



## The Study of Corporate Entrepreneurship and its Relationship with job satisfaction: The Case Study: Sepah Bank, branches of Golestan Province

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### Abstract

*The purpose of this study is to investigate the extent of corporate Entrepreneurship and its relationship with job satisfaction (case study is Sepah Bank's branches in Golestan province). The population of this research was all of Sepah bank staffs in Golestan province. The total number of population was 344 in which, 182 cases have been selected by the use of sample table of Morgan. The tools for data collection were observation, interview and job satisfaction questionnaire. The reliability of corporate Entrepreneurship questionnaire is 0.788 and for job satisfaction questionnaire is 0.945. The statistical method used in this research is the T test. This study includes two hypotheses. The results represent that: i. There is a significant positive relationship between corporate Entrepreneurship and job satisfaction, ii. There is not a significant difference between the average score of corporate Entrepreneurship of managers and coadjutors. iii. There is a substantial difference between the average of corporate Entrepreneurship of managers, officials and employees. iv. There is a significant difference between the average of corporate Entrepreneurship of coadjutors, officials and employees. v. There is not an important difference between the average of corporate Entrepreneurship of officials and employees.*

**Keywords:** Corporate entrepreneurship, job satisfaction, Sepah bank, Golestan province.

### Introduction

Societies have gone through 3 levels including traditional, industrial and informational society. In traditional society human needs are mainly financed through hunt and farming also, business owners would follow a series of rules and specific norms, so there were a few people who were thought to change, and ability to meet those needs would depend on the force of arms at that time. The added value was spent for building the palaces<sup>1</sup>.

By industrial revolution, business started growing and intellectual labor was introduced as a supplement to manual labor. In this period which is called industrial society, desire for innovation and creativity had been increased. By and by some characters were emerged who were satisfying his curiosity so, they discover new topics. Those people had specific characters and they enjoyed risks.

In an industrial society originality had been given to the materials and energy also, motion and power had been accelerated in this period then the steam engine and more complex machines were invented and with the increase of investigations, a group emerged as a business model/ stereotype.

At the present time that is called informational society, the pace of change is such that is called as a wonders of speed and

transformation. In this course the importance of manual work is decreased and instead of that qualitative manpower that can be creative and innovative with using ideas has become important. In this atmosphere that idea is differentiation and excellence factor, just societies can be develop which maximize the utilization of human resources that they are the origin of ideas and the most critical factor of production. Entrepreneurship is closely related to economic and social development of countries and it is one of the indicators of the development of developing countries. Because of the special role of entrepreneurs in economic growth, many governments in developed and leading countries are trying with maximum possibilities and exploitation of research achievements to lead a number of people who are entrepreneurial characteristics to entrepreneurship education and entrepreneurial activities. These countries have found that entrepreneurs in different fields of activity with the force of innovation, creativity, diligence and taking risks remove barriers to progress and open the horizon of progress to public. Also they are skilled in identifying opportunities and can take steps in order to develop this opportunities and they are true changing pioneers in the field of economic and social developments<sup>2</sup>. One way to meet the environmental requirements in the banks is corporate entrepreneurship. Today's economic situation and demographic profile make us needy to find leading fields in economic scene more than ever and in this regards there is more necessity of having models, patterns and appropriate solutions

