovative organizational climate supports the formation of more innovative organizations and empirically support this. However, it was concluded in this study that the innovative organizational climate did not have a significant effect on other variables in terms of mediating effect. This model can be retested on different scales and sample groups in other academic studies in the future.

TABLE 11: Hypothesis Test Results

H_1	Strategic agility affects internal entrepreneurship behavior directly and positively.	Partially Supported.
H_{1a}	Customer agility affects internal entrepreneurial behavior directly and positively.	Supported.
H_{1b}	Partnership agility affects internal entrepreneurship behavior directly and positively.	Not supported.
H_{1c}	Operational agility affects internal entrepreneurship behavior directly and positively.	Not supported.
H_2	Risk taking behavior affects internal entrepreneurship behavior directly and positively.	Partially Supported.
H_3	Strategic agility affects internal entrepreneurship behavior through the innovative organizational climate.	Not supported.
H_{3a}	The innovative organizational climate has a mediating effect between customer agility and internal entrepreneurial behavior.	Not supported.
H_{3b}	The innovative organizational climate has a mediating effect between partnership agility and internal entrepreneurial behavior.	Not supported.
H_{3c}	The innovative organizational climate has a mediating effect between operational agility and internal entrepreneurial behavior.	Not supported.
H_4	The innovative organizational climate has a mediating effect between risk taking behavior and internal entrepreneurship behavior.	Not supported.

4.1 Reliability, Validity, and Factor Analysis of the Innovative Organizational Climate Scale

In the factor analysis results of the 13-question scale for innovative organizational climate, three factors, namely communication, formalization, and human relations, were found. However, in the survey results, question no. 8 (It cannot be said that there is a team spirit among employees in the execution of works) was removed. The reason for this is questions no. 4 and 7. In the factor analysis performed in relation to innovative organizational climate, questions no. 4, 7, and 8 were removed from the analysis. Since questions no. 4 and 7

took a factor below 0.500, although question no. 8 had a factor load of 0.747, it remained a single question under a sub-dimension, so it was removed from the process to avoid any errors in the remaining part of the analysis.

The sub-dimensions and question numbers in the innovative organizational climate factor analysis are as follows:

- Communication (6 / 2 / 1 / 13 / 5 / 3)
- Formalization (9 / 1 / 1 / 12 / 10)
- Human Relations (4 / 8 / 7)

The total variance of the two verified factors, communication and formalization, is 58.277. Since Cronbach's Alpha value of innovative organizational climate is ($\alpha: 0.972$) >9 , it is observed that the reliability of the scale used for this variable is excellent. In the factor analysis results, the KMO value of the innovative organizational climate scale is 0.903, as seen in Table 5. This value is excellent at the KMO validity value. According to the factor analysis results, the employees participating in the study did not experience problems in understanding the questions in the questionnaire.

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In the factor analysis results of the 32-question scale for strategic agility analysis, three factors, namely customer agility, partnership agility, and operational agility, were verified. However, questions no. 1, 7, 8, 12, and 16 were excluded from the analysis since they did not take any value in the survey results.

The sub-dimensions and question numbers in the strategic agility factor analysis are as follows:

- Customer Agility (1/2/3/4/5/6)
- Partnership Agility (7/8/9/10/11/12/13/14)
- Operational Agility (15/16/17/32)

The explained variance of the three factors mentioned above is 55.159.

Since Cronbach's Alpha value of strategic agility is ($\alpha: 0.952$) >9 , it is observed that the reliability of the scale used for this variable is excellent. In the factor analysis, the KMO value of the strategic agility scale is 0.941. This value is excellent at the KMO validity value. According to the factor analysis results, the employees who participated in the study answered the questionnaire correctly, almost objectively, and did not have difficulty understanding the questions.

4.3 Reliability, Validity, and Factor Analysis of the Risk-Taking Behavior Scale

In the factor analysis results of the 12 scale questions for risk-taking behavior, it was confirmed that the scale was one-dimensional. The total explained variance of the risk-taking behavior factor is 63.610. Since Cronbach's Alpha value is ($\alpha: 0.956$) >9 , it is observed that the reliability of the scales used for this variable is almost excellent. The KMO value of the risk-taking behavior scale in the factor analysis is 0.956. This value is excellent at the KMO validity value.

