The Silent Architect of Organizations: Traces of Embedded Courage in Daily Routines within Turkish Literature

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Abstract: This study comprehensively examines the critical role and impact of courage within the structure and functioning of organizations. Motivated by the premise that courage, beyond being an individual virtue, holds the potential to become a foundational element woven into the cultural fabric of organizations, this research explores the influence of courage on organizational dynamics. In this context, the study analyzes the close relationship of courage with organizational variables such as leadership, entrepreneurship, job satisfaction, workplace happiness, employee engagement, and whistleblowing. An integrative literature review method, which offers a comprehensive perspective, was chosen for this study to deepen the understanding of the diverse impacts of courage in the workplace. The scope of the research includes studies conducted after 2000 in the Turkish literature, focusing on organizational variables associated with courage. These studies were identified through databases such as TR-Dizin, Dergipark, and EBSCO, resulting in the in-depth analysis of 34 articles. The findings reveal that courage functions as a "silent yet powerful" element within organizational culture. Courage positively influences the behaviors of leaders and employees, fostering an ethical atmosphere in the workplace, enhancing employee trust, and strengthening organizational commitment. The results underscore that courage is not limited to individuals but emerges as a fundamental pillar for the entire organization. Through courageous and ethical leadership, leaders create a trust-centered work environment that significantly contributes to organizational success.

Keywords: Organizational Courage, Ethical Leadership, Job Satisfaction, Organizational Culture, Positive Employee Behaviors, Integrative Literature Review

JEL Classification: M10, M12

Introduction

This study examines in depth the critical role of courage in organizational structure and functioning, as a fundamental virtue based on its historical and cultural roots. Courage, derived from the terms "andreia" (courage) in ancient Greek and "fortitudo" meaning

"spirit strength" in Latin, has been accepted as an indispensable element of ethical life throughout history (Bal, 2018). At the same time, the Latin word "coraticum" meaning "heart" or "soul" points to the emotional foundations of courage (Kovancı & Geçdurmaz, 2021, p. 97).

Courage is defined as the determination to do the right thing by establishing a balance between cowardice and extreme courage, and with this feature, it is considered one of the cornerstones of ethical life (Aristotle, 2020). Today, in the fields of philosophy, psychology and social sciences, courage is being reconsidered as an important element that shapes individuals' decision processes and organizational interactions in business life (Uysal & Bayramoğlu, 2022). International research conducted in recent years emphasizes the importance of courage in business life and shows that courage establishes strong connections with many variables that shape the organizational structure. Issues such as life satisfaction and career adaptability (Santilli, Nota & Ferrari, 2024), employee well-being (Mohsin, 2024; Deeg & May, 2022), corporate social responsibility and organizational loyalty (Wang et al., 2024) have been closely associated with courage. Factors such as social support and appropriate job design are also shown among the factors that support courage (Kaltiainen et al., 2024; Tufan et al., 2024; Namal et al., 2024). In this context, organizational and moral identity are discussed together with reactions to unethical behavior, and the importance of courage in terms of ethical values in business life is emphasized (Holmes & Howard, 2023; Mert et al., 2022). In the leadership dimension, courage stands out as an important factor in issues such as employee-organization commitment, workplace spirituality and ethical leadership (Fernando et al., 2022; Srivastava & Gupta, 2022; Cheng et al., 2019). Research shows that courage plays a critical role in virtuous leadership, expressing moral voice, and creating meaningfulness at work (Alshehri & Elsaied, 2022; Deeg & May, 2022). Additionally, authentic leadership, leader role modeling, and team collaboration are among other important areas affected by courage (Anita et al., 2021; Ogunfowora et al., 2021; Peralta et al., 2021). Individual and team performance measures such as motivation, organizational citizenship behavior, and positive social behaviors are also directly related to courage (Howard & Holmes, 2020; Howard & Cogswell, 2019). Moreover, courage is considered a critical element for business performance and plays a vital role in individual and organizational success (Tkachenko et al., 2020).

The purpose of this research is to comprehensively examine the role of courage in social life and business world, based on organizational behavior studies in Turkish literature. In this study, which was carried out in two stages, as a result of the literature review in the first stage, it was found that courage gives individuals social respect and contributes

to the development of strong relationships; In the business world, it has been determined that it provides fundamental support to organizational dynamics. In this context, it has been determined that courage has the potential to support organizational development in areas such as job satisfaction, employee commitment, leadership, entrepreneurship, employee participation and ethical stance. The innovative and risk-taking approaches of brave individuals create a business environment prone to change and strengthen the culture of trust and ethics in organizations.

