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OBJECTIVES

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THE EFFECT OF INTRAPRENEURSHIP ON JOB SATISFACTION: A SECTORIAL RESEARCH**YAVUZ TANSOY YILDIRIM****ASST. PROFESSOR****DEPARTMENT OF BUSINESS MANAGEMENT****BANDIRMA VOCATIONAL HIGH SCHOOL****BALIKESIR UNIVERSITY****BANDIRMA****YENER PAZARCIK****ASST. PROFESSOR****DEPARTMENT OF INTERNATIONAL TRADE & LOGISTIC****BIGA SCHOOL OF APPLIED DISCIPLINES****CANAKKALE ONSEKIZ MART UNIVERSITY****BIGA****ABSTRACT**

In this study, it is intended to put forward the relationship between intrapreneurship, which comes into forefront as a vital element for development of businesses and their competitiveness by originating from the phenomenon of entrepreneurship, and job satisfaction, which is an important area of organizational behavior and whose relation with the above mentioned term was also reflected to the literature and researches, through a research. In this regard, a questionnaire form with 29 questions was created through questions, which were taken from questionnaire, whose validity and reliability are ensured to measure intrapreneurship and job satisfaction, and this created new form was applied to businesses that operate in the furniture sector in the district Inegol of the province Bursa in Turkey. As a result of a survey work, which was performed on 337 people, it was concluded that among factors such as proactive behavior, innovation, differentiation and organizational renewal, which are described as dimensions of intrapreneurship in the research, the factors of proactive behavior and organizational renewal positively and significantly contribute to job satisfaction.

KEYWORDS

Enterprise, Entrepreneurship, Intrapreneurship, Job Satisfaction

JEL CLASSIFICATION

M10, M12, M14

1. INTRODUCTION

The ecosystem – whether it is called globalization, competition or capitalism – in which each individual and beyond that every organization have to live, welcomes each day with completely different rules for the contemporary business world and the factor that is called competition makes itself felt more strongly each day in this environment. If internationalization is a primary objective for every business, which aspires to expand domestic growth to other geographies, re-addressing all processes without any gaps within an organization has become a necessity and rule in order to be able to strategically fulfill competition, which has to be felt in every type and in every size, and to survive in a quality way. The issue of being an entrepreneur or generating entrepreneurship for not waiting for changes and being able to influence and even initiate processes due to increasing competition and constantly changing rules of the game is about to become one of the most prioritized topics in the contemporary business world. Bringing entrepreneurship to forefront as the most important factor that creates wealth, development, advancement and investment accumulation particularly regarding the subject of creativity is referred to as the most important guideline for success for the future business world.

The concepts entrepreneur and entrepreneurship draw attention as an area of management that researches and practitioners have considerably dwelt upon. An entrepreneur is the one that plays an active role in materialization of production by means of combining natural, monetary and manpower factors, which possess passive characteristics with regard to participating in production (Baransel, 1979: 44). The origin of this concept derives from 'entreprendre', which is a French word and which means to undertake (Koa, 1989: 90; Lordkinapidze, Brezet & Backman, 2005: 788). Put it more generally, an entrepreneur can be described as a person, who takes risks and produces something new (Shaw & Darroch, 2004: 328). Livesay (1982: 8) defines entrepreneur as a person, who creates innovation by putting into practice activities that will increase and strengthen economic development (cited by Danis & Shipilov, 2002: 69). For instance, while a business owner, founder or investor, who has brought any innovation to business production, is an entrepreneur, any employee of an organization, who puts forward an innovative idea or finds and unearths different resources, is also regarded as an entrepreneur (Gartner, Kelly, Gatewood & Katz, 1994: 6).

Entrepreneurship is the process of employing communicational and managerial skills by means of activating all present human, financial and other material resources in order to put into practice a project, management of risks to be taken for opportunities and an initiative to create value by way of seizing opportunities on an issue that remains outside of the relevant field of business or area of interest (Kao, 1989: 91; Morris, 1998: 2).

As stated in the above definition, the ability to employ communicational and managerial skills has an extremely important place within the subject of entrepreneurship. For this reason, Joseph Schumpeter advocated that the key to all-around growth is in the hands of visionary leaders, who have the ability to use these skills; he emphasized leaders' abilities to discover and to be innovative and laid a great emphasis on the fact that the ability to embrace risks is by itself not a sufficient characteristic to define entrepreneurship and a businessman, who is not innovative, cannot assume the title of entrepreneur (Dincer, 1998: 79; Alada, 2001: 48).

According to Schumpeter, the main factor that creates economic transformation is innovation. Schumpeter describes innovation as changes in supply methods of goods. For instance, creating new organization types such as releasing new products into the market, opening new markets, finding new raw material and semi-processed product sources and production methods, creating a new monopoly and removing a present monopoly are also be regarded as "innovation". Entrepreneur becomes the person, who forms these compounds and brings innovation to production (Sarvan et al., 2003:83).