4.4 Reliability, Validity, and Factor Analysis of the Internal Entrepreneurial Behavior Scale

In the factor analysis results of the 21 scale questions for internal entrepreneurial behavior, two factors, namely innovation and risk-taking, proactiveness and autonomy, which constitute the dependent variables, were confirmed.

They will be studied as two dimensions in this study. The combination of factors is in question.

- Innovation and Risk-Taking (1/ 2/3/4/5/6/7/8/9)
- Proactiveness and Autonomy (10/11/12/13/14/15/16/17/18/19/20/21)

The total explained variance of these two factors is 62.129. Since Cronbach's Alpha value of the internal entrepreneurial behavior factor is ($\alpha: 0.946$) >9 , it is observed that the reliability of the scales used for this variable is almost excellent. The KMO value of the internal entrepreneurial behavior scale in the factor analysis is 0.946. This value is excellent at the KMO validity value.

TABLE 12 Correlation Analysis of the Variables

Correlation Table		Communication	Formalization	Customer Agility	Partnership Agility	Operational Agility	Risk-Taking Behavior	Innovation and Risk-Taking	Proactiveness and Autonomy
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Innovation and Risk-Taking	Pearson's Correlation							1	.413**
Proactiveness and Autonomy	Pearson's Correlation								1
**Correlation is significant at the 0.01 level (Two-tailed)									

Upon examining the correlation table, one-to-one relationships of the innovation and risk-taking, proactiveness and autonomy variables, which are the sub-dimensions of internal entrepreneurial behavior, with all independent variables in the study were evaluated. For example, the communication variable and the sub-dimensions of internal entrepreneurship are correlated at a low level. There is a basic relationship between the communication factor and behavioral patterns such as openness of employees to new ideas, motivating other employees to be innovative, attaching importance to technological leadership and innovativeness. This result was expected since the communication channels within the organization should also be open for the development of intra-organizational entrepreneurship. In the table, the formalization variable and the sub-dimensions of internal entrepreneurship were slightly correlated. There is a relationship between the fact that the respondents do not make a decision without consulting their superiors while developing a business innovation, do not disable the standard operating procedures and rules, and the formalization factor.

There was a low correlation between the customer agility and internal entrepreneurship sub-dimensions. There is a fundamental relationship between the customer agility factor, the bold behavior of employees when making decisions from uncertainty situations in order to bring the highest return to the organization, their success in projects with high risk, and the ability to undertake any risk if the success of the task is believed. In terms of the development of intra-organizational entrepreneurship, responding quickly to customer preferences and establishing a proactive relationship with customers, the results were in the expected direction.

In the correlation analysis, the relationships of the two sub-factors between the independent variable of partnership agility and the internal entrepreneurship sub-dimensions yielded different results. It was concluded that the partnership agility variable had a high (0.705) relationship between the innovation and risk-taking factor, which is a sub-dimension of internal entrepreneurial behavior, and the proactiveness and autonomy factor had a low-level (0.174) relationship. A relationship was revealed between employees' attaching importance to creativity and innovation in the works they performed, developing R&D activities, attaching importance to technology, and the partnership agility factor. Furthermore, it was concluded that there was a relationship between the partnership agility factor and the success in using all enterprise resources (time, money, human resources) to take advantage of the opportunities in the business environment, trying to stay ahead of them instead of following the developments.

In the correlation analysis, the relationships of the two sub-factors between the operational agility independent variable and the internal entrepreneurship sub-dimensions yielded different results. It was concluded that there was a high (0.555) relationship between the operational agility variable and the innovation and risk-taking factor, which is a sub-dimension of internal entrepreneurial behavior, while there was a low-level relationship (0.193) of the proactiveness and autonomy factor. It was found that there was a relationship between the operational agility factor and the idea that it helped employees motivate their colleagues to be innovative and helped support and implement innovative and creative ideas by giving responsibility to employees.

One of the most important findings in the correlation table is the very high correlation rate (0.845) between risk-taking behavior and the innovation and risk-taking dependent variable. The correlation table is considered to be the provision of the regression table in statistical analysis. The high correlation value of 0.845 between these

two variables confirms that the model is reliable and valid in terms of ensuring the accuracy of the model. Since these two variables are located very close to each other, both as title and content, the high correlation value between them is a result of high affinity. In other words, the SPSS program used in the analysis draws attention to this important point due to the possibility of multi-correlation between two variables. In summary, the correlation analysis value between these two variables is closed to interpretation.