for education, train and optimal use of active force and entrepreneur. Some experts liken the importance of creativity and innovation to organization vital lifeline which in case of failure it is sentenced to deterioration and destruction. Creativity and innovation are tools for entrepreneurs by which they can identify opportunities and exploit those<sup>3</sup>. The basic point in this field is to concentrate on training capability in organizations, because there is some amount of this capability in everyone, though making these abilities de facto needs managers' accurate planning<sup>4</sup>. The importance of corporate entrepreneurship is so much that experts believe it as one the elements of producing working capital and money<sup>5</sup>, also with regards to increase of competitors and distrust toward traditional management methods in organizations and losing the best work power, entrepreneurship in organizations is very necessary<sup>6</sup>. The purpose of this study is to investigate the extent of corporate entrepreneurship and its relationship with job satisfaction in Sepah bank's branches in Golestan province. Nowadays those organizations are successful which create job scopes. During the process of corporate entrepreneurship by means of innovation and creativity we can help corporation to develop and improve. The sense of corporate entrepreneurship, strategic management and changes has been improved and it concentrates on the entrepreneurship activities in an organization in order to increase efficiency<sup>7, 8</sup>. Nowadays most of the big organizations use entrepreneurship as a method to reach the competition privileges in long-term period. Since primary 1980 decade entrepreneurship and insist on innovation for preservation and competition with these entrepreneurs which emerged with very little capital, lead entrepreneur activities into the organizations<sup>9</sup>. Corporate entrepreneurship means developing eligibilities and scopes in the corporations by the use of combining new sources<sup>10</sup>. The sense of corporate entrepreneurship has improved during three last decades<sup>11</sup>. The basic hypothesis of corporations' cognition is that corporate entrepreneurship is a behavioral phenomenon and we can arrange all corporations in the same spectrum. This spectrum starts from very Conservative and ends to very entrepreneurship<sup>12</sup>. Organizations at one side should be able to create conditions, backgrounds and mechanisms in direction of their procedures into changes and innovation and at the other side should provide the fields for given extreme successful ideas and to reach the sense of entrepreneurship<sup>13</sup>. Experts represent several scientific and applicable frame-works for creating corporate entrepreneur. Some of these models are briefly mentioned in this debate: i. Intra-organization entrepreneurship model of Cronwall and Perlman indicates framework of intra-organization entrepreneurship which is the basis of strategic management approach<sup>14</sup>. ii. Intra-organization entrepreneurship model of Ekhel and Neck indicates the capability of corporate to preserve in an environment which is full of innovation<sup>9</sup>.

**Job satisfaction:** Human and corporations operating systems are two basic elements of management. As though the operating systems are being operated by human being, we can claim that the most important capital of organizations have allocated the

most of their time and capital to the working force in order to use it for improving efficiency in their organizations. Prerequisite for this allocation is recognizing this working force not only qualitative but also quantitative and the attitude about that job or working force in organization. The attitude of person about his/her job involves providing the job necessities according to his/her ability and willing, and it has direct relationship with job satisfaction, that is why sometimes these two concepts are used interchangeably. The more the objectives of an organization be close to the willing and ambitions of its stuffs, (i.e. making conditions toward their satisfaction), the more they reach to their objectives<sup>15</sup>. The job satisfaction topic is one of the debates of management. Job satisfaction has got importance since working force was proposed as an important element in economical and mercantile products. Upon middle of nineteenth century as Frederick Winslow Taylor says: human work got important in work management, although his view into work force was physical and human was important in product fluctuations<sup>16</sup>. Lack of accountability of workforce to available product models consistent with other factors of production such as capital and raw materials, caused other scientists like Abraham Maslow to study another aspects of management that focused more on human work. Through Maslow's studies, attitude and view of stuffs to the work environment was improved. The school of human relationship which Maslow spoke about showed that the way stuffs look at their job depends on providing what they need. He introduced deferent needs of human being and put them in five categories: physical needs, security needs, social needs and social independents, social respect needs, perfectionism needs; the need of showing perfect ability of human<sup>17</sup>. Although Maslow's theory made a big change in the basis of management especially human work management, it was so general and needed more studies. Scientists after Maslow such as Frederick Herzberg unlike him concentrated their study on stuffs and their relationship with work environment<sup>18</sup>. Herzberg's studies about stuffs caused him to discover that among different elements which results in job satisfaction or dissatisfaction, there are elements that are related to the feeling of stuff toward their job. These elements can have major impact on job satisfaction. His studies represented Two Factor Theory. Herzberg calls those factors that are closely related to real content of work, the elements of motivation. These factors are development, success, responsibility, essence of work and recognition. In his view these are the elements that have the most influence in job satisfaction. The second group of factors is called health factors which they are elements like guardianship quality, physical conditions, rights and benefits, mutual relationships between individuals and corporation's policy and management. These factors don't result in job satisfaction intrinsically, but the absence of them will lead to job dissatisfaction. Studies related to job satisfaction shows that job satisfaction has different aspect and special dimensions in different environment and for different groups has wide importance. Job satisfaction is a pleasant feeling which is result of individual's experience or job evaluation and causes increasing of productivity, Commitment, individual

