



A Research on the Effect of Organizational Belonging Perceptions on Dimensions of Intrapreneurship Levels¹

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Annotation. This quantitative study investigates the effect of nurses' organizational belonging perceptions on their intrapreneurship levels in family health centers in Diyarbakır. Using survey data from 92 nurses and parametric hypothesis testing, the findings reveal that psychological ownership, internal status, and identification significantly influence intrapreneurship. The results offer strategic insights for healthcare managers seeking to enhance innovative behaviors.

Keywords: *organizational belonging, intrapreneurship, dimensions of intrapreneurship, intrapreneurship in nurses.*

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Introduction

Although the literature provides evidence suggesting that organizational belonging is an important factor influencing intrapreneurship, studies conducted specifically within the healthcare sector remain limited and fragmented. In particular, there is a significant research gap regarding the impact of organizational belonging on the intrapreneurship levels of nurses working in family health centers located in the central districts of Diyarbakır. No empirical findings addressing this issue have been identified in studies focused on healthcare organizations operating in the research setting. In this context, the present study was designed to address the need for up-to-date empirical research examining the effect of organizational belonging on the intrapreneurial behaviors of nurses forming the study population. By analyzing the influence of organizational belonging on intrapreneurial tendencies at the participant level, the study aims both to contribute to the theoretical literature and to offer evidence-based recommendations that can support healthcare managers in more effectively managing human resources. Thus, the research provides a framework that may contribute to sustainable competitive advantage in the sector by enhancing the understanding of organizational dynamics that foster innovative behavior within the healthcare institutions forming the study area.

The healthcare sector, from which the data were collected, is a structure characterized by high uncertainty, as it concerns health – an inherently paradoxical domain that is often explained through the phenomenon of illness/disease and involves individual behaviors (Wondemaghen, 2024). Given that service quality in healthcare directly affects human life, this dynamic structure is under constant pressure for transformation. Demographic changes, the rise of chronic diseases, rapid advancements in medical technologies, and digitalization compel healthcare institutions to adopt more innovative, flexible, and sustainable management approaches. In this regard, healthcare professionals who enhance organizational innovation capacity, improve operational processes, and contribute to service quality hold strategic importance in the sector. Entrepreneurial healthcare professionals exhibit a strong aspiration and inspiration for creative accomplishments and maintain a realistic perspective (Ma et al., 2016). Additionally, entrepreneurial healthcare professionals are preferred in the sector as hospitals, responding to dynamic circumstances, seek to improve quality and reduce costs (Marcinko & Hetico, 2013). However, entrepreneurship, which is a socially costly activity (Welter et al., 2013), draws on the resources and creative abilities of employees in healthcare organizations, constituting what is referred to as intrapreneurship (Kearney, 2022).

In terms of the volume of academic research, intrapreneurial behaviors have received increasing attention over the last two decades (Wilden et al., 2018). However, the ability of healthcare professionals to display intrapreneurial behavior cannot be achieved solely through technical knowledge and competencies. This is because

numerous factors influence the motivation of intrapreneurs, often described as dreamers within healthcare organizations and consistently needed to drive innovation (Shirey, 2010; Erdoğan, 2019; Foley, 2020; Kuratko & Audretsch, 2013). At this point, organizational belonging emerges as a significant psychosocial element shaping employees' intrapreneurial tendencies.

In the psychology literature, the sense of belonging is considered a deceptive concept (Weedon, 2004). For healthcare workers, however, it functions as an effective motivator that encourages them to remain in the organization, contribute to organizational outcomes, and enhance service quality, despite high job stress, demanding work pace, and risk of emotional exhaustion (Turner, 2017).

Theoretically, the impact of organizational belonging on intrapreneurship is supported by various theoretical explanations. The psychological safety approach suggests that employees with a strong sense of belonging can express innovative ideas without fear of making mistakes and can undertake bolder initiatives. Social exchange theory conceptualizes organizational belonging as an element that strengthens the reciprocity relationship between the employee and the organization; thus, employees with high belonging are more likely to exhibit innovative and proactive behaviors as a positive form of reciprocation. In healthcare institutions, this manifests in concrete intrapreneurial practices, such as developing new patient-oriented service models, improving clinical processes, integrating digital applications, and enhancing intra-team collaboration.

Conceptual Framework

Earlier Research

Approaches to the study of entrepreneurship, generally defined as “new practices developed in response to identified market opportunities”, can be classified using a matrix composed of three levels of analysis: micro, meso, and macro (Shirey, 2010, p. 314). The philosophical roots of entrepreneurship trace back to Heraclitus. Throughout the history of philosophy, thinkers such as Nietzsche, Bergson, and Heidegger, as well as late second-millennium philosophers including Deleuze, Serres, Derrida, and others, have linked entrepreneurship to various conceptual perspectives (Hjorth & Steyaert, 2004). Entrepreneurship constitutes one of the significant domains of resource allocation for various reasons (Herriot, 2000). Because entrepreneurship is a socially costly activity, organizations have increasingly shifted toward an orientation known as intrapreneurship, which refers to leveraging employees' creative abilities within organizational structures.

A substantial number of studies have examined the role of intrapreneurship in achieving organizational objectives, and a body of knowledge on the concept has been developed within a relatively short period (Kuratko & Audretsch, 2013). However, when

examining research on intrapreneurship in the healthcare sector, it becomes evident that the number of scientific studies remains insufficient. Existing research in general has sought to construct certain theoretical foundations for the concept of entrepreneurship in healthcare. For instance, one study on entrepreneurship in the health domain emphasized that entrepreneurship differs fundamentally from the execution of traditional administrative tasks and argued that empowering healthcare personnel is closely linked to the concepts of entrepreneurship and innovation. Another study examining psychological characteristics of entrepreneurship among nurses highlighted the importance of innovation in driving change (Erbir & Yılmaz, 2020).

Today, there is a current debate regarding the balance between tendencies to engage with or not engage with the major changes and radical uncertainties of the new world in relation to intrapreneurship (Harrison, 2023). Employees' sense of belonging plays a significant role in balancing these tendencies.

While research mostly addresses intrapreneurship through organizational or managerial frameworks, the cultural psychology approach emphasizes that entrepreneurial behaviors are deeply embedded in cultural meaning systems that shape identity, motivation, and capacity for action. Studies on this topic have examined the cultural psychological foundations of intrapreneurship among healthcare professionals; revealing how cultural orientations such as individualism-collectivism, relational action, and normative expectations regarding hierarchy-interdependence influence innovation-related behaviors in clinical and administrative contexts. Using quantitative and cross-sectional research designs, the findings of these studies show that individualistic cultural orientations are positively correlated with autonomy-based innovation, while collectivist orientations exhibit stronger relationships with collaborative intrapreneurship. These results demonstrate that internal entrepreneurship in the healthcare sector is not merely a structural or individual characteristic-based phenomenon; it is a culturally constructed process shaped by shared meanings, professional norms, and relational expectations. Entrepreneurship in the healthcare sector is not simply an activity aimed at creating economic value, but rather a value-creation process that prioritizes human life, is framed by ethical responsibilities, and is based on social benefit. The functioning of the elements in the classical definitions of entrepreneurship in the healthcare sector becomes more closely related to philosophical foundations. This is because entrepreneurship in healthcare develops directly intertwined with human dignity, the right to life, justice, and ethical obligations. Therefore, understanding healthcare entrepreneurship requires a philosophical inquiry that goes beyond the economic and managerial aspects of the concept. From a philosophical perspective, the phenomenon of entrepreneurship in the healthcare sector can be evaluated along three main axes: ontological, epistemological, and ethical foundations. Ontologically, entrepreneurship is a reflection of the dynamic, changing, and constantly evolving nature of healthcare services. The integration of technology, digitalization, artificial

intelligence, biotechnology, and personalized treatment approaches into healthcare depends on the emergence of entrepreneurial capacity. Epistemologically, healthcare entrepreneurship is closely related to how knowledge is produced and how it is applied. Knowledge production in healthcare is based on scientific methods; however, the integration of this knowledge with field applications requires creative thinking, problem-solving skills, and the use of innovative methods. Therefore, healthcare professionals and managers should be proficient not only in professional knowledge but also in the cognitive and intuitive elements that constitute entrepreneurial knowledge. From an ethical perspective, entrepreneurship in the healthcare sector has a more complex structure than in any other sector. This is because healthcare is a field that aims to protect human life and serves the public good, and all entrepreneurial activities require strict adherence to ethical principles. While offering innovations, values such as patient safety, privacy, justice, and equality must be protected. In this respect, entrepreneurship is a value-producing activity where ethical decision-making processes are central. In conclusion, examining the concept of entrepreneurship in the healthcare sector within the context of a broader philosophy allows for an understanding of the concept not merely as an economic tool, but also as an ethical, knowledge-based, and value-oriented practice.

