

Intrinsic Marketing Activities in Women's Cooperatives and Employees' Entrepreneurship and its Role in Ensuring Innovative Behaviors

Murat BAŞAL¹, Emel SARAÇ² & Ömer Faruk Şarkbay³

¹ Vocational School, Istanbul Gelisim University, Türkiye

² Department of Business Administration, Institute of Social Sciences, Ostim Technical University, Türkiye

³ Faculty of Health, Istanbul Gelisim University, Türkiye

Correspondence: Asst Prof. Murat BAŞAL, Vocational School, Istanbul Gelisim University, Türkiye. ORCID: 0009-0004-5666-9560. E-mail: mbasal@gelisim.edu.tr

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Abstract

Internal marketing is conceptualized as a strategic management approach that treats employees as internal customers and systematically develops practices aimed at enhancing their motivation, organizational commitment, and performance. Women's cooperatives represent participatory economic organizations established and governed by women to promote collective production, solidarity, and socio-economic empowerment. Cooperatives reflect one of the earliest organized forms of collective action rooted in the social nature of human beings. In competitive environments, women's cooperatives increasingly recognize that sustainable success depends not only on external market orientation but also on the effective management of internal stakeholders. Within this framework, intrinsic marketing activities function as mechanisms that align employees' attitudes and values with organizational objectives. Such alignment is expected to strengthen employees' entrepreneurial orientation and play a facilitating role in the emergence of innovative behaviors within women's cooperatives. While establishing a business, entrepreneurial behaviors that take into account other factors besides economics bring along the innovative process. With this research, it is tried to determine what kind of an effective role the activities to be carried out with the intrinsic marketing dimension of the employees operating in women's cooperatives have on entrepreneurial and innovative behaviors. A questionnaire form was used to collect research data. This questionnaire form was applied in women's cooperatives operating in Ankara. As a result of the analysis of the data obtained, it was concluded that internal marketing activities for employees will be effective as a result of their entrepreneurial and innovative behaviors. Depending on the data of this study, it is recommended what to do to women employees with training and similar studies to be given to employees.

Keywords: Women's cooperatives, intrinsic marketing, entrepreneur, innovative behavior

1. Introduction

1.1 The Socio-Economic Context of Women's Cooperatives in Turkey

Although women's cooperatives were established earlier, their numerical expansion in Turkey has accelerated markedly over the last two decades. In particular, an unprecedented increase has been observed within the last five years (Taş and Kazar, 2019). This rapid growth is largely associated with multi-level institutional support provided by NGOs, ministries, local governments, public institutions, and international organizations. Such support commonly includes the allocation of production facilities and the provision of vocational training opportunities.

Women's cooperatives are widely regarded as policy instruments aimed at fostering women's employment and alleviating poverty. However, despite these policy-driven efforts, comprehensive evaluations of their social policy outcomes remain limited. Empirical research examining the structural and regional characteristics of women's cooperatives in Turkey is still insufficient to allow for a systematic assessment (KEIG. 2015).

Within this framework, the regional distribution of women's cooperatives can be analyzed according to the NUTS Level 2 geographical classification. The Classification of Territorial Units (CUT) constitutes one of Turkey's obligations within the European Union accession process. This regional classification enables the evaluation of socio-economic conditions at the regional level and facilitates the development of context-sensitive policies. Since regional

development forms the foundation of national development (Şengül et al., 2013), provinces in Turkey have been categorized into NUTS Level 1 and Level 2 regions based on economic, social, demographic, and geographical proximity criteria.

1.2 Theoretical Foundations of Internal Marketing

Internal Marketing (IM) is defined as the philosophy of treating employees as customers and shaping organizational offerings in accordance with human needs (Berry & Parasuman, 1993:57). Within this conceptualization, employees are considered internal customers, jobs are framed as products, and the organization itself functions as a marketplace (Tsai & Tang, 2008:1118). Employees, therefore, constitute the internal customer base of the organization (Sohail & Jang, 2017).

The internal customer perspective developed through IM is considered essential for improving production and service delivery processes (Bulunmaz & Serhateri, 2019). In organizational settings, each department functions simultaneously as a supplier and a customer within internal exchange processes. Accordingly, individuals or units providing outputs to others act as internal suppliers, whereas those receiving outputs function as internal customers (Yılmaz, Ersoy, & Argan, 2009).

From a market-centered perspective, organizational performance depends not only on external customers and competitors but also on stakeholders influencing customer value creation, particularly internal customers. The strategic value attributed to employees derives from their central role in production and service delivery processes.

1.3 Entrepreneurship and Innovative Behavior in Organizational Contexts

Entrepreneurial tendencies play a crucial role in economic growth and employment generation. Entrepreneurial behavior restructures markets through new ideas and technologies, intensifies competition, and enhances social and economic welfare. For this reason, entrepreneurship has become a strategic priority for countries, organizations, and societies (Durukan, 2005:46).

Individuals exhibiting entrepreneurial behavior are generally characterized by vision, passion, risk-taking capacity, decisiveness, creativity, analytical thinking ability, and resilience in overcoming business challenges (Aydıntuğ Myrvang, 2021:58). Identifying such personality characteristics is therefore essential in understanding entrepreneurial behavior (Firn & Sevim, 2022).

Entrepreneurship is conceptually intertwined with innovation and creativity. Contemporary business perspectives associate entrepreneurship with creativity, innovation, flexibility, risk-taking, and developmental orientation (Güney & Nurmakhmatuly, 2007:64). Similarly, Mohanty et al. (2005) emphasize risk-taking, self-confidence, leadership, vision, communication skills, determination, and independence as core components of entrepreneurship. By identifying societal needs and responding through entrepreneurial initiatives, organizations contribute positively to social welfare and economic development (Ubuz, 2019).

Innovation processes are closely linked to knowledge sharing among employees. The diversity and quality of innovative ideas increase through collaborative interaction (Turgut & Beğenirbaş, 2013), which in turn creates organizational value (Molose & Ezeuduji, 2015:6). Managerial support plays a decisive role in sustaining innovative work behaviors; lack of leadership support may discourage innovation (Krause, 2004:87). Furthermore, factors such as insecurity, fear of power loss, punishment systems, lack of clear objectives, chaotic environments, and ineffective human resource practices may hinder innovative behavior (Uzun, 2020: 438).

