

## The relationships among charismatic leadership, job satisfaction, and entrepreneurial orientation: An empirical study in the R&D department

Karizmatik liderlik, iş tatmini ve girişimcilik yönelimi arasındaki ilişkiler: Ar-ge departmanında ampirik bir çalışma

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### Abstract

In the context of social learning theory, this study aims to determine how the charismatic leadership of managers affects the entrepreneurial orientation of R&D employees and whether job satisfaction has any mediating effect in this relationship. In this context, data were collected through questionnaire method from 392 employees working in the R&D departments of the companies operating in the manufacturing industry, which are included in the Top 500 Industrial Enterprises List of Turkey. The data were analyzed with the SPSS 22.0 package program. As a result of the analyses, it was found out that the managers' charismatic leadership behaviours affect job satisfaction and entrepreneurship orientation of the R&D employees. Furthermore, the job satisfaction of the R&D employees has a partial mediating effect in the relationship between charismatic leadership and entrepreneurial leadership orientation. These findings show that organizations will increase their entrepreneurial exposure by influencing the job satisfaction of their employees with a charismatic leadership approach.

**Keywords:** Charismatic Leadership, Job Satisfaction, Entrepreneurial Orientation

**Jel Codes:** M10, M12, M54

### Öz

Bu çalışma sosyal öğrenme teorisi bağlamında yöneticilerin karizmatik liderliğinin, ar-ge çalışanlarının girişimcilik yönelimlerini nasıl etkilediğini ve iş tatmininin bu ilişkiye herhangi bir aracılık etkisinin olup olmadığını tespit etmeyi amaçlamaktadır. Bu bağlamda Türkiye'de ilk 500 sanayi kuruluşu listesinde yer alan imalat sanayisinde faaliyet gösteren işletmelerin 392 ar-ge departmanı çalışanından anket tekniği ile veri toplanmıştır. Veriler SPSS 22.0 paket programı ile analiz edilmiştir. Araştırma sonucunda yöneticilerin karizmatik liderlik davranışlarının ar-ge çalışanlarının iş tatmini ve girişimcilik yönelimleri üzerinde etkili olduğu ve ar-ge çalışanlarının iş tatmininin karizmatik liderlik ile girişimcilik yönelimi ilişkisinde kısmi aracı etkiye sahip olduğu tespit edilmiştir. Bu sonuçlar, işletmelerin karizmatik liderlik anlayışı ile çalışanların iş tatminini etkileyerek girişimcilik yönelimlerini arttıracaklarını göstermektedir.

**Anahtar Kelimeler:** Karizmatik Liderlik, İş Tatmini, Girişimcilik Yönelimi

**JEL Kodları:** M10, M12, M54

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Submitted: 28/09/2021

Revised: 26/11/2021

Accepted: 1/12/2021

Online Published: 25/12/2021

**Citation:** Karaca, D., & Özgül, B., & Zehir, C., The relationships among charismatic leadership, job satisfaction, and entrepreneurial orientation: An empirical study in the R&D department, *bmij* (2021) 9 (4): 21-41, doi: <https://doi.org/10.15295/bmij.v9i4.1944>

## Introduction

The survival of the organizations in the long run through keeping up with innovations in rapidly changing environmental conditions requires an entrepreneurial-oriented approach, which is an essential strategic orientation (Aloulou & Fayolle, 2005). Entrepreneurial orientation is a mechanism that determines the insight for innovation of managers in organizations and their tendency to engage in new ventures. Being entrepreneurial-oriented requires creating new business by redefining an organization's products and services and developing current markets (Zahra, 1991). Entrepreneurial orientation in the literature is defined by the dimensions of innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy. The innovativeness dimension emerges as an essential element that constitutes a basis for revealing the innovativeness and creativity of enterprises. (since the words "innovativeness", "proactiveness", "competitive aggressiveness" are sub-dimensions of the concept of entrepreneurial orientation and labelled in the literature with the words aforementioned, it is not possible to replace them with alternative simpler terms.) In today's world, it is a well-known fact that organizations develop the creative activities necessary to create a new product or service, seize the technological leadership, and create new processes with their innovativeness inherent in their entrepreneurial orientation (Lumpkin & Dess, 1996). In the literature, the role of leadership behaviours that affect these innovative processes and encourage employees to produce solutions for problems with a creative approach is considered an essential factor (Basadur, 2004). On the other hand, Murphy and Ensher (2008) point out the leadership behaviour of top management as the most important antecedent of entrepreneurial orientation. When the studies evaluating the effect of leaders in creative teams on innovative processes are examined, it is seen that team leaders have a positive and significant impact on innovative approaches (Blanc, González-Romá & Wang, 2021; Murphy & Ensher, 2008). Charismatic leadership, in particular, is more effective than other leadership types examined within the scope of organizational research (Shamir, House & Arthur, 1993). It is considered an essential factor for change and transformation in the modern management approach (Levy, 2010). Charismatic leadership can be defined as a leader's ability to strongly influence the values, behaviours, and performances through their own beliefs, ideals, and behaviours (House, Spangler & Woycke, 1991). Conger and Kanungo (1998) state that a charismatic leader is visionary, has high environmental sensitivity, is sensitive to member needs, exhibits unconventional behaviours, and does not maintain the status quo. The leader, with those behaviours, increases the learning and creativity of their followers with who s/he interacts as a result of being imitated (Jaussi & Dionne, 2003). It is argued by Kuratko, Hornsby and Bishop (2005) that the entrepreneurial behaviour of managers is critically essential for practical entrepreneurial orientation. This situation can be explained by the social learning theory developed in social cognitive theory. According to social learning, individuals mostly learn through impressions (Bandura, 1999). Namely, followers who imitate the leader build their values and behaviours according to their mission, performing above the job requirements (Shamir, House & Arthur, 1993; Kanten & Kanten, 2016). When the literature is reviewed, it is seen that the effect of charismatic leadership behaviour, which leads to an effective change in social systems (Levy, 2010) on innovation and creativity, is discussed (Blank, Roma & Wang, 2020; Adiguzel & Cakir, 2020; Paulsen et al., 2009; Hu, Liu & Yan, 2015). On the other hand, it can be said that the effect of charismatic leadership on entrepreneurial orientation as a strategic orientation that forms the basis of creative outputs (Cameron & Quinn, 2006; Stephan & Pathak, 2016; Stocker, Looise & Fisser, 2001) has not been sufficiently tested empirically. At the same time, Felix, Aparicio & Urbano (2018), stating that the existing studies are insufficient to explain the relationships between charismatic leadership and entrepreneurial orientation, call to investigate further this relationship in the context of the benefits that entrepreneurs provide with the social economy.