responsibility, his morale and leads him to learn new skills of job rapidly<sup>19</sup>. Job satisfaction is generally applied to individual's positive and negative perspective of his/her job which is influenced from several elements such as salary, relations, policy and methods, job dimensions, job discipline and characteristics of stuff<sup>20</sup>. Herzberg regards job satisfaction of two different dimensions. The first one is called sanitary or health element that involves job environment features and outer aspects like salary, guardianship, mutual relationships and job conditions. The second one is motivational factors which are actually related to functions and content of jobs such as giving prominence to development, responsibility and growth. Job satisfaction influences several positive organizational variables such as productivity, stuff sympathy toward organization, their fixation toward job environment, increasing job quality and quantity, proper relationship, improvement in stuff's morale and fondness to work<sup>21</sup>. Low job satisfaction results an anti-social behaviors such as defective products, weak services, distribution of malicious rumors, backbiting, Displacement and quit working<sup>22</sup>. Job dissatisfaction can causes mental and physical disorders such as arterial disorders, fever, high blood pressure, high heart rate or distractive behaviors such as smoking<sup>23</sup>. Van Wiko also studied 375 corporation's chief that showed there is a positive relation between job satisfaction and entrepreneurship. Researchers like Heinonen and Korvela found that one of the dominant achievements in corporation entrepreneurship is the increase and improve stuff's job satisfaction. The result of Imani and Zivdar studies showed that as tendency to entrepreneurship among insurance agents increase, job satisfaction of stuffs directly and linearly improves. Also the result of Hampton studies shows that one of the potential intra-organization entrepreneurship is the stuffs' job satisfaction. Weaver and Franz survey represents that entrepreneurship can lead to high job satisfaction among private sector stuffs. In another words corporate entrepreneurs can always get the most satisfaction of their jobs. The study done by Conon and Northen shows that

people with more work experience had better performance and more job satisfaction. Obviously, their success has been instrumental in the continued work<sup>24</sup>. In the study by Hackman and Lawer, they found job satisfaction factors including appreciation, responsibility in decision-making, job diversity and above all, the importance of job. The results of the Walker and Guest shows that stuffs are acceptably satisfied with their salary, working conditions and qualified favorable guardianship<sup>25</sup>.

### Material and Methods

In this survey data collection is description of the gauging types and in terms of the nature and purpose of research, it is a practical type<sup>26</sup>. For data collection used library and field research methods. Validity is the extent of efficiency of questionnaire for getting it's features<sup>27</sup>. For analysis of this survey's validity, nominal validity was used. The tools of measurement were given to professors and some of specialists and they were asked to write their ideas about questionnaire validity, after reading it. After that their ideas were collected and then some questions were corrected and it became clear that the questionnaire had high validity. Validity of tools shows their reliability and consistency of measuring a concept and it is good to evaluate the fitting<sup>26</sup>. Capability of tools in keeping up it's validity during the time and in spite of uncontrollable conditions of test and the conditions of respondents show it's stability and even little changes. This capability expresses tools fitting because anytime that measurement is fulfilled stable results are obtained<sup>28</sup>. In this study for achieving the reliability of questionnaire, Cronbach's alpha is use. Two questionnaires were used in this study: Cronwall and Perlman corporate entrepreneurship questionnaire and Susan Linz's job satisfaction questionnaire that Cronbach's alph's calculated level for corporate entrepreneurship questionnaire was 0.791 and for job satisfaction questionnaire 0.974.

### Conceptual model of survey

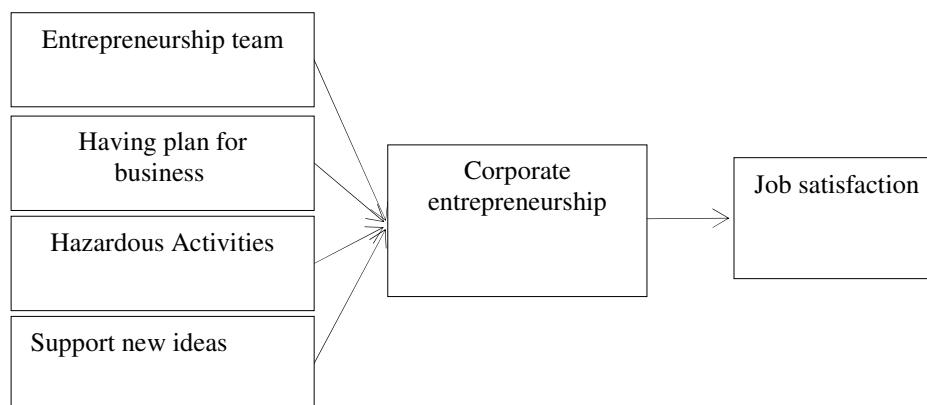


Figure-1  
Conceptual Model of Survey

**Statistical society (population), sample and sampling:** The series of units that have at least one thing in common identify a population<sup>29</sup>. Population of this survey is the students of Azad Islamic University of Tabriz city. Population of this study is Sepah bank's branches stuffs of Golestan province that are 344 individuals.