1.4 Cooperatives

Cooperatives are commercial organizations that meet the social, economic and cultural needs and aspirations of individuals in line with common goals and are managed in a common and fair manner (Unakıtan & Başaran, 2018; Irmaklıoğlu & Irk, 2022). The main focus of these organizations is to serve their members, and if they make a profit, this savings is shared among their members. They can share elements such as supervision, sales, and costs by dividing them among themselves. Cooperatives also have a number of objectively valid principles (Özkök & Köse, 2021). Some of these are as follows;

- Membership is voluntary and open. It is open to everyone, provided that its members fulfill their responsibilities. It proceeds voluntarily without discrimination of gender, religion and politics.
- Again, cooperative enterprises are internally controlled by their members.
- Its capital is shared equally by its members.
- They are autonomous and self-sufficient.
- The cooperative provides education and training activities for the benefit of those in the cooperative. It

provides information on the benefits and functioning of its own process (Trade, 2024).

- It has active mobility due to its relations both locally and in the international process.
- Again, they operate in a sustainable manner and with development goals for the future due to their own organizational structure (Nippierd, 2012).

1.5 Women Entrepreneurship

This process, which is expressed as the establishment, design and management of a business by women, is called women entrepreneurship (Özdemir & Yılmaz, 2008). In this process, women entrepreneurs are expressed as women deciding on the processes related to economic uncertainties and risks, from where and which business will be established. Here, it is important to accept that women can actively manage the business. 1/3 of entrepreneurship activities are carried out by women (Kıray, 2019). The reason for this is that there are effective incentives for women to engage in entrepreneurial activities. Some reasons for women to engage in such activities can be stated as having limited opportunities, having low incomes, married women earning their livelihood from their husbands (Bay and Kulak, 2020) or single women having little financial power. Again, women's reliable and sustainable progress in their activities helps them to maintain their business for a longer period of time. While experiencing economic difficulties causes women to engage in this type of entrepreneurship, factors such as high desire for success, desire to be independent, government support, wanting to be a role model, education and family status can be stated (McFadzean, et al. 2005). While women entrepreneurs create businesses in this direction, they also provide opportunities for those who will work with them to have a job. While women entrepreneurs from business life focus on quality issues flexibly, they come to a stance that will meet their expectations in terms of socio-cultural aspects while achieving financial dependence (Yeşilçimen, 2020). Such studies contribute to the development of the country's economy both nationally and in the short term.

1.6 Internal Marketing

Internal marketing, pioneered by Kotler, is a marketing process that allows employees to be brought into the organization effectively, enabling them to develop customer, market and sales oriented (Ahmed & Rafiq, 2003). As a result of its use, it can have an impact on service quality, profit and financial results. The fact that the company's own employees are seen as customers of the company and as a result of the studies carried out in this direction, while achieving an effective corporate performance, focusing on the personnel in this way will lead to an effective increase in market share (Özdemir, 2014). In this way, the rational behavior of the personnel and raising awareness about themselves will contribute to the change in the balance of power (Kaya & Akyüz, 2015). As a result of businesses seeing employees as internal customers and the advantages they provide to them, employees will approach external customers with different interest and attention (Arslanoğlu, 2018). In this way, employees who operate more loyally will design the service or product of the business according to the expectations of the consumer with internal marketing (Özçifçi, 2018).

1.7 Similar Studies in the Field

Existing research on cooperatives and internal organizational dynamics has addressed different dimensions of governance, entrepreneurship, and employee-centered management practices. In the Turkish context, Şahin (2018) emphasizes the structural role of cooperatives in redistributing producers' financial risks and strengthening collaboration with municipalities, highlighting their function as socio-economic stabilizers in agricultural production. Similarly, Kırçicek and Aytar (2021) underline that women's entrepreneurial motivations are strongly associated with self-realization needs, while structural barriers such as the glass ceiling syndrome remain critical constraints. Arslanoğlu, Bektemür, and Gemlik (2020) demonstrate a significant relationship between internal marketing practices and employee job satisfaction, suggesting that satisfying employees' expectations enhances their organizational engagement.

International literature further deepens this perspective by situating cooperatives within broader institutional and participatory governance frameworks. In the United States and Europe, cooperatives are conceptualized as hybrid organizations that balance economic objectives with social value creation (Birchall, 2013; ICA, 2020). Studies in European cooperative systems emphasize democratic participation and member commitment as key determinants of sustainability and innovation capacity (Cornforth, 2014).

From an internal marketing perspective, research conducted in service-oriented organizations shows that treating employees as internal customers enhances organizational commitment, innovative work behavior, and performance outcomes (Lings & Greenley, 2005; Ahmed & Rafiq, 2003). Moreover, international entrepreneurship literature indicates that supportive organizational climates and knowledge-sharing cultures significantly strengthen innovative behavior (Anderson, Potočník, & Zhou, 2014).

Despite these contributions, the intersection of internal marketing practices, women's cooperatives, entrepreneurial orientation, and innovative behavior remains underexplored in both national and international literature. Particularly, empirical studies integrating cooperative governance structures with internal marketing philosophy and employee-level entrepreneurial outcomes are limited. Therefore, the present study aims to contribute to the literature by bridging cooperative theory, internal marketing, and innovative behavior frameworks within the context of women's cooperatives.

2. Method

2.1 Purpose and Importance of the Research

Starting from the establishment and operation of a cooperative, the marketing of all kinds of products and services produced by women is essential for the community. The empowerment of women's cooperatives is a motivating factor in increasing women's employment. In this way, women's empowerment is explained as a way of transforming the established power relations in society so that women/girls can have more say and control over their own lives and futures. Marketing is one of the most important processes for all sectors and businesses. Businesses want to transfer their product and service marketing goals to all their employees. This is one of the marketing strategies that businesses try to implement in the field of human resources. In other words, internal marketing is a marketing method in which employees are seen as customers together with the target audience. Entrepreneurship is a strategic power for organizations to grow, hold on and be different. An individual's actions to create new methods, ideas, products and processes within the framework of an innovative approach is referred to as innovative behavior. This study aims to show that intrinsic marketing activities in women's cooperatives can contribute to the entrepreneurial and innovative behaviors of employees.