The concept of entrepreneur was used by Richard Cantillon, who was originally Irish and was a banker in Paris, in economic terms in the 18th century and then, this concept was introduced by Frank Knight to the American literature. Knight's definition of entrepreneurship consists of elements such as ambiguity, risk and main structure. Knight attempted to explain entrepreneurship with the statement that "conducting business and fulfilling daily activities with an ambiguous future have become the second real meaning of life. The main problem is to decide what to do how" (Philipsen, 1998: 4). With Schumpeter in the 20th century, the term entrepreneurship began to appear in the fields of sociology, psychology, economic theory and economic anthropology by going beyond the field of economy (Kent, 1984: 2; TUSIAD, 2002: 33; Lordkinapidze et al. 2005:788).

The first economist, who referred to the concept of entrepreneurship as the fourth factor of production, was J.B. Say (www.euowardsturkiye.com). J.B. Say related the subject of 'value', which Adam Smith connected to the labor factor, with benefit. Unlike Smith, Say put forth the thesis that every kind of activity, which produces goods and services that are intended to fulfill any need, is an 'enterprise'. The only measure of this statement is the existence of a demand towards goods or services. If there is a demand for a product, responding to this demand is an enterprise. According to Say, in this case, soldiers, judges, teachers – in short, everybody, who works, can contribute to fulfilling needs and creating wealth and also achieve an enterprise (Theme Larousse, 1993: 415). This is the point where Say's thoughts overlap with the concept entrepreneur. However, the modern entrepreneurship research is regarded to have started with Joseph Schumpeter's studies. Schumpeter provided important contributions for including the concept of entrepreneurship into the economic theory with his work *The Theory of Economic Development*, which was published in 1912 (Alada, 2001: 48-52). Schumpeter argued that the main source for economic development is new products, new production methods and entrepreneurs, who stimulate economic activities and reveal other innovations. Schumpeter defined entrepreneurship as a destructive process of "creative destruction", in which entrepreneur constantly changes the present products or production methods with new ones or destroys them (Kaya, 2001: 543). Schumpeter regarded the process of creative destruction as the "foundational reality" of capitalism as an action to constantly destroy the old and create the new (Carayannis, Popescu, Sipp & McDonald, 2005:2).

In addition, McClelland and Hagen analyzed interactions between society, personality and economic transformations by starting from the importance of analyzing and defining psychological factors, which produce entrepreneurial identity. They regarded entrepreneurship as a creative activity, defined the personality, which will accomplish this, as creative and said that this type of person feels the need to succeed greatly. It was also argued by authors that creative personality also brings along innovation (Sarvan, Arici, Ozen, Ozdemir & Icigen, 2003, pp. 83-84).

According to Peter F. Drucker, the main component of a successful enterprise is skilled people and skilled leaders (Byrne, 2005: 118). According to Drucker, entrepreneurship requires executing some practices and policies both inside an organization and in the market (Drucker, 1995: 130).

While explaining the phenomena of entrepreneurship and entrepreneur, it does not escape attention that particularly, Schumpeter and Drucker carried the topics enterprise or entrepreneur beyond the action of "setting up new business" and they also acknowledged it as policies of practice that should be conducted in a business. Particularly, Schumpeter's statements that evoke intra-organizational entrepreneurship in the form of "innovation" and "creative innovation" (Akdogan & Cingoz, 2006: 50) and Drucker's acknowledgement of people, who put forward an innovative idea or set up a business and reveal different resources in an established business for that business, as 'entrepreneurs' uncover another entrepreneurship-based concept: Intrapreneurship.

2. CONCEPTUAL FRAMEWORK

The literature regarding concepts of intrapreneurship, which is used to refer to an entrepreneurial spirit, activities and policies in an established business management activity, and job satisfaction of employees, which is considered as one of the most significant elements of organizational behavior in businesses, will be utilized in the study. Furthermore, examples and studies, which are present in the current literature, regarding the relationship between these two concepts, variables will be provided for the purpose of constructing the theoretical foundations of this research.

2.1. The Concept of Intrapreneurship

The concept of intrapreneurship has in our age become a subject that attracts attention of executives at every level in businesses at every scale. Acknowledgement of organizational development as an important factor has come to the fore both in business and in academic levels particularly in the last thirty years. Researchers have discovered the importance of entrepreneurship and innovativeness, creativeness and creating new job fields within the existing organizations since the beginning of 1980s until today. Because, entrepreneurship started to be perceived beyond being a new idea and subsequently, beyond the point of putting this idea into practice as business, and the issue of intrapreneurship became a topic to be interested for its importance in business performance and revitalizing a business (Menzel, Aaltio & Ulijn, 2007: p. 733).

