

Research article

A Research on the relationship between the manager's power sources and the organizational entrepreneurship

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Abstract: Modern organization feature is perplexity and brilliancy, ambiguity and tradition ignorance and entrepreneurship for organizations that try to achieve persistence is the main role and many organizations try intensively to follow methods and techniques in order to improve efficiency and practically and flexibly. Hence, organizational entrepreneurship is rapidly going to be changed to a selective weapon for an organization, especially for great organizations. The purpose of this research is to evaluate the relation between the manager's power source and governmental organization's staff entrepreneurship. The analyzing method of this research is correlations and regression analysis. The population of the research includes all Miandoab city governmental organization staffs and the sample is 127 staff. The data gathering tool was used Power Source Questionnaire and Organizational Entrepreneurship Questionnaire. The result of this research showed that there is a direct and meaningful relationship between staff entrepreneurship and power source proficiency and there is a negative relationship between staff entrepreneurship and an obligatory power source.

Keywords: Organizational Entrepreneurship, Power Source, Proficiency, Authority

JEL Code: D23, M12; L26

1. Introduction

Entrepreneurial actions are viewed as serious conduits to enhanced performance in organizations of all types, sizes, and ages. Within the rising body of literature, there is a requirement to explore entrepreneurship in order to offer theoretical and practical applications for current organizations (Fox, 2005). Entrepreneurship is theorized as a manageable procedure with underlying dimensions of innovativeness, risk-taking, and proactiveness (Morris & Jones, 1999) Entrepreneurial activities fit unwell with traditional organizational approaches, rules, structures, and events and to restrict members' response that seeks to constrain behavior to a prearranged program. Nevertheless, in response to increasing competition, organizations have emerged to support broad entrepreneurial activity (Jelinek, & Litterer, 1995). Previous studies have assumed entrepreneurship as the main moving power in economic development and entrepreneurship assumed as the main role to make a new combination of materials.

Kirzner believed that entrepreneurship is the awareness about the beneficial opportunities, which are not discovered (1973 cited by Human, Khosravi, & Aohrabi Nejad, 2005). Organizational entrepreneurship is the attempt for managing the mind and innovative skills and of course putting these specifications and ideas to culture and organizational activities (Haqshenas, 2007).

Organizational entrepreneurship is unstated as constituting a quiet history of organization and management theory (Hjorth, 2005). Entrepreneurship is the provoking method and then using people inside the organization. The methods that people think they are capable to perform activities in a better and different way. Through the development of innovative mood in an organization, it is possible to overcome to remove obstacles in the flexibility way. Innovative people training inside organization require preparing a proper bed for developing innovative treatment (Zareh, 2007) Generally it can be said that the organization's main features are their innovative capabilities which enable them to apply opportunities better and adapt them to their surrounding more (Haqshenas 2007).

Establishing the manageable organization and employee, central to the industrial age, 'gave rise to a series of knowledge – a knowledge of the individual, of normalization, a corrective knowledge – that proliferated in these institutions of infra power, causing the so-called human sciences, and man as an object of science, to appear' (Hjorth, 2012). Today in different countries in management knowledge and economy, special attention has been given to entrepreneurship and economic entrepreneurship. Organizations' managers need to inspire the organization's members to accomplish high levels of personal mastery. (Garcia-Morales, Llorens-Montes, & Verdú-Jover, 2006). Focusing on the considerate of the organizational context of entrepreneurship and understanding the entrepreneurial settlements made by managers who seek to increase their company's growth is really critical (Bratnicki, 2005). The entrepreneurship strengthening and making a proper bed for its development is the tool for countries' economic progress, especially for under developing countries. Based on global entrepreneurship, a powerful relation exists between the national economy and entrepreneurship activities and organization (Archibong, 2004). Of proper bed scales for organizational entrepreneurship development includes leadership style and team cooperation, adequate manager's support and people innovation and reward system and proper encourage of innovative staffs and risk acceptance, therefore for developing the entrepreneurship mentality in the organization, there should be attempt to provide proper conditions inside the organizations (Zareh, 2007). Therefore, entrepreneurship inside the governmental organization could be encouraged and motivated by the correct use of manager's power sources.