2.2 Importance

Starting from the family, which is the smallest and basic unit of the society, to the organization as a nation, which constitutes the most abstract, largest and highest organizational dimension, the existence of cooperation as a mentality, orientation, attitude and behavior is seen. The cooperative is a concept that has existed since the dawn of mankind and reveals the most concrete aspect of its being a social being. Women's participation in the labor force is an important issue in every aspect of modern global economies. A women's cooperative is defined as a type of cooperative established and run by women, but is not different from other cooperatives in terms of legal status and obligations. Internal marketing involves promoting the organization's mission, goals, purpose, culture, products, services and brand to your own employees. It is important and effective from a marketing perspective to develop the culture of the organization and to make employees feel that they are contributing something positive in a competitive environment. Empowering employees with innovative and entrepreneurial behaviors is effective for the business. Moreover, employees are simultaneously progressing in emotional commitment, creative self-efficacy and psychological security. As a result of increasing these conditions in employees, their innovative performance improves. This study is important in that it contributes to the determination of the entrepreneurial and innovative behavior of the employees through internal marketing activities to be carried out for women employees operating in cooperatives.

2.3 Sample

For the purpose of this study, women's cooperatives in the province of Ankara were analyzed in order to reach the women's cooperative members who are active in women's cooperatives. According to official records, there are 334 registered women's cooperatives in Ankara (Ticaret, 2024). Therefore, the population size of the study was determined as $N = 334$.

In order to determine the minimum required sample size from a finite population, the following sampling formula was used:

$$n = \frac{N \times Z^2 \times p \times q}{d^2 \times (N - 1) + Z^2 \times p \times q}$$

Where:

- n = required sample size
- N = population size (334)
- Z = z-score corresponding to confidence level (1.96 for 95% confidence)
- p = estimated population proportion (0.50 used for maximum variance)
- $q = 1 - p$ (0.50)

- $d = \text{margin of error (0.05)}$

When the values are substituted into the formula:

$$n = \frac{334 \times (1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 \times (334 - 1) + (1.96)^2 \times 0.5 \times 0.5}$$

$$n \approx 178$$

Accordingly, at a 95% confidence level and 5% margin of error, the minimum required sample size for a population of 334 cooperatives is approximately 178 units. Within this methodological framework, a sample of women-owned cooperative enterprises was selected. The sampling strategy was designed to ensure representation of actively operating cooperatives. By focusing on active cooperative members, the study aimed to enhance the construct validity of responses related to intrinsic marketing practices, entrepreneurial tendencies, and innovative behavior. This population-based sampling approach strengthens the generalizability of findings within the Ankara context while maintaining statistical adequacy and methodological rigor.

2.4 Data Collection Method

This study was designed as a quantitative field research based on survey methodology. The empirical data were collected from women's cooperatives operating in the province of Ankara. Data collection was conducted over a 30-day period between 01 June 2025 and 30 June 2025.

The questionnaires were administered through face-to-face interviews with cooperative members and employees in their working environments. Direct contact with participants allowed clarification of scale items when necessary and contributed to the accuracy and completeness of responses. Prior to data collection, participants were informed about the purpose of the study, voluntary participation principles, and confidentiality assurances.

A structured questionnaire form was developed by compiling validated scales widely used in the literature. Internal Marketing items were adapted from Yüksekbilgili (2018), who conducted the Turkish validity and reliability study of the Intrinsic Marketing Scale in service businesses. Entrepreneurial behavior items were derived from Akkoç, Çalışkan, and Turunç (2019), who adapted the entrepreneurial behavior scale to Turkish context. Innovative behavior items were taken from Pala and Turan (2020), who carried out the Turkish adaptation study of the Innovative Behavior Scale (IBS).

The questionnaire consisted of two main sections: (1) demographic characteristics of participants and (2) measurement items related to intrinsic marketing, entrepreneurial behavior, and innovative behavior. All items were measured using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

A total of distributed questionnaires resulted in a high response rate due to face-to-face implementation, and incomplete or inconsistent forms were excluded prior to analysis. The final dataset was analyzed using appropriate statistical software. Reliability and validity analyses were conducted before hypothesis testing, and inferential statistical techniques were applied to examine the relationships among the variables.

Through this methodological framework, the study aims to provide empirically grounded insights into how intrinsic marketing practices within women's cooperatives may influence entrepreneurial tendencies and innovative behaviors, thereby contributing to both cooperative management and organizational behavior literature.

2.5 Research Model

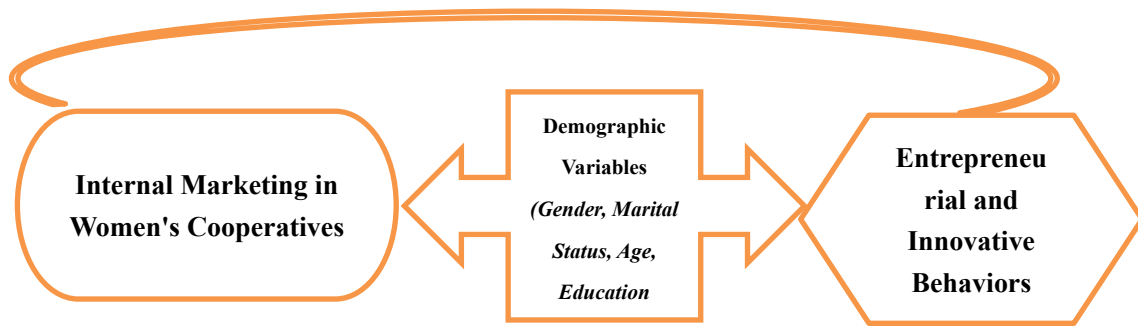


Figure 1. Research Model

2.6 Hypotheses

Hypotheses formulated in line with the research problem

H₁: Intrinsic marketing activities in women’s cooperatives have a positive (positive) effect on employees’ entrepreneurial and innovative behaviors.

H₂: Demographic variables have a positive (positive) effect on intrinsic marketing and entrepreneurial and innovative behaviors in cooperatives.

3. Findings

3.1 Validity and Reliability Analysis Findings for the Scales Used in the Questionnaire

The Cronbach’s Alpha coefficients for the scales employed in the study are presented in Table 1. Based on the findings, the Internal Marketing Scale and the Innovative Behavior Scale demonstrated a high level of reliability, while the Entrepreneurial Behavior Scale was also found to exhibit a high degree of reliability."

Table 1. Cronbach’s Alpha coefficient findings for the scales used in the study

	Number of items	Cronbach’s Alpha
Internal Marketing Scale	15	0,973
Entrepreneurial Behavior Scale	5	0,607
Innovative Behavior Scale	6	0,942

Confirmatory factor analysis measurement model goodness of fit criterion values for the Internal Marketing, Entrepreneurial Behavior and Innovative Behavior scales are given in Table 2 together with acceptable fit values. According to the findings, it is seen that the fit criterion values of the scales are within the range of acceptable values.