Kuratko, Hornsby and Bishop (2005) also conducted an integrated review and analysis and identified five main categories considered antecedents of entrepreneurial action. These categories are: (1) the appropriate use of rewards to elicit and support entrepreneurial actions; (2) managerial support that demonstrates the willingness of managers to facilitate and encourage entrepreneurial action; (3) the available resources needed to engage in continuous entrepreneurial activities; (4) an organic rather than mechanical organizational culture; and (5) the ability of managers to take risks in their pursuit of innovation based on their job descriptions and to tolerate and learn from failure. At the same time, Kuratko, Hornsby & Bishop (2005) emphasize that perceived job satisfaction on entrepreneurial performance in entrepreneurial orientation studies should be investigated. It is seen that the support of the organizational leaders is also an essential requirement for directing the employees to entrepreneurial activities. The previous studies showed that the employees' entrepreneurial orientation with job satisfaction increases (Kuratko, Hornsby & Bishop, 2005; Antoncic & Antoncic, 2011).

As stated earlier, charismatic leadership behaviours are evaluated in five dimensions in the literature: strategic vision and articulation, environmental sensitivity, sensitivity to members' needs, taking

personal risk, and not maintaining the status quo (Conger & Kanungo, 1998). Charismatic leaders are sensitive to the needs of their followers, responding to their expectations and wishes (Sosik, 2005) and making them feel satisfied with their jobs by making them think that they are valued and cared about their work (Saks, 2006). Likewise, by being sensitive to the environment, they create a sense of trust in the perception of their followers (Tejeda, Scandura & Pillai, 2001). Also, they affect the followers' job satisfaction levels by encouraging them to be creative with their risk-taking and not maintaining the status quo (Zhao, Tian, Wen & Gao, 2021). On the other hand, charismatic leaders help their employees imagine the future with a clear and defined vision, including the desired and future goals, ensuring that they are satisfied with their jobs and develop their ideas (Jaussi & Dionne, 2003). In the literature, several studies provided evidence that charismatic leadership behaviours create more satisfaction with job and managers for employees (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Cinar, Akgul & Korkmaz, 2018; Zehir, Elci & Savi, 2003). Furthermore, it is stated that in organizations in which managers are exhibiting charismatic leadership behaviours, employees respect their managers more, and they tend to make extra efforts because they like their managers and are satisfied with their jobs (Cinar, Akgul & Korkmaz, 2018).

As it is known, innovation is an essential phenomenon for several communities such as societies, countries, and organizations today. Organizations also try to develop their innovative processes within the scope of R&D activities. In this context, R&D activities are essential to gain a competitive advantage, produce innovative products, and develop technology (Greenhalg & Rogers, 2010). Therefore, this research investigates how the charismatic leadership behaviours of managers perceived by the R&D department employees affect entrepreneurial orientations of the employees that will enable them to develop innovation through job satisfaction.

Since both Felix, Aparicio and Urbano (2018) emphasized the importance of focusing on the relationship between leadership styles and entrepreneurship and Shamir et al. (1993) and Hughes, Ginnet and Curphg (1993) stated that charismatic leaders are more effective in social systems than other leadership types, this study, in the context of social learning theory, aims to contribute to the management and business literature by investigating the relationship between charismatic leadership behaviours of managers and entrepreneurial orientations of R&D employees and the mediating role of job satisfaction in this relationship.

Felix, Aparicio and Urbano (2018) emphasized the importance of focusing on the relationship between leadership styles and entrepreneurship. Additionally, Shamir et al. (1993) and Hughes, Ginnet and Curphg (1993) stated that charismatic leaders are more effective in social systems than other leadership types. Based on this, this study, in the context of social learning theory, aims to contribute to the management and business literature by investigating the relationship between charismatic leadership behaviours of managers and entrepreneurial orientations of R&D employees and the mediating role of job satisfaction in this relationship. For this purpose, data were collected through questionnaire forms from the R&D department employees of the companies operating in the manufacturing industry, which are on the Top 500 Industrial Enterprises List of Turkey. The following section discusses relationships among concepts, hypothesis development, and conceptual modelling. Then, the empirical findings are reported, the contributions of the literature are discussed, and implications for both researchers and practitioners are provided.

