

How to foster entrepreneurial spirit in organizations

Mohammad Mohammadi¹, Mahtab Dadresan²

¹ No: 23, daghigh alley, mohasel st., pirozi st., Tehran, Iran
Postal code: 1735954639

² No. 115, Second Floor, Entry 4, Block 133, Phase 1, Ekbatan, Tehran, Iran
Postal code: 1394753388
mohammadim@gmx.com

Abstract: The goal of this paper is responding to this question that “Does employees needs have any effect on their Intrapreneurship (Organizational Entrepreneurship) tendency in Central Staff of National Iranian Oil Company (NIOC)?” Variables of this study includes different needs such as (consisting of need of esteem, self-actualization, and physiological, and social needs) are considered as Independent Variables and employee tendency to Intrapreneurship (Organizational Entrepreneurship) as the Dependent Variable. After Correction and adjustment and Tests-retest of some of the questions, we applied two questionnaires with sufficient validity and reliability which have been used in last studies as the data collection instrument to measure types of needs and tendency of employee. Cronbach’s alpha reliability coefficients for both questionnaires obtained orderly 85.65% and 86.68%. The collected data was analyzed using SPSS software and correlation and multiple regression of the research hypothesis results at 95 percent confidence level. This indicates that there is a strong relationship between collective needs and, Intrapreneurship Tendency in research population. Based on findings of multiple regressions, all hypothesis of research is supported.

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1. Introduction

Manpower is considered as one of the most important factors in advancing the goals in all organizations. In order to increase the level of productivity (efficiency and effectiveness) in manpower, human needs (motivations and factors affecting them) should be understood and satisfied. Experts believe that motivation is a complex process which has a multi-dimensional nature. Hence, understanding and application of this concept require specific knowledge of behavioral sciences and the art of using it. Awareness of staff motivation, which is in fact the cause of motion and behavior of organization members, is one of the fundamental needs to the managers. In today's changing world, success belongs to communities and organizations that develop a significant relationship between scarce resources, managerial capabilities, and entrepreneurship of their human resources. In other words, those communities and organizations can move forward in the path of development and progress which equip their human resources with productive knowledge and skill of entrepreneurship in order to manage and direct other resources of community and organization to create value and achieve growth and development using these abilities. Entrepreneurship in general and corporate entrepreneurs in particular plays a key role in economic growth and development of each

community. Experiences of some countries like Japan, South Korea, Taiwan, Hong Kong, Malaysia (known as the tigers of South East Asia), and so on are full of remarkable activities entrepreneurs, so that they are proud of development in their countries. It is noteworthy to sit that entrepreneurs not only create new job opportunities but also act for creative destruction with an appropriate structure, thinking, mobility, and culture in order to build the monument of prosperity and development on the ancient ruins. Given the role and importance of entrepreneurship and brilliant experience of entrepreneurs in the development process of many countries and considering many economic problems out country has been dealing with, Promoting and disseminating the concept of entrepreneurship as a predisposing factor for supporting the culture of entrepreneurship and most importantly, educating people (especially with a university degree) with individual, team, and corporate entrepreneurial spirit are of great importance and necessity to all communities in general and specifically for developing countries, including our country. This paper aims to study the impact of the variable "Needs" on "willingness of employees to corporate entrepreneurship" and answer to this question that how the effect of needs on willingness of employees to corporate entrepreneurship is.

1.1. Theoretical foundations and previous research

1.1.1. Motivation and Needs

Identification of all behavioral characteristics of an effective and successful organization is impossible without familiarity with comments about motivation. Petri & Goovern (2004) defined motivation and said, "We interpret this feature when some actions are occurred in our organism which lead us to a certain direction, and then we predict and describe motivation and its effects." The term "motivation" is sometimes used to describe how a person is willing to work hard to achieve what he/she desires. This feature can be considered as description of something that is of inspiration to people. People may be motivated in different ways and methods including being recognized (moral factor) or by money (material factor) (Perichard & Eshmood, 2008; 240-252). Motivation has a relationship with a set of links between the independent and dependent variable, which expresses the direction, extension, and durability of a person's behaviors and keep the works, talent, understanding, and duty constant, and with environmental inhibitors. A correct understanding of motivation can be a valuable tool to understand the causes of behaviors in organizations and predict the effects of managerial measures. Behaviors in an organization can be directed to a way which meets individual and organizational goals by understanding the motivation (Barry, 1991; 43). There are different definitions and classifications of the needs of employees in theoretical arguments on organizational behavior; the most common of them has been developed by Abraham Maslow in 5 groups called "Hierarchy of needs". Although most theories of motivation are used to describe the general behavior of human, such studies seek to find and determine newer concepts in the field of motivation (Chunk & Zimmerman, 2008; 50).

