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## An Empirical Study on Intrapreneurship: In A Service Sector in Turkey

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### Abstract

Entrepreneurship is the concept used to describe the entrepreneurial orientation and activities inside existing organization and it is overemphasized management field in the recent years. As in all highly competitive sectors, entrepreneurship has begun to be seen as an important tool or method with the increasing competition as well as in the service sector.

Organizations have to take action proactively, to exhibit competitive aggressiveness, to take a risk and to be innovative in terms of product, market and technology in order to create a competitive edge, to maintain a competitive advantage and even to survive.

The aim of this study is evaluation the staff's attitude in the banking sector, to what extent the issue of entrepreneurship. In addition, investigate the entrepreneurship attitudes of staff in terms of demographic characteristics. In the study among the branches of the banks operating in Denizli, we have interviewed 7 of them and the survey reached a total of 60.

Results of research findings to demographic group's features are compared dimensions of entrepreneurship. Consequently, organizations are survived to compete with their well-trained entrepreneurship employees who have learning culture, and help organizations to use existing intellectual potential most effectively.

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### 1. Introduction

Entrepreneurship is an important element in organizational and economic development. The traditional culture is restrictive: follow instructions, no mistakes or failures, do not take initiative, stay within your own sandbox, and

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protect your routing. An entrepreneurial culture supports entrepreneurial spirit with emphasis on creating, experimenting, taking responsibility and ownership (Toftoy & Chatterjee, 2004).

Entrepreneurship, as a term, is not new. French economist Cantillon was first to use the term entrepreneur. In an 1976 Economist article by Norman Macrae and Ian Hamilton-Fazy mentioned entrepreneur concept; afterwards, In 1985 Gifford Pinchott coined the term entrepreneurship to describe entrepreneurial in the firm (Öktem et al, 2003). It can be important not only for large corporations but also for small and medium-sized enterprises.

## 2. Intrapreneurship Concept

Entrepreneurship is a global phenomenon. Companies need to evolve in order to thrive. New entry as the essential act of entrepreneurship is primarily a firm level. Considering the incredible progress in information and communication Technologies and the new globalized economic framework as a natural outcome; enterprises of our time are like the inhabitants of an island on which everything changes very rapidly (Gündoğdu, 2012). Entrepreneurship literature continues to flourish by expanding its inter disciplinary nature, ranging from anthropology, economics, education, finance, history, marketing, political science, psychology, sociology, and strategy. Entrepreneur and entrepreneur terms are derived from two uses of entrepreneur: independent and dependent, i.e. working in an existing organization. (Çetindamar& Fiş,2007).

A lot of research defined the terms such as intrapreneuring; corporate entrepreneurship, corporate venturing, and internal corporate entrepreneurship have been used to describe the phenomenon of entrepreneurship. Antoncic and Hisrich have defined entrepreneurship more broadly as “entrepreneurship within an existing organization.” (Antoncic&Hisrich, 2001; Bosma et al.,2010).

According to Pinchot’s view of defining intrapreneurs as the “dreamers who do”, and he/she, many large firms have engaged in changes in organizational structure such as flattening hierarchies and delegating authority to operating units. (Lumpkin & Dess, 1996).

Entrepreneurship is a concept linked to the entrepreneurial orientation of an organization (Toftoy&Chatterjee, 2004). Entrepreneurship is the spirit of entrepreneurship within an established organization. Entrepreneurs work within corporations to develop new products, increase innovation, and build employee morale (Anu L, 2007). Entrepreneurship represent the initiation and implementation of innovative systems and practices within an organization, by some of its staff under the supervision of a manager who takes the role of an entrepreneur, in order to improve the economical performance of the organization, by using a part of its resources, namely those that previously have not been used in an appropriate manner (Maier& Pop Zenovia, 2011).

Entrepreneurship’s dimensions are new ventures, new businesses, product/service innovativeness, process innovativeness, self-renewal, risk taking, pro-activeness, competitive (Antoncic & Hisrich, 2001; Öktem et al., 2003; Ağca & Kurt, 2007).

The service sector has increased drastically in importance over the last couple of decades. Service sectors are growing not only in terms of volume but also in sophistication and complexity (Önce, 2013). Each of elements this sector is banking services. The prestige is get as they offer their services to the masses. Like other services, banking services are also intangible. Entrepreneurship is importance in this sector too.

To improve their performance, organizations need to focus on continuous learning and use of knowledge, which can serve as a critical key to success for facilitating individual, team, and organizational learning leading to continuous improvement and innovation in business operations.

In a learning organization, learning of all its members is facilitated. It continuously transforms itself and encourages double loop learning, in which learning informs and changes organizational objectives and facilitates participative and innovative development with and between people and organizations commercially, technologically and socially. Entrepreneurship in order for organizational performance improvement, they have to try to become learning organizations (Alipour et al., 2011).

### 3. Methodology

Model of the research was a descriptive model. The purpose of this study is applicable to the banking sector, to what extent the issue of Entrepreneurship. In the study among the branches of the banks operating in Denizli, we have interviewed 7 of them and the survey reached a total of 60 staff. Results of research findings to demographic groups features are compared dimensions entrepreneurship.

The study was realized on 60 staff that accepted to participate. Using random sample method did the research. Data collected by using questionnaire form entrepreneurship scale by Atilhan Naktiyok (Naktiyok, 2004). Research tools are demographic questionnaire and entrepreneurship scale questionnaire. Measurement of the reliability coefficient was high (Cronbach's alpha = 0.891). Whether there were differences in terms of demographic features or in point of intrapreneurships' dimensions were analyzed. Items followed a five-point Likert-type scale. (5 = very significant and 1 = very insignificant). The findings from surveying were analyzed t test and ANOVA test using SPSS.