## **Literature review**

### **Conceptual background and hypothesis development**

#### **Charismatic leadership and job satisfaction**

Charismatic leaders are those whose followers believe that their leaders have extraordinary and sometimes supernatural powers and abilities. In the eyes of their followers, these people are perceived as heroic saviours and the only ones to be trusted (House, 1999). These leaders have a high level of self-confidence, prioritize their own beliefs and values, have a strong need for power, and have managerial qualities. Sharing particular views, taking specific roles as a model, expressing great expectations and communicating effectively for this, incenting and encouraging the members are among those behaviours (Shamir, House & Arthur, 1993). Likewise, Conger & Kanungo (1998) emphasize that charismatic leaders are not leaders only because of their followers' characteristics, but certain attitudes and behaviours reinforce this perception process. In this context, charismatic leaders can be defined as those who have a purpose and vision that affects everyone, ensure that this vision is spread and accepted effectively and continuously, give great importance to stability and focus, have high self-confidence, and lastly, are aware of their strengths and can use this power most effectively (Conger & Kanungo, 1998). Such leaders build the perception that they share the same values with their followers

by creating trust in the eyes of their followers with these behaviours. This makes the leader a charismatic leader in the followers' eyes (Gebert, Heinitz, & Buengeler, 2016).

There are three different types of work attitudes in the organizational behaviour literature. Most researchers have studied these three attitudes. These are job satisfaction, engagement and commitment to the organization (Robbins & Judge, 2013). Job satisfaction can be defined as a positive feeling towards the job resulting from evaluating job characteristics (Weiss, 2002). In other words, it expresses satisfaction with the manager, promotion opportunities, payments, co-workers, the job itself, and business policies (Schwepker, 2001). According to the classical management approach, job satisfaction is not considered by the managers. However, in today's modern understanding, job satisfaction is critical. Studies that point out a significant correlation between the job satisfaction level of employees and the turnover rate, productivity, and business performance in an organization are noteworthy (Chen, 2006; Zehir, Elçi & Savi, 2003; Robbins & Judge, 2013; Lu, While & Barriball, 2005). Likewise, several studies found out that the charismatic leadership behaviour of managers is highly correlated with organizational performance (Bass, 1985, 1990; Kon, Steers & Terborg, 1995), job satisfaction (Hater & Bass, 1988; Shamir et al. 1993), and creativity levels of employees (Kirkpatrick & Locke, 1996). Recruiting employees according to their abilities to increase their contribution to the organization and making plans to increase their education levels, in fact, indirectly lead to job satisfaction (Robbins & Judge, 2013). On the other hand, since the followers of charismatic leaders like and respect their leaders, they are motivated to exert more effort and experience more job satisfaction (Cinar, Akgül & Korkmaz, 2018).

Although there are studies in the related literature indicating a positive and significant relationship between charismatic leadership and job satisfaction (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Zehir et al., 2011), the number of the studies conducted on R&D department employees is restricted. For example, in a study conducted on employee perception, it was supported that there is a positive relationship between the charismatic leadership behaviours of managers and the job satisfaction level of employees (Zehir et al., 2011). Similarly, according to some studies conducted in different sectors, the dimensions of charismatic leadership are positively related to job satisfaction (Vlachos, Panagopoulos, & Rapp, 2013; Holloway, 2012). In addition, when the dimensions of job satisfaction are considered, the satisfaction with the manager is seen as an essential consequence of the leadership style (Lok & Crawford, 2004). Based on this, the below H1 hypothesis was developed:

**H<sub>1</sub>:** *The charismatic leadership behaviours of the managers will increase the job satisfaction levels of the R&D employees.*

### **Job satisfaction and entrepreneurial orientation**

The literature states that job satisfaction is affected by factors within an organization and affects several organizational factors (Meydan, 2011). These factors include behaviours of managers, organizational structure, the reward system in the organization, communication, corporate resources, supportive organizational culture, job characteristics (autonomy and risk-taking), and formal control mechanisms (Kuratko, Montagno & Hornsby, 1990; Hornsby, Kuratko & Montagno, 1999; Zahra, 1991). Therefore, this research is structured on the hypothesis that job satisfaction significantly affects entrepreneurial orientation.

In recent years, entrepreneurial orientation has been among the subjects that have attracted considerable attention from researchers (Wiklund, 2005). In the entrepreneurial orientation approach, entrepreneurship is seen at both the organizational and individual level, and its dimensions are considered innovation, proactivity, risk-taking, competitive aggression, and autonomy (Covin & Slevin, 1991; Lumpkin & Dess, 1996). In the literature, intrapreneurship and corporate entrepreneurship concepts are also used instead of entrepreneurial orientation (Carrier, 1996). Entrepreneurial orientation can be defined as the strategy formulation processes that provide the basis for entrepreneurial decisions and activities in organizations (Rauch et al., 2009).

Entrepreneurial orientation covers the processes, activities, and practices leading to new ventures. (Lumpkin & Dess, 1996). Entrepreneurial orientation is more advantageous than its competitors in creating new processes, technologies, management practices, strategies, and new products and services (Stevenson & Jarillo, 1990; Lumpkin & Dess, 1996; Wiklund, 2005). Entrepreneurial orientation, an essential factor for business performance and innovation, is built mainly by the organizational culture (Cameron & Quinn, 2006). Therefore, entrepreneurial orientation, considered an element within an organisation's culture, provides an overview of entrepreneurial activities concerning how an organization can exhibit more entrepreneurial and innovative behaviours (Pittaway, 2001).