People who are motivated for success are the best leaders for organizations. They feel like the challenge and providing service to others and have no need to incentives such as more money to do their duties (Halpoota, 2005; 14-18). Maslow doesn't take motivation is simple issue, but considers it volatile, complex, and endless phenomenon. In his idea, individual satisfaction is a relative matter and is achieved step by step. Once a demand is satisfied, another desire or wish that must be satisfied (Hill & Maslow, 1947; 24-32). Maslow doesn't consider the "Hierarchy of needs" as a system with inflexible order, but he believes that the needs of individuals may differ in this hierarchy. For example, the need for respect is more important the need for love and affection, while creativity is the most essential need

for another group of people like artists. Connelly believes that self-flourished individuals follow some characteristics such as creativity, satisfaction, grit, openness, humility which are necessary to achieve a better performance in a team or organization (Connelly, 2007; 10). Opinions and views of scholars of behavioral sciences are dramatically influenced by the ideas and opinions of Maslow on human needs. Maslow believed that three basic requirements (physical needs; need for security; need for love, affection, and belonging) in his pattern are of special importance and necessity to continue to live and survive (Zemek, 1998; 13-20). Maslow termed two groups of his top needs (need for respect and self-discovery) as "growth needs". He believed that this group of needs that are related to growth, development, and success are considered as basic needs, because this type of motivations are unable to reduce the suffering caused by abandoned needs. Satisfying the three previous groups of needs is prerequisite for satisfaction of this kind of needs (Silberman, 1998; 20). Maslow states that these needs are not considered as definitive ones, while they are commonalities and diverse frameworks from one person to another. So, the level of discussed need is not mechanical and unchangeable levels in applications. Individuals can make use of different methods in order to satisfy their own needs (Whiter, 1993; 21). It is noteworthy to say that proposing any comprehensive theory about the motivational bases of behavior in organizations should be focused on several categories of variables that have influence on the motivation. These categories of variables include personal traits, job features, and workplace characteristics. In other words, if the motivation of people is supposed to be affected, at least one or more than one of these three categories of variables should change (Perichard & Eshmood, 2008; 240-252).

2.1.1. Entrepreneurship:

Schumpeter argues that motivation, for applying an opportunity which has an entrepreneurial aspect, begins with different issues that depend on a well question about services, products, and processes of service providing. There are different values of outputs in connection with the values of inputs for effective use of others. This short-term aspect depends on the background of entrepreneurs for risk assessment of innovation (Jackson, 2008; 12). Accepting the determination as a motivational factor meaning the use of two undescribed phenomena of motivation and determination (as the main feature of entrepreneurs), philosophy entered a new field of pragmatic (applied) thinking. Hence, a considerable effort of new science of psychology is spent on the search of the causes and factors affecting

"motivation". Libenstein believes that those who achieve success by avoiding the incompetency that usually others (or organizations) have are real entrepreneurs. He emphasizes that success is an exception and failure is a rule in the world of realities. In his idea, entrepreneur is someone who does one of the following activities:

- A) Integrate the market and connects them
- B) Remove the gaps of market
- C) Spend his/her time on structural and organizational changes
- D) Provide all necessary factors for production and marketing of a product (Danffi, Herbing, and Golden, 1994; 56-63).

Corporate entrepreneurship, firstly raised by Pincutt, is an attempt to apply behaviors and thoughts that entrepreneurs use outside the organization in order to create independent businesses and also introducing these intraorganizational features that are potentially exist in organizations and also have a high volume and breadth (Barry, 2003; 143-150).