The multi-correlation, in other words, the multiple correlation coefficient generalizes the standard correlation coefficient and is used in multiple regression analysis. Multi-correlation evaluates the prediction quality of the dependent variable. Multi-correlation can also be interpreted as the variance ratio of the dependent variable explained by the independent variables (Abdi, 2007, 1).

When the correlation coefficients between the independent variables are examined in the study, it is revealed that the relationship between the partnership agility independent variable and the risk-taking behavior independent variable is statistically significant and high (0.815). When developing products/services in organizations, decisions taken in relations with suppliers, cooperation, coordination, and communication are very important. Changing suppliers frequently, changing products/services frequently to keep up with dynamic business life can be regarded as risky behavior for enterprises. On the other hand, it is observed that the relationship between the partnership agility variable and the formalization variable, another independent variable, is statistically significant and high (0.609). Changing suppliers frequently and changing products/services frequently to keep up with dynamic business life are risky for enterprises, and employees' compliance with the rules and standards in the execution of business activities, and whether they have a certain freedom to plan and run their own business have been effective in taking these decisions by employees.

Finally, it is revealed that the relationship between the communication independent variable and the customer agility independent variable is statistically significant and high (0.694). Employees' constant search for opportunities to add value to customers requires establishing a proactive relationship with customers. Transparent and open communication in all departments throughout the enterprise and between employees strengthens this relationship.

Table 13 Regression Analysis Model

Coefficients						
Model		Unstandardized Coefficients		Standard Coefficients	t	Sig.
		B	Standard Deviation	Beta		
1	(Constant)	0.757	0.181		4.185	0.000
	Communication	-0.045	0.038	-0.053	-1.185	0.237
	Formalization	0.035	0.044	0.034	0.785	0.433
	Customer Agility	0.082	0.039	0.095	2.131	0.034
	Partnership Agility	0.008	0.057	0.009	0.150	0.881
	Operational Agility	0.057	0.039	0.064	1.461	0.145
	Risk-Taking Behavior	0.738	0.049	0.753	15.207	0.000
a. Dependent Variable: Innovation and Risk-Taking						
Adjusted R-squared: 0.721				F: 149.709		

As seen in the table, according to the results obtained, it was revealed that hypothesis H₁ was partially supported and customer agility (h_{1a}), which is the sub-dimension of the strategic agility factor, and risk-taking behavior, another independent variable, directly and positively affected innovation and risk-taking behavior, the dependent variable (H₂).

When the findings obtained are examined, it is observed that the effect of some variables in a significant relationship in the previous correlation analysis is clouded. This is a natural outcome of regression analysis. Since all independent variables are evaluated together, they can increase or decrease the effect on each other. In this model, customer agility and risk-taking behavior emerge and overshadow the others. The rate at which innovation and risk-taking, which are the dependent variables of the model, can be explained by these two independent variables is 72.1%. It was observed that the 10% impact threshold used in social sciences and generally accepted was considerably exceeded, and the model was designed correctly. According to the hypotheses developed, it was determined that hypothesis H_{1a} was supported, and hypotheses H_{1b} and H_{1c} were

not supported. According to the results obtained, it was revealed that hypothesis H₂ was fully supported, and the risk-taking behavior factor had a positive effect on internal entrepreneurial behavior.

Table 14 Variable Control

Coefficients						
Model		Unstandardized Coefficients		Standard Coefficients	t	Sig.
		B	Standard Deviation	Beta		
1	(Fixed)	2.535	0.371		6.834	0.000
	Customer Agility	0.419	0.069	0.391	6.071	0.000
	Partnership Agility	-0.315	0.120	-0.256	-2.628	0.009
	Operational Agility	-0.040	0.081	-0.036	-0.487	0.627
	Risk-Taking Behavior	0.358	0.104	0.294	3.438	0.001
a. Dependent Variable: Proactiveness and Autonomy						
Adjusted R-Squared: 0.155			F: 224.538			

Upon examining the other model, it is observed that the two sub-dimensions of strategic agility, customer agility and operational agility, have a direct and positive effect on the proactiveness and autonomy dependent variable. Another feature of this table is measuring whether the innovative organizational climate has any mediating effect on the dependent variables. Within this framework, two sub-dimensions of the innovative organizational climate were not included in the analysis, and all other variables were included in the process at the same time. The results demonstrate that partnership agility, which had no effect before, gained negative meaning. The main reason for this negativity is that most of the participants in the aviation sector work in operational departments at the airport, and the procurement process in the sector is perceived differently by employees. The responses of the participants to the questions about suppliers, distributors, contract manufacturers, and logistics providers made a difference in perception, and the result revealed this.