On the other hand, power is the main specification of a manager and an effective field is provided for than person in that organization. Actually, it is an inevitable phenomenon in an organization that, of course in an organization manager's views, it as a negative phenomenon. But the reality is that such flow is not naturally a negative phenomenon, rather negative and positive aspects of this issue is dependent on the judgment and type of application. Absolutely if the power purpose is the organizational purpose, it can be regarded as a positive and practical phenomenon and it leads to the system brilliancy. However, if the purpose of this accessibility is personal and individual purposes, surely it is the negative and unacceptable phenomenon (Robbins, 2005). The literature review showed two sides of power, on the one side is the positive and the other side is the negative aspects. The negative side generally is presented by statements and sentences, which declare the leading and commanding and ordering. It means that "if I win, you should lose". This type of leadership is based on the negative aspects, they do not regard others but their toys and when their order comes true, they are sacrificed for their purposes.

Studies deducted that the power could take other configuration as the fundamental figure and others who believe such power have accepted that they have power and easily they could be dominant on the people around them and therefore they will have more power. From such a view, that lack of power is assumed as conditions that could be overcome in hard conditions. Now it is the management and leadership era and institutions' and organizations' success is highly depended on the efficiency and effectiveness of a manager's performance. Organizational precision availability incapable managers selection who could pave the path for all staff innovation emergence by taking suitable methods and

strategies has become more vivid. Managers have the main role in organizations' effectiveness because organizational effectiveness could be measured in maximizing the cooperation between the structure and organizational process (Hadizadeh, 1998). The research titled as; the cooperative management effect on innovation and operation at organization showed that management in cooperative style has a relation with staff efficiency increasing and cost reduction and saving of official costs and innovation increase and staff innovation and job satisfaction and responsibility (Hasan Zadeh, 2005).

The research titled as evaluation of the relation between the cooperative management and innovation in Tehran university sports science and training faculty showed that if staff cooperation in sports faculty increased, the faculty organizational entrepreneurship will increase as well. In other word, increase of entrepreneurship level has relation with staff cooperation management level augmentation and different realms of official, training and research method (Rasekh, 2007). Khenifer and Vakiliy (2008) in their research as the relation of structure type in organization and entrepreneurship and economical innovation in small and middle economical companies evaluated the relation between the economical-organizational structure type and organizational entrepreneurship that the results showed that there is meaningful relation between the organizational structure and economical entrepreneurship (Khenifer & Vakiliy, 2008). In a research as the evaluation of entrepreneurship inside the organization at governmental systems of Khuzestan province agriculture organization showed that the present condition of organization performs with relation by entrepreneurship organizational variables which were under the study of none-entrepreneurship condition and managers' view performs as the none-entrepreneurship or to some extent innovative in most cases (Yadallahy Farsi, 2008). A research on 140 managers by the title of managers' power and interpersonal confidence in relation to skills and knowledge gaining proficiency includes five power source proficiency and legal, arbitrary and awarding system. In this recent research, we try to achieve a response to the below question: whether there is any relation between the manager's power different sources including power based on the reward power, power based on the obligation, referent power, expertise power, organizational entrepreneurship or not?

2. Research methodology

The population contains all managers and staff of Miyandoab City governmental organization that according to obtained information from the municipality, the number of these people is 140 which is according to the purpose of this research. In this research due to the limitation of population, the sampling was ignored and all 127 staff was studied in this research. In recent research to gather information, the power source questionnaire of Sheriakhim and Hingin, (1989) was used to determine the power source used by governmental institution managers. In this research, the alpha coefficient was about 0.824 for the manager's power source and the entrepreneurship was calculated at 0.873. Therefore, it can be said that questionnaires have enough validity. To analyze hypothesis testing, the Kolmogorov-Simonov normalized distributional statistic methods and Pearson Correlation coefficient has been used.

2.1. Data analysis

Data distribution normalized test.