In the second stage of the study, how courage penetrates the organizational culture and shapes employee behavior is discussed from a multifaceted perspective using the two-way analysis method. In this context, it has been revealed that courage, rather than being an individual characteristic in the business world, functions as a basic building block that builds an ethical and reliable business environment where employees can express themselves freely. For this purpose, variables such as leadership, entrepreneurship, job satisfaction, workplace happiness, organizational citizenship and whistleblowing were re-evaluated in the context of courage; It has been analyzed how courage is reflected in the daily routines of organizational life and how it leaves a mark on employee behavior. The main problem of the research is to reveal the critical role of courage in ensuring employee loyalty, job satisfaction and organizational integrity by strengthening the cultural fabric of the organization like a "silent mortar". From this perspective, it is emphasized that courage is a fundamental element that supports organizational development and creates an ethical, trust-oriented atmosphere in the workplace. Integrating courage into the organizational culture enables employees to take initiative without hesitation in taking risks and paves the way for the organization to have a constantly developing structure. In this context, the study shows that courage is an indispensable value in creating sustainable success and a healthy working climate in organizations, and is expected to contribute to the organizational behavior literature.

Conceptual Framework
In this section, we will try to create a general understanding of the definition of courage, its elements, types and its relationship with organizational studies.

Definition of Courage
Courage, as one of the most fundamental aspects of human existence, has been addressed from different perspectives by scientists, philosophers and thinkers throughout history. Epictetus (1983) emphasizes that courage lies in the ability to put aside emotions such as anger, disappointment and sadness when life goes beyond one's expectations. Tillich (2000) defines courage as "the act of taking on the anxiety of non-

existence", while Nietzsche (2008) defines it as the power to affirm life in the face of pain and uncertainty. Per-Einar (2022) states that courage at the individual level is closely related to a person's capacity to exist in society. According to Sivrikaya and Baş (2024), courage is defined as a feature that gives a feeling of freedom, experience and inspiration by not giving up even when a person feels that his strength is exhausted and is on the verge of giving up. In this context, courage; It includes qualities such as belief, principledness and putting knowledge into action (Tekkurşun Demir & Güvendi, 2022). Despite extensive research on the concept of courage, there are still difficulties in defining this concept and it remains a difficult subject to fully understand. Mert (2021, p. 27), who has made significant contributions to the national literature, defines courage as "*using the available power consciously and decisively by controlling the felt fear in order to achieve a moral goal in difficult conditions involving threats and risks.*" Gökgöz (2023) states that courage is a power that enables individuals to take action in the face of difficulties, uncertainties and painful experiences, and that it is a determined attitude based on thought rather than a reflex (Bal, 2018).

While courage expresses the inner resilience of individuals in challenging conditions, it can appear in various ways in different situations. In this context, courage; It can be examined in different types, including physical, moral, social and intellectual courage. *Physical courage* is defined as acting for the benefit of society by risking the individual's physical health and is generally associated with high-risk professions such as military service and emergency interventions (Argon & Yücel, 2024; Mert, 2023). *Moral courage* is the power to defend what is right in line with ethical principles, even though you know that you will face negative consequences. This type of courage is important in standing against ethical violations and preserving social order (Elmaoğlu & Eriş; Coşkun & Cingöz-Ulu, 2022). High moral sensitivity and self-efficacy are among the important elements that support moral courage (Yollu, Yavaş & Korkmaz, 2024; Kovancı & Geçdurmaz, 2021). *Social courage* is defined as the individual's ability to stand up against injustice by risking his social reputation, to talk about challenging issues, or to engage in behaviors such as "breaking the news" when necessary (Uysal & Bayramoğlu, 2022; Gülbahar & Özkan, 2023). This type of courage is of critical importance in creating a more just society and is evaluated within the scope of organizational citizenship behaviors. In addition, job satisfaction is an important element that supports innovative thinking and collaboration (Yılmaz & Yılmaz, 2024; Argon & Yücel, 2024; Gökgöz, 2023). Intellectual courage refers to the individual's power to question his own assumptions, prejudices and the dogmatic views of others. This type of courage plays a critical role in creating an intellectual environment where individuals can freely express their ideas and expand their intellectual boundaries (Mert, 2023). *Intellectual courage* not only enables

individuals to improve themselves, but also contributes to the development of intellectual diversity and free thought in society. Different types of courage play a critical role in helping employees reflect their personal values to the organization and demonstrate their ability to cope with challenges. The courageous behavior of employees in the face of risks is one of the basic elements that strengthen both their individual resilience and the resistance capacity of the organization. Therefore, it is of great importance to consider and examine courage as an important variable in organizational research.