Although the idea of corporate entrepreneurship was raised by Kavin, Stopford & Fuller, Blok, and McMillan in the middle of the 20th century, large organizations are looking for new ways within this concept to find the mechanism of real growth.

Barry believes that there are 4 types of corporate entrepreneurship including risky investment in the organization, intraorganizational entrepreneurship, organizational development, and industrial norm-breaking.

Pincutt (1985) expressed the common behavioral and motivational characteristics of intraorganizational entrepreneurs as follows:

- A) Primary feelings and motivations: Excitement for proposing new ideas, curiosity, commitment, and beliefs are the main motivations in intraorganizational entrepreneurship.
- B) Serving oneself and the organization: Intraorganizational entrepreneurs provide the satisfaction of themselves, customers, and organization supporters.
- C) Relationships with others: Other employees are critical for the success of intraorganizational entrepreneurs. Intraorganizational entrepreneurs need the support and help of all of the employees.
- D) Leadership: Intraorganizational entrepreneurs are leaders who empower others and support their ideas.
- E) Style of problem solving: Intraorganizational entrepreneurs expect the occurrence of problems and try to solve them. In addition to concentrating on inside of organization, they don't neglect the external environment.
- F) Organizational skills: Intraorganizational entrepreneurs are capable of attracting resources, support, and information within their organization.

G) Communications: Intraorganizational entrepreneurs can communicate with people throughout the organization and outside the organization. There The ability to describe their ideas and their capacities with certain elegance.

H) Failures and mistakes: Intraorganizational entrepreneurs don't make risky projects public, so that they can learn from their mistakes without undergoing the political costs of failure in the public eye.

I) Risk taking: Intraorganizational entrepreneurs welcome risks. They do not have the fear of being expelled from the organization.

J) Market Assessment: Intraorganizational entrepreneurs use their analysis and intuition ability to evaluate the market.

K) Bold decision making: Intraorganizational entrepreneurs are outstanding decision makers and often make decision without sufficient information. (Wall & Perlman, 1990; 183).

It was already emphasized that this paper aims to study the impacts of "Needs" on "willingness of employees to corporate entrepreneurship ". In other words, the present study tries to identify the effect of different types of needs on willingness of employees to corporate entrepreneurship and proposing recommendations and guidelines for the studied organizations. If the hypotheses of research are confirmed, willingness of individuals to corporate entrepreneurship can be increased through investment on their needs and then organizational productivity will increase by attracting the attention of managers to this part of organizational behavior. So, identification of needs and their impacts on the willingness of employees to corporate entrepreneurship, strengthening the entrepreneurial behaviors, and providing practical suggestions achieving desired conditions in the organization are the main objectives of this study.

2.1. Previous research:

Many studies have been done on the types of needs and their relationship with other variables and also on entrepreneurship that some of them are briefly mentioned here. Kolbol (2003) studied the job satisfaction in nurses based on Herzberg's theory. The results showed that 50% of population has a moderate job satisfaction and 34% of them have a high job satisfaction. Marjolin (2003) conducted a research on factors affecting employees' motivation in Vietnam. The results indicate that motivation is influenced by both financial and nonfinancial incentives. The main motivations in this population included their appreciation and gratitude by managers, communication with co-workers, job security, and income, while low income and hard working condition were the causes of