“Belonging, based on an ongoing dialogue between the individual and society and involving the establishment of an emotional bond with the community” (McCabe et al., 2024, p. 234), and a cultural endeavor” (Guirat, 2018, p.1), “is such a distinct phenomenon that talking about where we belong is a constant topic for most of us” (Hoocks, 2009, p.1). “Belonging is the feeling of knowing that one’s true self can be brought to work, that one will be accepted, valued, and respected” (Del-Zio, 2024, p.5). Because a sense of belonging is vital for mental health and well-being (Hietajärvi et al.). Although the need for belonging is considered a universal human need, the degree to which each individual (citizen, employee, family member, student) expresses a sense of belonging to the organization/group they belong to can vary significantly (Brinkmann et al., 2024).

When the issue of belonging is addressed in the context of cultural psychology, it is observed that the extent to which belonging, widely accepted as a fundamental psychological need that significantly affects professional well-being, motivation, and performance, is shaped by cultural frameworks and how these cultural dynamics manifest themselves, particularly in professional environments such as the healthcare sector, is not sufficiently understood. Studies based on the cultural psychology approach have examined how the phenomenon of belonging is culturally constructed among healthcare professionals and investigated how cultural orientations contribute to differences in perceived levels of belonging in organizational and interpersonal domains. The findings show that collectivistic cultural orientation is significantly associated with higher levels of relational belonging and team-based commitment among healthcare workers. In contrast, individualistic

orientations have been shown to exhibit stronger relationships with autonomy-based belonging and professional identity clarity. Similarly, in a study conducted by Akyürek, Toygar, and Şener on 93 healthcare workers employed at a training and research hospital in Ankara, it was found that the sub-dimensions of organizational culture explained 34% of the total variance regarding the organizational belonging of healthcare workers (Akyürek et al., 2013).

Belonging, as a fundamental dimension of human existence, has long held a central position in philosophical discussions concerning identity, community, and the conditions of a meaningful life. In its most general sense, belonging is a concept with a philosophical aspect related to the problem of existence (Yavuz, 2024). Especially in the healthcare sector, where interdependence, ethical responsibility, and relational fragility are prominent, the philosophical foundations of belonging gain particular importance. The concept of belonging has been examined from a philosophical perspective in the literature, and how the ontological, epistemological, and ethical frameworks of belonging shape the experiences of healthcare professionals has been investigated. Starting from a conceptual and theoretical framework, and engaging in dialogue with fundamental philosophical traditions such as phenomenology, communalism, relational ethics, and care ethics, the normative assumptions shaping belonging in healthcare organizations have been analyzed. The findings reveal that philosophical perspectives offer significant insights into how belonging is constructed through bodily interaction, professional identity, ethical obligations, and collective meaning-making. The studies argue that belonging in the healthcare sector is inherently relational and ethically significant, requiring institutional arrangements that support recognition and dialogical interaction. Research that integrates philosophical analysis with current discussions in the fields of health sociology and organizational studies contributes to a richer theoretical understanding of belonging. When examining the results of research on organizational belonging in healthcare organizations, which possess a unique and insightful microcosm of many major challenges (Wolf et al., 2011), it is seen that there is a strong relationship between behavioral characteristics and belonging among healthcare professionals. Previous research has shown that cleaning staff reframe their jobs and identities through interaction with meaning derived from organizational belonging, such as connecting with a hospital's care mission (Ringel et al., 2018).

Narratives of belonging allow individuals to position themselves as members of a community of memory (Bruce, 2020). Therefore, studies in the literature on belonging emphasize the important role of this feeling in individuals' success (Strayhorn, 2019). For example, the findings of research conducted to examine the relationship between the sense of belonging and performance have shown a statistically significant positive correlation between these two variables (Smith et al., 2020; Li et al., 2020). In this context, a study on the perception of belonging among nurses found that the sense of belonging of nursing students is a prerequisite for quality clinical learning (Honda

et al., 2016). According to Grobecker, students who graduate from high school nursing programs after putting in a great deal of effort combine their professionalism with the sense of belonging they need in clinical practice. Thus, they feel good psychologically and are ultimately able to succeed (Grobecker, 2016). Indeed, a study by Patel et al. investigated the relationship between the sense of belonging and the frequency of rude behavior among nursing undergraduates. According to the findings of the study, a relationship was found between the sense of belonging and the frequency of rude behavior among nursing undergraduates (Patel et al., 2022). Similarly, according to the findings of a study conducted by Middleton et al. on nursing undergraduates at a regional university in Australia, it was observed that as the sense of belonging increased among nursing undergraduates, the level of burnout decreased (Middleton et al., 2021). A study conducted by Ocak, Aktürk, Kızılkaya, Melike Çelik, and Yılmaz on final-year midwifery students in universities in Istanbul province showed that students who felt a sense of belonging were willing to actively participate in extracurricular activities (Aktürk et al., 2021).

Regarding the effects of belonging on intrapreneurship, research findings indicate that *organizational belonging has a positive effect on intrapreneurship*, whereas *organizational alienation has a negative effect* (Varlık & Günbayı, 2019; Yener, 2019). In the same vein, a study conducted by Soysal and Kolca (2018) with 560 healthcare professionals, including nurses, in Aksaray found that human resources policies that strengthen employees' perceptions of organizational belonging enhance their innovative and proactive (intrapreneurial) characteristics.

A study that examined the relationship between mobbing, which undermines the sense of belonging in healthcare organizations, and intrapreneurship found that mobbing negatively affects the intrapreneurial characteristics of healthcare professionals, including nurses (Erbir & Yılmaz, 2020). Similarly, research conducted with school administrators – principals, vice principals, and assistant principals – in Konya revealed that organizational belonging has a significant effect on managerial entrepreneurship (Varlık & Günbayı, 2019).

According to Yener (2019), when one member of an organization exhibits highly productive behaviors, suggesting new ideas or innovations that are supported and implemented by management, it is likely that other employees will socially isolate this intrapreneurial individual. In fact, Yener's study of employees working in SMEs in Sinop found a negative and significant relationship between organizational alienation and intrapreneurship (Yener, 2019).

Intrapreneurship in Nurses

Entrepreneurship – terminologically defined as the tendency to think differently from others – has been conceptualized in various ways over time. For large and established organizations, entrepreneurship is particularly challenging and is succinctly

described by Desouza (2011) as “*freelance work based on uncertain returns*” (p. 4). Similarly, Cuervo et al. (2007) define entrepreneurship as an activity grounded in uncertainty surrounding expected returns.

As a strategic phenomenon that affects both individuals and organizations (Jaziri & Alnahdi, 2022), entrepreneurship is academically conceptualized as “*the exploration of opportunities that may arise from goods and services yet to be discovered*” (Smith et al., 2023, p.80). Another definition frames entrepreneurial activity as an *organizational building process*, given that the entrepreneur simultaneously assumes the role of a manager (Foss & Klein, 2002).