Table 2. Confirmatory factor analysis measurement model fit values

	CMIN	GFI	CFI	RMSEA
Level 1	2,521	0,982	0,982	0,063
Acceptable Compliance	≤5	≤0,080	≥0,90	≥0,90

Table 3 presents the item analysis results for the Internal Marketing Scale utilized in the study. The findings indicate that all item–total correlation values exceeded the 0.300 criterion, suggesting that the scale items demonstrated adequate consistency; therefore, no items were excluded from the reliability analysis.

Table 3. Analysis of the items of the Internal Marketing Scale used in the research

Internal Marketing Scale	Item Total correlation
Internal Marketing 1	0,863
Internal Marketing 2	0,766
Internal Marketing 3	0,873
Internal Marketing 4	0,918
Internal Marketing 5	0,895
Internal Marketing 6	0,784
Internal Marketing 7	0,765
Internal Marketing 8	0,791
Internal Marketing 9	0,811
Internal Marketing 10	0,856
Internal Marketing 11	0,831
Internal Marketing 12	0,818
Internal Marketing 13	0,851
Internal Marketing 14	0,901
Internal Marketing 15	0,928

Table 4 presents the item analysis results for the Entrepreneurial Behavior Scale applied in the study. The analysis revealed that one item exhibited an item–total correlation below the 0.300 threshold; therefore, this item was excluded from the scale to enhance reliability.

Table 4. Analysis of the items of the Entrepreneurial Behavior Scale used in the study

Entrepreneurial Behavior Measurement.	Item total correlation
Entrepreneurial Behavior 1	0,360
Entrepreneurial Behavior 2	0,586
Entrepreneurial Behavior 3	0,510
Entrepreneurial Behavior 4	0,186
Entrepreneurial Behavior 5	0,598

Table 5 displays the item analysis results for the Innovative Behavior Scale employed in the research. As all items yielded item–total correlation coefficients above the 0.300 threshold, it was determined that the scale demonstrated sufficient internal consistency, and thus no items were eliminated within the reliability analysis process.

Table 5. Analysis of the items of the Innovative Behavior Scale used in the study

Innovative Behavior Measurement.	Item total correlation
Innovative Behavior 1	0,886
Innovative Behavior 2	0,825
Innovative Behavior 3	0,815
Innovative Behavior 4	0,857
Innovative Behavior 5	0,897
Innovative Behavior 6	0,731

Table 6 presents the correlation coefficients among the Internal Marketing, Innovative Behavior, and Entrepreneurial Behavior scales utilized in the study. All coefficients were found to be statistically significant and positive, indicating that increases in one variable are associated with increases in the others. Among the identified relationships, the strongest correlation emerged between Internal Marketing and Innovative Behavior, whereas the weakest correlation was observed between Internal Marketing and Entrepreneurial Behavior.

Table 6. Correlation coefficients for the relationships between the Internal Marketing Scale, Innovative Behavior Scale and Entrepreneurial Behavior Scale used in the research

		Internal Marketing Average	Entrepreneurial Behavior Average	Innovative Behavior Mean
Internal Marketing Average	Pearson Correlation	1	0,604**	0,738**
	Sig. (2-tailed)		0,000	0,000
Entrepreneurial Behavior Average	Pearson Correlation	,604**	1	,605**
	Sig. (2-tailed)	0,000		0,000
Innovative Behavior Average	Pearson Correlation	,738**	,605**	1
	Sig. (2-tailed)	0,000	0,000	

3.2 Frequency Tables

Frequency distributions of the respondents according to their gender are given in Table 7. According to the findings obtained, the rate of female participants was determined as 98.4% and the rate of male participants as 1.6%.

Table 7. Frequency distribution of respondents according to gender

Gender	Number	Percentage
Woman	381	98,4
Male	6	1,6
Total	387	100,0

Frequency distributions of the respondents according to their marital status are given in Table 8. According to the findings, 73.4% of the respondents were married and 26.6% of the respondents were single.

Table 8. Frequency distribution of respondents according to their marital status

Marital Status	Number	Percentage
Married	284	73,4
Single	103	26,6
Total	387	100,0

Individuals who agree to participate in the research to their employment status is given in Table 9. According to the findings, 4.4% of the participants are "owner/partner", 23.0% are "White Collar" and 72.6% are "Blue Collar" employees.

Table 9. Frequency distribution of the respondents according to their employment status

Employment Status	Number	Percentage
Owner/partner	17	4,4
White Collar	89	23,0
Blue Collar	281	72,6
Total	387	100,0

Individuals who agree to participate in the research to their age is given in Table 10. According to the findings , 18.6% of the participants are 18-24 years old, 37.7% are 25-33 years old, 14.7% are 34-44 years old, 25.3% are 45-59 years old and 3.6% are 60 years old and above.

Table 10. Frequency distribution of the respondents according to their age

Age Group	Number	Percentage
18-24 Years	72	18,6
25-33 Years	146	37,7
34-44 Years	57	14,7
45-59 Years	98	25,3
60 years and over	14	3,6
Total	387	100,0

Frequency distributions of the respondents according to their educational levels are given in Table 11. According to the findings, it is observed that 8.0% of the participants have Primary Education, 19.4% have High School, 40.6% have Associate's Degree, 29.2% have Bachelor's Degree and 8.8% have Graduate/PhD education.

Table 11. Frequency distribution of respondents according to their level of education

Education Level	Number	Percentage
Primary education	31	8,0
High School	75	19,4
Associate Degree	157	40,6
License	113	29,2
Graduate/PhD	11	2,8
Total	387	100,0

Frequency distributions of the respondents according to their working years are given in Table 12. According to the findings, 24.3% of the participants have less than 1 year, 58.9% have 1-5 years, 4.4% have 6-10 years, 5.9% have 11-20 years and 6.5% have 21 years or more.

Table 12. Frequency distribution of the respondents according to their working hours

Working Time	Number	Percentage
Less than 1 year	94	24,3
1-5 Years	228	58,9
6-10 Years	17	4,4
11-20 Years	23	5,9
21 Years and above	25	6,5
Total	387	100,0

3.3 Scale Statistics

The frequency distribution and descriptive statistics for the items of the Internal Marketing Scale are given in Table 13. When the averages are analyzed, we see that the highest average is in the item "intrinsic marketing 7" with 4.78 and the lowest average is in the item "intrinsic marketing 2" with 4.50.