When the studies investigating the relationship between job satisfaction and entrepreneurial orientation are examined, employees' entrepreneurial orientation increases as their job satisfaction increases

(Kuratko, Hornsby & Bishop, 2005). In the study of Kuratko, Hornsby & Bishop (2005), it was determined that the reward system increases job satisfaction. The level of intrapreneurship of employees increases due to increased job satisfaction. An adequately designed reward system motivates employees and directs them towards entrepreneurial behaviours such as being creative, proactive and taking risks (Fry, 1987; Hodgetts & Kuratko, 2004). Likewise, Eisenberger et al. (2001) examined the effect of job satisfaction on intrapreneurship. They provided evidence that as the job satisfaction level of the employee's increases, the level of intrapreneurship also increases (Ahmed, Rehman & Amjad, 2013). From this point of view, the below H2 hypothesis was developed:

*H<sub>2</sub>: As the job satisfaction level of R&D employees increases, their entrepreneurial orientation will increase.*

### **Charismatic leadership and entrepreneurial orientation**

Leaders are considered an essential element in the social interaction process in organizations (Kanten & Kanten, 2016). Since charisma is also viewed as an interactive process, followers attribute charismatic leadership to the leader's social interaction process (Conger & Kanungo, 1987). This process assumes that the followers learn and change by imitating the charismatic leader (Levey, 2010). This research explains that charismatic leadership behaviour positively affects entrepreneurial orientation in social learning theory based on this interaction. Social learning theory is based on social cognitive theory. This theory accepts that people learn through modelling and observation. In other words, it argues that a large part of human learning takes place by observing people and interacting with them (Bandura, 1999; Kanten & Kanten, 2016). In this context, since charismatic leaders are role models to the employees, the employees adopt this role model and imitate them. Thus, leaders can increase the employees' motivation levels and give all their energies to their work (Chen et al., 2014). Employees can make creative contributions to the organizations by learning the behaviours of taking risks and not maintaining the status-quo displayed by the leaders (Hwang et al., 2015). Studies on leadership and entrepreneurial orientation indicate that charismatic leadership is related to recognizing market opportunities and being proactive (Hemmen, Urbano & Alvarez, 2013; Zbierowski, 2016).

The charismatic leadership phenomenon is considered under the modernist approach and motivation theories (Mumford et al., 2008). Charismatic leaders can gain the trust of their followers with their charisma. They may evaluate the environment and take action accordingly, determine the future vision, including their followers, and manage change without fear (Conger & Kanungo, 1992, 1998). A manager's adoption of these leadership behaviours allows innovative organisational changes (Shastri, Shashi Mishra & Sinha, 2013). Because one of the obstacles to change in an organization is the leadership style that the cultural structure preserves. Leadership generally enables innovation by exhibiting behaviours that set an example for being entrepreneurial and innovative and taking risks, and creating a culture of entrepreneurial orientation in the organization (Cameron & Quinn, 2006). In this context, leadership characteristics are an essential resource that affects employees' fulfilling their roles in the organization and being motivated to work by making extra effort (Kanten & Kanten, 2016). From this point of view, it is predicted that the charismatic leader who encourages creative and challenging behaviours will create an entrepreneur-oriented culture that will provide employee satisfaction and produce creative outputs. The literature empirically proved that in an organization with a charismatic leader who adopts creative behaviours and creates a climate of free thought, employees exhibit more innovative performance (Adigüzel & Cakir, 2020; Hu, Liu & Yan, 2015). In such an organization, innovation is fostered by an entrepreneurial-oriented approach (Cameron & Quinn, 2006), and, at the same time, the leader's innovative behaviours affect organizational innovation that emerges based on entrepreneurial orientation (Stephan & Pathak, 2016; Stocker et al., 2001; Paulsen et al., 2009; Morris, Kuratko, & Covin, 2008; Maslach, Schaufeli & Leiter, 2001). In addition, it is seen that charismatic leadership behaviour positively influences innovation behaviours of employees due to the trust and loyalty it creates towards senior management in employee perception (Michaelis, Stegmaier & Sonntag, 2009). Previous research found out the importance of leadership on innovation processes and the positive effects of charismatic leadership on the creativity of employees at the team or organizational level (Stocker et al., 2001; Paulsen et al., 2009; Maslach, Schaufeli & Leiter, 2001; Hu, Liu & Yan, 2015; Blank, Roma & Wang, 2020). However, a restricted number of studies empirically examine the effects of entrepreneurial orientation on creativity. In addition, Felix, Aparicio & Urbano (2018) emphasize that many studies investigating the relationship between leadership and entrepreneurship at social, organizational, and team levels are insufficient. It is necessary to focus on this relationship in the future. This research will examine the effects of charismatic leadership behaviours of managers on entrepreneurial orientations of R&D employees at the organizational level. From this point of view, the H3 hypothesis below was developed.

**H<sub>3</sub>:** *The charismatic leadership behaviours of the managers will increase the entrepreneurial orientation of the R&D employees.*

### **The mediating role of job satisfaction in the relationship between charismatic leadership and entrepreneurial orientation**