Definitions developed over time can be grouped into two categories. The first group of definitions emphasizes the characteristics of entrepreneurship, while the second group emphasizes the outcomes of entrepreneurship (Cuervo et al., 2007). Within this approach, five different types of entrepreneurial activity are identified based on their characteristics: “managerial entrepreneurship, opportunistic entrepreneurship, ambitious entrepreneurship, incubator entrepreneurship, and initiative entrepreneurship” (Prokopenko & Pavlin, 1981, p.19).

Intrapreneurship, considered a relatively new concept (Desouza, 2011), is often used synonymously with managerial entrepreneurship in the business literature (Bostancı & Ekiyor, 2015; Naktiyok & Kök, 2006). In its simplest form, intrapreneurship is defined as “*entrepreneurship within an ongoing organization*” (Özkan, 2020, p. 29). Evolving into a mechanism that offers solutions to social, environmental, and economic problems (Turro et al., 2021), intrapreneurship may be broadly understood as creating new ventures within an established organization. It is also described as “*the process of creating new business within an existing organization to increase organizational profitability, enhance competitive advantage, and achieve strategic renewal*” (Gürel, 2012, p. 59). In this respect, intrapreneurship is increasingly perceived as a desirable career path (Turro et al., 2021).

Professional nursing, which has achieved significant progress since its establishment 150 years ago (Hicks, 2010), requires continuous renewal in parallel with scientific, technological, economic, social, and societal changes (Daly et al., 2005). Although much has been written about nurses’ evolving roles since the 1950s, the literature is often viewed as insufficient in describing the full scope of this evolution (Fulton, 2010). According to the *Innovation in Nursing Care* theme of the International Council of Nurses (ICN) in 2009, innovation plays a crucial role in promoting health, preventing disease, identifying and mitigating risk factors, enhancing health-promoting behaviors, and generating new knowledge and services to improve the quality of care in nursing practice (Ekin, 2016).

In other words, the need for health professionals with intrapreneurial characteristics continues to rise, particularly regarding patient safety, adherence to evidence-based standards, and promoting optimal environmental conditions that support healing

(Bektemur, 2018; Lyon, 2010; Schroeder, 2013). Consequently, the transition of nursing from a skill-based occupation to a discipline has enabled the development of competent and innovative nurse entrepreneurs (Hicks, 2010). In this process, one of the three core sensitive outcomes of professional nursing practice, organizational outcomes, is expected to improve institutional performance in terms of innovation (Doran et al., 2010).

However, the healthcare environment in which nurses work is not always conducive to entrepreneurship. The constant pressure of the next patient, the weight of important decisions, and the ever-increasing workload do not always create the conditions necessary for new ideas and innovation to emerge. In the healthcare concept, safety, rules, and instructions are fundamentally prioritized (Rich et al., 2019). Furthermore, there is no set formula to determine who will be a successful entrepreneur. Therefore, many nurses are guided by entrepreneurial conditions (Manion, 1990).

Perception of Organizational Belonging Among Nurses

Belonging is a concept generally used to imply a positive meaning. Sometimes it also genuinely refers to belonging to a specific geographical area. Therefore, belonging is often seen as a concept that involves a degree of limitation (Wright, 2020). Conceptually, belonging expresses “the commitment and responsibility an individual feels toward a person, an idea, a group/organization, or a situation they position themselves above” (Altunkaya, 2019, p. 34). According to the approach that treats belonging as a zero-sum phenomenon, this feeling is multi-dimensional. The importance of belonging increases even more in situations where identities are radically defined, because an individual can possess the identity of numerous organizations of varying sizes (Davis et al., 2018). Therefore, developing a sense of belonging in organizations is a necessity (Schneider & Schneider, 2024).

In the literature, some researchers use organizational belonging interchangeably with the concept of organizational commitment. In definitions that consider belonging as a feeling of commitment, belonging is seen as a subjective experience aimed at establishing connections with others (Tewari et al., 2024). However, commitment is a psychological phenomenon that defines how closed off employees are within their companies and is demonstrated through their behavior (Sampene et al., 2024). Commitment is a phenomenon that increases the likelihood of employees achieving congruence between their internal feelings and external expressions (Jan et al., 2024). More broadly, commitment means that employees internalize the goals and policies of the organization they work for, develop a personal commitment to these goals, and feel like a part of the organization (Durna & Veysel, 2011; Özdemir, 2019). In other words, organizational commitment refers to employees’ perceptions and attitudes of belonging to their organizations. Therefore, commitment, along with loyalty, is one of the components of the sense of belonging (Çağlar, 2023). While some use belonging in

the same sense as organizational commitment, others approach belonging as a form of organizational identification (Schneider & Schneider, 2024).

The sense of belonging is defined as a perception of acceptance, security, and respect in the nursing profession (Patel et al., 2022), and developing a sense of belonging in nurses is considered critically important from a professional perspective (Patel et al., 2024). Therefore, it is argued that when nurses are strengthened with a sense of belonging, they will better understand the importance of the profession, have more confidence in their skills and knowledge to accomplish their jobs, and work more autonomously (Özdemir, 2018).

The importance of belonging became more apparent during the COVID-19 pandemic crisis. In this period, 26% of the approximately 100,000 nurses who left their jobs in the United States cited burnout as the primary reason for their departure. The National Council of State Boards of Nursing estimates that 20% of nurses plan to leave the profession by 2027 for the same reason (Carthon et al., 2024).

Organizations seeking to retain qualified and competent nurses attempt to provide support through various mechanisms that contribute to nurses' professional development in their daily activities. Such support can enhance nurses' competence, sense of accomplishment, and commitment to both the profession and the organization (Schroeder, 2013).

The Effect of Perception of Belonging on Intrapreneurship in Nurses

Today, a contemporary debate has emerged regarding the balance between tendencies to engage or not engage with the major transformations and radical uncertainties of the modern world in relation to intrapreneurship (Harrison, 2023). Employees' perceptions of belonging play an important role in maintaining this balance. When individuals experience a genuine sense of belonging, they are more likely to engage in their work and the mission of the organization, demonstrate greater motivation, and show higher levels of commitment (Del-Zio, 2024). In other words, organizational belonging is considered an influential factor in achieving the expected benefits of intrapreneurship within an organization. A high perception of support will enable them to see themselves as part of the organization and become more strongly attached to their jobs/workplaces; they will not consider leaving the workplace (Özer, 2017). Committed employees in organizations are defined as individuals psychologically connected to their organizations, who experience enthusiasm in their daily work, and who constantly seek new and different approaches. These employees believe that they can make a difference within the organization, have confidence in their knowledge and skills, and consider these competencies as determining forces for performance (Bostancı & Ekiyor, 2015).

Research findings indicate that human resources policies that enhance perceptions of organizational belonging contribute to the development of intrapreneurial cha-

racteristics among healthcare professionals, whereas mobbing practices that diminish the sense of belonging negatively affect intrapreneurial tendencies (Soysal & Kolca, 2018; Erbir & Yılmaz, 2020).

Hypotheses Development

Based on the assumptions of positivist theory, the research model was designed to examine the effect of the dependent variable – **intrapreneurship (effect)** – on the independent variable – **perceived organizational belonging (cause)**. The research hypotheses regarding this relationship were developed based on accumulated knowledge and empirical findings in the existing literature. According to positivism, the cause of one phenomenon lies in another phenomenon. The positivist approach, grounded in observable phenomena, seeks law-like relationships between events. Built on the paradigm that knowledge should be obtained from empirical evidence rather than intuition or speculation, positivism rejects untestable and unobservable metaphysical claims, prioritizing observable facts, scientific methods, and empirical data (Karaoğlu, 2021). In other words, the positivist approach begins with the investigation of factors that influence an outcome, referred to as causes (Romm, 1991).