Table 1. The Kolmogorov- Simonov test result

Result	Award	Obligation	Proficiency	Authority	Entrepreneurship
Kolmogorov	1.066	0.898	0.901	1.42	0.866
P value	0.206	0.396	0.761	0.34	0.767

After gathering data to assess the normalization of data, it was used the Kolmogorov- Simonov test. From the presented results in Table 1, it has been observed that the meaningfulness level calculated for managers' power source criteria and entrepreneurship rate had been greater than 5%, as the result the normalization of data is approved and the zero hypothesis is rejected and it can be used them for research testing by the use of parametric statistic.

Hypothesis 1: There is a positive relationship between managers' source power and governmental organization staff entrepreneurship.

Table 2. Evaluation of relation between the managers source power and staff entrepreneurship

Variables	Staff Entrepreneurship	P value
Authority	0.657	0.001
Proficiency	0.564	0.001
Reward	0.596	0.001
Obligation	-0.436	0.001
Sources	0.541	0.001

According to information in Table 2, the evaluation of the relation between the authority criterion and manager power source and the staff entrepreneurship rate has been done by the use of Pearson correlation coefficient that the correlation coefficient is equal to 0.657 and the possible rate for meaningful evaluation id equal to 0.001 that is smaller than 0.05. Therefore, by certainty 0.95% of the hypothesis, the statistical zero hypothesis H: P=0 is rejected based on the lack of meaningful relation absence and according to the positive sign of Pearson correlation coefficient it can be said that there is a direct and meaningful relationship between two variables. That means by an increase of manager's power authority criterion, the staff entrepreneurship of staff is increased.

Hypothesis 2: There is a positive relationship between the managers' proficiency power and governmental organizations' staffs' entrepreneurship.

According to information in Table 2 in the evaluation of relation between the managers' power proficiency criteria and staff entrepreneurs rate, the Pearson correlation coefficient was used that the correlation coefficient rate is equal to 0.564 and the possible rate related to the mindfulness evaluation id equal to 0.001 that is smaller than 0.05. Therefore, with 0.95 assurance, the statistical zero hypothesis H0: P=0 Is rejected based on lack of meaningfulness and according to the positive sign and person correlation coefficient meaningfulness. It can be said that there is a meaningful and direct relationship between the two variables. That means by an increase in managers' proficiency power criteria, staff entrepreneurship rate s increased.

Hypothesis 3: There is a positive relationship between the managers' reward power and staff entrepreneurship in governmental organizations.

According to information in Table 2 in the evaluation of the relation between the managers' reward power criteria and staff entrepreneurs rate, the Pearson correlation coefficient was used that the correlation coefficient rate is equal to 0.597. The possible rate related to the mindfulness evaluation id equal to 0.001 which is smaller than 0.05, therefore with 0.95 assurance, the statistical zero hypotheses H0: P=0 is rejected based on lack of meaningfulness and according to the positive sign and person correlation coefficient meaningfulness. It can be said that there is a meaningful and direct relationship

between two variables. That means by an increase in managers' reward power criterions, staff entrepreneurship rate is increased.

Hypothesis 4: There is a negative relationship between the managers' obligation power and governmental organization staffs' entrepreneurship.

According to information in Table 2 in the evaluation of the relation between the managers' obligation power authority criterions and staff entrepreneurs rate, the Pearson correlation coefficient was used that the correlation coefficient rate is equal to 0.436 and the possible rate related to the mindfulness evaluation id equal to 0.002 that is smaller than 0.05. Therefore, with 0.95 assurance, the statistical zero hypothesis $H_0: P=0$ Is rejected based on lack of meaningfulness and according to the positive sign and Pearson correlation coefficient meaningfulness we can say that it is a meaningful and reversed relation between two variables. That means by an increase in managers' obligation criterions, staff entrepreneurship.

Hypothesis 5: There is a positive relationship between the managers' power source and governmental organization staffs' entrepreneurship.

According to information in Table 2 in evaluation of relation between the managers power source criterions and staff entrepreneurs rate, the Pearson correlation coefficient was used that the correlation coefficient rate is equal to 0.541 and the possible rate related to the mindfulness evaluation id equal to 0.001 that is smaller than 0.05, therefore with 0.95 assurance, the statistical zero hypothesis $H_0: P=0$ Is rejected based on lack of meaningfulness. According to the positive sign and person correlation coefficient meaningfulness, we can say that there is a meaningful and direct relationship between two variables. That means by increase in managers' source power criterions, staff entrepreneurship rate is increased.