### 4. Results of the Study

A total of 60 participants were 53,3% female, 46,7 male. The percentage age is 26-35 range 76.7%, 18-25-age range 3.3%, 36-45-age range 20.0%. The single staffs are the 31.7% of the whole and married 68.3%. In terms of their education levels of the staffs were graduated from the high school, 15, 0 %, had a bachelor's degree, 70,0%, had a postgraduate degree 10,0%, the senior high school 5,0%. 1%. According to department of staffs were marketing 21,7%, operation unit 65,0%, both of them 13,3%. According to scope individual unit 56,7%, small and medium-sized operation 23,3%, both of them 20,0%. Status director and his/her assistant 21,7%, experts and his/her assistant 16,7%, Service staffs 40,0%, desk staff 6,7% and others 15,0%. The tenure was 1-3 years range 33,3%, 10 years or more 20,0%. Employment status to another bank was less than 1 year 1, 7%, no 90,0% and 6-10 years range 3,3%.

Table 1: Intrapreneurship Scale Findings

Groups	X	Sd
Innovativeness (product, technological, process)	4.2000	.91688
Proactiveness and creativity	4.1333	.92913
Finding new demand for products in current market	4.0833	.96184
Competitive Aggressiveness	4.0500	.83209
Risk Taking	4.1333	.94719
New Business ,New Venturing	4.0667	.73338
Strategic renewal	4.0667	.84104

According to table 1, innovativeness (product, technological, process), Pro-activeness and creativity, finding new demand for products in current market, competitive aggressiveness, risk taking, new business and new venturing and strategic renewal median are almost high degrees. Innovativeness is higher than other dimensions. This finding is considered entrepreneurship features fairly efficiency in banking sector.

Table 2: Intrapreneurship according to department

Department	Competitive Aggressiveness	
	X	Sd
Marketing Groups	4.5385	.66023
Operation Unit	4.0513	.72361

According to table 2 findings marketing departments 'staffs competitive aggressiveness degree is higher than other departments. As result, their department has to force to achieve new business and new venturing; thus, they have got this qualification.

Table 3: Entrepreneurship According to Education

Education level	Competitive Aggressiveness		Risk Taking	
	X	Sd	X	Sd
The Senior high school	4.0000	1.73205	3.3333	2.08167
High school	4.4444	.5270	4.4444	.52705
Bachelor	4.1190	.70546	4.2381	.90553
Postgraduate	3.0000	.89443	3.3333	.51640

According to table 3 competitive aggressiveness and risk taking means are higher high school level than others. According this results, the entrepreneurship education is preferred to compete contributory employees against global sector conditions and could provided to give free entrepreneur orientation training for all employees by banking.

Table 4: Entrepreneurship according to Gender

Gender	X	Sd
Female	4,0156	,65236
Male	3,9901	,51985

According to this findings female has more entrepreneurship features than male. According to result, the banking sector is represented to race career opportunities for both genders.

Table 5: Entrepreneurship according to Status

Status	X	Sd
Director and assistant	3,6581	,52059
Experts and assistant	3,7333	,51905
Service staffs	3,8449	,43989
Desk staff	3,3472	1,18319

The service staffs' mean is higher than other staffs. Secondly, experts and his/her assistant are higher means too. This result is indicated that the opportunities are evaluated and converted to income by them.

## 5. Conclusion

The aim of this study is evaluation the staff's attitude in the banking sector, to what extent the issue of entrepreneurship. In addition, investigate the entrepreneurship attitudes of staff in terms of demographic characteristics. Notwithstanding the high school level means is higher according to competitive aggressiveness and risk taking; this research definition is showed all entrepreneurship dimensions life sustaining in service sector especially banking sector. The entrepreneurship education is preferred to compete contributory employees against global sector conditions and could provided to give free entrepreneur orientation training for all employees by banking.

Innovativeness is higher than other dimensions in this study. Innovativeness is the most distinctive features to get stuck in global competitor and learning organization. According to gender means are almost equal; a little bit higher female degree. This result indicated that women as much as men are capable of entrepreneurship in banking sector. The other result for this study, the service staffs' mean is higher than others. These findings are considered that their entrepreneurial orientation is higher than other employees. Then, the marketing department staffs are competitive

aggressiveness features. Their departments have to force to achieve new business and new venturing; thus, they have got this qualification and they exhibit entrepreneurial competence to reclaim their opportunities.

Intense competition in financial service sector; the competition became intense due to the growing international banking perceptiveness none limiting for new enterprises in the sector. The structure of banking services affects the success of institution in long term. Besides the basic attributes like speed, security and ease in banking services, the rights like consultancy for services to be compounded are also preferred. This income can be provided only their entrepreneurship and can be sustainable by them.

The entrepreneurship is an importance factor in the global competitiveness world. Organizational culture should be encourage entrepreneurship; and have to be a learning organizational culture. The learning organization is an important and valuable means of facilitating learning and knowledge management, and has been viewed as an important plan for making improvements in organizational performance in order for the organization to remain competitive. Learning organizations promote innovation and employee creativity. The service sector will be increased to have features pro activeness, self-renewal, innovativeness, risk taking and combativeness entrepreneur staffs.

As a result, this study indicated that entrepreneurship features are fairly efficiency intense competition in banking sector. Organizations are survived to compete with their well-trained entrepreneurship employees who have learning culture, and help organizations to use existing intellectual potential most effectively.

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