In this study, the dependent variable **intrapreneurship** is treated as a single-dimensional construct, whereas **organizational belonging** is analyzed using three dimensions. Various classifications for the dimensions of organizational belonging have been proposed in the literature. While some scholars describe organizational belonging through subdimensions such as connectedness, respect, and competence, others conceptualize it in terms of organizational commitment and organizational loyalty. However, in the present study, the dimensional structure of organizational belonging is based on the classification used by Demir, consisting of **psychological ownership**, **internal status**, and **organizational identification** (Demir, 2022).

Psychological Ownership and Intrapreneurship

The sense of ownership, considered a fundamental human need and an inseparable component of identity, self-esteem, moral values, and personality expression (Essig, 2024), is an emotional state that manifests across various domains, including ownership of the organization, the state, one's work, or family (Brundin et al., 2023). In essence, the feeling of ownership comprises an emotional component that appears as an affective bond with the target object and a cognitive component that becomes evident in the way individuals mentally relate to that object. However, because the possessed entity becomes an extension of the self, this sense of ownership may lead to protective behaviors and resistance to change (Mirucka et al., 2024).

The concept of **psychological ownership**, which has become a significant focus of academic and practical interest, particularly in business environments (Kim et al.,

2024), extends beyond legal ownership and encompasses psychological connections to objects and entities, including organizations (Essig, 2024).

It refers to the subjective feeling that something is *mine* (Hingston & Whelan, 2024). In other words, psychological ownership is the feeling of possessiveness and psychological attachment toward an object, even in the absence of legal rights (Kim et al., 2024; Mirucka et al., 2024). Therefore, psychological ownership differs from legal ownership. Although the two may coexist, the degree of psychological ownership for legally owned objects may vary. More intriguingly, individuals can feel ownership over things that are not legally theirs.

The literature documents a tendency for consumers to feel as if they own something, regardless of whether they legally possess it. For example, someone who is a die-hard fan of a television series or who always sits at the same table in a restaurant may feel that these things belong to them even if they have no legal claim to them. This is called psychological ownership (Hingston & Whelan, 2024). Therefore, psychological ownership is the state in which individuals feel that the object of ownership, or a part of it, belongs to them (Feldermann & Hiebl, 2022; Shahzad et al., 2023). In other words, while spatial attachment is an emotional bond established with a space, psychological ownership is a similar feeling, but also means that the space belongs to us (Mirucka et al., 2024).

Psychological ownership is also defined as a state in which a person feels that objects belong to them (Kalfaoğlu & Efeoğlu, 2022). Therefore, psychological ownership is a cognitive-emotional state (Kim et al., 2024). The concept of psychological ownership emerged as an extension of the literature on the psychology of ownership and is based on the observation that it is an attitudinal element regarding ownership applied to both concrete and abstract goals (Hingston & Whelan, 2024).

Psychological ownership, which shows significant positive effects on employee attitudes and performance (Essig, 2024), has three important characteristics: “First, the feeling of ownership is a human condition. Secondly, people develop feelings towards all kinds of tangible and intangible objects in nature. Thirdly, the feeling of ownership has significant behavioral, emotional, and psychological consequences” (Uçar, 2017, p. 170).

Psychological ownership arises in two ways: individual and collective. Individual psychological ownership occurs when a person claims exclusive ownership, for example, ‘This is my computer!’ In contrast, collective psychological ownership involves shared ownership, such as ‘This is our university!’ However, the mere use of possessive pronouns does not fully encompass psychological ownership. For a sense of ownership to develop, at least one of three main factors must be present: perceived control, close knowledge, and self-investment (Essig, 2024).

The literature emphasizes that a sense of ownership has significant behavioral effects (Uçar, 2017). In other words, ownership is related not only to role behavior and job performance but also to extra-role behavior, which are voluntary behaviors

that are not part of the formal organizational system but enable the organization to be effective and efficient. When employees feel psychological ownership towards their organizations, they are interested in the organization's results and are therefore willing to make extra efforts to help the organization become effective and efficient. Among the extra-role behaviors caused by psychological ownership, proactive behaviors, which are characteristics of internal entrepreneurship, are at the forefront (Kalmaz, 2019). This is because the feeling of ownership can transform representatives into psychological managers or encourage employees to act in the best interests of the company (Feldermann & Hiebl, 2022). Therefore, the concept of psychological ownership has received significant academic and practical attention in business environments (Kim et al., 2024).

In a study conducted by Sætre, Edmondson, Dregelid, and Zimmer using a multiple case design with three Norwegian companies, the factors contributing to successful innovation were investigated. As a result of the research, it was seen that psychological ownership was one of the contributing factors in the success of innovation projects/improvement of innovation project handovers. What emerged from the data was the importance of an interpersonal factor called psychological ownership, which appears to encourage collaborative behaviors requiring effort that enable cross-border work to progress effectively (Sætre et al., 2024). So, what factors enable individual members of innovation teams to effectively cross borders? We were particularly interested in when and why people are willing and able to engage in behaviors that help facilitate effective delegation (Lebaron et al., 2016).

Additionally, findings from a bibliometric study by Kim, Li, and So demonstrated that psychological ownership positively influences employees by increasing their sense of responsibility and fostering voluntary behaviors toward their organizations (Kim et al., 2024).

Derin, in a study conducted with a sample of 355 administrative and academic staff members at İnönü University, concluded that psychological ownership has a positive and statistically significant effect on innovative work behavior (Derin, 2018). Similarly, the study carried out by Kalfaoğlu and Efeoğlu on private security officers revealed a strong, positive, and statistically significant correlation between psychological ownership and trust in the organization, which leads to intrapreneurship (Kalfaoğlu & Efeoğlu, 2022).

In conclusion, as emphasized in the body of knowledge within the literature, the fact that psychological ownership is associated with discretionary behaviors such as extra-role behavior and has a positive, significant effect on innovative work behavior, and that it gives rise to responsibility and managerial behaviors, thereby producing favorable intra-group outcomes (Mirucka et al., 2024), suggests that psychological ownership will positively influence nurses' intrapreneurial characteristics. Based on this information and these findings, the first hypothesis has been formulated as follows:

H₁: The psychological ownership level of the sample has a statistically significant effect on the level of intrapreneurship.

Internal Status and Intrapreneurship

One of the key reasons why some employees in organizations perform better than others is their position within social structures, as certain individuals may occupy more advantageous placements in these social contexts (Varlık & Günbayı, 2019). Status, which reflects one's position within a network, generally denotes the honor, respect, and prestige granted to an individual by society; it also refers to a particular position embodying the rights and responsibilities assigned to the individual (Akın, 2023).

Internal status – the second subdimension of the independent variable in this study – refers to the extent to which individuals feel that they are part of the internal group (Li & Jia, 2024). More broadly, internal status is defined as an employee's perception of themselves as an insider within a group, in other words, as part of the organization; it also encompasses how individuals position themselves within the organization and their sense of belonging to the institution (Özdevecioğlu & Balcı, 2011; Demir, 2022). Known as the degree to which an employee perceives themselves as an insider within an organization, internal status represents the sensemaking processes, including identity, through which employees interpret their relationships with organizations, serving as a mechanism linking competitiveness with work outcomes (Xie et al., 2023). Consequently, within the framework of individuals' efforts to acquire, retain, and protect valuable resources, internal status is considered a critical resource (Hobfoll, 1989).