As in the other model, the risk-taking behavior independent variable directly affects proactiveness and autonomy with a very high Beta contribution (0.294). The coefficient of determination in this model is 15.5%. In other words, customer and partnership agility and risk-taking behavior change the dependent variable by 15.5%. The main reason why the R-squared value remained low compared to the previous model can be regarded as the absence of innovative organizational climate elements in this model.

It can be understood from the results of these two tables that the effect of the intermediate variable is a very determining factor in a model. When a particularly strong intermediary variable is used, if the said variable is removed from the analysis, other variables that have been previously shadowed begin to make sense. Considering that 98% of companies operating in Turkey are family businesses, SMEs, or not fully institutionalized firms yet, the significance received by the innovative organizational climate in the model does not display the intermediate variable effect. The main reason for this is that family businesses, which are not particularly strong financially, do not adapt to processes that require a new organizational structure or new technology, to this type of organizational climate. For example, family businesses mostly adopt traditional approaches to accessing information and evaluating employee performance. Bureaucratic and formal structures are at the forefront instead of interdepartmental communication and relationships based on trust. For companies in Turkey to achieve a more open and flexible structure, a certain period should pass since the dates of their establishment, or they should reach at least the second generation of management.

Table 15 Intermediate Variable Effect

Intermediate Variable Effect (A)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Fixed)	0.765	0.172		4.457	0
	Customer Agility	0.058	0.032	0.067	1.819	0.07
	Partnership Agility	0.016	0.055	0.016	0.284	0.777
	Operational Agility	0.059	0.038	0.067	1.576	0.116

	Risk-Taking Behavior	0.744	0.048	0.759	15.433	0
a. Dependent Variable: Innovation and Risk-Taking						
Intermediate Variable Effect (B)						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Fixed)	2.535	0.371		6.834	0
	Customer Agility	0.419	0.069	0.391	6.071	0
	Partnership Agility	-0.315	0.12	-0.256	-2.628	0.009
	Operational Agility	-0.04	0.081	-0.036	-0.487	0.627
	Risk-Taking Behavior	0.358	0.104	0.294	3.438	0.001
b. Dependent Variable: Proactiveness and Autonomy						

When Table 15 was examined, it was determined that when the innovative organizational climate variable and its sub-dimensions were removed from the analysis and all other independent variables were included in the application, there was no marginal or remarkable change in the results obtained. In the two-step regression test performed by removing the communication and formalization sub-dimensions from the analysis, it is observed that the driving variable on the innovation and risk-taking dependent variable is risk-taking behavior. Since it is known that these two factors are separated in correlation and factor analysis, there is no possibility of multicorrelation. The tendency toward risk-taking behavior reveals that organizations as an institution (at the legal entity level) are prone to risk-taking behavior. Likewise, risk-taking behavior also affects the proactiveness and autonomy variable with a strong effect. Additionally, while customer agility affects risk-taking behavior positively and directly, partnership agility affects it negatively and directly. The adverse impact of the partnership agility variable is discussed in detail in the conclusion section. In summary, the presence of innovative organizational climate variables in the model does not have any shadowing or regulation effect, nor does it have a significant effect on other variables in terms of mediating effect. This model can be retested on different scales and sample groups in future studies. In the study, risk-taking behavior, which is one of the most important basic components of internal entrepreneurship, which has become very important for organizations, was included in the study as an independent variable. The internal entrepreneurship dependent variable and strategic agility, risk-taking behavior and innovative organizational climate were examined with an experimental model that included all independent variables.