Table 13. Frequency distribution and descriptive statistics for the items of the Internal Marketing Scale

	Strongly Disagree		Disagree		I'm in the middle		I agree.		Completely Agree		Average	Standard Deviation
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage		
Internal marketing1	0	0,0	10	2,6	39	10,1	41	10,6	297	76,7	4,61	0,771
Internal marketing2	22	5,7	5	1,3	15	3,9	60	15,5	285	73,6	4,50	1,044
Intrinsic marketing3	0	0,0	6	1,6	21	5,4	67	17,3	293	75,7	4,67	0,650
Intrinsic marketing4	0	0,0	6	1,6	17	4,4	57	14,7	307	79,3	4,72	0,620
Intrinsic marketing 5	0	0,0	6	1,6	17	4,4	59	15,2	305	78,8	4,71	0,622
Intrinsic marketing 6	6	1,6	18	4,7	19	4,9	56	14,5	288	74,4	4,56	0,901
Intrinsic marketing 7	0	0,0	6	1,6	13	3,4	41	10,6	327	84,5	4,78	0,577
Intrinsic marketing 8	0	0,0	11	2,8	17	4,4	34	8,8	325	84,0	4,74	0,673
Intrinsic marketing 9	6	1,6	10	2,6	22	5,7	52	13,4	297	76,7	4,61	0,833
Intrinsic marketing 10	6	1,6	12	3,1	25	6,5	49	12,7	295	76,2	4,59	0,863
Intrinsic marketing 11	0	0,0	16	4,1	26	6,7	59	15,2	286	73,9	4,59	0,791
Intrinsic marketing 12	16	4,1	0	0,0	23	5,9	57	14,7	291	75,2	4,57	0,929
Intrinsic marketing13	8	2,1	6	1,6	33	8,5	35	9,0	305	78,8	4,61	0,867
Intrinsic marketing 14	6	1,6	2	0,5	36	9,3	44	11,4	299	77,3	4,62	0,800
Internal marketing 15	6	1,6	0	0,0	26	6,7	55	14,2	300	77,5	4,66	0,739
Internal Marketing Average											4,64	0,672

Frequency distribution and descriptive statistics for the items of the Entrepreneurial Behavior Scale are given in Table 14. When the averages are examined, we see that the highest average is in the item "entrepreneurial behavior 1" with 4.87 and the lowest average is in the item "entrepreneurial behavior_4" with 3.97.

Table 14. Frequency distribution and descriptive statistics for Entrepreneurial Behavior Scale items

	Strongly Disagree		Disagree		I'm in the middle		I agree.		Completely Agree		Average	Standard Deviation
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage		
Entrepreneurial behavior1	4	1,0	0	0,0	7	1,8	21	5,4	355	91,7	4,87	0,525
Entrepreneurial behavior2	0	0,0	5	1,3	16	4,1	44	11,4	322	83,2	4,76	0,584
Entrepreneurial behavior3	37	9,6	32	8,3	20	5,2	51	13,2	247	63,8	4,13	1,367
Entrepreneurial behavior4	58	15,0	21	5,4	33	8,5	36	9,3	239	61,8	3,97	1,508
Entrepreneurial behavior5	0	0,0	7	1,8	28	7,2	55	14,2	297	76,7	4,66	0,692
Entrepreneurial Behavior Average											4,48	0,638

The frequency distribution and descriptive statistics for the items of the Innovative Behavior Scale are given in Table 15. When the averages are examined, we see that the highest average is in the item "innovative behavior_6" with 4.89 and the lowest average is in the item "innovative behavior_5" with 4.72.

Table 15. Frequency distribution and descriptive statistics for Innovative Behavior Scale items

	Strongly Disagree		Disagree		I'm in the middle		I agree.		Completely Agree		Average	Standard Deviation
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage		
Innovative behavior1	4	1,0	7	1,8	11	2,8	40	10,3	325	84,0	4,74	0,694
Innovative behavior 2	0	0,0	7	1,8	15	3,9	39	10,1	326	84,2	4,77	0,605
Innovative behavior 3	0	0,0	0	0,0	18	4,7	30	7,8	339	87,6	4,83	0,485
Innovative behavior 4	0	0,0	7	1,8	26	6,7	27	7,0	327	84,5	4,74	0,660
Innovative behavior 5	0	0,0	11	2,8	17	4,4	40	10,3	319	82,4	4,72	0,678
Innovative behavior 6	0	0,0	4	1,0	5	1,3	21	5,4	357	92,2	4,89	0,433
Innovative Behavior Mean											4,78	0,528

3.4 Analysis of Research Variables in terms of Demographic Variables

Whether there is a specific difference or not terms of marital status in the Intrinsic Marketing In the scale questions used for research was analyzed by t-test. According to the findings, no statistically significant difference was found in terms of marital status in the Intrinsic Marketing In the scale questions used for research (Table 16).

Table 16. Examination of Internal Marketing Scale in terms of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	p
Internal Marketing Average	Married	284	4,67	0,621	1,848	0,065
	Single	103	4,53	0,789		

Whether there is a specific difference or not the Internal Marketing In the scale questions used for research in terms of the Working Status variable was analyzed by t-test. According to the findings obtained, no statistically significant difference was found in terms of the Working Status variable in the Internal Marketing In the scale questions used for research (Table 17).

Table 17. Examination of Internal Marketing Scale in terms of Employment Status variable

	Employment Status	N	Mean	Std. Deviation	t	p
Internal Marketing Average	White Collar	89	4,61	0,651	-0,508	0,612
	Blue Collar	281	4,65	0,687		

The findings obtained by analyzing Whether there is a specific difference or not the Internal Marketing In the scale questions used for research in terms of the Age Group variable with the ANOVA test are given in Table 19. According to the findings obtained, no statistically significant difference was found in terms of the Age Group status variable in the Internal Marketing In the scale questions used for research.

Table 18. Examination of the Internal Marketing Scale in terms of Age Group

	Age Group	N	Mean	Std. Deviation	F	P
Internal Marketing Average	18-24 Years	72	4,69	0,561	1,111	0,345
	25-33 Years	146	4,64	0,733		
	34-44 Years	57	4,73	0,520		
	45 years and above	112	4,55	0,719		
	Total	387	4,64	0,672		

The findings obtained by examining Whether there is a specific difference or not the Internal Marketing In the scale questions used for research in terms of the level of education variable with the ANOVA test are given in Table 19. According to the findings obtained, no statistically significant difference was found in the Internal Marketing In the scale questions used for research in terms of education level.