Addressing the Concept of Courage in Organizational Research

In organizational research, courage is mostly examined through the attitudes exhibited by employees with social and moral courage in daily business life, rather than the heroic behaviors shown under extraordinary circumstances. In this perspective, courage is considered as employees' determination to defend integrity when faced with ethical and social challenges. Moral courage is defined as the individual's courage to risk risky or negative consequences while adhering to ethical values. This type of courage enables the individual to strictly adhere to ethical values in the workplace; Social courage increases the individual's power to ensure justice and stand against unethical behavior. Kovancı and Hicdurmaz (2019) define moral courage in nursing as health professionals taking responsibility for patient safety when faced with ethical dilemmas.

Emphasizing the effect of moral courage in supporting ethical behaviors, Yollu et al. (2021) stated that individuals take a determined stance against threats at work based on multiple value systems. This empowers employees to stand up for what is right in the workplace, while strengthening their will to adhere to ethical values. Social courage is defined as individuals' willingness to exhibit behaviors that carry social risks but are considered ethically correct. Uysal and Bayramoğlu (2022) consider social courage as the individual's willingness to stand against unethical situations by risking his reputation or relationships. Social courage is a critical element for ensuring social justice in the workplace and preserving the organizational ethical atmosphere. According to the findings of Gülbahar and Özkan (2020), individuals with social courage move away from defensive attitudes and take a proactive approach, which creates a more constructive and fair atmosphere at work.

Both types of courage create a positive climate in the workplace by positively affecting employees' job satisfaction, perception of organizational justice, and overall job performance. An important indicator of organizational courage is the ability of employees to express their ideas openly; Brave individuals do not hesitate to express

their opinions even if they are not in a position of authority (Mert, 2023, p. 127). In this context, courage can manifest itself through actions such as challenging authority, revealing mistakes and mistakes, struggling with uncertainty, and protecting vulnerable individuals (Argon & Yücel, 2024, p. 80).

It has also been supported by empirical findings that courage in organizations has a positive effect on workplace happiness, job satisfaction and employee performance. Arslan and Gül (2022) stated that social courage showed a significant relationship with workplace happiness, and that employees' open communication and ability to cope with difficulties created a positive atmosphere in the workplace. Gökgöz (2020) emphasizes that ethical leadership encourages social courage and that leaders' setting an example plays an important role in encouraging employees to exhibit courageous behavior for the benefit of the organization. This creates a positive climate in the workplace and encourages employees to take more courageous and functional actions.

Purpose of the Research

The aim of this study is to comprehensively examine the effects of courage on organizational life within the framework of organizational research areas such as leadership, entrepreneurship, job satisfaction and workplace happiness. In today's business world, courage has ceased to be a physical feature in the classical sense and has become an abstract but deeply affecting feature that stands out with its moral and social dimensions. The study aims to analyze how courage is not only an individual characteristic, but also plays a critical role in interactions within the organization and in the decision-making processes of employees. In this context, it is aimed to understand the power of courage in organizational processes, how it affects employees' ability to express themselves freely, take initiative in difficult decisions and adhere to organizational values.

This research aims to contribute to the literature by being one of the first studies that emphasize the importance of courage in the organizational context. Courage is thought to be a factor that strengthens critical elements such as employee commitment, job satisfaction, widespread ethical behavior and organizational citizenship in organizations, but it is a factor that is often ignored. The importance of this study lies in revealing how courage works silently but effectively in organizational life, shaping the organizational structure and strengthening individuals' commitment to the organization. How courageous behaviors transform the dynamics within the organization, especially

in the context of leadership and entrepreneurship, further increases the value of this study.

This research will reveal the deep effects of courage on organizational culture and provide important suggestions on how to build an atmosphere that encourages courageous behavior in organizations. Considering that organizations are not only profit-oriented structures but also social environments where individuals can improve themselves by adhering to ethical values, it is argued that courage should have a central place in the organizational culture. It is anticipated that the findings of the study will contribute to encouraging bold leadership and innovative behavior by providing inspiring insights for managers and leaders.

Research Method

In this study, the integrative literature review method was used to comprehensively analyze the existing literature and present new perspectives. Integrative literature review allows identifying gaps, contradictions, and deficiencies in the literature by making literature summaries on topics that are dynamically developing or have not been studied for a long time (Torraco, 2016). In addition to providing theoretical knowledge, this method also allows developing practical suggestions for implementation and creates new frameworks on the subject (Elsbach and Knippenberg, 2020).

Integrative literature review has five main purposes: to review the literature, update it, criticize it, conduct meta-analysis, reconceptualize the subject, and answer specific research questions: In this context, literature review is an effective method to improve the knowledge base on mature or emerging topics. It is accepted as (Toracco, 2016).

This study has two main purposes. First, by bringing together various approaches and views from different disciplines, a broad perspective is offered to understand the role of courage in organizational life, especially in areas such as leadership, entrepreneurship, job satisfaction and workplace happiness. In this context, the effects of courage on workplace decision-making processes, its relationship with ethical values, and employee loyalty are revealed; Suggestions are offered on how the phenomenon of courage can be examined more deeply in the organizational context in the future.