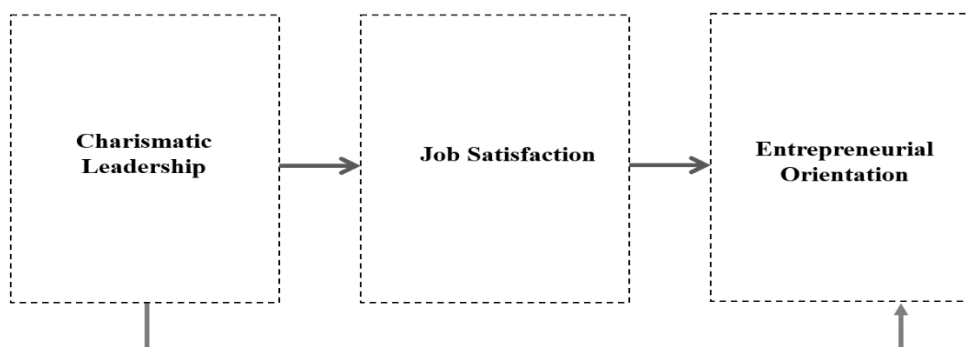
Job satisfaction is considered a substantially necessary attitude for employees to adopt an entrepreneurial orientation (Kuratko, Hornsby & Bishop, 2005; Ahmed, Rehman & Amjad, 2013). It is stated in the H1 hypothesis that the job satisfaction of the employees will increase in an organization where a manager is displaying charismatic leadership behaviour. In the H2 hypothesis, it is argued that the entrepreneurial orientation of the employees who have job satisfaction will increase. In the H3 hypothesis, it is stated that charismatic leadership behaviour is an essential element to increase entrepreneurial orientation. In the related literature, various studies reveal a positive and significant relationship between charismatic leadership style and achieving innovative and creative outputs (Murphy & Ensher, 2008; Paulsen et al., 2009; Adiguzel & Cakir, 2020). However, the number of studies empirically testing the relationship between charismatic leadership behaviour and entrepreneurial orientation of employees is quite insufficient. At the same time, studies are showing that there is a positive and significant relationship between charismatic leadership behaviour and job satisfaction levels of employees (Zehir et al., 2011; Holloway, 2012; Yavan, Sokmen, & Biyık, 2018; Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007). As discussed during the development of the H2 hypothesis, when the studies investigating the relationship between job satisfaction and entrepreneurial orientation are examined in the literature, it is stated that the entrepreneurial exposure of the employees will increase as job satisfaction increases (Kuratko, Hornsby & Bishop, 2005; Fry, 1987; Hodgetts & Kuratko, 2004; Ahmed, Rehman & Amjad, 2013; Eisenberger et al., 2001). In the study conducted by Gurbuz, Bekmezci & Mert (2010), the effect of organizational factors on organisations' entrepreneurial orientation was examined. It was determined that job satisfaction has a partial mediator role in this effect. It was found that organizational factors increase the employees' job satisfaction and, in turn, the entrepreneurial orientation behaviours of the employees with high job satisfaction. It is said that job satisfaction affects the entrepreneurial orientation of employees as an essential determinant (Soomro & Shah, 2019). At the same time, there are also studies arguing that job satisfaction on entrepreneurial orientation emerges from other organizational variables. The managerial behaviour of the managers, the organisation's structure, or the people's income level will directly or indirectly affect job satisfaction. Then the job satisfaction will affect the entrepreneurial orientation of the employees. As a matter of fact, in studies focusing on the relationship between the entrepreneurial orientation of organizations and various variables (Holt et al., 2007; Wood et al., 2008; Heinonen & Korvela, 2003), it was determined that organizational processes affect entrepreneurship orientation more (Soomro & Shah, 2019). However, no study has been found in the literature investigating the mediating role of job satisfaction in the effect of charismatic leadership behaviours as an organizational factor on the entrepreneurial orientation of employees. From this point of view, the H4 hypothesis below was developed:

**H<sub>4</sub>:** *Job satisfaction will mediate the relationship between the charismatic leadership behaviours of the managers and the entrepreneurial orientation of the R&D employees.*

## **Research methodology**

### **Conceptual model of the research**

This research is based on the prediction that job satisfaction has a mediating effect on the positive relationship between the charismatic leadership behaviour that the R&D employees perceive in their managers and their entrepreneurial orientation, and its conceptual model is shown in Figure 1 below:



**Figure 1:** A proposed conceptual model

## Research sample

The main population of the research consists of the manufacturing organizations included in the Top 500 Industrial Enterprises List of Turkey in 2019. By contacting these enterprises, the study was explained to the organizations and carried out between July 1 and September 30, 2019, by interviewing 92 R&D department managers who agreed to participate in the study. In addition, the questionnaire forms were distributed to 450 R&D employees working in the organizations who consent to be included in the study. However, only 434 R&D employees responded. When the data were examined, 42 extreme values that distorted the normal distribution were excluded from the data set, and 392 questionnaire forms were included in the study.

## Data collection method

We used questionnaire forms as the data collection technique in the research. Some questionnaire forms were collected via e-mail and others through digital platforms. Demographic characteristics were measured using nominal scales. The distribution of age, gender, education level, and total work experience was examined regarding the participants. 5-Likert type scales (1: strongly disagree, 5: strongly agree) were used to measure research variables. In addition, the charismatic leadership scale developed by Conger and Kanungo (1994) and adapted to Turkish by Gul (2003) was used. The charismatic leadership scale consisted of 24 items and six dimensions. The job satisfaction scale, developed by Schwepker (2001) and adapted to Turkish by Vuran (2019), consisted of 6 dimensions and 17 items. The entrepreneurship orientation scale, which was measured with five dimensions by Lumpkin and Dess (1996), (2001) and Miller (1983), was adapted to Turkish with the help of academicians and practitioners who are experts in their fields.

## Evaluation of the research findings

The distribution of demographic characteristics of the R&D employees participating in the research is shown in Table 1. According to Table 1, 53.1% of the participants are male, and 46.9% are female. When the age range is examined, it is observed that 45.9% of the participants are within the 20-30 years group, 38.3% are in the 31-40 years group, and 13.2% are in the 41-50 years group. In addition, it is seen that 51% of the participants have an undergraduate degree. When the experience distribution of the participants is examined, it is observable that 40.1% of the participants have 6-10 years of experience.