Employees who work in an organization for extended periods are more likely to become familiar with specific work procedures and behavioral norms and to have regular access to important information and key individuals at the center of events. Therefore, these employees are more likely to develop the knowledge and experience necessary to be considered insiders. Employees with perceived internal status are also observed to gain the ability to access information more easily, ask critical questions, notice nonverbal cues, and, most importantly, form more accurate predictions regarding what is happening around them (Demir, 2022). Internal status has a moderating effect on perceptions of justice. In this regard, findings from a study by Kim, Moon, and Shin conducted on a sample of 329 nurses working in four hospitals in South Korea reveal that internal status, based on one's insider information position, significantly moderates employees' perceptions of justice (Kim et al., 2019).

In sum, as highlighted in the existing body of literature, internal status, recognized as a critical resource, enhances employees' ability to access insider information, improves their capacity to propose various suggestions for the improvement of work processes, increases their ability to obtain additional resources, strengthens the alignment between individual and environmental factors, reduces psychological risks, and fosters positive workplace behaviors and attitudes. Naturally, these mechanisms are expected to positively influence employees' intrapreneurial characteristics. Based on these explanations within the knowledge base, the second hypothesis of the study is formulated as follows:

H₂: The internal status of the sample has a statistically significant effect on the level of intrapreneurship.

Organizational Identification and Intrapreneurship

The third sub-dimension of the independent variable, **organizational identification**, refers to the extent to which employees align themselves with their organization and perceive the organization's successes and failures as their own. Conceptualized in the literature as a form of organizational belonging (Schneider & Schneider, 2024), organizational identification is also defined as an employee's perception of unity with the organization. This concept concerns the process by which an individual incorporates their perception of being a member of a particular organization into their overall self-concept. From a social exchange perspective, organizational identification increases organizational recognition and enhances employees' willingness to reciprocate through positive attitudes and behaviors (Xu et al., 2023).

Empirical studies indicate that employees with high levels of organizational identification exhibit a greater capacity for generating new ideas. Thus, organizational identification positively influences one of the fundamental dimensions of workplace innovation – **the ability to produce new ideas** (Polat, 2009). Similarly, existing literature suggests that organizational identification has positive effects on extra-role behaviors and innovative tendencies (Şirin, 2023).

A study conducted in Italy with 296 employees from public and private organizations examined the moderating role of organizational identification in the relationship between boundaryless career attitudes and extra-role behaviors. The findings demonstrated that organizational identification buffered the negative relationship between boundaryless career attitudes and organizational citizenship behaviors (Lo Presti et al., 2024). Prior research has consistently shown positive associations between organizational identification and employees' favorable attitudes and behaviors. Employees with strong organizational identification tend to protect their employer's reputation and exhibit supportive attitudes even under challenging circumstances (Li & Song, 2024).

Findings from the healthcare sector also confirm this pattern. A study conducted in a public hospital revealed a positive and moderate association between healthcare employees' levels of organizational identification and their performance perceptions (Saygılı et al., 2019). Furthermore, other scholars have reported that organizational identification enhances creativity-sharing behaviors and mediates the relationship between responsible leadership and creative idea-sharing (Batoool et al., 2024). Creative idea-sharing is defined as the active exchange of ideas, experiences, and knowledge among colleagues to generate long-term organizational benefits, and it is believed to be influenced by organizational identity and employees' sense of connection with the organization.

In sum, the literature emphasizes that organizational identification plays a significant role in enhancing new idea generation, creativity-sharing, and extra-role behaviors – all of which contribute positively to employees’ intrapreneurial tendencies. Based on this theoretical and empirical foundation, the third hypothesis of the study is formulated as follows:

H₃: The organizational identification level of the sample has a statistically significant effect on intrapreneurship.

Methodology

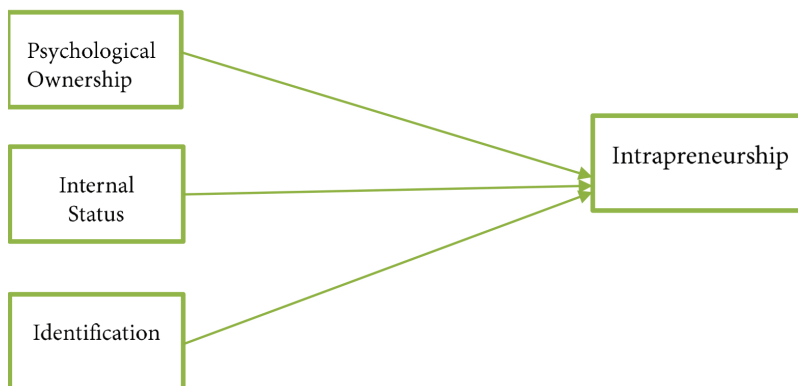
In this section of the study, the purpose of the research, research method, the population and sample, the data collection and evaluation techniques, the reliability coefficient of the scale, and the data analysis procedures are presented.

Research Model

In the present study, which was designed based on the positivist assumption that the primary purpose of science is to reveal or define laws explaining cause–effect relationships, a **general and correlational survey model grounded in quantitative data** was employed. In designing the model, the dimensional structure of institutional belonging was adopted from Demir’s doctoral dissertation titled “The Relationship Between Organizational Pride and Institutional Belonging According to the Opinions of Faculty Members” (Demir, 2022, p. 51). The conceptual model of the research is presented in Figure 1.

Figure 1

Model of the Relationship Between the Subdimensions of Organizational Belonging and Intrapreneurship



Note. Adopted from Demir (2022)

Population and Sample of the Research

The population of the study consists of 162 midwives and nurses working in Family Health Centers located in the city center of Diyarbakır. A simple random sampling method was employed, and a total of 92 midwives and nurses were included in the sample.

Data Collection Technique

In the first stage of preparing the questionnaire items, a theoretical framework was developed based on positivist theory, which assumes that science progresses cumulatively, and by utilizing existing theories and studies related to the dependent and independent variables of the research. Secondly, the participants of the study were observed and interviewed face-to-face. The notes taken during this process were combined with the theoretical information, enabling the identification of the research problem, the definition of the study's purpose, the formulation of the research questions, and the development of the research hypotheses.

In the subsequent stage, the types of data to be collected regarding the dependent variable (intrapreneurship) and the independent variable (organizational belonging) were determined; categories of questions to be included in the questionnaire were developed, and items required for data collection were drafted. In order to obtain rapid and reliable responses, and to enable fast and dependable analysis, all items were structured as close-ended questions.

Organizational belonging refers to the cognitive and emotional bonds employees form with their organization and is conceptualized through three dimensions: **psychological ownership**, **internal status**, and **identification**. The influence of these dimensions on intrapreneurial behavior can be explained through several foundational theoretical frameworks, including **Social Identity Theory** (Tajfel & Turner, 1986), **Psychological Ownership Theory** (Pierce et al., 2001), and **Self-Efficacy and Proactivity Perspectives** (Bandura, 1997).

According to **Social Identity Theory**, employees develop a sense of identity based on their perceived organizational status, recognition, and level of identification with the organization (Tajfel & Turner, 1986). When employees feel valued and aligned with organizational goals, they are more likely to engage in behaviors that benefit the organization. Therefore, the dimensions of **internal status** and **identification** enhance employees' motivation to generate innovation and exhibit intrapreneurial behavior.

Psychological Ownership Theory posits that when individuals develop a sense of "this organization belongs to me," they are more inclined to assume responsibility, propose improvements, and engage in innovative actions (Pierce et al., 2001). Thus, **psychological ownership** serves as a primary psychological driver of intrapreneurship, fostering proactive and improvement-oriented behavior.

Finally, **Self-Efficacy and Proactivity Perspectives** emphasize that employees who perceive themselves as capable, valued, and effective are more likely to act proactively, take initiative, and engage in innovative and entrepreneurial behaviors (Bandura, 1997). All three dimensions of organizational belonging strengthen employees' self-efficacy, thereby supporting and enhancing **intrapreneurial behavior**.