Second, this study aims not only to critically examine the existing courage literature but also to explore how courage functions as a silent and powerful building block in organizational life. In this way, it is aimed to increase knowledge about courage and

open new research areas for researchers (Toracco, 2016; Elsbach and Knippenberg, 2020). In line with these objectives, the research questions were determined as follows:

1. How is the concept of courage defined and handled in organizational life?
2. What are the effects of courage on factors such as leadership, job satisfaction and workplace happiness in the organizational context?
3. How is the relationship of courage with ethical values and decision-making processes shaped?

This study aims to determine the position of courage in organizational culture, its basic factors and its relationship with elements such as ethical values and employee loyalty. Additionally, by examining how courage exists as a silent power in organizations, it is envisaged that the phenomenon of courage will offer new theoretical perspectives that will contribute to practical applications. It is thought that the findings of the study will make significant contributions to encouraging courageous behavior in organizations and strengthening the organizational atmosphere.

In order to achieve the two aims of the study, it is necessary to reveal the connections between streams of literature in various disciplines and to explore how courage has been examined in the organizational context. Since the purpose of the integrative literature review is to reveal the connections between different research approaches, this method was chosen as the most appropriate research design for this study (Toracco, 2016; Elsbach & Knippenberg, 2020; Cronin & George, 2020). The integrative literature review method is, first of all, an effective tool to reveal the definitions, sources and determinants of courage in organizational structures by synthesizing information from different literature streams (Shuck, 2011). Secondly, it also provides an ideal method for examining the effects of courage on organizational practices such as leadership, job satisfaction and workplace happiness. (Kastanakis, Magrizos, & Kampouri, 2022).

In the integrative literature review process, the studies of Cronin & George (2020) and Torraco (2016), which provide methodological information about the literature review, were taken as basis; In terms of application examples, the steps in the study of Kastanakis, Magrizos and Kampouri (2022) were followed. In this context, a two-stage approach was followed when conducting an integrative literature review: (1) creation of a data pool and (2) creative synthesis with critical analysis. At each stage, a methodological structure was created by following the steps specified in Table 1.

Table 1. Steps Followed in Integrated Literature Review

Stage	Purpose	Steps	Results
Creating the data pool	Determining the boundaries for scanning courage studies in the organizational context	• A comprehensive review of the literature to determine the successors of courage in social and business life. • Conducting a literature review including leadership, entrepreneurship, job satisfaction, workplace happiness, organizational citizenship, positive voice behavior and whistleblowing variables. • Creating literature related to courage by scanning keywords in databases such as TR-Dizin, Dergipark, EBSCO	Creating a list of articles that discuss courage in an organizational context
		• Conducting an extensive literature review using the snowball sampling method, using the bibliographies of the sources identified in the literature.	Access a list of complementary resources addressing organizational courage in a variety of disciplines
Critical analysis and synthesis	Identifying new areas of research on the role and impact of courage in organizational practices	• Conduct thematic analysis to analyze the relationship of courage with organizational variables (leadership, job satisfaction, etc.).	Understanding the definitions, applications and effects of courage in organizational life through different research areas
		• Conduct thematic analysis to analyze the relationship of courage with organizational variables (Leadership, entrepreneurship, job satisfaction, workplace happiness, organizational citizenship, positive voice behavior and whistleblowing)	Understanding the definitions, applications and effects of courage in organizational life through different research areas
		• Discussing different variables and modifiers related to courage in organizational research from a critical perspective.	A new understanding of the profound impact of courage in organizational research emerges from research proposals for improvement and change.

Creating a Data Pool of Related Studies

Within the scope of this research, a comprehensive data pool focusing on areas such as leadership, entrepreneurship, job satisfaction, workplace happiness and creative thinking was created in order to evaluate the effects of courage on organizational life. In the study, elements such as the definition of courage, its sources, processes and results were discussed in detail, and an attempt was made to understand how courage interacts with these concepts in organizations.

In the first stage, literature in different disciplines such as business, psychology, sociology, history, biology and literature was examined in order to evaluate courage from a broad perspective. This process is designed to analyze in depth the relationship of courage with basic elements in organizational life such as leadership, entrepreneurship, job satisfaction, workplace happiness and creative thinking. The articles included in the study were selected with combinations of key terms such as "courage", "leadership", "entrepreneurship", "job satisfaction", "workplace happiness" and "creative thinking" in their titles, abstracts or keywords. This search process was carried out in June It was carried out in 2024. In accordance with the recommendations of Paul and Criado (2020), only peer-reviewed Turkish articles were focused on; therefore, book chapters, research notes, and conference proceedings were excluded from the study. This selection aims to increase the scientific rigor of the research (Kastanakis, Magrizos, and Kampouri, 2022).