Table 19. Examination of the Internal Marketing Scale in terms of Education Level

	Education Level	N	Mean	Std. Deviation	F	P
Internal Marketing Average	Primary education	31	4,88	0,332	1,725	0,161
	High School	75	4,68	0,658		
	Associate Degree	157	4,59	0,723		
	License	113	4,61	0,677		
	Total	376	4,64	0,674		

The findings obtained by examining Whether there is a specific difference or not the Internal Marketing In the scale questions used for research in terms of the working time variable with the ANOVA test are given in Table 20. According to the findings obtained, no statistically significant difference was found in terms of the working time variable in the Internal Marketing In the scale questions used for research.

Table 20. Examination of the Internal Marketing Scale in terms of the working hours variable

	Working Time	N	Mean	Std. Deviation	F	P
Internal Marketing Average	Less than 1 year	94	4,70	0,564	2,336	0,098
	1-5 Years	228	4,66	0,638		
	Over 6 years	65	4,48	0,888		
	Total	387	4,64	0,672		

Whether there is a specific difference or not terms of marital status in the Entrepreneurial Behavior In the scale questions used for research was examined by t-test (Table 21). According to the findings, no statistically significant difference was found in terms of marital status in the Entrepreneurial Behavior In the scale questions used for research.

Table 21. Examination of Entrepreneurial Behavior Scale in terms of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	p
Entrepreneurial Behavior Average	Married	284	4,52	0,621	1,962	0,050
	Single	103	4,37	0,677		

Whether there is a specific difference or not the Entrepreneurial Behavior In the scale questions used for research in terms of the Working Status variable was examined by t-test (Table 22). According to the findings obtained, no statistically significant difference was found in the Entrepreneurial Behavior In the scale questions used for research in terms of the Working Status variable.

Table 22. Examination of the Entrepreneurial Behavior Scale in terms of Employment Status

	Employment Status	N	Mean	Std. Deviation	t	p
Entrepreneurial Behavior Average	White Collar	89	4,51	0,600	0,392	0,696
	Blue Collar	281	4,48	0,650		

The findings obtained by examining Whether there is a specific difference or not the Entrepreneurial Behavior In the scale questions used for research in terms of the Age Group variable with ANOVA test are given in Table 23. According to the findings obtained, no statistically significant difference was found in terms of the Age Group status variable in the Entrepreneurial Behavior In the scale questions used for research.

Table 23. Examination of the Entrepreneurial Behavior Scale in terms of Age Group

	Age Group	N	Mean	Std. Deviation	F	P
Entrepreneurial Behavior Average	18-24 Years	72	4,49	0,668	0,227	0,878
	25-33 Years	146	4,46	0,644		
	34-44 Years	57	4,54	0,611		
	45 years and above	112	4,47	0,633		
	Total	387	4,48	0,638		

The findings obtained by examining Whether there is a specific difference or not the Entrepreneurial Behavior In the scale questions used for research in terms of education level variable with ANOVA test are given in Table 24. According to the findings obtained, no statistically significant difference was found in the Entrepreneurial Behavior In the scale questions used for research in terms of Education Level variable.

Table 24. Examination of Entrepreneurial Behavior Scale in terms of Education Level

	Education Level	N	Mean	Std. Deviation	F	P
Entrepreneurial Behavior Average	Primary education	31	4,77	0,456	2,530	0,057
	High School	75	4,53	0,623		
	Associate Degree	157	4,44	0,681		
	License	113	4,46	0,614		
	Total	376	4,49	0,638		

The findings obtained by examining Whether there is a specific difference or not the Entrepreneurial Behavior In the scale questions used for research in terms of the working time variable with the ANOVA test are given in Table 25. According to the findings obtained, no statistically significant difference was found in the Entrepreneurial Behavior In the scale questions used for research in terms of the working time variable.

Table 25. Examination of the Entrepreneurial Behavior Scale in terms of the working hours variable

	Working Time	N	Mean	Std. Deviation	F	P
Entrepreneurial Behavior Average	Less than 1 year	94	4,54	0,562	0,927	0,397
	1-5 Years	228	4,48	0,669		
	Over 6 years	65	4,40	0,632		
	Total	387	4,48	0,638		

Whether there is a specific difference or not terms of marital status in the Innovative Behavior In the scale questions used for research was examined by t-test (Table 26). According to the findings, no statistically significant difference was found in terms of marital status in the Innovative Behavior In the scale questions used for research.

Table 26. Examination of Innovative Behavior Scale in terms of Marital Status

	Marital Status	N	Mean	Std. Deviation	t	p
Innovative Behavior Mean	Married	284	4,79	0,525	0,711	0,478
	Single	103	4,75	0,539		

Whether there is a specific difference or not the Innovative Behavior In the scale questions used for research in terms of the Working Status variable was examined by t-test (Table 27). According to the findings, no statistically significant difference was found in the Innovative Behavior In the scale questions used for research in terms of the Working Status variable.

Table 27. Examination of Innovative Behavior Scale in terms of Employment Status

	Employment Status	N	Mean	Std. Deviation	t	p
Innovative Behavior Mean	White Collar	89	4,78	0,501	0,046	0,964
	Blue Collar	281	4,78	0,533		

The findings The terms considered in terms of whether there is a significant difference between them or not the Age Group variable in the Innovative Behavior In the scale questions used for research with the ANOVA test are given in Table 28. According to the findings obtained, no statistically significant difference was found in terms of the Age Group variable in the Innovative Behavior In the scale questions used for research.

Table 28. Examination of Innovative Behavior Scale in terms of Age Group variable

	Age Group	N	Mean	Std. Deviation	F	P
Innovative Behavior Mean	18-24 Years	72	4,83	0,478	1,559	0,199
	25-33 Years	146	4,78	0,498		
	34-44 Years	57	4,87	0,403		
	45 years and above	112	4,70	0,638		
	Total	387	4,78	0,528		

The findings obtained by examining Whether there is a specific difference or not the Innovative Behavior In the scale questions used for research in terms of the level of education variable with the ANOVA test are given in Table 29. According to the findings obtained, no statistically significant difference was found in the Innovative Behavior In the scale questions used for research in terms of the level of education variable.