The dataset used in the study was collected through a questionnaire consisting of three categories. The first section of the questionnaire includes five items regarding the demographic characteristics of the participants. In preparing the factual questions related to demographic characteristics, particular attention was paid to avoiding items that could be sensitive for the target group. The second section consists of a fifteen-item scale measuring intrapreneurship. The five-point Likert scale was adapted from Nakhtiyok and Kök's study titled *The Effects of Environmental Factors on Intrapreneurship* (Nakhtiyok & Kök, 2006).

The third section of the questionnaire features a twenty-seven-item, five-point Likert scale measuring organizational belonging. This scale was adapted from Demir's doctoral dissertation titled *The Relationship Between Organizational Pride and Institutional Belonging According to the Opinions of Faculty Members* (Demir, 2022).

During the adaptation process of the Organizational Belonging Scale, the author first conducted a review of the national and international literature to generate an item pool and, accordingly, created a draft form consisting of 32 items. Expert opinions were obtained to ensure the content validity of the scale and its items. Based on the feedback received from the experts, revisions were made to the wording of certain items, some items were removed, and new items were added to the form. As a result, the draft form consisted of 27 items prior to the pilot application.

Significance of the Study

Belonging directly influences individuals' professional performance; therefore, employers tend to prefer employees with high levels of organizational belonging. A lack of belonging may negatively affect not only employees' work life but also their social life. This issue is particularly important in the nursing profession, which is practiced as a professional discipline grounded in ethical values, informed by evidence-based practices, and shaped by both science and art. As nurses play a central role in ensuring the fundamental human right to health, they must continuously renew and develop themselves in line with scientific, technological, economic, social, and societal changes.

In this regard, it is essential for health managers to prioritize supporting nurses, guiding them, and helping them enhance their professional competencies. Furthermore, in order for healthcare organizations to provide high-quality health services to society under the most appropriate economic conditions, certain conditions must be established and specific measures must be taken both inside and outside the healthcare

institution. When these requirements are not met, nurses' expectations may remain unmet, leading to various problems related to organizational belonging.

A review of the existing literature and prior studies shows that nurses' perceptions of organizational belonging, particularly dimensions such as psychological ownership, internal status, and identification, have a positive and statistically significant effect on their intrapreneurship levels. However, it is also generally recognized that nurses' organizational belonging levels and intrapreneurship levels tend to be moderate. Importantly, the organizational cultures within which these findings were obtained differ from those of the institutions covered by the present study.

The originality of the proposed model lies in the fact that the research was conducted in Family Health Centers located in the central districts of Diyarbakır Province, which possess an organizational culture distinct from that of institutions previously examined in the literature.

The findings of this study reveal the influence of nurses' perceptions of organizational belonging dimensions, such as psychological ownership, internal status, and identification, on their intrapreneurship levels within Family Health Centers in the central districts of Diyarbakır, which operate under a different organizational culture. These results may serve as a guiding resource for various stakeholders, including nurses, managers, healthcare beneficiaries, and health policy-makers.

Hypothesis Tests

Confirmatory Factor Analysis (CFA) Model Fit

The measurement model was tested using CFA, and the fit indices indicate an acceptable to good model fit according to commonly used criteria ($CFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .08$, $SRMR \leq .08$). The CFA shown in Table 1.

Table 1
Confirmatory Factor Analysis

Factor's Name	CFA Model
	Value
χ^2/df	2.41
CFI	.94
TLI	.92
RMSEA	.067
SRMR	.041

These values demonstrate that the measurement structure is statistically valid and appropriate for further hypothesis testing.

Hypothesis Test Results With Effect Sizes

The test results for the sub-hypotheses of the study are shown in Table 2.

Table 2
Structural Model Results

Independent Variable	Relationship	Dependent Variable	β Standardized	p-value	R ² of DV	Result
Psychological Ownership	Pozitive	Intrapreneurship	0.41	,000	0.57	Supported
Internal Status	Pozitive	Intrapreneurship	0.28	,000	0.57	Supported
Identification	Pozitive	Intrapreneurship	0.33	,000	0.57	Supported

α : 0.05

R² reflects the proportion of variance in intrapreneurship explained collectively by all independent variables (Psychological Ownership, Internal Status, Identification). The model explains **57%** of the variance in intrapreneurship, indicating a substantial effect size.

Test Results of Research Hypotheses

Interpretation of Each Hypothesis

- **H1.** Psychological ownership positively affects intrapreneurship. The standardized effect ($\beta = 0.41$, “<001”) indicates a **strong and statistically significant** positive influence of psychological ownership on intrapreneurship.
- **H2.** Internal status positively affects intrapreneurship. The estimated path coefficient ($\beta = 0.28$, “<001”) shows a **moderate and significant** positive effect of internal status on intrapreneurship.
- **H3.** Identification positively affects intrapreneurship. The standardized coefficient ($\beta = 0.33$, “<001”) demonstrates a **significant** and meaningful positive effect of identification on intrapreneurship.

Theoretical and Practical Implications

In today's uncertain and dynamic environment, the business world and organizations have reached a critical turning point in their efforts to sustain and develop their existence. This situation necessitates perceiving entrepreneurship not merely as a risk-taking behavior but also as an ability to transform environmental uncertainties into opportunities (Harrison, 2023). Over time, the concept of entrepreneurship has expanded further to include not only the creation of new firms but also entrepreneurial employees within established organizations – “known as intrapreneurship” (Vidal et al., 2024, p. 1).

In the business literature, the concept of entrepreneurship was first used in the 18th century by the economist Cantillon. At the core of this concept lie opportunity orientation, a holistic approach, balanced leadership, thinking and reasoning, opportunity creation and recognition, and taking initiative (Shirey, 2010). Numerous academic studies on entrepreneurship have reported the increasing prominence of its economic dimension (Paget et al., 2024). Parallel to this development, the field has transitioned from an emerging research area to a well-established one, as indicated by the growing number of publications (Hernandez-Perlines et al., 2022).

In the literature, the concepts of nurse entrepreneurship and nurse intrapreneurship lead to conceptual confusion. Nurse entrepreneurship refers to nurses who own a business providing nursing services, direct care, education, resources, administrative functions, or consultancy. Nurse entrepreneurs may also invent or patent new products, services, or devices. These individuals are typically self-employed, maintain autonomous control over their practice, and are directly accountable to the clients they serve (Shirey, 2010).

In contrast, nurse intrapreneurship refers to nurses who are salaried employees within a healthcare environment and who develop, promote, and implement innovative health or nursing programs and projects within their employment context. Nurse intrapreneurs have control over their practices only to the extent permitted by their organizational arrangements. Their initiatives may include establishing a nurse-led clinical service, developing a new product line for a hospital, or contributing to a healthcare system's Magnet designation journey. Ideas for intrapreneurial initiatives may arise in response to or in anticipation of a healthcare or organizational need (Shirey, 2010).

Regarding the empirical findings of the study, the Cronbach's alpha value of the Organizational Belonging Scale was found to be 0.975, and the value for the Intrapreneurship Scale was 0.880. The confirmatory factor analysis of the Organizational Belonging Scale yielded a KMO value of 0.937, indicating that Bartlett's Test of Sphericity was significant. Similarly, the confirmatory factor analysis of the Intrapreneurship Scale revealed a KMO value of 0.839, again indicating that Bartlett's Test of Sphericity was significant. Based on these findings, both scales were evaluated as reliable and valid.

A path analysis examining the effect of the subdimensions of organizational belonging on intrapreneurship was conducted, and the goodness-of-fit indices obtained from the analysis were found to be within acceptable ranges. Therefore, the research model was deemed appropriate for use.

An analysis of the demographic characteristics of the sample shows that the participants were predominantly female (71.7%), and the majority were between 26 and 55 years of age (89.2%). Most of the respondents were married (77.2%) and held an undergraduate or graduate degree (79.3%).