dissatisfaction. The results of a study on motivation and job satisfaction by Parson (2006) showed that motivation effectively increase job satisfaction in form of a need. Muss Counter (1996) stated that the need to develop corporate entrepreneurship is a key factor in ensuring the survival of the companies. He believed that organizations always need corporate entrepreneurship for adaptation and continuation of their survival. Interest in entrepreneurship spread in the world as the 2000s started. Some researchers such as Maurice, Davis, and Allen believe that organizations need entrepreneurship to address national economies based on free market and meet the growing and diverse needs of customers. Changes in the concept of organization, competition, and operating practices are a basic requirement which doubles the importance of corporate entrepreneurship fulfillment. Pincutt (1985) wrote a book on corporate entrepreneurship which helped the explanation, understanding, and spread of this subject. He believed that continuation and survival of a better use of creative and entrepreneurial human resources underlies the growth and development of corporate entrepreneurship (Johnson, 2002; 17). Howard (2004) studied the effects of development of entrepreneurial capabilities and independence, risk taking, progression, internal control, self-confidence, and audacity of creativity on entrepreneurship in 450 employees. The results of this study showed that there is a direct relationship between capabilities and abilities of entrepreneurs. Brizick & Mahmoud Khan (2006) introduced some options such as organizational rewards, job satisfaction, and enhancement of managerial innovations as factors which increase passion and interest in the application of entrepreneurship. Salmon (2007) conducted a series of research on education of entrepreneurship basics in the US and concluded that although the use of new technologies is of importance in teaching entrepreneurship, it will not be successful without considering the human aspects individuals. Coasio (2008) believes that the design of entrepreneurial strategies is one of the main options to encourage employees to get involved in entrepreneurial activities. Valke (2008) also emphasized on the study of behaviors of corporate entrepreneurs for creation of entrepreneurial spirit in the organizations providing traditional social services. He says that the use of motivational plans is one of the most important options to boost the entrepreneurial spirits in the organizations.

3.1. Research hypotheses:

According to objectives, independent variables, and dependent variables, research hypotheses are as follows:

- 1- The need to respect is effective on willingness of employees to corporate entrepreneurship.
- 2- The need for self-actualization is effective on willingness of employees to corporate entrepreneurship.
- 3- Biological needs are effective on willingness of employees to corporate entrepreneurship.
- 4- The need for security is effective on willingness of employees to corporate entrepreneurship.
- 5- Social needs are effective on willingness of employees to corporate entrepreneurship.

2. Material and Methods

This study is an applied research in terms of objective, because the studied organization can take advantage of its results. In terms of method, this is an analytical-descriptive study, because the researchers didn't change the variables and just the data collected from samples were analyzed using statistical techniques. The study population consisted of all the staff of headquarters of the National Iranian Oil Company that were 200 people when the research was conducting. A sample with a size of 115 people was determined using a specific formula and then they were randomly selected for data collection. No distinction between managers and employees regarding their employment levels was done.

1.2. Data collection and analysis:

A combination of questionnaires developed by Jones, Vefer, Stirez, and Porter was used to survey the "needs" and the questionnaire of Robins & Colter was used to measure the "willingness of employees to entrepreneurship" in this study. Although validity and reliability of these questionnaires were high due to frequent use in previous research, comments of experts (Faculty of departments of Management, Psychology, and Educational Sciences of Faculty of Humanities of Shahed University) were taken to confirm the validity these questionnaires and their reliability was tested by Cronbach Alpha which was calculated 85.65% for the questionnaire related to the needs of employees and 86.68% for the questionnaire related to willingness of employees to corporate entrepreneurship that are shown in Table 1.

Table 1: Number of statements and reliability coefficient of data collection tools

Titles of questionnaires	Number of questions	Reliability coefficient based on Cronbach alpha
Jones, Vefer, Stirez, and Porter (to survey the "needs")	28	85.65%
Robins & Colter (to measure the "willingness of employees to entrepreneurship")	22	86.64%

Part of needed data for this research was collected by reviewing the related literature and the other part was collected through field research. Views, opinions, and theories about the motivation variables, especially in the areas of "needs" and "entrepreneurship" were used in library studies. In field research, data were collected using questionnaire and analyzed by SPSS software. Descriptive and deductive statistics were used to describe and analyze data.

2.2. Deductive analysis of data:

Deductive statistics was used to test the hypotheses of research. Due to the nature of the research hypotheses, multi-variable regression method was used. The results obtained from the test of seven hypotheses of research are shown in Table 2.