**Sample and sample volume:** The sample is a set of symptoms that are selected of a part, a group or a larger community, this selection in such a way that this set of symptoms might have features of the group or larger community<sup>29</sup>. In this research with Morgan's table 182 people were considered.

**Sampling method:** Sampling is a process in which a number of units of total (communities) to be chosen in such a way that they will be indicators of the larger society of which they are selected<sup>30</sup>. Random sampling is one sampling ways. Random sampling is a method to select part or the whole of society, so that all of the samples have equal probability of being selected<sup>31</sup>. Random sampling is used in this research.

## Results and Discussion

Considering that this study is non-experimental (non-laboratory) study which takes place at the descriptive and explanatory level, it's analysis because of type of collected data and information is possible with the dual approaches of qualitative and quantitative analysis respectively with reasoning and inferential statistics methods which is done in the inferential statistics section with using SPSS software. In this study to describe the variables, descriptive statistics such as mode, median, mean will be used and to test the research hypotheses inferential statistics such as Pearson's correlation coefficient was used.

**Table-1**  
**Distribution Ppersons by sex**

Cumulative percent	Valid percent	percent	Frequency	Sex
84.1%	84.1%	84.1%	153	male
100%	15.9%	15.9%	29	female
	100%	100%	182	total

Table 1 shows that from total of 182 people responded to the questionnaire used in this study, 84.1% of the respondents (153 people) were male and 15.9% of them (29 people) are female. Generally it is understood from the table that most respondents to the questionnaire of survey have been male.

**Table-2**  
**Distribution persons by employment status**

Cumulative percent	Valid percent	Percent	Frequency	Employment Stat
81.3%	81.3%	81.3%	148	Official
100%	18.7%	18.7%	34	Contract
	100%	100%	182	total

Table 2 shows that from total of 182 people responded to the questionnaire used in this study, 81.3% of the respondents (148 people) in terms of employment status are formal employees and 18.7% of them (34 people) are contract employees. Generally it is understood from the table that most respondents to the questionnaire of survey in terms of employment status are formal employees.

**Table-3**  
**Distribution of population by marital status**

Cumulative percent	nt	percent	Frequency	marital
15.4%	15.4%	15.4%	28	Single
100%	84.6%	84.6%	154	Married
	100%	100%	182	Total

Table 3 shows that from total of 182 people responded to the questionnaire used in this study, 15.4% of the respondents (28 people) in terms of marital status are single and 84.6% of them (154 people) are married. Generally it is understood from the table that most respondents to the questionnaire of survey in terms of marital status have been married.

**Table-4**  
**Distribution of population based on occupation**

Percentage of visual abundance	Valid percentage	Abundance percentage	Abundance	Type of job
8.8%	8.8%	8.8%	16	Chief
22.1%	14.3%	14.3%	26	Assistant director
45.1%	22%	22%	40	Answerable
100%	54.9%	54.9%	100	Employee
	100%	100%	182	Total

Table 4 shows that from total of 182 people responded to the questionnaire used in this study, 9.4% of the respondents (16 people) in term of job category were chief, 9.9% (18 people) of them were assistant director, 12.7% of them (23 people) were answerable and 68.9% of them (123 people) were employee. Generally it is understood from the table that most respondents to the questionnaire of survey in terms of occupation have been employee.

**Investigation of questionnaire reliability:** To check the reliability of this study, Cronbach's alpha coefficient is used and the results showed in the table below.

**Table-5**  
**Investigation of questionnaire reliability**

Number of questions	Cronbach's alpha coefficient	Title
12	7910/	Corporate entrepreneurship
13	9470/	Job satisfaction

**Investigation of normality of the data:** For testing normality of the data Kolmogorov-Smirnov test is used and results showed in table below.

**Table-6**  
**Investigation of normality of the data**

Number of questions	The results of kolmogrov-smirnov test	Title
12	0/106	Corporate entrepreneurship
13	0/470	Job satisfaction

According to Kolmogorov-Smirnov test results that is greater than 0.05 it can be said that variables examined in this study are normal.

**Test the research hypotheses:** How is the corporate entrepreneurship among employees of Sepah Bank branches in Golestan province?