Table 29. Examination of Innovative Behavior Scale in terms of Education Level

	Education Level	N	Mean	Std. Deviation	F	P
Innovative Behavior Mean	Primary education	31	4,88	0,479	0,879	0,452
	High School	75	4,73	0,637		
	Associate Degree	157	4,76	0,555		
	License	113	4,82	0,433		
	Total	376	4,78	0,534		

The findings obtained by examining Whether there is a specific difference or not the Innovative Behavior In the scale questions used for research in terms of the working time variable with the ANOVA test are given in Table 30. According to the findings obtained, no statistically significant difference was found in the Innovative Behavior In the scale questions used for research in terms of the working time variable.

Table 30. Examination of the Innovative Behavior Scale in terms of the working hours variable

	Working Time	N	Mean	Std. Deviation	F	P
Innovative Behavior Mean	Less than 1 year	94	4,86	0,476	2,424	0,090
	1-5 Years	228	4,78	0,512		
	Over 6 years	65	4,68	0,634		
	Total	387	4,78	0,528		

3.5 Analysis of the Research Model

The findings obtained by examining the relationship between the scales of Internal Marketing, Entrepreneurial Behavior and Innovative Behavior with Pearson correlation method are given in Table 31. The findings show that there is a positive and statistically significant relationship between all three variables. The highest correlation is between Intrinsic Marketing and Innovative Behavior scales, while the lowest correlation is between Intrinsic Marketing and Entrepreneurial Behavior scales.

Table 31. The relationship between Internal Marketing, Entrepreneurial Behavior and Innovative Behavior scales

	Internal Marketing	Entrepreneurial Behavior	Innovative Behavior
Internal Marketing	1	,319**	,738**
Entrepreneurial Behavior	,319**	1	,497**
Innovative Behavior	,738**	,497**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 32. Linear regression model findings for entrepreneurial behavior variable and intrinsic marketing variable

	Regression coefficients	Standard regression coefficients	t	p
Fixed	2,448		12,830	0,000
Intrinsic marketing	0,269	0,319	6,598	0,000
R	R square	Adjusted R squared	F	p
,319a	0,102	0,099	43,537	,000b

The linear regression model created by taking the explanatory variable (independent variable) Opinion about the intrinsic marketing variable, the explained variable (dependent variable) Entrepreneurial behavior is given in Table 32. According to the ANOVA test, the model was found statistically significant. In addition, the coefficient of determination (corrected) of the model was calculated as 0.099. Accordingly, 9.9% of the variability in the entrepreneurial behavior variable is explained by the intrinsic marketing variable through the linear regression model. In addition, as seen in the correlation coefficient between the two variables (0.319) and the scatter plot given in Figure 1, there is a positive linear relationship between these variables. According to the student-t test for the significance of the coefficients of the regression model, both coefficients were statistically significant. According to these findings, the estimation of the regression line

$$(\text{Entrepreneurial behavior}) = 2.448 + 0.269 * (\text{Intrinsic marketing})$$

is obtained as. According to the standard regression coefficient, an increase of 1 br in the Internal marketing variable is expected to cause an increase of 0.319 br in the Entrepreneurial behavior variable.

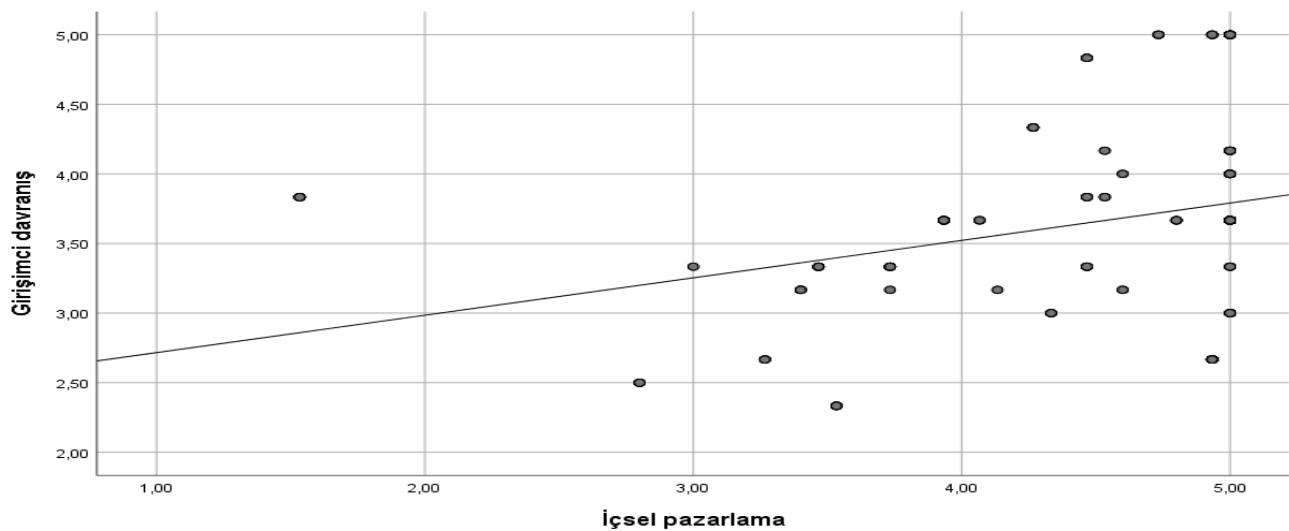


Figure 1. Scatter plot and regression line estimation for the relationship between Entrepreneurial Behavior and Intrinsic Marketing

Table 33 presents the linear regression model in which Internal Marketing was included as the independent

(explanatory) variable and Innovative Behavior as the dependent (explained) variable.

Table 33. Linear regression model findings for Innovative Behavior variable and Intrinsic marketing variable

	Regression coefficients	Standard coefficients	regression t	p
Fixed	2,094		16,526	0,000
Intrinsic marketing	0,580	0,738	21,444	0,000
R	R square	Adjusted R squared	F	p
,738a	0,544	0,543	459,867	,000b

The ANOVA results indicated that the model was statistically significant. The adjusted coefficient of determination (R^2) was calculated as 0.543, suggesting that 54.3% of the variance in Innovative Behavior can be explained by Internal Marketing. Consistent with the correlation coefficient between the two variables ($r = 0.738$) and the scatter plot shown in Figure 2, the results confirm a positive linear relationship. The t-test results for the regression coefficients demonstrated that both coefficients were statistically significant. Accordingly, the estimated regression equation is expressed as:

$$\text{Innovative Behavior} = 2.094 + 0.580 \times (\text{Internal Marketing})$$

Based on the standardized regression coefficient, a one-unit increase in Internal Marketing is expected to result in a 0.738-unit increase in Innovative Behavior."