In the next stage, abstracts were scanned to assess the relevance of the articles using Torraco's (2005) method; Articles in which courage was discussed only incidentally were excluded from the study. However, articles showing that courage plays a decisive role in the context of leadership, entrepreneurship, job satisfaction, workplace happiness and creative thinking were included in the study. In this context, 48 articles were added to the final data pool in order to understand the relationship of courage with related concepts; The references of these articles were then examined using the snowball technique and additional studies from the fields of psychology, sociology, history, philosophy, and medicine were included (Snyder, 2019).

In the final stage, searches were made in the Dergipark database with the keywords "courage", "leadership", "entrepreneurship", "job satisfaction", "workplace happiness", "employee participation" and "creative thinking", and results were obtained in management/leadership/business journals. Important cited studies were identified. As a result of all stages, a total of 35 articles in which courage was the focus were compiled and detailed analysis was conducted to comprehensively understand the impact of

courage on the concepts of leadership, entrepreneurship, job satisfaction, workplace happiness, employee participation and creative thinking. Figure-1 summarizes the steps followed in this process.

**Figure 1. Article/Research Selection Flow Chart**
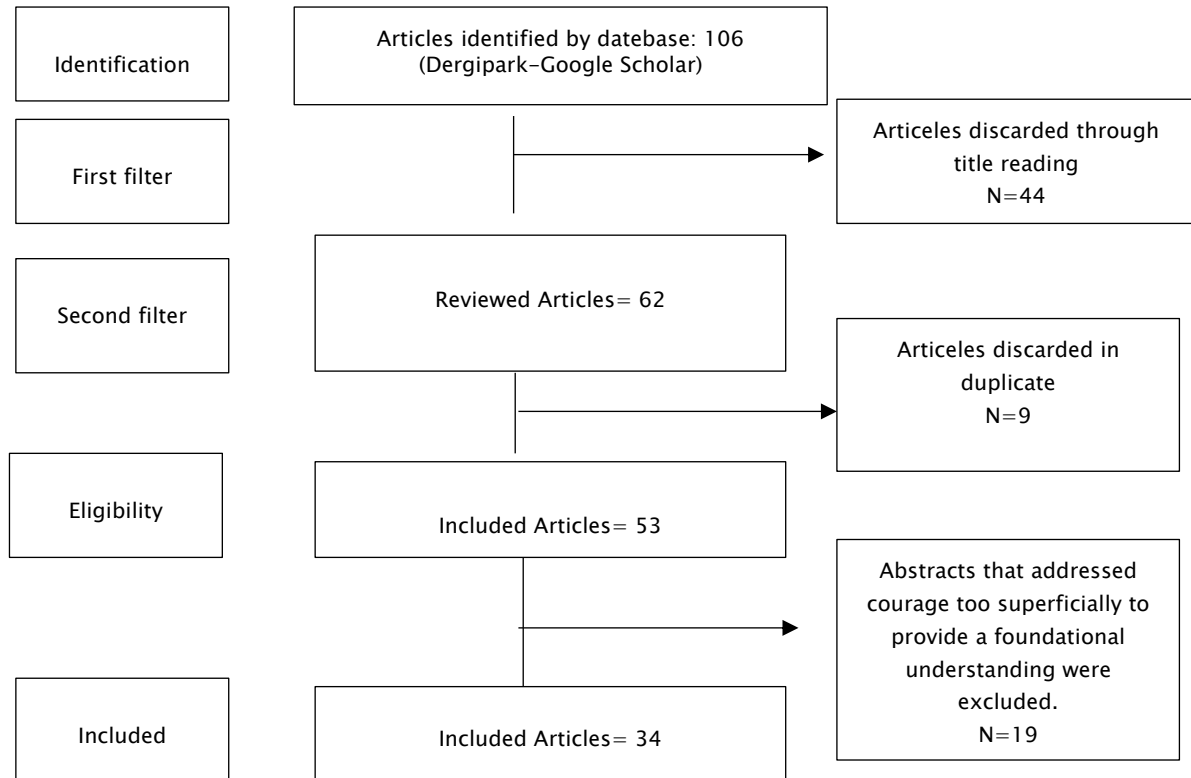
Kaynak: (Holguín-Zuluaga vd., 2022)

In order to reveal in which areas courage is discussed in more detail in organizational research, classification procedures according to topics are given in chart-1. (Holguín-Zuluaga, Vélez-Álvarez, & Betancurth-Loaiza, 2022).