Table 2: Coefficients of multi-variable regression test of the effect of the types of needs on willingness of employees to corporate entrepreneurship

Variables	Unstandardized regression coefficient (B)	Standardized regression coefficient (Beta)	Standard error (SE)	Test statistic (t)	P value (sig)
Fixed amount	-0.948	---	0.163	-5.83	0.000
Need to respect	0.093	0.147	0.29	3/18	0.002
Need for self-actualization	0.074	0.113	0.29	2/55	0.012
Biological needs	0.127	0.183	0.27	4/65	0.000
Need to security	0.155	0.207	0.27	5/72	0.000
Social needs	0.132	0.213	0.25	5/17	0.000

According to Table 2, regression equation is expressed as follows:

Equation (1):

$$y = -0.948 + 0.093 X_1 + 0.074 X_2 + 0.127 X_3 + 0.155 X_4 + 0.132 X_5$$

Where y , x_1 , x_2 , x_3 , x_4 , and x_5 denote willingness to corporate entrepreneurship, need to respect, need for self-actualization, biological needs, need to security, and social needs, respectively. Although above-mentioned equation has predicted the values of dependent variable, these variables can be used to understand the relative importance of predictor. If both dependent and independent variables are standardized and consequently their mean and standard deviation are 0 and 1 respectively, then these coefficients will be changeable.

According to table 2, equation of standardized regression is as follows:

Equation (2):

$$Z \text{ (Willingness of employees to entrepreneurship)} = Z \text{ 0.113 (Need for self-actualization)} + Z \text{ 0.183 (Biological needs)} + Z \text{ 0.207 (Need to security)} + Z \text{ 0.213 (Social needs)}$$

According to equation (2), the variables "social need" is more important in prediction of variables "willingness of employees to corporate entrepreneurship", because if all other variables are constant, a change in standard deviation of independent variable gets a change in standard deviation of dependent variable (criterion) by 0.213. In terms of the variable "need for self-actualization" that has the least importance, if other variables are assumed constant, a change in standard deviation of this variable leads to a change in standard deviation of dependent variable (criterion) by 0.113. The results obtained from multi-variable regression test between independent variables of "seven needs" and "willingness of employees to corporate entrepreneurship" indicate that the coefficient of multi-variable regression has been calculated 0.470 with significance level of $\alpha = 0.000$ among 115 respondents. Since the significance level of this test is less than the significance level used in the present study ($\alpha = 0.05$), there is sufficient reason to reject the zero hypothesis and the research hypothesis is confirmed. Hence, it can be concluded that the five studied needs (need to respect, need for self-actualization, biological needs, need to security, and social needs) can determine the willingness of employees to corporate entrepreneurship by 22.1% (Coefficient of determination). According to Table 7, multivariate correlation coefficient (R) is 0.470 showing a strong correlation between predictive variables and criterion variable. According to the results, adjusted correlation coefficient for this model is 0.170 and 47% of the changes of criterion variable can be predicted through its linear relationship with predictive variables.

Table 3: The results of multivariate regression test on needs and willingness of employees to corporate entrepreneurship

multivariate correlation coefficient	Coefficient of determination	adjusted correlation coefficient	Variance analysis	Standard deviation error	Significance level
0.470	0.221	0.170	4/33	9/23	0.000

3. Result:

The results of the test of the first hypothesis showed that "need to respect" positively and significantly affects the "willingness of employees to corporate entrepreneurship". According to Table 6, the variable "need to respect" is able to predict the variable "willingness of employees to corporate entrepreneurship" by 14.7%. The results of the test of the second hypothesis showed that the variable "need for self-actualization" positively and significantly affects the "willingness of employees to corporate entrepreneurship". According to multivariate

regression test (Table 2), the variable "need for self-actualization" is able to predict the variable "willingness of employees to corporate entrepreneurship" by 11.3%. The results of the test of the third hypothesis showed that the variable "biological needs" positively and significantly affects the "willingness of employees to corporate entrepreneurship". According to data of Table 6, the variable "biological needs" can predict the variable "willingness of employees to corporate entrepreneurship" by 18.3%. The results of the test of the fourth hypothesis showed that "need to security" positively and significantly affects the "willingness of employees to corporate entrepreneurship". According to Table 6, the variable "need to security" is able to predict the variable "willingness of employees to corporate entrepreneurship" by 20.7%. The results of the test of the fifth hypothesis showed that "social needs" positively and significantly affects the "willingness of employees to corporate entrepreneurship". Data of Table 6 show that the variable "social needs" can predict the variable "willingness of employees to corporate entrepreneurship" by 21.3%. The overall result indicates a positive and significant impact of independent variables of research on dependent variable (willingness of employees to corporate entrepreneurship).