**Table 1:** Demographic Data

		Frequency	Percent
Gender	Male	208	53.1
	Female	184	46.9
Age	20-30	180	45.9
	31-40	150	38.3
	41-50	62	15.8
Experience	1-5	132	33.7
	6-10	157	40
	11-15	33	8.4
	16 and more	70	17.9
Education	High School	42	10.7
	Associate Degree	81	20.7
	Degree	200	51
	Master's Degree	40	10.2
	Doctorate	29	7.4
Total		392	100.0

In order to determine whether the scale and scale items used in the study were divided into theoretically predicted factor components, exploratory factor analysis was applied using the Promax rotation method and Principal Component Analysis (Field, 2009). All scales in the study were included in the factor analysis together. Kaiser-Meyer-Olkin (KMO) sample adequacy test and Bartlett sphericity test was applied to test the adequacy of the variables for factor analysis. As a result of the analysis, the KMO values were between 0.866 and 0.50, and the tail probability of the Bartlett test was significant at a 0.001 significance level. In addition, to measure the adequacy of each item for factor analysis, the value on the diagonal of the anti-image correlation matrix was examined. It was observed that all diagonal values were more significant than 0.50 except for the third and fourth items of the "company policy" dimension of the job satisfaction scale. Also, the sixth item of the "strategic vision and articulation" dimension; and

the third item of the "sensitivity to the environment" dimension of the charismatic leadership scale were smaller than 0.50. Therefore, these items with a factor load below 0.50 were excluded from the study. Consequently, it was determined that the data set was adequate for factor analysis (Field, 2009). All variables displayed factor distribution as predicted theoretically. The total explained variance of the factor components is 75.939.

Cronbach's Alpha coefficient was used to calculate the internal consistency, that is, the reliability values of the scales. Cronbach's Alpha value shows the total reliability levels of the items under the factor. Cronbach's Alpha coefficient values of 0.70 and above are considered reliable (Field, 2009). Table 2 shows the sub-dimensions of the scales and the Cronbach's Alpha coefficient values for all of the rankings. As observed, Cronbach's Alpha values for all sub-dimensions of the charismatic leadership, job satisfaction and entrepreneurial orientation scales and each full scale are above 0.70. Therefore, all rankings have statistically internal consistency (Hair et al., 2010). In addition, AVE (Average Variance Extracted) values were examined to evaluate convergent validity between factor constructs. As shown in Table 2, AVE values are above the 0.50 threshold value (Hair et al., 2019), and all scales' convergent validity was provided.



**Table 2:** Factor Analysis Results

Variable	Dimensions	Code	Factor Loadings	Cronbach's Alpha	AVE	Variance Explained (%)
Job Satisfaction (JS)	JS Job	JSJ1	0.740	0.739	0.593	2.501
		JSJ2	0.750			
		JSJ3	0.817			
	JS Promotion	JSP1	0.674	0.810	0.626	3.079
		JSP2	0.857			
		JSP3	0.830			
	JS Pay	JSPY1	0.916	0.839	0.777	1.970
		JSPY2	0.846			
	JS Supervisor	JSS1	0.773	0.785	0.666	2.736
		JSS2	0.791			
		JSS3	0.862			
	JS Company Policy	JSCP1	0.664	0.788	0.567	1.639
JSCP2		0.832				
JS Fellow Workers	JFW1	0.830	0.703	0.782	1.873	
	JFW2	0.936				
Entrepreneurial Orientation	Innovativeness	INN1	0.875	0.864	0.693	6.736
		INN2	0.820			
		INN3	0.800			
	Proactiveness	PRO1	0.760	0.887	0.621	3.758
		PRO2	0.824			
		PRO3	0.779			
	Risk-taking	RKT1	0.738	0.732	0.676	1.838
		RKT2	0.899			
	Competitive Aggressiveness	CA1	0.856	0.831	0.730	2.132
		CA2	0.853			
	Autonomy	AUT1	0.854	0.711	0.552	1.729
		AUT2	0.800			
AUT3		0.535				
Charismatic Leadership	Strategic Vision And Articulation	SVA1	0.936	0.872	0.653	10.076
		SVA2	0.924			
		SVA3	0.709			
		SVA4	0.616			
	Sensitivity To The Environment	STE1	0.938	0.833	0.553	23.454
		STE2	0.699			
		STE4	0.731			
		STE5	0.667			
		STE6	0.648			
	Unconventional Behaviour	UB1	0.842	0.778	0.650	3.594
		UB2	0.849			
		UB3	0.722			
	Personal Risk	PR1	0.678	0.820	0.527	4.641
		PR2	0.627			
		PR3	0.860			
		PR4	0.718			
	Sensitivity To Members' Needs	SMN1	0.752	0.776	0.632	2.286
		SMN2	0.865			
SMN3		0.764				
Does Not Maintain Status Quo	DSQ1	0.866	0.705	0.745	1.898	
	DSQ2	0.860				

Note: Promax Rotation Principal Component Factor Analysis  
 KMO: 0.886; Bartlett: 9588.323\*\*\* df: 1128  
 Total Variance Explained (%): 75.939%  
 \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

To conclude whether the data met the prerequisites of parametric tests, the skewness and kurtosis values were examined. The skewness and kurtosis values of all variables were in the range of  $-/+ 2.0$ , which are adequate for the analysis to be performed. Next, correlation analysis was applied to examine the relationships among the research variables. The correlation coefficient gives information about the direction and strength of the relationship between two continuous variables, and this coefficient varies between  $-1$  and  $+1$  (Field, 2009). The Pearson Correlation coefficients of the related variables are given in Table 3. These values are always one on the diagonal since the diagonal of the correlation matrix represents the variables themselves. The square root of the AVE values was added instead of these values. The square root of the AVE values shows discriminant validity between the scales (Hair et al., 2019). In this case, regression analysis can be performed.