Table 3. Organizational entrepreneurship multi variables regression analytic statistics

Multiple correlation coefficient	(Multiple R)	0.844
Determination coefficient	(R Square)	0.721
Corrected determination coefficient	(Adjusted R Square)	0.705
Criterion error	(Standard Error)	0.521
Durbin-Watson test	(Durbin-Watson)	1.71

According to Table 3 data, it can be understood that the multiple coefficient correlation is equal to 844, the square is equal to 0.721 for determination coefficient. Therefore, the authority variables, awarded attribution and obligation are determined in 0.716% pure from the organizational entrepreneurship variation in equation and the rest of variations are determinable from the external factors which are not mentioned in this research, in this model, authority variable is the most important factor which is the most determinative factor compared to others.

Table 4. Organizational entrepreneurship multivariable regression variation analysis

	Degree of freedom	Square sum	Square average	F	P value
Regression effect	4	5171.165	1292.791		
Remained	123	1895.154	26.286	45.704	0.000.
Total	127	7066.319	-		

The result of variation analysis shows that determinate variables are capable meaningfully to predict and determine the organizational entrepreneurs, in other words; the AR determinative model is the correct form of a meaningful model. Among variables, which are entered into the equation, the dependent

variable takes effect from the reward and proficiency the most effect and the lowest effect from the obligation criterions.

Table 5. Statistics Related to Regression Model Entered Independent Variable

	B	Std.B	Beta	T	Sig.
Width from the source	42.027	4.417	-	9.515	0.001
Authority	2.791	0.299	0.593	7.269	0.001
Proficiency	2.175	0.720	0.677	3.879	0.001
Award	1.162	0.532	0.38	2.45	0.017
Obligation	0.245	0.1	0.169	2.18	0.033

3. Conclusion

According to the obtained results from this research, there is a meaningful relationship between the staff entrepreneurship and managers' awarding power. The result of this research confirms the relationship between the power source acceptance by managers and organizational views. Sanjabi (1999) confirmed the relation between power source and organizational information effectiveness and emphasized on the reward importance as one of the main and important factors to achieve organizational purposes and results of this research showed that using reward and staff encouraging leads to communication increasing effectiveness and increase of human source enhancement and job satisfaction.

Research by the title of management power effect and interpersonal confidence in communications between specifications and skills to gain knowledge showed that there is a direct relationship between the obligatory power source, references, and proficiency. Also the relation between the obligation and entrepreneurship there is meaningful and reverse relation. Sanjabi (1999) provided results that proved there is a direct relationship between the managers' obligation power and teachers' mental pressure or in other words, there is a reversed relation between the manager's obligation power and staff satisfaction and making effective communication. The results of previous studies showed that there is no relation between the obligation power source and performance. Moreover, there is a meaningful relation between authority power source and staff entrepreneurship.

The authority power, which is due to happiness or manager personal attraction frequently is accompanied by confidence, acceptance, similarities, and desire and kindness and mental belongings from managers that are taken into consideration by organizations managers more than other power sources. To confirm above results, a research made by Niyazi (2007) that showed the most powerful source used by the managers at school is the authority power, in other research made by Torabiyani, Amirhesam and Leyly (2006), the results showed that the authority and proficiency power are two important sources for managers. The result of researches made by Nourbakhsh and Mohammady (2003) also showed that the dominant power of managers is the proficiency power and the legitimate power source, authority, obligation, and reward are orderly in the next levels. There is meaningful relation between the proficiency power source and entrepreneurship of staffs, therefore we can conclude that managers who try to have maximum change and over than regulations and available plans, they think over than present regulations and usually they look for ambiguous and risky situations to use skills and their proficiency to have superiority on their staffs and control them in this way. Briefly according to obtained results, the present research showed that the proficiency power criterion which is used by managers has a high effect on staff entrepreneurship. In research about the applied power source by professors in the class, the most powerful source was the proficiency power and legitimation power, reward, obligation, and authority were in the next levels from the view of M.A and PhD students.

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