4. Discussions

Review of literature related to this subject indicates that no considerable research on identification of motivations, needs, and willingness of employees to corporate entrepreneurship has been conducted in our country. The main needs of employees and their effects on willingness of employees to corporate entrepreneurship were studied in 5 hypotheses in this paper. The results of the present study showed that the effect of "need for self-actualization" on "willingness of employees to corporate entrepreneurship" is consistent with the remarks of Abraham Maslow who emphasized on this need and said that need for self-actualization leads to creativity and innovation. The "need to respect" was comprehensively studied by Karsrood, Olem, and Eddie (1986). Although major differences were observed between entrepreneurs and non-entrepreneurs, the results of this study showed that the "need to respect" is one of the most prominent needs for willingness of employees to corporate entrepreneurship. Biological needs are a set of basic and primary needs for life and survival of a living organism. Despite it is known as a basic need in theoretical foundations, biological needs were not a top priority among the respondents of this research which rejects the common notion that says biological needs of people should be satisfied to advance and

promote. It should be noted that benefits and salary of oil industry workers, which is assumed to be more appropriate than the workers of other organizations, and their job and income stability caused such a result. The "need to security" is directly associated with people's jobs. Overlooking this need and failure to satisfy it can cause job dissatisfaction in employees and consequently get them to seek for another job. According to the results, this need is highly effective in willingness of employees to corporate entrepreneurship. Researchers initially believed that the need to security in research population should be lower in rank compared with the need to respect, need for self-actualization, and social needs, but the results (Friedman test) showed that this need is more important than other studied needs. Those who enjoy social activities and friendly motivations try to satisfy this need through joining groups and organizations. According to the findings of the present study, social needs have played their role as effective factors in willingness of employees to corporate entrepreneurship. Respect to oneself originates from the respect of others to a person. This condition is more based on the respect others give to a person rather than external position of people or their reputation. Hence, satisfying this need through getting the staff to be involved in meetings and decision making applying their idea in practice can increase the sense of accountability for taken decisions. Increased satisfaction of the need to respect depends on the results obtained from effective variables in their willingness to corporate entrepreneurship. Also, self-actualized individuals are relatively autonomous, independent, and self-reliance. So, these people consider themselves free. They resist any social and cultural pressure which forces them to stereotypical and dictated thinking. In order to enhance this need and design the mechanisms to satisfy it, some duties that doing them independently doesn't seem to damage the organization should be dedicated to these employees, so that it underlies the increased need for self-actualization and consequently the willingness to corporate entrepreneurship. Therefore, it is clearly recommended that appropriate context is provided for intellectual and job independence of these individuals and avoid forcing them to follow inflexible regulations of organization. The results of the present study showed that biological needs affect the willingness of employees to corporate entrepreneurship. So, it is recommended that a special attention be paid to motivations which make individuals to do activities and make them excitement. However, entrepreneurs as well as other people need to satisfy this basic and important need. Although salary and advantages in the studied

organization were usually better than other organization and considering the fact that income itself is one of the main effective factors in satisfying the biological needs, expectations and perceptions of each person from his/her job is one of the main foundations in judgment about the way the biological needs are satisfied. In terms of job, social, and financial security, clear and transparent rules and regulations for all employees seem to be necessary. Satisfying these needs through preparation of clear and transparent rules and regulations is achievable. So, managers are recommended to notify their staff with rules and regulations that governing them in order to ensure that these rules and regulations are basis of the way managers treats employees in organizations. So, other management changes and developments will not jeopardize their job security. This type of confidence building can be an important and effective factor in willingness of employees to corporate entrepreneurship. Development of social activities such as meetings, ceremonies, camping, and so on or any activity which can satisfy these needs within the studied organization can increase the willingness of employees to corporate entrepreneurship. So, it is recommended that organizations provide such activities for all staff regardless of their position in the organization.

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Corresponding Author:

Mohammad Mohammadi

No: 23, daghigh alley, mohasel st., pirozi st., Tehran, Iran. Postal code: 1735954639

E-mail: mohammadim@gmx.com

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