The phenomenon of intrapreneurship was attempted to be explained and referred with many names such as intrapreneur, corporate entrepreneurship, intra-corporate entrepreneurship and corporate investment (Parker, 2011: 20). In its most widespread expression, intrapreneurship is entrepreneurship that is fulfilled within an existing and established organization (Antoncic, 2007: 310). In the context of this definition, an endeavor to create economic value and revealing new opportunities within an established organization can be described as materializing a new enterprise (Parker, 2011: 29). In another definition, intrapreneurship can also be defined as the process in which individuals pursue opportunities depending upon resources under organizational control, do something new or create an entrepreneurship spirit within organization (Antoncic, 2007: 310). According to Abraham, intrapreneurship or organizational entrepreneurship is the result of teams, which are created by employees to develop new products and new technologies, and their activities (Abraham, 1997: 179).

In short, intrapreneurship intends to mobilize and revitalize an existing organization through taking risks, innovation-active competitive behaviors and sales, to revamp organizational main theme and transform an organization with entrepreneurial activities that lead to creation of a new enterprise within an existing organization (Onay, 2010: 49). Thus, intrapreneurship can be regarded as an element that can provide a competitive advantage to a business in existing markets or for entry to new markets (Zahra & Garvis, 2000: 472).

Having addressed the literature related to intrapreneurship, it is seen that dimensions of this concept is generally shaped around two approaches. The first of these approaches is the approach of "entrepreneurial tendency". Pioneers of this approach can be considered Miller and Friesen (1983) with dimensions such as developing new products, risk-taking and acting proactively, Covin and Slein (1991) with risk-taking, innovativeness and acting proactively, Lumpkin and Dess (1996) with autonomy, competitive initiative, innovativeness and proactivity, Knight (1997) with innovativeness and proactivity and Morris and Kuratko (2002) with innovativeness, risk-taking and proactivity (Onay & Cavusoglu, 2010: 49-50). Antoncic and Hisrich (2003) categorized intrapreneurship with seven dimensions. These dimensions, which were created by these researchers, are as follows:

- Being innovative (developing new products),
- Taking risks,
- Pro-activity,
- Autonomy,
- Launching new enterprise,
- Self-renewal
- Organizational renewal.

Pioneers of the second approach, in which intrapreneurship dimensions exist, are called intrapreneurship as internal corporate entrepreneurship. As pioneers of this trend, Zahra (1991, 1993 and 1995) identified the relationship between anticipated financial outputs of corporate entrepreneurship and performance; Guth and Ginsberg (1990) identified factors related to corporate entrepreneurship; Stopford and Baden-Fuller (1994) identified the way to create corporate entrepreneurship (Onay, 2010: 20) and lastly, Icerli et al. (2011: 180-181) conducted researches on examining intrapreneurship in SMEs and identified the dimensions of intrapreneurship as innovation, differentiation, proactive behavior and organizational renewal tendency in general. So, many researchers put forward the dimensions of intrapreneurship with designs, which are mostly similar to each other, and put the concept as a subject in their studies and researches.

2.2. The Concept of Job Satisfaction

In general, job satisfaction is acknowledged as one of the most studied and important topics in the field of organizational behavior (Adonisi, 2003: 19; Dikici, 2005: 45). Its reason is that performing studies on job satisfaction in organizational studies is regarded important in two aspects. The first reason why job satisfaction is a studied topic is that job satisfaction has a pivotal role for many theories and models that explain employee attitudes and behaviors. For this reason, it is an ordinary situation that many researchers have conducted studies directly or indirectly related to the subject. The second reason, which makes this field popular, is that researches on job satisfaction have practical applications regarding development of activities in organizations and lives of individuals. It is known that resulting outcomes of a topic, an effort, a rule or law should provide solutions to problems in daily life for them to be accepted. Due to the fact

that the field of job satisfaction has a characteristic that provides practical solutions to business and social life in this regard, it was positioned as an important topic in terms of researchers, practitioners or the ones, who are affected by it (Dikili & Bayraktaroglu, 2013: 209-210).

The term satisfaction has the meaning of ensuring fulfillment of a desired thing and being satisfied. The term can be explained as a situation of happiness resulting from fulfillment of needs. The feeling of being satisfied is a situation that is only felt by respective individual. Job satisfaction assumes a crucial role for ensuring individuals to achieve inner peace (Iskan & Timuroglu, 2007: 124).