According to table 7, we can say that the mean of entrepreneurship among employees of Sepah Bank in Golestan province is equal to 37.07. The minimum score for corporate

entrepreneurship questionnaire is 0 and the maximum score is equivalent to 62. As can be seen, the mean score of corporate entrepreneurship among employees is with mean of 37.07, a standard deviation of 10.544 and the coefficient of skewness of 0.720. According to table 8, ranking scores of corporate entrepreneurship of Sepah Bank staff in Golestan province indicate that corporate entrepreneurship in 6% of staff is low, 39.6% is average, 40.7% is high and 10.4% is very high. Also 3.3% of data is data which haven't answered by respondents.

The table 9 shows the results of mean comparison test of four population which is contain total square of treatments, degree of freedom, the second mean of treatments, F-statistic and significance level (sig). According to obtained significance level which is equal to 0.001 and smaller than 0.05, it can be said that the hypothesis H0 is rejected. In other words we can say that there is no significant difference between the mean populations. To determine which means are different, the Post Hoc test was used and the results are shown in the table 10.

**Table-7**  
**Mean, standard deviation, skewness, largest and the smallest data and corporate entrepreneurship among Golestan province's Sepah Bank staff**

Number	Range	Minimum	Maximum	Skewness	Std. Davation	mean	valid	missing	Organization entrepreneurship
182	62	0	62	- 0.720	10.544	37.07	182	0	Organization entrepreneurship

**Table-8**  
**Corporate entrepreneurship's Domain among employees of Sepah Bank in Golestan province**

Cumulative	Valid percent	Percent	Frequency	rank	Rank number	Corporate entrepreneurship domain
-	-	-	-	Very low	1	Under 13
6.3	6.3	6.0	11	Low	2	Between 13 and 26
47.2	40.9	39.6	72	Average	3	Between 27 and 39
89.2	42.0	40.7	74	High	4	Between 40 and 52
100.0	10.8	10.4	19	Very high	5	Between 53 and 65
-	100.0	96.7	176	-	-	Total
-	-	3.3	6	-	-	Missing system
-	100.0	100.0	182	Total		

**Table-9**  
**Corporate entrepreneurship**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1854.966	3	618.322	5.971	.001
Within Groups	18433.253	178	103.558		
Total	20288.220	181			

The result of Tukey HSD is shown in table 11. The above table includes the mean deviation, standard error, sig and 95% confidence intervals) were presented. According to the table above, we can say there is no significant difference between the mean score of corporate entrepreneurship of chief and presidents but, there is significant difference between the mean score of corporate entrepreneurship of presidents, officials and employees. There is significant difference between mean score of corporate entrepreneurship of assistants and officials and employees. There is no significant difference between the mean score of corporate entrepreneurship of officials and employees.

**The second hypothesis:** There is a significant relationship between entrepreneurship and job satisfaction.

In the table 12, the Pearson correlation coefficient, significance level and data have been shown. According to table 11, we can

say since the significance level is less than 0.05, and then there is a significant relationship between corporate entrepreneurship and job satisfaction between Sepah banks' employees in Golestan province. It should be noted that this relationship is significant at the 0.01 of significance level. Since the correlation coefficient is positive, we can say that there is a direct relationship between corporate entrepreneurship and job satisfaction, it means that with increasing corporate entrepreneurship, job satisfaction will also increase. Random sampling is one of the sampling ways. Random sampling method is way to select a part or the whole of society, so that all samples have equal probability of being selected. In this research random sampling is used.

**Data Analysis:** As regards this research is a non-experimental (non-laboratory) study.

**Table-10**  
**Multiple Comparisons of mean corporate entrepreneurship among job categories**

	(I) job category	(J) job category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval			
						Lower Bound	Upper Bound		
Tukey HSD	dimension2	Chief	dimension3	Assistant director	1.317	3.233	.977	-7.07	9.70
			dimension3	Answerable	9.250*	3.010	.013	1.44	17.06
			dimension3	Employee	7.835*	2.740	.024	.73	14.94
		Assistant director	dimension3	Chief	-1.317	3.233	.977	-9.70	7.07
			dimension3	Answerable	7.933*	2.564	.012	1.28	14.58
			dimension3	Employee	6.518*	2.240	.021	.71	12.33
	Answerable	dimension3	Chief	-9.250*	3.010	.013	-17.06	-1.44	
			Assistant director	-7.933*	2.564	.012	-14.58	-1.28	
			Employee	-1.415	1.904	.879	-6.35	3.52	
	Employee	dimension3	Chief	-7.835*	2.740	.024	-14.94	-.73	
			Assistant director	-6.518*	2.240	.021	-12.33	-.71	
			Answerable	1.415	1.904	.879	-3.52	6.35	

\*. The mean difference is significant at the 0.05 level.