As can be seen from Chart-1, the concept of courage is concentrated in the fields of leadership, employee participation and entrepreneurship in the literature. In terms of the articles included in the analysis, it can be seen that leadership articles constitute the largest part (41%). Entrepreneurship (29%) stands out as the second highest category. Most of the studies listed under the heading of employee engagement remained at a level of 9% due to overlap with leadership articles. It is also noteworthy that there are no

studies directly analyzing the relationship between job satisfaction and courage. Job satisfaction is indirectly associated with job satisfaction in the context of generally perceived organizational support and justice concepts.

Chart 1. Articles Scanned within the Scope of Research
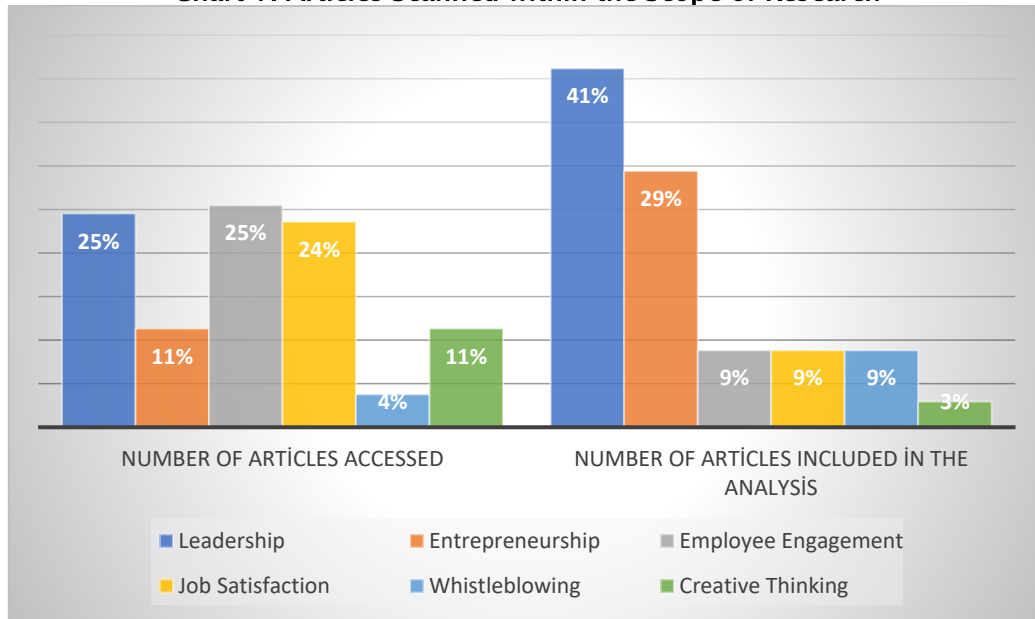
After this stage, the selected articles were examined in detail in the context of their ways of addressing courage, their methods and findings, and the results are given in Table-1.

Table 2. Findings on the Effects of Courage in Organizational Research

Topic	Author(s)	Title	Method
Leadership	(Helvacı, 2010)	Levels of Primary School Administrators Demonstrating Ethical Leadership Behavior	Quantitative Research
	(Eren & Yalçıntaş, 2017)	The Relationship Between Servant Leadership and Job Satisfaction: An Airline Company Example	Quantitative research
	(Tabancalı & Çakıroğlu, 2017)	The Relationship Between School Principals' Ethical Leadership Behaviors and Teachers' Organizational Citizenship Behaviors	Quantitative research
	(Bahar, 2019)	Ethical Leadership from the Perspective of Social Learning Theory and Social Change Theory	Literature review
	(Gedik, 2020)	Transformational Leadership and Transactional Leadership	Literature review
	(Khodashenas, Güney, & Gürül, 2020)	The Effect of Ethical Leadership Behavior on Employees' Organizational Commitment	Quantitative research