Job satisfaction is described as emotional reactions of employees towards their roles in their jobs and positive reactions of an individual to his/her job is defined as job satisfaction and the exact opposite is defined as job dissatisfaction (Kok, 2006: 293). Locke explained job satisfaction as a positive feeling or a job obtained as a result of a person's evaluation of his/her job or job experience (Locke, 1976: 1300). Furthermore, when job satisfaction is the case, material gains that are earned from a job as well as colleagues, with whom an employee enjoys to work, and happiness gained by creating a work come to mind. Harmony between objectives, which individuals aspire to materialize, and organizational objectives and comparing rewards that are expected by individuals from their job and the actual rewards that they've gotten are the topics that are closely related with job satisfaction (Iskan & Timuroglu, 2009: 124).

A person, who cannot obtain job satisfaction and is not happy from the job that he/she does, struggles to achieve psychological maturity and this situation might reduce a person's performance in business and social life. Also, an employee, who could not achieve job satisfaction, can even sabotage his/her own work and thus, can get to a point where he/she wants to quit the job. As it can be seen, job dissatisfaction is beyond what only an individual experiences deep down. Results of this situation, which reflect to organization, might manifest itself in the forms of an employee's unwillingness to go to work, leaving the job, feeling him/herself insufficient, being unable to work with his/her colleagues in a coordinated way, making constantly repeated mistakes and misjudgment in decisions taken (Bozkurt & Bozkurt, 2008: 3).

As in every social phenomenon, job satisfaction consists of some elements and variables that form itself. In this regard, the phenomenon of job satisfaction is also mentioned with various factors that are stated by many authors and researchers in the literature. Smith, Kendall and Hulin (1969) stated that job satisfaction has five primary dimensions (Adonisi, 2003: 19):

- The job itself
- Pay
- Promotional opportunities
- Supervisor
- Co-workers

Locke created typical dimensions of job satisfaction as follows (1976: 1302):

- Work: includes inner interests, learning opportunities, challenges, chance to succeed and control of working tempo
- Pay: Its amount, fairness, equality and method of payment
- Promotions: principles and equal opportunities
- Recognition: praise stemming from success, pledging to do the job, criticisms
- Benefits: retirement, health, annual leave and holiday bonuses
- Working Conditions: working-break hours, equipment, room temperature, air conditioning, humidity, workplace position, physical order
- Supervision: Style and effect of supervision, technical knowledge, his/her relationships with people, managerial skills
- Co-workers: Competition, altruism, friendship
- Company and Management: Employees' concerns on payments, business policies and etc.

The most important quality of job satisfaction is that albeit it is concrete as much as possible due to its reflections, it is in fact an emotional concept. Due to the fact that it is related to an individual and it is something that is experienced by a person deep down, the most important thing for a supervisor to do is to help employees to reach an optimum level of satisfaction and prepare an appropriate environment. Thus, satisfaction that is provided by a workplace for its employees also varies according to the job quality in that workplace and how it is perceived and accepted by employees (Karcioglu, Timuroglu & Cinar, 2009: 61).

Job satisfaction emerges as a result of attitudes that an individual feels towards his/her job. In addition to the above mentioned classification by Smith, Kendall and Hulin in relation with these attitudes, the following factors can also be given as factors that influence job satisfaction (Orucu, Yumusak & Bozkir, 2006: 41-42).

Organizational Factors: Salary, promotional opportunities, nature and quality of the job performed, policy and procedures of organizations

Group Factors: Job satisfaction of individuals within working groups can also be affected by attitudes and behaviors of supervisors and co-workers. Management styles can directly reflect to employees.

Individual Factors: Individual needs and expectations can also influence job satisfaction. If an individual has a career expectation within an organization and he/she achieves this objective, an increase will be observed in the level of job satisfaction.

Cultural Factors: Beliefs, values and attitudes of an individual that affect job satisfaction. For instance, if a person has the belief that he/she will have a career in his/her job and he/she cannot realize it, then job dissatisfaction would occur.

Environmental Factors: All factors that are related to economy, society and state that develop around an individual and affect him/her. Reflection of negativities in private life to business life in a negative way can be given as an example.

A generally accepted approach in the literature is that job satisfaction is basically divided into two forms as intrinsic and extrinsic job satisfaction (McCormick and Ilgen, 1985). Intrinsic job satisfaction is related to central or inner aspects of jobs that individuals do. Factors such as co-workers, supervision, the job itself and obligation can be given as an example. Extrinsic job satisfaction is related to external elements regarding job-related duties. Salary, payments and promotion can be given as examples for extrinsic job satisfaction (Dikili and Bayraktaroglu, 2013: 210-211).