**Table-11**  
**Summary of results of multiple comparisons of corporate entrepreneurship among job categories**

Result	Result	Low and high limit	Job	No.
There is no significant difference between Vice President and boss entrepreneurs.	$\mu_1 - \mu_2 = 0 \rightarrow \mu_1 = \mu_2$	Lower Bound=-7.07 Upper Bound=9.70	Boss - ASSISTANT	1
Entrepreneurs of bosses are more than assistance.	$\mu_1 - \mu_2 > 0 \rightarrow \mu_1 > \mu_2$	Lower Bound=1.44 Upper Bound=17.06	Boss - Responsible	2
Entrepreneurs of bosses are more than assistance.	$\mu_1 - \mu_2 > 0 \rightarrow \mu_1 > \mu_2$	Lower Bound=0.73 Upper Bound=14.94	Boss - Client	3
Entrepreneurs of assistant are more than responsible.	$\mu_1 - \mu_2 = 0 \rightarrow \mu_1 = \mu_2$	Lower Bound=1.28 Upper Bound=14.58	ASSISTANT-Responsible	4
Entrepreneurs of assistant are more than client.	$\mu_1 - \mu_2 > 0 \rightarrow \mu_1 > \mu_2$	Lower Bound=0.71 Upper Bound=12.33	ASSISTANT - Client	5
There is no significant difference between Responsible and Client entrepreneurs.	$\mu_1 - \mu_2 > 0 \rightarrow \mu_1 > \mu_2$	Lower Bound=-6.35 Upper Bound=3.52	Responsible - Client	6

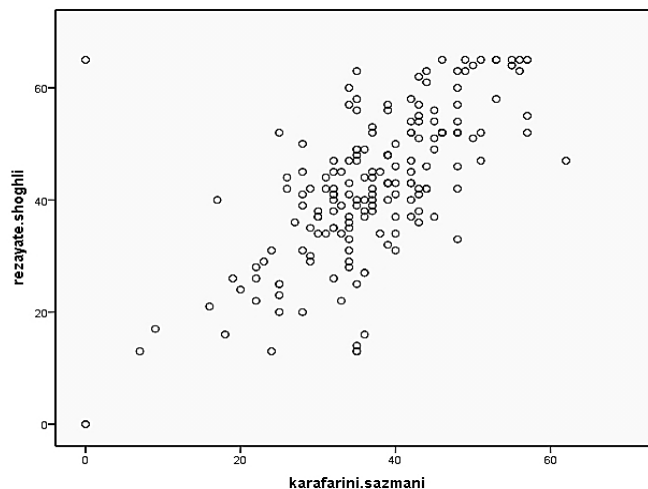
**Table-12**

**Test the correlation between entrepreneurship and job satisfaction**

Correlations

		Rezayate shoghli	Karafarini sazmani
Rezayate shoghli	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	182	182
Karafarini sazmani	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	182	182

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



**Conclusion**

The aim of present study was survey of corporate entrepreneurship and its relationship with job satisfaction in Sepah bank's branches in Golestan province. In this thesis, two hypotheses and a question were raised; in first hypothesis this point was addressed to the fact that at least the average corporate entrepreneurship in two categories are not the same. The studies conducted in accept or reject the hypothesis and the following results were obtained: i. There is no significant difference between the corporate entrepreneurship's average scores of presidents and chiefs but, there is significant difference between the entrepreneurship average of presidents, officers and employees. ii. There is significant difference between the corporate entrepreneurship average of chiefs, officers and employees. iii. There is no significant difference between the corporate entrepreneurship average of officers and employees.

According to the importance of corporate entrepreneurship thread in today's organizations as well as its role in revenue, job satisfaction, organizational commitment and other variables affecting organizational activities, it should be noted that institutionalization of corporate entrepreneurship in today's organizations is essential and every day this process takes more and more prominent and serious role therefore, due to this important matter, the following suggestions in order to increase corporate entrepreneurship process in Sepah bank's branches in Golestan province are recommended: providing requirements for employees for teaming up to do their job and gain experience of being in group, giving feedback to employees from other entrepreneurs ideas, familiarizing staff with the concepts like creativity, innovation and opportunity, spending more time to turn employees' ideas into a business opportunity, following the ideas that have been proposed and are potential, allocating part of budget to new risky activities, familiarizing

with successful entrepreneurs in various fields, clarifying organizational goals, assigning special roles to staff, rewarding employees against their help to organization due to create satisfaction and giving feedbacks to employees.

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