Descriptive statistics for the study variables indicate that the Psychological Ownership dimension of organizational belonging had a mean score of 2.87. The mean score for the Identification dimension was 3.00, while the Internal Status dimension yielded a mean score of 2.44. The overall organizational belonging score was calculated as 2.79. In addition, the overall intrapreneurship score of the participants was found to be 2.26.

Taken together, these descriptive findings suggest that participants exhibited moderate levels of organizational belonging across its subdimensions, and comparatively lower levels of intrapreneurship.

The relatively low mean scores obtained for organizational belonging ($M = 2.79$) and intrapreneurship ($M = 2.26$) should be interpreted within the structural characteristics of Family Health Centers. These centers typically operate within a strict procedural and compliance-driven institutional culture, which may limit nurses' autonomy and participation in decision-making processes. Furthermore, high workload, staffing constraints, and the task-oriented nature of primary care services can reduce nurses' sense of internal status and psychological ownership. The organizational structure of Family Health Centers, characterized by standardized routines and limited managerial flexibility, may therefore naturally suppress identification with the institution and willingness to engage in intrapreneurial initiatives. Thus, the low mean values observed in the study are consistent with contextual dynamics rather than indicating measurement or sampling issues.

In the study, the research question focused on whether the sample's levels of psychological ownership, internal status, and identification statistically and significantly influenced their level of intrapreneurship. The analyses revealed that psychological ownership, internal status, and identification levels had a statistically significant effect on intrapreneurship. Since the findings exhibit a homogeneous structure (Birdal & Tanboğa, 2021), they can be generalized without making a claim of value-neutrality (Ayvaz & Sucu, 2017).

These findings indicate that nurses' perceptions regarding organizational belongingness dimensions, such as psychological ownership, internal status, and identification, are important factors that may influence their intrapreneurship levels. As nurses' levels of organizational belonging increase, their participation in intrapreneurial activities also rises, thereby strengthening innovation within the organization.

The study further found that while some variables were positively correlated, others were inversely related. This finding is consistent with results reported in the literature. For example, in a study conducted in the Chinese hotel sector with a sample of 734 employees, the effects of employees' psychological ownership on job performance were examined. The results showed an inverted U-shaped relationship between psychological ownership and job performance (Yu et al., 2024).

Additionally, no relationship was found among some variables. These results are consistent with both the literature and empirical findings related to the topic. In this context, a positive and statistically significant relationship was identified between psychological ownership and new venture creation; psychological ownership and organizational renewal; psychological ownership and proactive behavior; perceived internal status and innovation; and perceived internal status and proactive behavior.

Indeed, the literature emphasizes that organizational belongingness may result in positive outcomes for employees, such as creativity and originality, opportunity recognition, job satisfaction, passion for work, and being rewarded by the organization. However, it may also lead to negative individual outcomes, particularly when belongingness is high, such as failure to seize external opportunities, strict adherence to organizational norms, and personal sacrifices resulting from strong organizational commitment. At the organizational level, while belongingness can lead to more effective use of human resources and prevent organizational stagnation, it may also result in harmful behaviors toward the organization, low job quality, reduced productivity, turnover intentions, disloyalty, rejection of certain organizational values, and insufficient integration between employees and the organization (Kavak, 2020).

The overall mean score of 2.79 for organizational belonging and 2.26 for intrapreneurship indicates that nurses' sense of organizational belonging is an important factor that may influence their intrapreneurship levels. As nurses' organizational belonging increases, their participation in intrapreneurial activities also rises, thereby strengthening innovation within the organization. Considering these results, it may be suggested that managers can enhance employees' intrapreneurial capacities through strategies designed to strengthen organizational belonging, thus enabling their organizations to gain a competitive advantage.

When the participants' responses to the items composing the organizational belonging variable were examined item-by-item, the statement *"I view the goals of my organization as my own goals"* was found to have the highest mean score. In contrast, the item *"I feel like an indispensable person in my organization"* had the lowest mean score. Organizational managers need to take measures to enhance the sense of organizational belonging among employees. As a result of such measures, the strengthened sense of organizational belonging among employees may increase their tendency toward intrapreneurial behavior.

In a study conducted by Varlık and Günbayı aiming to determine the effect of institutional belonging levels of educational administrators on their entrepreneurship levels, organizational belonging was found to have a positive and statistically significant effect on entrepreneurship. The findings reported by Varlık and Günbayı are fully consistent with the results of the present study.

Similarly, findings from another study by Strayhorn and Terrell indicate that a sense of belonging plays an important role in individuals' achievement, which aligns with our finding that perceptions of belongingness dimensions, such as psychological ownership, internal status, and identification, positively and statistically significantly influence intrapreneurship performance (Strayhorn & Terrell, 2019). Likewise, the results of a study conducted by Smith and colleagues, which examined the relationship between students' sense of belonging and their performance, demonstrated that belonging positively and statistically significantly affects performance. Similarly, the findings of a study conducted by Smith and colleagues to examine the relationship between students' sense of belonging and their performance showed that the sense of belonging statistically significantly and positively affected performance. The findings of this study also align with our findings that "perceptions regarding the dimensions of belonging statistically significantly and positively affected entrepreneurial performance" (Smith et al., 2021, p.80).

Our findings regarding the psychological ownership dimension of organizational belonging are consistent with previous studies on the subject. For example, Derin, in her research conducted on a sample of 355 administrative and academic staff members of İnönü University, concluded that psychological ownership has a statistically significant positive effect on innovative work behavior. This finding directly corresponds with our study results. Similarly, in a study conducted by Kalfaoğlu and Efeoğlu on private security officers, a strong, positive, and statistically significant correlation was identified between psychological ownership and trust in the organization, which leads to intrapreneurship – a finding that also fully aligns with our results.

Moreover, regarding the identification dimension of organizational belonging, the findings obtained in our study are again consistent with the literature. Indeed, in a study conducted by Saygılı, Özer, and Öge examining the relationship between organizational identification and performance perceptions among employees in a public hospital, a positive and moderate relationship was found between organizational identification and performance levels – another finding that corresponds with the results of the present study.

Suggestions

The results indicate that perceptions of belongingness dimensions within the organization may positively influence individuals' intrapreneurship potential. This is particularly relevant because the phenomenon of loneliness among nurses has been receiving increasing attention due to its detrimental effects on individual well-being and professional retention. Isolation experienced by nurses has been associated with increasing turnover rates and intentions to leave the profession, creating significant challenges for health systems globally (Frangieh et al., 2024). To overcome these challenges, some actionable insights can be provided to hospital administrators who play a decisive role in the identification process of nurses.

In this context, it is first suggested that hospital administrators adopt a transformational leadership style to ensure nurses' identification with the organization. Because transformational leadership in the management of nursing services contributes to professional development and service improvement. The transformational leadership approach focuses on the qualities and behaviors of a leader such as idealized influence, inspiring motivation, intellectual stimulation, and individual attention, which are necessary to empower and motivate team members. The American Nurses Association has defined transformational leadership in nursing as "a management style that motivates nurses to take responsibility for their roles and perform beyond minimum expectations" (Aluora, 2024, p. 1).

Second, hospital administrators are encouraged to strengthen internal communication by establishing open communication channels. To this end, programs promoting organizational interaction should be developed. Indeed, studies on the subject demonstrate that communication practices among nurses increase their sense of belonging to the healthcare team (Phillips & Jones, 2024).