3. THEORETICAL FRAMEWORK: RELATIONSHIP BETWEEN INTRAPRENEURSHIP AND JOB SATISFACTION

When job satisfaction becomes a topic that is frequently studied and covered by researchers in the field of organizational behavior, this topic's relationship with many variables have been wondered and many researches, which try to understand these relationships, have been designed. Relation of job satisfaction with many organizational behavior topics has been addressed in these researches: such as motivation, organizational citizenship behavior, morale, personality and etc. Crucial and significant correlations were detected between job satisfaction and other variables in these studies (Ozdevecioglu, 2003: 696). A small portion of these numerous studies is as follows: Relationship between quality management and job satisfaction (Orucu et al., 2006); Relationship between organizational flexibility, market tendency and job satisfaction (Adonisi, 2003); Relationship between organizational culture and job satisfaction (Iskan & Timuroglu, 2007); Relationship between life satisfaction and job satisfaction (Ozdevecioglu, 2003: 693); Relationship between psychological contract and job satisfaction (Dikili & Bayraktaroglu, 2013); The impact of demographical variables on job satisfaction (Toker, 2007); The impact of organizational justice on job satisfaction (Cakar, 2009); The impact of intra-organizational factors on job satisfaction (Bozkurt & Bozkurt, 2008) or it is possible to come across researches that measure the impact of doing one's own business on job satisfaction (Bradley & Roberts, 2004) in the literature.

Besides, many researchers have taken the phenomenon of intrapreneurship as their subject in their research and conducted researches that relate intrapreneurship with different variables and factors. Providing brief information about these studies would be appropriate. Some of these studies can be summarized as follows: There are studies that address intrapreneurship together with many variables such as The impact of the phenomenon of intrapreneurship on the ability to be innovative (Kiziloglu an& Ibrahimoglu, 2013); Relationship between intrapreneurship and financial performance (Agca & Kandemir, 2008); Relationship between intrapreneurship and corporate performance (Zahra & Garvis, 2000; Caliskan, Akkoc & Turunc, 2011); Relationship between entrepreneurial tendency and organizational performance (Altuntas & Donmez, 2010); The impact of environmental factors on intrapreneurship (Naktiyok & Kok, 2006); Relationship between intrapreneurship and organizational culture (Ibrahimoglu & Ugurlu, 2013; Fis and Wasti, 2009); The impact of

learned organizational perception on intrapreneurship (Basim, Sesen & Meydan, 2009); The impact of intrapreneurship on the ability to be innovative (Kiziloglu & Ibrahimoglu, 2013); Examination of intrapreneurship in SMEs (Icerli, Yildirim & Demirel, 2011) and Investigating organizational factors that affect intrapreneurship (Akdogan & Cingoz, 2006).

Studies, which research the relationship between intrapreneurship and job satisfaction that is also the aim of this study, are also encountered in the literature. In this section of our study, examples from conducted studies, whose findings were presented, will be provided to support the constructed hypotheses with literature. Some of these studies can be summarized in the following way: Antoncic and Antoncic (2011: 598) covered the relationship between employee satisfaction, intrapreneurship and company size in their study. According to their study findings, it was detected there is a positive relationship between employee satisfaction and intrapreneurship and also, employee satisfaction positively influences company growth through intrapreneurship. Akerhurs, Comeche and Galindo (2009: 277) addressed the relationship between job satisfaction and internal entrepreneurship in their study, and they determined in their research conducted on Spanish firms that the variable of job satisfaction directly and positively affects internal entrepreneurship. Meydan (2011: 25) concluded in his study conducted on organizations, which operate in public sector, in order to measure the effect of job satisfaction on intra-organizational entrepreneurship that job satisfaction has a significant and positive relationship with behaviors of intrapreneurship. Gurbuz, Pekmezci and Mert (2010: 127) detected that organizational factors affect intrapreneurship behaviors of personnel and reached the finding that job satisfaction has a partially mediation role on the relationship between organizational factors and intrapreneurship behaviors as a result of their study titled 'The effect of organizational factors on intrapreneurship'. Lastly, Wyk and Adonisi (2008: 398) put forward as a result of their study titled 'The role of entrepreneurial characteristics in predicting job satisfaction' that intrinsic job satisfaction has a positive and significant relationship with intrapreneurship. Other than that, there are still many studies, which put forward that there is a significant relationship between intrapreneurship and job satisfaction (Katz, 1993: Rutherford & Holt, 2007; Weaver & Franz, 1992). As can be seen from literature review, there are many studies on relationship between intrapreneurship and job satisfaction, which constitutes the foundation of this study as well. In this section of the study, the research hypotheses are constructed by basing them on relationships, whose examples can be seen above. However, before moving on to this stage, providing information about variables, which are used in our research, would be appropriate. The independent variable of intrapreneurship consists of four sub-dimensions in the research. These dimensions and their connections to intrapreneurship due to their content are as follows (Icerli et al., 2011: 180-181):

Pro-active Behavior: is to be able to be a pioneer in a fashion that will respond to possible demands faster and before than rivals do by anticipating prospective demands of environment in order to adapt to rapidly developing environmental conditions and to move one step ahead. By nature, intrapreneurship has the impulse to act necessarily to utilize possible opportunities. In this respect, proactivity is related to organizations presenting technological management techniques, goods and services in the main areas of activity before than their rivals for their desire and efforts to be a leader in market.