Topic	Author(s)	Title	Method
	(Çetin & Gürkan, 2021)	Examining the Relationship Between Quantum Leadership Behaviors of School Administrators and Teachers' Creative Thinking Tendencies	Quantitative research
	(Özmen, Eriş, & Süral-Özer, 2022)	Digital Transformation and Leadership: A Review in the Industrial Sector	quantitative research
	(Özürtk, 2022)	Professional Leadership and Innovative Corporate Culture for a Safe Future	Literature review
	Gökgöz (2023)	The Impact of Ethical Leadership on Social Courage Behavior in the Workplace	Quantitative research
	(Pek, ve diğerleri, 2023)	Factors Affecting Instructional Leadership	Quantitative Research
	(Bozdağ & Akın, 2023)	Analysis of the Relationship Between Servant Leadership Characteristics and Entrepreneurial Skills of School Administrators	Quantitative research
Education	(Kurtgöz & Polat, 2023)	Examination of Teachers' Inclusive Leadership Behaviors towards Students in Need of Special Education	Quantitative Research
	(Yüksel & Bilgivar, 2024)	Relationships Between School Principals' Transformational Leadership Styles and Teachers' Creative Thinking Tendencies	Quantitative Research
Entrepreneurship	(Çetinkaya Bozkurt, Kalkan, Koyuncu, & Alparslan, 2012)	Development of Entrepreneurship in Turkey: A Qualitative Research on Entrepreneurs	Quantitative Research
	(Güner & Korkmaz, 2016)	KOSGEB Applied Entrepreneurship Training-Entrepreneurship Relationship: Research on Those Who Received Education But Did Not Start a Business	Quantitative research
	(Tekin, 2018)	A Pilot Research to Determine the Female Entrepreneurship Tendency of Muş Province	Quantitative research
	(Tiyek, 2018)	Evaluation of KOSGEB Entrepreneurship Trainings: Kırklareli Example	Quantitative Research
	(Özdemir, 2019)	A Qualitative Research on the Opinions of University Students Focused on Civil Servants About Entrepreneurship Education	Quantitative Research
	(Bakay, Müftüoğlu, Nalbantoğlu, & Çoçan, 2020)	A Qualitative Research on Women's Entrepreneurship in Rural Areas and the Problems Facing Entrepreneurial Women: Manisa-Demirci Example	Quantitative Research
	(Oran & Ercan, 2020)	Financing Problems and Solution Suggestions Encountered by Entrepreneurs Benefiting from the Entrepreneurship Support Program in Osmaniye Province	Quantitative research

Topic	Author(s)	Title	Method
	(Durukan, 2021)	The Role of KOSGEB in Supporting Women Entrepreneurs in Turkey	Document review
	(Ertürk & Erdirençelebil, 2023)	Disabled Entrepreneurship that Eliminates Barriers: An Inspiring Example of Disabled Entrepreneur "Halukcerez.com"	Literature review
	(Ceylan, Kurt, & Özdemir, 2024)	Primary School Teachers' Views About Entrepreneurship	Quantitative Research
Creative Thinking	(Gürel, 2023)	Determining the Creative Thinking Skill Levels of Preschool Teacher Candidates and Examining them in Terms of Various Variables	Quantitative research
Job Satisfaction	Arslan & Gül (2023)	A Research on the Effect of Social Courage Behaviors in the Workplace on Workplace Happiness	Quantitative research
	(Eryılmaz, 2024)	A Systematic Review and Critiques on Positive Organizational Behavior Studies: Quo Vadis?	Content analysis
	Yollu, Yumuşak & Korkmaz (2024)	Adaptation of the Professional Moral Courage Scale to Turkish Culture: A Validity and Reliability Study	Quantitative research
Employee Angegement	(Özkan & Kalender, 2020)	Physician Participation: A Conceptual Review	Literature review
	(Erkoç & Kıral, 2023)	The Role and Importance of School Administrators in Teacher Empowerment and Teacher Empowerment Strategies	Literature review
	Gülbahar & Özkan (2023)	A Study to Determine the Effect of Workplace Social Courage Behaviors on Employees' Defensive Voice	Quantitative research
Whistleblowing	(Cemaloğlu & Akyürek, 2017)	Whistleblowing in Organizations	Literature review
	(Eroğlu & Alga, 2017)	The Impact of Organizational Dissent on Organizational Change: A Research in Service Sector Organizations	Quantitative research
	(Yıldız & Tani, 2018)	Antecedents and Consequences of Whistleblowing Behavior	Quantitative research

Findings

As can be seen from Table 1, although courage is not directly addressed as the main research topic, it stands out as a critical element in business and social life in the context of organizational studies. These studies comprehensively reveal the function of courage in organizational dimensions such as leadership, entrepreneurship, job satisfaction, workplace happiness, creative thinking and defensive courage.

In the context of leadership, courage is defined as the ability to defend ethical values, not compromise ethical principles in challenging situations, and make innovative decisions, especially in the perspective of ethical leadership and servant leadership. Courage also appears to be related to approaches such as inclusive leadership, quantum leadership, transformational leadership and digital leadership. The inclusion of courage in current leadership approaches such as digital leadership and quantum leadership shows that this concept constantly maintains its importance. Research such as Helvacı (2010) and Eren & Yalçıntaş (2017) emphasize that leaders' skills in taking initiative, taking risks and exhibiting proactive behavior are directly linked to courage. However, the ability of leaders to demonstrate this courage effectively is directly related to their commitment to ethical values and their ability to make the right decisions in difficult situations. Additionally, courage in leadership exhibited lower averages in the public sphere; It can be stated that the excess of hierarchical and bureaucratic processes, especially in leaders working in the public sector, such as school principals, is an important factor on courage for managers as well as employees.