As a result of the analysis conducted, it was concluded whether the research hypotheses were supported or not. It was revealed that strategic agility partially positively affected internal entrepreneurial behavior and therefore, customer agility, which is a sub-factor of strategic agility, positively affected internal entrepreneurial behavior (H_{1a}), partnership agility and operational agility adversely affected internal entrepreneurial behavior (H_{1b}) and (H_{2b}). Based on this, it was concluded that hypothesis H₁ was partially supported. One of the most remarkable findings of the study is the result that risk-taking behavior positively affects internal entrepreneurial behavior. According to the results obtained, it was revealed that hypothesis H₂ was fully supported. It can be stated that the risk-taking behavior originates from the fact that the innovation and risk-taking factor, which is a sub-factor of the internal entrepreneurship variable, is the same as both content and title.

The finding obtained as a result of measuring whether the innovative organizational climate has any mediating effect on the variables is that the innovative organizational climate does not have an intermediate variable effect. The tendencies toward creative and innovative changes in the aviation sector have caused them to be perceived differently by employees since they occur within the framework of certain regulations and rules. Safety and security in the sector, international and national regulations do not allow employees to develop new ideas and apply them immediately and act independently. It can be indicated that the creativity of employees depends on the environment they work in and individual variables. In organizations that support creativity and innovativeness, the protection of the climate is related to the performance of institutions. In general, there are studies that show that the innovative organizational climate supports the formation of more innovative organizations and empirically support this. However, it was concluded in this study that the innovative organizational climate did not have a significant effect on other variables in terms of mediating effect. This model can be retested on different scales and sample groups in other academic studies in the future.

Table 16: Hypothesis Test Results

H₁	Strategic agility affects internal entrepreneurship behavior directly and positively.	Partially Supported.
H_{1a}	Customer agility affects internal entrepreneurial behavior directly and positively.	Supported.
H_{1b}	Partnership agility affects internal entrepreneurship behavior directly and positively.	Not supported.
H_{1c}	Operational agility affects internal entrepreneurship behavior directly and positively.	Not supported.
H₂	Risk taking behavior affects internal entrepreneurship behavior directly and positively.	Partially Supported.
H₃	Strategic agility affects internal entrepreneurship behavior through the innovative organizational climate.	Not supported.
H_{3a}	The innovative organizational climate has a mediating effect between customer agility and internal entrepreneurial behavior.	Not supported.
H_{3b}	The innovative organizational climate has a mediating effect between partnership agility and internal entrepreneurial behavior.	Not supported.
H_{3c}	The innovative organizational climate has a mediating effect between operational agility and internal entrepreneurial behavior.	Not supported.
H₄	The innovative organizational climate has a mediating effect between risk taking behavior and internal entrepreneurship behavior.	Not supported.

V. CONCLUSION

In the management literature, various studies have been conducted on the effects of organization members on innovativeness and innovative activities, depending on the components of internal entrepreneurship and risk-taking. In this study, strategic agility and innovative organizational climate in the enterprise were included in the research as components affecting internal entrepreneurship. In order for enterprises to be in a leading position in the market and to ensure their successful sustainability, they must be able to adapt quickly to changing environmental conditions, make timely breakthroughs by creating opportunities and be flexible. In other words, the enterprise must be strategically agile. Strategically agile enterprises can meet customer demands and needs, capture competitive advantages, and achieve agile operations with managerial efforts and skills. Managerial efforts and skills in the enterprise are directly related to internal entrepreneurial behavior. In other words, it is possible for enterprises to be strategically agile by supporting internal entrepreneurship activities in the enterprise. It may be possible to achieve success in enterprises that support internal entrepreneurship activities and are strategically agile. In supporting internal entrepreneurship, the attitudes and behaviors of the senior management, especially the extent to which they support employees, come to the forefront. To ensure internal entrepreneurship in enterprises, first of all, a suitable climate should be provided. It is the attitude of the senior management and employees that determines the climate in the organization. It is essential for the senior management to create a strategy suitable for internal entrepreneurship. It is important to develop the vision, to encourage innovations, to create the appropriate climate, to encourage and motivate employees by creating different teams, and to support internal entrepreneurial behavior. Based on this, in this study, the mediating effect of the innovative organizational climate on the relationship between strategic agility and internal entrepreneurial behavior was revealed.