Innovation: refers to inclination of a business or an organization to endorse new ideas and efforts that can create new goods, services or technologies and also, refers to development and transformation of the existing products and technologies. Intrapreneurship is described as "the process of developing new products and markets" in order to be able to make the relationship between innovation and intrapreneurship more apparent.

Differentiation: refers to differentiation of organizations by avoiding to exhibit similar characteristics with their rivals in managerial, production as well as marketing areas in order to gain competitive advantage and move one step ahead of their rivals in addition to being able to adapt to changes in their environment.

Organizational Renewal: Organizational structure and processes should be renewed by perceiving opportunities and threats well in order to be able to swiftly respond to changing environmental conditions and to be a leader in transformation. It is to renew organizations through updating the primary skills and key ideas on which businesses or organizations were built.

HYPOTHESES, which were tested at the end of research process of the study, are constructed with their contents, which are also supported by the literature, as follows:

H: Statistically, the increasing of intrapreneurship behaviors lead increasing employee's job satisfaction significantly.

H1: Statistically, the increasing of pro-active behavior leads increasing employee's job satisfaction significantly.

H2: Statistically, the increasing of inovative behavior leads increasing employee's job satisfaction significantly.

H3: Statistically, the increasing of differentiation behavior leads increasing employee's job satisfaction significantly.

H4: Statistically, the increasing of organizational renewal behavior leads increasing employee's job satisfaction significantly.

Hypotheses, which were created to explain the relationship between variables in line with the study objective in this research, are as stated above.

4. METHODOLOGY

In this section, Research Objective, sample, data, collection instrument, reliability and validity and findings are presented.

4.1. Research Objective

Originating from the fact that importance of the phenomenon of intrapreneurship and its impact on the present competitive conditions have gradually increased, the primary objective of the study is to determine how intrapreneurship behaviors in small and medium-scale businesses affect job satisfaction of employees within the context of research limitations and hypotheses

4.2. Sample

In this research, in which it is intended to measure the relationship between the dependent job satisfaction and the independent intrapreneurship variables, employees, who work in small and medium-scale furniture producers in the district Inegol of the province Bursa. Bursa is a brand city and the most important center of Turkey in terms of furniture production, marketing and innovation, constitute the study sample. The method of convenience sampling was selected to determine the research sample.

4.3. Data Collection Instrument

In this study, in which the effect of intrapreneurship on job satisfaction has been researched, a questionnaire of 29 questions was applied to 337 people, who work in businesses that operate in the furniture sector in the district Inegol of the province Bursa. The job satisfaction scale, which consists of 9 statements and was developed by Hackman and Oldham (1974), was used in the first section of questionnaire form applied in the study for measuring job satisfaction. In the second section, 14 statements were mainly used regarding factors that are stated in the study of Icerli, Yildirim and Demirel (2011) to measure intrapreneurship. The level of participation by survey respondents to these statements were measured with the 5-point Likert scale in the form of (1) Not representative at all, (2) Slightly representative, (3) Partially representative, (4) Mostly representative and (5) Completely representative.

4.4. Reliability and Validity

First of all, it was considered to apply factor analysis on the intrapreneurship scale to determine intrapreneurship dimensions in the study. As reported in Table 1, Kaiser-Meyer-Olkin (KMO) measure of adequacy and Bartlett's test results show that the data structure is suitable for conducting factor analysis. As a result of factor analysis, 4 dimensions pertaining to intrapreneurship, and variances and reliability measures belonging to the respective dimensions are presented in Table 1. Results point to construct validity in the study. Besides, reliability value pertaining to the whole intrapreneurship scale also demonstrates that the scale is reliable. Reliability coefficient pertaining to the job satisfaction scale was also estimated as 0.861 and it proved that the job satisfaction scale is also reliable.

4.5. Findings

It is possible to see demographical properties pertaining to the sample, on which the survey method that was used in the research was applied, in Table 1 below. No test was conducted regarding demographical elements related to variables in the study. The table, which is related to demographical properties, was provided in the study in order to give information on the sample.