Strengthening organizational culture can also be recommended to hospital administrators to ensure nurses identify with the organization. Organizational culture, among organizational phenomena, encompasses a wide range of concepts including values, assumptions, interpretations, symbols, organizational beliefs, routines, shared language, myths, ideologies, practices, norms, and social behaviors that characterize an organization. In healthcare organizations, organizational culture has been considered essential for clinical outcomes such as core organizational outcomes, reduced mortality rates, healthcare worker productivity and effectiveness, and organizational performance and efficiency, among others. Healthcare professionals rely on these values, which can significantly influence their behavior and decision-making processes. "These elements also play a role in supporting information management and other critical aspects within healthcare organizations" (Moreno-Domínguez et al., 2024, p. 2).

When hospital administrators effectively integrate elements such as diversity, equity, and inclusion tools into their organizations, an environment is created where

everyone feels connected, valued, and accepted as they are. This equation serves as a guiding principle for creating a culture in which all employees thrive (Del-Zio, 2024).

While strengthening organizational culture, hospital administrators should also shape the organizational climate of the surrounding environment to create conditions conducive to enhancing belongingness. This is because the climate of the environment in which individuals operate plays a significant role in fostering a sense of belonging (Squire et al., 2024).

More specifically, hospital administrators must strengthen the professional identity of nurses and integrate opportunities that enhance belongingness (Squire et al., 2024).

To foster nurses' identification with the organization, it is suggested that hospital administrators organize training programs that encourage and develop proactive behaviors among nurses. Furthermore, it is important for nursing school administrators to provide inclusive environments that foster a sense of belonging among nurses (Patel et al., 2022).

In today's rapidly changing social and cultural landscape, balancing work and family life is proving difficult for individuals. However, this balance is crucial for both individual and organizational well-being. Therefore, hospital administrators need to effectively manage work-life conflicts among nurses.

A study conducted among 389 nurses working in public hospitals in southeastern Nigeria examined the influence of satisfaction with work–family balance on psychological ownership. The findings from regression analyses revealed that satisfaction with work–family balance is a necessary precondition for establishing equilibrium between job demands and employees' responsibilities, which in turn promotes intention to stay, commitment, and productivity. Accordingly, hospital administrators are advised to recognize the critical role of satisfaction with work–family balance in enhancing nurses' identification with the hospital (Nnadozie et al., 2022).

A final recommendation for hospital administrators aiming to strengthen nurses' organizational identification is the acknowledgment of nurses' accomplishments and the establishment of an effort–reward balance. When effort–reward balance is achieved, nurses feel valued and can form emotional bonds with their organizations. Conversely, imbalance in effort and reward may lead to psychiatric disorders (Coelho et al., 2024).

The findings of this study may contribute to the development of strategies aimed at strengthening organizational belongingness to increase intrapreneurship potential in healthcare organizations. However, further research is essential in developing interventions and strategies that enhance belongingness in nursing (Patel et al., 2024, p. 152).

Conclusion

This study provides empirical evidence that key dimensions of organizational belonging – psychological ownership, internal status, and identification – positively influence nurses' intrapreneurial behaviors. These findings highlight the importance of fostering an optimal level of belonging within healthcare organizations, where employees feel valued and connected without experiencing the potential adverse effects associated with the “dark side” of belonging.

The findings reveal that organizational belonging plays a decisive role in fostering innovative and proactive behaviors among nurses, offering significant managerial implications for hospital administrators. Strengthening these dimensions can contribute to improved organizational performance, enhanced employee motivation, and improved service quality, particularly in primary healthcare settings. Furthermore, the proposed model provides a strong theoretical foundation for future research into broader organizational conditions that support employees' intrinsic motivation and internal entrepreneurship tendencies. Further studies are recommended to include additional variables and conduct cross-cultural comparative analyses to more comprehensively explore the impact of organizational belonging dynamics on internal entrepreneurship outcomes in different healthcare systems.

In conclusion, it is considered that the developed model will provide a robust reference framework for future research addressing the intrinsic motivation processes of not only employees but also other stakeholders within the organization.

Limitations and Future Research

The first limitation of this study is that it is confined to participants within the research area, namely nurses working in Family Health Centers located in the central districts of Diyarbakır. This restriction may not fully reflect the general perspective and may overlook other variables related to the topic. It is important to recognize that the study's analytical perspective, examining the effects of participants' perceptions of organizational belongingness dimensions on their intrapreneurship levels, may not encompass several other participation-related factors that could influence the behavior of nurses more broadly.

The study also presents conceptual and methodological limitations related to circumstances and factors that developed beyond the researchers' control. Among the conceptual limitations, it is noteworthy that the literature on the effects of nurses' perceptions of organizational belongingness on intrapreneurship is insufficient in both quantity and quality. Methodological limitations include the fact that not all nurses

in the population chose to respond to the survey, which required the researchers to work solely with a sample.

Although the set of variables used in the research model is well justified, alternative variables could have been selected. Therefore, future studies are encouraged to incorporate additional variables that may complement the perspective examined in this study. Furthermore, we believe that integrating findings obtained from both qualitative and quantitative methods strengthens the validity of the selected factors. Finally, future research could also conduct cross-country comparisons that include cultural factors.

For future research, we propose offering a new perspective on the “dark side” effects of belongingness, particularly regarding the psychological ownership dimension. We hope to provide managerial insights for leaders seeking to enhance intrapreneurial outcomes by promoting a sense of belonging among employees.

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Tyrimas apie priklausomybės organizacijai suvokimo poveikį intraprenerystės lygiams

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Santrauka

Priklausomybė organizacijai ir *intraprenerystė* yra pagrindinės sąvokos formuojant organizacijos elgesį aplinkoje, kuri pasižymi neapibrėžtumu ir pokyčiais. Nors intraprenerystė buvo plačiai tirta, visgi empirinių tyrimų sveikatos priežiūros sektoriuje, skirtų būtent slaugytojoms, atlikta nedaug. Šis trūkumas pastebimas tiek vertinant slaugytojų išskirtinį vaidmenį teikiant paslaugas, gerinant kokybę ir prisidedant prie inovacijų, tiek žvelgiant į pirminės sveikatos priežiūros įstaigų organizacinę struktūrą.

Šiame tyrime nagrinėjamas slaugytojų priklausomybės organizacijai suvokimo poveikis jų intraprenerystės lygiui šeimos sveikatos centruose, esančiuose centriniuose Dijarbakyro provincijos rajonuose. Priklausomybė organizacijai vertinama ne tik kaip požiūrio rezultatas, bet ir kaip motyvacinis bei psichosocialinis veiksnys, kuris gali skatinti novatorišką ir aktyvų elgesį. Tyrimas empiriškai papildė literatūrą, skirtą šiai temai, tikrindamas šį ryšį viešojoje pirminės sveikatos priežiūros sistemoje.

Atliekant šį kiekybinį tyrimą analizuoti 92 slaugytojų apklausos duomenys, naudotasi patvirtintomis skalėmis, matuojančiomis priklausomybės organizacijai suvokimą ir intraprenerystę. Priklausomybės organizacijai suvokimas buvo vertinamas pagal psichologinę atsakomybę, vidinę būseną ir organizacinę identifikaciją, o intraprenerystė (vidinis verslumas) atskleidė novatorišką ir iniciatyvų elgesį. Rezultatai parodė, jog priklausomybės organizacijai suvokimas yra reikšmingas intraprenerystės prognozavimo veiksnys. Slaugytojos, kurios jautėsi vertinamos, tapatinosi su savo organizacija ir patyrė priklausomybės jausmą, būtent dėl to jos buvo labiau linkusios demonstruoti novatorišką elgesį. Iš šių rezultatų matyti, kaip svarbu stiprinti priklausomybės organizacijai suvokimą, nes tai skatina intraprenerystę ir gerina paslaugų kokybę pirminės sveikatos priežiūros įstaigose.

Esminiai žodžiai: *priklausomybės organizacijai suvokimas, intraprenerystė, intraprenerystės dimensijos, slaugytojų intraprenerystė.*

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