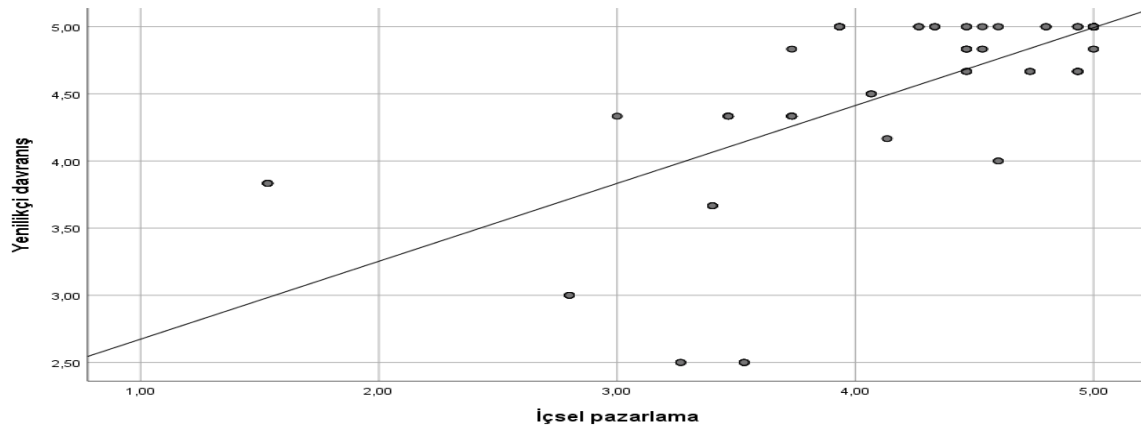


Figure 2. Scatter plot and regression line estimation for the relationship between Innovative Behavior and Intrinsic Marketing

4. Evaluation of Hypotheses and Interpretation of Findings

The findings derived from correlation, regression, t-test, and ANOVA analyses provide a comprehensive evaluation of the proposed research model.

4.1 Evaluation of H1

H1 proposed that intrinsic marketing activities in women's cooperatives have a positive effect on employees' entrepreneurial and innovative behaviors.

The correlation analysis demonstrated statistically significant and positive relationships between intrinsic marketing and entrepreneurial behavior ($r = .604$, $p < .01$) as well as between intrinsic marketing and innovative behavior ($r = .738$, $p < .01$). These findings indicate that higher levels of internal marketing practices are associated with stronger entrepreneurial and innovative tendencies among employees.

Furthermore, regression analyses confirmed that intrinsic marketing significantly predicts both entrepreneurial behavior and innovative behavior. The explanatory power of intrinsic marketing was particularly strong for innovative behavior. This suggests that internal marketing practices—such as internal communication, training, recognition, and employee-oriented organizational culture—function as enabling mechanisms that strengthen employees' proactive and innovation-oriented work behaviors.

Accordingly, H1 is supported. The empirical evidence confirms that intrinsic marketing constitutes a meaningful organizational determinant of both entrepreneurial and innovative behavior within women's cooperatives.

4.2 Evaluation of H2

H2 proposed that demographic variables have a positive effect on intrinsic marketing, entrepreneurial behavior, and innovative behavior.

To test this hypothesis, independent samples t-tests and one-way ANOVA analyses were conducted across marital status, employment status, age group, education level, and working time variables.

The results consistently revealed no statistically significant differences across demographic categories for:

Internal Marketing (Tables 1–5)

Entrepreneurial Behavior (Tables 6–10)

Innovative Behavior (Tables 11–15)

All p-values exceeded the .05 significance threshold. Although minor mean differences were observed between certain groups, these differences did not reach statistical significance.

These findings indicate that employees' perceptions of intrinsic marketing practices and their entrepreneurial and innovative behaviors are not shaped by demographic characteristics within the examined sample. Instead, these behaviors appear to be more strongly influenced by organizational dynamics than by individual demographic attributes.

Therefore, H2 is not supported.

4.3 General Interpretation

The absence of demographic effects suggests that intrinsic marketing operates as an inclusive organizational mechanism within women's cooperatives. The positive behavioral outcomes observed in the study appear to stem primarily from internal organizational practices rather than from age, marital status, education, employment status, or tenure differences.

In this respect, the study highlights that strengthening internal marketing strategies may foster entrepreneurial and innovative capacities across heterogeneous employee groups. This reinforces the strategic importance of employee-centered management approaches in cooperative structures where collective participation and shared governance are central.

5. Conclusion

It is an important issue that cooperatives, which are one of the most important organizations among the dynamics of society, are sustained by women. In this process, internal marketing activities to be carried out for other female employees working in this field where women are involved as managers maintain their importance in terms of the permanence of the business. As a result of this research, it was concluded that while making a positive contribution to the innovative behavior of employees in the intrinsic marketing process, it also motivates them significantly in the entrepreneurial activities to be carried out by women after active training processes in the field of entrepreneurship.

5.1 Recommendations

- 1) Based on the results of this study, a number of recommendations for women's cooperatives are made.
- 2) In today's world of constant change, it is recommended that cooperatives provide training to their employees on in-service marketing, innovative product tracking, etc., as cooperatives are undergoing innovation-oriented change in the face of changing expectations of consumers.
- 3) The data from this activity, which is an important preliminary research that will increase employees' awareness of innovation and enable change in cooperatives, can be effectively implemented for change in enterprises.
- 4) Employees have different personality traits. Accordingly, employees should be supported with activities that will enable them to exhibit innovative behaviors such as seeing opportunities, taking risks, developing new ideas and implementing changes easily depending on their differences. In order to determine whether women employees in cooperatives exhibit innovative behaviors, attention should be paid to their ideas.

- 5) Communication with them should be preferred by giving them open channels of communication and giving them the right to speak, and they should be made to feel that they are preferred. The result will be altruistic, humble, social and creative behavior.

5.2 Limitations

This study is bounded by both contextual and methodological constraints. The empirical setting is limited to women's cooperatives operating in the Ankara region, which may restrict the contextual generalizability of the proposed conceptual model across different institutional and socio-cultural environments. Moreover, the cross-sectional design limits the ability to capture the dynamic and potentially evolving relationships among intrinsic marketing activities, employees' entrepreneurship orientation, and innovative behaviors. Finally, the reliance on self-reported data introduces the possibility of common method bias, which may influence the observed associations among the study variables.

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