**Table 3:** Correlations and discriminant validity results

Variable	1	2	3	4	5	6	7	8	9	10	12	13	14	15	16	17	18
<b>JSJ</b>	<i>(.770)</i>																
<b>JSP</b>	.424**	<i>(.791)</i>															
<b>JSPY</b>	.184**	.503**	<i>(.881)</i>														
<b>JSS</b>	.371**	.535**	.396**	<i>(.816)</i>													
<b>JSCP</b>	.312**	.597**	.389**	.485**	<i>(.753)</i>												
<b>JSFW</b>	.294**	.245**	.134**	.280**	.259**	<i>(.884)</i>											
<b>SVA</b>	.133**	.125**	.053	.244**	.141**	.146**	<i>(.832)</i>										
<b>STE</b>	.199**	.210**	.103*	.268**	.222**	.179**	.655**	<i>(.788)</i>									
<b>UB</b>	.106**	.176**	.241**	.212**	.201**	.073	.303**	.425**	<i>(.822)</i>								
<b>PR</b>	.182*	.197**	.292**	.183**	.179**	.093	.197**	.380**	.564**	<i>(.854)</i>							
<b>SMN</b>	.178**	.278**	.212**	.316**	.312**	.246**	.337**	.433**	.325**	.434**	<i>(.743)</i>						
<b>DSQ</b>	.153**	.298**	.254**	.191**	.298**	.111*	.011	.173**	.083	.238**	.356**	<i>(.808)</i>					
<b>INN</b>	.246**	.389**	.384**	.379**	.512**	.244**	.041	.163**	.172**	.220**	.244**	.271**	<i>(.744)</i>				
<b>PRO</b>	.237**	.409**	.409**	.415**	.408**	.231**	.170**	.222**	.198**	.262**	.243**	.302**	.646**	<i>(.806)</i>			
<b>RKT</b>	.208**	.287**	.319**	.364**	.270**	.092	.058	.126*	.243**	.312**	.175**	.201**	.368**	.489**	<i>(.726)</i>		
<b>CA</b>	.076	.311**	.453**	.313**	.242**	.000	.061	.145**	.249**	.397**	.213**	.307**	.350**	.406**	.459**	<i>(.795)</i>	
<b>AUT</b>	.465**	.430**	.223**	.444**	.394**	.329**	.223**	.287**	.094	.199**	.287**	.205**	.320**	.251**	.168**	.142**	<i>(.863)</i>

*Note.* JSJ = JS Job, JSP = JS Promotion, JSPY = JS Pay, JSS = JS Supervisor, JSCP = JS Company Policy, JSFW = JS Fellow Workers, SVA = Strategic Vision And Articulation, STE = Sensitivity To The Environment, UB = Unconventional Behaviour, PR = Personal Risk, SMN = Sensitivity To Members' Needs And DSQ = Does Not Maintain Status Quo, INN = Innovativeness, Pro = Proactiveness, RKT = Risk-Taking, CA = Competitive Aggressiveness, AUT = Autonomy.

Diagonal and italicized elements are the square roots of the AVE (Average Variance Extracted).

\*\* Correlation is significant at the 0,01 level (2 tailed)

\* Correlation is significant at the 0,05 level (2 tailed)

Single and multiple regression analyses were used to test the research hypotheses. New variables were formed by taking the arithmetic averages of the items in the factor component resulting from the factor analysis. Regression analyses were performed on these variables. Mediator variable relationships were examined according to the procedure proposed by Baron and Kenny (1986) (Hair et al., 2010). According to the Model 1 results given in Table 4, the charismatic leadership perceptions of R&D employees affect job satisfaction in a statistically significant and positive way ( $\beta=0.441$ ,  $p<0.001$ ). Hence, H1 was supported. According to Model 2 results, the job satisfaction level of R&D employees affects their entrepreneurial orientations in a statistically significant and positive way ( $\beta=0.660$ ,  $p<0.001$ ). Thus, H2 was supported. According to Model 3 results, charismatic leadership positively affects R&D employees' entrepreneurial orientation ( $\beta=0.469$ ,  $p<0.001$ ). According to this result, H3 was supported.

The procedure proposed by Baron and Kenny (1986) was used to test H4, one of the research hypotheses. According to this procedure, three conditions must be satisfied to test the mediator effect. These are i) the independent variable affects the dependent variable, ii) the independent variable affects the mediating variable, iii) the mediating variable affects the dependent variable.

According to the research model, based on Baron and Kenny (1986) procedure, three conditions required for testing the mediator effect were met by verifying H1, H2 and H3. To test H4, hierarchical regression analysis was applied. As a result of this analysis, the impact of the independent variable on the dependent variable must disappear entirely to talk about a full mediation effect, and the effect of the independent variable on the dependent variable must decline to talk about a partial mediation effect (Hair et al., 2010). In the hierarchical regression analysis in Model 4, the impact of charismatic leadership and job satisfaction on entrepreneurial orientation were measured together. According to the test result, the effect of charismatic leadership on entrepreneurial orientation declined compared to Model 3 ( $\beta=0.221$ ,  $p<0.001$ ). In addition, according to the Sobel test, it was concluded that job satisfaction plays a partial mediator role in the effect of charismatic leadership perception of R&D employees on entrepreneurial orientation ( $Z=7.910$ ;  $p=0.000$ ). To determine whether there is a collinearity problem in the regression analysis, Variance Inflation Factor (VIF) values were examined, and this value was calculated as 1.242. This result shows that there is no collinearity problem in the model. Therefore, H4 is partially confirmed. Hence, job satisfaction has a partial mediating effect in the relationship between charismatic leadership and entrepreneurial orientation.