All aviation enterprises in the aviation sector have to maintain their activities within the framework of international standards and rules. The continuity of international aviation is possible by following and applying advancing technologies and following innovations. The innovative organizational climate is essential to succeed in international competition. Considering the investments made recently in the aviation sector in Turkey, and that the study was conducted in aviation enterprises in Istanbul, it can be stated that the mediating effect of the innovative organizational climate emerges in this direction. It is known that in aviation enterprises in Istanbul, which is the center of aviation in Turkey, traditional approach models are abandoned and new models are implemented, and new technological developments are constantly monitored by enterprises. In the study, the most important sub-dimensions of the innovative organizational climate suitable for the study were determined to be organizational structure, responsibility, and risk-taking. Enterprises in the aviation sector maintain their

activities in accordance with the rules determined by the aviation authorities of the country in which they are present. Furthermore, ensuring safety in aviation is among the main objectives, and therefore the responsibility given to employees is also quite high within the framework of these rules. It can be stated that the results obtained are in line with this since aviation employees take significant risks due to their work and also work within the framework of the rules.

The aviation industry is a thriving industry today and will continue to be an important sector for the future. The air transportation industry supports a total of 65.5 million jobs worldwide. It provides 10.2 million jobs directly. Airlines, air navigation service providers, and airports directly employ approximately three and a half million people. 1.2 million people work in the civil aviation sector (aircraft, system, and engine production). The other 5.6 million people work at other airport positions. Aviation supports 55.3 million indirect, encouraged and tourism-related jobs. One of the most important sectors affected by the Coronavirus, which was first observed in January 2020 and caused a pandemic, is the aviation sector. Aviation provides the only fast shipping network worldwide, which is essential for global business. Aviation creates economic growth, employment and facilitates international trade and tourism all over the world. The damage of the pandemic to the industry amounted to \$200 billion. However, it is expected to reach 300 billion dollars by the end of 2020. These figures prove the adverse impacts of the virus on the aviation sector. It is unknown how such an important sector will develop due to the pandemic. However, analyses are published, measures are taken, and recommendations are provided by international aviation organizations.

The common point emphasized by aviation organizations in the world is that all aviation enterprises in the sector need to be financially supported and need careful planning and coordination in order to be ready for the future. It is emphasized that governments should do significant work on this issue, and it is recommended that enterprises should receive support if necessary, especially in managing resources. It becomes important that all actors in the sector, from airline companies to maintenance companies, from airport operators to ground handling companies, fulfill their duties. In addition to a series of measures taken in terms of health in order to eliminate the possible adverse effects of the pandemic, it is necessary to create strategic solutions for the economic damage encountered.

Although it is adversely affected by the virus, the aviation sector, as a developing sector nowadays, has a wide range of activities. Air transportation activities require coordinated work in different fields of activity such as air traffic services, communication and navigation activities, standard addition and inspection activities, airport construction and operation activities, airport ground handling activities, training activities, maintenance activities, and manufacturing activities. Maintaining activities by ensuring production/service and safety at the same time is the most important output of the sector. However, getting ahead of competitors, providing high-quality service and ensuring customer satisfaction by serving at full capacity require being strategically agile. The development of the sector and ensuring the sustainability of enterprises are only possible by being fast and flexible. While activities are carried out within the framework of the authorities, international regulations and rules established by the countries, it becomes important to keep up with change. Ensuring safety and security in the sector, conducting operations in accordance with international regulations, and ensuring customer satisfaction by providing quality service are possible with the contributions of employees. Internal entrepreneurship should be supported by the senior management of employees, both in operation and other units such as human resources, accounting, sales and marketing departments.

The findings obtained indicate that the aviation enterprises evaluated within the scope of the study should be supported by the internal entrepreneurial behaviors of employees for them to be strategically agile. Customer agility, partnership agility, and operational agility can be enhanced when employees' innovation and risk-taking, proactive and autonomous behaviors are supported. While the senior management directs the enterprise in three dimensions in terms of strategic agility (strategic sensitivity, leadership unity, resource fluidity), it needs the support of employees in the enterprise. Internal entrepreneurial employees are innovative and creative individuals who innovate, develop technology, turn ideas into successful business realities. If the internal entrepreneurial behavior of employees is supported, it can be stated that enterprises are strategically agile. Supporting internal entrepreneurship activities by managers in the aviation sector will allow enterprises to be strategically agile.

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