In the context of entrepreneurship, courage is linked to an individual's capacities to manage uncertainties, implement innovative ideas, and undertake economic risks. Research shows that individuals with high entrepreneurial tendencies have the characteristics of being ambitious and courageous, whereas individuals with relatively low courage are insufficient to initiate the business start-up process. Although entrepreneurship education has a courage-increasing effect, the courage of the individual can also be affected by the economic conditions. Çetinkaya Bozkurt et al. (2012) stated that courage increases the resilience of entrepreneurs in the face of economic uncertainties, and Tekin (2018) stated that courage is a critical factor for women entrepreneurs in overcoming financial and social obstacles. These findings reveal that courage is not only an individual characteristic, but also a competence shaped by social support and economic conditions. In this context, further research is needed to further examine the role of grit on sustainable success in entrepreneurship.

In the context of job satisfaction and workplace happiness, courage is an important factor in employees' ability to cope with organizational challenges and work in an ethical climate. While Yollu, Soft and Korkmaz (2024) state that courage increases employees' capacity to maintain their job satisfaction in the face of moral pressures, Arslan and Gül (2023) emphasize that courage contributes to satisfaction and happiness in the workplace. Eren and Yalçıntaş (2017) stated that there is a positive correlation between courage, which is considered an element of servant leadership, and job satisfaction. In

this regard, more comprehensive research is needed to better understand the sustainable effects of courage in supporting job satisfaction.

Courage in creative thinking and innovation processes is a fundamental element for individuals to develop original ideas and produce innovative solutions. Çetin and Gürkan (2021) suggest that courage is a feature that encourages creative thinking within the framework of quantum leadership. Courage allows individuals to go beyond the norm and express their ideas freely. In this context, studies examining the effects of practices aimed at improving the courage of individuals to encourage creative thinking can contribute to the establishment of a culture of innovation in organizations.

Defensive courage defines employees' ability to express themselves when they encounter unethical situations at work and to stand up against unethical practices. In Gülbahar and Özkan's (2023) study, defensive courage is considered as the ability to speak out and offer solutions against unethical practices in the workplace. Defense courage plays a critical role in ensuring that employees can work in a safe workplace atmosphere and behave in accordance with ethical standards. It is recommended to further investigate issues such as the effect of defensive courage on information sharing and its contribution to strengthening the trust environment within the organization.

Discussion and Conclusion

This study reveals that courage plays an important role as a "silent but powerful" building block in the cultural structure and daily functioning of organizations. Findings in the literature emphasize that courage goes beyond being just an individual virtue and is a fundamental element for organizations to achieve an ethical, trust-based and sustainable structure. It is seen that courage in organizations has a strong relationship with many variables such as leadership, job satisfaction, employee loyalty and workplace happiness. Employees' ability to express their demands for ethics and justice by showing social and moral courage contributes to the creation of a more positive and supportive atmosphere in the workplace.

Especially when considered within the framework of ethical leadership, it is noteworthy that courage reinforces trust among employees and increases commitment to the organization. This can be explained by the fact that ethical leaders strengthen the ethical climate in the organization thanks to their courageous behavior and exemplary attitudes. On the other hand, the contributions of social courage to ensuring justice in the workplace show that courage should be adopted not only as an individual but also as an organizational value.

Encouraging employees to engage in courageous behavior enables sustainable success to be achieved by increasing cooperation and creativity within the organization.

The findings of the study emphasize that courage should be considered a fundamental element in organizational culture; It shows that courage acts as a bridge between leaders and employees and serves to ensure the sustainability of the ethical and justice-based climate in the workplace. Future research can reveal the concrete effects of courage on organizational performance by examining its effects in various organizations in more depth. This study makes an important contribution to the literature in that it shows that courage goes beyond being an individual characteristic and becomes one of the basic building blocks of organizations and its positive effects in the workplace.

In summary, in organizational studies, courage is evaluated within a wide framework, from leadership to job satisfaction, from entrepreneurship to creative thinking. Courage stands out as an indispensable element for individuals to defend ethical values, produce innovative solutions and ensure happiness in the workplace. However, issues such as the long-term effects of courage on organizational performance, the role of individual differences on courage, and how organizational climate shapes courage remain to be investigated in more depth. The fact that the majority of studies in the literature are based on qualitative methods such as literature review or content analysis also reveals the need for empirical studies in this field. Additionally, investigating the differences in courage between different cultures will make significant contributions to the literature.

In the future, studies should be conducted to examine in more detail the contributions of courage to the development of ethical climate in organizations, its role in encouraging creative thinking, and leaders' strategies to support courage. Such research will contribute to our better understanding of the effects of courage on organizational life and to develop policies that support courage.

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