**Table 4:** Regression Analysis

Regression Model	Variable(s)	Standardized Coefficients $\beta$	Adjusted R <sup>2</sup>	t Value	F Value	Conclusion
H1	Charismatic Leadership→Job Satisfaction	0.441***	0.193	9.724	94.556***	Supported
H2	Charismatic Leadership→Entrepreneurial Orientation	0.469***	0.218	10.504	110.338***	Supported
H3	Job Satisfaction→Entrepreneurial Orientation	0.660***	0.434	17.350	301.025***	Supported
H4	Charismatic Leadership→Job Satisfaction→Entrepreneurial Orientation	0.221***	0.472	5.406	175.988***	Supported
		0.562***		13.736		Partial Mediation

\* $p<0.05$ , \*\* $p<0.01$ , \*\*\* $p<0.001$

## Conclusion and managerial implications of the study

This research aims to contribute to the literature by revealing how the charismatic leadership behaviours that the R&D employees perceive in their managers affect their entrepreneurial orientation and by investigating the mediating effect of job satisfaction of R&D employees in the relationship between charismatic leadership behaviour and entrepreneurial orientation. This research is vital because Felix, Aparicio & Urbano (2018) emphasized the necessity and importance of focusing on the relationship between leadership styles and entrepreneurship at different social, organizational, and team levels to provide economic benefits. Although on the other hand, the discussion of Shamir, House & Arthur (1993) and Hughes, Ginnet & Curphg (1993) stated that charismatic leadership behaviours have more impact on social systems than other leadership types, made us focus on charismatic leadership behaviour. In addition, in the literature, it is observed that the positive effects of charismatic leadership on innovation and creativity at the team and organizational levels are discussed (Hu, Liu & Yan, 2015; Blank, Roma & Wang, 2020; Stocker et al., 2001; Maslach, Schaufeli & Leiter, 2001). However, the scarcity of studies that empirically examine its effects on the entrepreneurial orientation that reveals

innovation drew our attention. Moreover, the research was carried out primarily on organizations that engage in R&D activities in Turkey makes the study valuable.

The research findings, primarily, show that the charismatic leadership behaviours perceived by the R&D employees in their managers have a significant and positive effect on their entrepreneurial orientation. While Felix, Aparicio & Urbano support this finding (2018) and Zehir et al. (2019) in the literature, other researches (Hu, Liu & Yan, 2015; Blank, Roma & Wang, 2020; Zhao et al., 2021; Kirkpatrick & Locke, 1996) were indirectly supported it. Furthermore, another finding of the study shows that perceived charismatic leadership behaviours have a significant and positive effect on the job satisfaction of R&D employees. This evidence reinforces the previous research findings in the literature (Vlachos, Panagopoulos, & Rapp, 2013; Hater & Bass, 1988; Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Holloway, 2012). Similarly, according to the analysis results, it is seen that job satisfaction has a positive effect on entrepreneurial orientation, and this finding supports the models predicting job satisfaction in the literature (Fry, 1987; Hodgetts & Kuratko, 2004; Eisenberger et al., 2001; Ahmed, Rehman & Amjad, 2013).

In addition, it was found out that job satisfaction has a partial mediating role in the relationship between charismatic leadership behaviours of managers and entrepreneurial orientations of R&D employees. However, no study was encountered in the literature investigating whether job satisfaction has a mediating role in the relationship between charismatic leadership behaviour and entrepreneurial orientation. In this context, this study can make a distinctive contribution to the literature by examining these relationships.

Based on the social learning approach, these findings show that learning occurs due to mutual interaction and imitation, with charismatic leadership behaviours. Therefore, it can be said that employees who imitate the unconventional, visionary, predicting changes, and do not maintain the status quo behaviours of a manager who exhibits charismatic leadership in an organization will show more entrepreneurial oriented behaviours.

The findings indicate that charismatic leadership behaviour can be considered an essential factor in increasing the entrepreneurial orientation of the employees, which will improve creativity and provide important economic input to the organizations. On the other hand, by exhibiting charismatic leadership behaviour, organizational managers can increase the job satisfaction level of employees and, in this way, their level of entrepreneurial orientation. In other words, it should not be ignored that entrepreneurial orientation can be increased as the employees' job satisfaction levels are increased. In this case, organizations investing in R&D can perform better in an intensely competitive business environment. It can be said that employees whose entrepreneurial orientation increases with job satisfaction can significantly contribute to organizational performance as they affect creative and unique outputs. Organizations that cannot encourage their employees to be innovative and entrepreneurial may have problems maintaining their sustainability in changing environmental conditions.

## **Limitations**

Among the study's main limitations is that it is limited to the organizations operating in the manufacturing sector and the employees working in the R&D departments. Therefore, the questionnaire forms are preferred as the data collection method. However, for further research, the relationship between charismatic leadership and entrepreneurial orientation can be measured by qualitative research. For example, our finding that charismatic leadership increases entrepreneurial exposure and job satisfaction can be investigated in depth through interview techniques. In addition, the research can be carried out on employees of other departments other than the R&D department.

## **Peer-review:**

Externally peer-reviewed

## **Conflict of interests:**

The author(s) has (have) no conflict of interest to declare.

## **Grant Support:**

The authors declared that this study has received no financial support.

**Author Contributions:**

Idea/Concept/Design: **B.Ö., D.K.** Data Collection and/or Processing: **C.Z.** Analysis and/or Interpretation: **B.Ö.** Literature Review: **B.Ö., D.K.**, Writing the Article: **B.Ö., D.K.** Critical Review: **B.Ö., D.K.** Approval: **C.Z.**

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