TABLE 1: DEMOGRAPHIC STATISTICS

Demographic Factors	Frequency	Percentage (%)
Gender		
Male	256	71.5
Female	81	28.1
Title		
General Manager	62	21.5
Assistant General Manager	18	6.3
Director	57	19.8
Chef	84	29.2
Officer-Worker	54	18.8
Other	12	4.2
Age		
Less than 30	107	37.2
Between 30-45 arası	118	41
Greater than 45	62	21.5
Education		
Primary Education	86	29.9
High School	141	49
University	49	17
Graduate	11	3.8
Duration of work life		
Less than 5 years	68	23.6
Between 5-10 years	119	41.3
Greater than 10 years	100	34.7
Hierarchy Level		
Lower	89	30.9
Mid	151	52.4
Upper	47	16.3

TABLE 2: RESULTS OF FACTOR ANALYSIS

Factor	Items	KMO	Factor Loadings	Explained Variance (%)	Reliability Coefficient
Factor1: Proactive behavior	Created new demands for company products.	0.747	0.865	21.050	0.854
	Company mission are often revised.	0.768	0.887		
	To compete with competitors idea is dominant.	0.808	0.744		
	Risky projects are implemented.	0.766	0.703		
	Strategic activities are preferred.	0.804	0.651		
	Managers make decision by acting brave.	0.856	0.602		
Factor2: Innovation	Resources are generated for innovation.	0.832	0.899	20.378	0.869
	Company receives new jobs from other industries.	0.808	0.827		
	Employees are trained to innovation.	0.806	0.792		
Factor3: Differentiation	The differentiation of products is much.	0.833	0.691	18.230	0.750
	Company is tried to be ahead of innovation.	0.808	0.669		
Factor4: Organizational renewal	To use untested methods is excessively.	0.740	0.889	17.353	0.840
	Company often redefines industries which to be in business relationship.	0.748	0.857		
	Company often organizes its departments.	0.792	0.802		
	KMO				0.797
	Total Explained Variance (%)				77.011
	Reliability Coefficient				0.861

Four factors, which were generated according to factor analysis results presented in Table 2, are the factors of proactive behavior, innovation, differentiation and organizational renewal, and factor scores were recorded via regression method to be used in the following analyses. On the other hand, arithmetic mean of items on the job satisfaction scale was taken to generate scores for job satisfaction as well and the newly created variable was saved as SATISFACTION. Afterwards, regression analysis was performed to determine the relationship between job satisfaction and intrapreneurship and to test the study hypotheses. As SATISFACTION was the dependent variable in analysis, independent variables were specified as factors pertaining to the level of intrapreneurship. First of all, four factors were also included in the model and results were obtained. These results are reported in Table 3. Model diagnosis tests in this firstly created model demonstrate that the model does not have multilinearity and auto-correlation problems. Also, F-test emphasizes that the model is significant as a whole. Coefficients of innovation and differentiation factors are shown statistically insignificant and these factors were excluded from the model. However, having examined coefficients belonging to variables, it was observed that coefficients pertaining to the innovation factor and the differentiation factor were statistically insignificant and they were omitted from the model. In this case, a new regression model regarding two independent variables was estimated and again, results are presented in Table 3. Having examined diagnosis tests related to the newly created model, variance inflation factor (VIF) values display that there is no multilinearity problem and Durbin-Watson test statistic displays that there is also no auto-correlation problem. According to F-test, the model is significant as a whole. Having examined coefficients pertaining to variables, it has been observed that both coefficients for the proactive behavior factor and the organizational renewal factor are positively significant at a level of 1% statistically. So, this puts forward that the factors proactive behavior and organizational renewal positively and significantly contribute to job satisfaction. Innovation and differentiation variables that regarded of intrapreneurship dimensions have no significant effect on the dependent variable which is job satisfaction result is remarkable in this research. The results which similarly have been observed in other studies are more important to a point (Meydan. 2011: 32).

TABLE 3: RESULTS OF REGRESSION ANALYSIS

Dependent Variable	SATISFACTION		SATISFACTION	
	Coefficient	VIF	Coefficient	VIF
CONSTANT	2.068		1.922*	
Proactive behavior	0.263*	1.198	0.238*	1.051
Innovation	-0.049	1.691	-	-
Differentiation	-0.033	2.100	-	-
Organizational renewal	0.272*	1.507	0.251*	1.051
Adjusted R square	0.216		0.215	
Durbin -Watson	1.910		1.905	
F-Statistics	20.724*		40.289*	

5. CONCLUSION AND DISCUSSION

In the conclusion and discussion part, dependent and independent variables by which the study was designed, evaluations regarding the conclusions obtained with regard to dimensions and comparisons with conclusions of other similar researches are presented.

Looking at the conclusions on the relationship between intrapreneurship dimensions and job satisfaction, findings that were obtained from the sample population, which was included in the research, put forward that there is a statistically significant relationship between job satisfaction and some of the dimensions that represent intrapreneurship. The relationship between intrapreneurship and job satisfaction has conducted in many studies (Akerhurs, Comeche & Galindo, 2009; Meydan, 2011).

Upon correlation analysis, a statistically significant relationship between the dimensions of proactive behavior and organizational renewal that represent intrapreneurship and the dependent variable of job satisfaction was detected in the study. Meydan (2011: 32) obtained a similar outcome in his study and only found a relationship between job satisfaction and the dimension of proactivity among the dimensions of intrapreneurship (Self-sufficiency, Innovativeness, Taking Risks and Proactivity). The finding that was obtained in our study demonstrated that an organization having more proactive behaviors increases job satisfaction of employees upon regression analysis. The outcome that an organization being proactive, being able to anticipate the future and prone to change, fulfilling and even re-designing environmental transformation rather than waiting can provide higher fulfilment in job satisfaction of employees, who work in that organization was also put forward by our study as a finding that is also repeated by the literature. In short, it can be said that proactive/foreseeing behaviors of an organization can create an outcome for employees to gain more satisfaction from the job they do.

In addition, another finding obtained with this research is that again, there is a positively and statistically significant relationship between organizational renewal and job satisfaction. Even though the dimension of organizational behavior entails being able to adapt to and comply with developments produced by environment, to change organizational culture, processes and etc., it is slightly beyond being reactive as a concept. As a matter of fact, while being reactive is complete opposite of acting proactively and it necessitates complete acceptance of developments in outside world as they are, organizational renewal is a set of behaviors that are one step ahead of adapting to environment. Because, this behavior also entails creating yourself from the scratch while showing adaptation. Thus, the finding that efforts of renewal, innovation, adaptation and achieving strategically right design in an organization positively affect job satisfaction verifies the respectively created hypothesis. With organizational renewal, it would be possible to fulfill desires, needs and job satisfaction of employees better and create a value in the eyes of employees as well.

Meydan (2011: 32) stated that he detected a statistically significant relationship between intrapreneurship and a dimension that he only defined as proactivity in his study that has been partially touched upon above. This result is partially compatible with findings of our research. Because, in our study, a statistically significant relationship could not be detected as a result of regression analysis that was conducted in order to establish the presumed relationship between job satisfaction and innovativeness, which is one of the dimensions addressed as a dimension of intrapreneurship. The fact that a relationship could not be determined between these two dimensions of intrapreneurship and job satisfaction is not an easily interpreted finding. In his study, Meydan (2011) correlated the situation, in which a relationship could not be detected between these variables and even results were relatively lower in tests for relationship assumed to appear in all of intrapreneurship dimensions, with existence of the research, which he executed, in public sector and with idiosyncratic culture and climate of public sector and its employees. However, conversely, our study was designed in private sector and again similar results, lack of relationship, were achieved. Detecting a slightly low relationship or no relationship between the same variables in two different researches was addressed as a situation that should be dwelt upon.

If we were to comment on variables for which a relationship was detected, having a similarity between being proactive and organizational renewal conceptually and contextually or the fact that employees might have perceived it in this way could be effective regarding detecting a relationship between these two variables and job satisfaction. Because, as a result of that behavior of being able to foresee, which we referred to as proactivity, positively affects job satisfaction as well as the variable that is identified as organizational renewal, an organization's acting in a compatible way with the content of these dimensions and its foreseeing behavior as well as its behavior to target change are possible to have helped employees to be satisfied from the job they do and to feel fulfilment. In addition, the result of the impact of processes, which are practiced in a business that focus on innovativeness and differentiation, on employees feeling job satisfaction or that it has a slight effect on it can also be addressed over these dimensions creating a challenging impact for employees with regard to organizational processes. Because, there are also studies which we can see the negative impact of some feelings on job satisfaction felt by employees (Brundin, Patzelt & Shepherd, 2006). It is possible that not being able to detect the impact of challenging processes of innovativeness on employees feeling satisfaction from the job they do would stem from employees perceiving these two phenomena as independent from each other. In the same way, the possibility of perceiving the practice of a competitive strategy in an organization regarding differentiations independent variables is quite high in terms of at least the study we conducted on employees and its design.

Lastly, it should be stated that foreseeing or being proactive has stand out as the most prioritized intrapreneurship dimension in terms of human resources in organizations. This is important with regard to obtaining a relationship in such dimension regardless of element in terms of the effected variable. In addition, it would be suitable to state that this study has numerous constraints. Due to reasons such as time and cost, this research was only conducted in the district Inegol of the province Bursa. Even though the district Inegol is one of the most important centers in terms of furniture sector in Turkey, other sectorial representatives and employees in provinces like Istanbul, Canakkale, Kayseri and etc. were not included in the study's sample population. However, albeit this constraint, 327 employees who work in furniture manufacturing plants of the district Inegol were included in this study. For future researches, it would be primarily beneficial to modify studies to a point that will be assumed to represent the country better by dimensionally developing the population, which will be covered as sample, while designing studies.

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