

Full Length Research Paper

The effect of managerial entrepreneurship behavior on employee satisfaction: Hospitality managers' dilemma

Ethem Duygulu^{1*} and Osman Asvar Kurgun²

¹Dokuz Eylül University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Buca-Izmir, Turkey.

²Dokuz Eylül University Izmir Vocational School, Department of Business Administration, Buca Izmir, Turkey.

Accepted 24 January, 2010

This study analyses the effect of managerial entrepreneurship behavior on employee satisfaction. For the variables mentioned, the environmental and structural variables in particular, which we suppose have an influence on the satisfaction, are used as moderators in this study. According to the findings acquired, there is a strong and a positive correlation between the managerial entrepreneurship behavior and satisfaction. Also, the entrepreneurial behavior explains 75% of the employee satisfaction due to this behavior. The hierarchical regression analysis, realized according to the model, shows that only the variable of the static-dynamic dimension of the process environment has a quasi moderator effect on the satisfaction due to entrepreneurial behavior between the other moderator-variables. Of the organizational structure variables, the formalization and the centralization degree have a quasi moderator variable effect on the satisfaction of the managerial behavior. Consequently, the findings give us the result that the structural variables in the organization can be controlled, that these variables can be organized by managerial techniques for the benefit of the employees and that the managerial behaviors are very important for the perception and the satisfaction of the employees.

Key words: Managerial behavior, organizational structure, entrepreneurship, business administration, organizational environment.

INTRODUCTION

This study, when organizational structure and operational/task environment of lodging enterprises are taken as a moderator variables, aims to investigate impacts of manager's entrepreneurship behavior on employee's job satisfaction. In lodging industry its known that satisfied employees also increase guest satisfaction. It is also known that satisfying guest needs in an unexpected situation (environmental uncertainty) can also be done prior to the permission given by top management. In the literature it is mentioned that environmental uncertainty positively affects entrepreneurship behavior. The theory also suggests that when the level of uncertainty increases, organizations should make structural regulations

in order to adapt environment with organization. Structural regulations could be related to the level of formalization, diversification, and specialization of an organization or could be related to operational way of organization. The literature supports that demonstrating innovative behavior has a positive relation with environmental uncertainty, decentralization, diversification and the level of professionalism whereas formalization negatively affect this behavior (Pierce and Delbecq, 1977). Lodging enterprises, because of their operational environment, has to show natural characteristics of an organic organizational structure. In this type of organization, being proactive, innovative and creative as well as not avoiding responsibility is not just related to employee qualifications but also at the same time whether the management shows entrepreneurial behaviors or not. Organizations can achieve success when all components like organizational environment, employee and manage-

*Corresponding author. E-mail: ethem.duygulu@deu.edu.tr. Tel: 00 90 232 420 41 80 / 2119.

ment act in harmony. Because of this reason it is imperative that the managerial philosophy and its application by the management throughout the organization should be well understood by employees.

LITERATURE REVIEW AND MODEL

Entrepreneurial Orientation concept, which was introduced and functionalized by Covin and Slevin, based on the earlier work of Khandwalla (1977) and, takes place extensively both in strategic management and entrepreneurship literature. For measurement of the concept, Covin and Slevin suggest three basic dimensions about Entrepreneurial Orientation (here by then EO). These are; innovation, proactiveness and risk-taking. Lumpkin and Dess (1996) enlarged this definition by adding "autonomy" and "competitive aggressiveness" dimensions. Especially in competitive environments in which global economy is rising, innovation and proactiveness are described as the basic tools for survival and the success of the firm can be ensured via these dimensions according to Covin and Slevin (1991).

The study which is described as firm entrepreneurship behavior is important especially in terms of describing the factors those affects the firms' entrepreneurship characteristic (entrepreneurship posture). While internal and external variables have a strong effect, strategic variables are also in strong mutual interaction. According to Covin and Slevin (1991), the variables in that model include direct and indirect effects. For example, there is a moderating effect of the size of the firm in relation of the environmental and strategic variables. Covin and Slevin's entrepreneurship model includes environmental, organizational and individual variables. According to the model, variables in organizational level seem as the basis. For example, business strategy, organizational structure and organizational culture altogether can affect the capability of the firm to participate in entrepreneurial operations. However, there are two elements in the model those are disregarded and which we describe as important for our study. First, the mutual relation of the environment, which is handled as an external variable, with internal variables, and second, while analyzing the effect of managerial philosophy and practices on firm entrepreneurship posture and indirectly on performance, the satisfaction or dissatisfaction of the employees - when evaluated as a output - growing out of the managerial entrepreneurship posture are not analyzed. As a matter of fact Pearce II et al. (1997) Kuratko et al. (2005b), Hornsby et al. (2002), Hornsby et al. (2009) mentioned about the imperfection related to the second element, which we especially denoted, that it wasn't analyzed.

As observed in the contingency approach studies, the environment, the structure and the strategy are amongst the critical variables for an optimal performance. These variables or the factors are found in all firms as industrial

or environmental variable or structural and managerial characteristics. According to the contingency scholars, to have a successful entrepreneurial orientation, an adequate combination of the factors is necessary. For example, it is known that the presence of the organizations, located in places where the complexity degree is high, is assured by the accommodation way of their structures to the environment.

According to Burns (1972) who have earned the organic versus mechanistic organizational structures notions to the literature, the organizations with the organic characteristics have adopted a managerial mentality of decentralization, informal, with lateral interaction and where the information is distributed equally in the organization. Khandwalla (1987) advanced that the crucial need of showing an entrepreneurial behavior is the flexibility characteristic of the organic organization structure. Similarly, Covin and Slevin (1990, 1991) suggested that an EO should be associated with low structural formalization, decentralization, and low complexity.

In this case, an organization, covered by the environmental characteristics (conditions), with a good supposition, that turns towards showing organic characteristics and ceases to be mechanistic, will carry an entrepreneurial character. However Krackhardt (1995) points to a dilemma. 1) A firm that has a good particularity or a better firm characteristic (for example its quality), can maintain a temporary superiority on those firms that don't have better formed organizational forms, 2) The behavioral characteristics of the managers and the employees are not he characteristics of the firm.

According to Echols and Neck (1998), who reject Krackhardt's opinions, the employees of an enterprise can demonstrate entrepreneurial behavior or the enterprise can have an entrepreneurial structure and together, they create synergy. The employees, who believe that the firm has an entrepreneurial characteristic (quality), will also believe in entrepreneurial behavior. According to the literature, the entrepreneurial behavior is composed of the detection of opportunities, the opportunity facilitation and the motivation to pursue opportunity. This classification covers the combination of both organizational and individualistic abilities (Echols and Neck, 1998). Especially with the support of the upper management and the positive perceiving of this support by the employees, the facilitation of the managerial support, supporting the entrepreneurial behaviors, to procure the resources and means needed for the creativity of the employees and supporting all kinds of entrepreneurial behaviors in managerial angle should be on the managers. It is known that all kinds of managerial supports increase the outputs of organizational entrepreneurship (Kuratko et al., 2001, 2005a, 2005b; Antoncic and Hisrich, 2001). Again, it is important to not keep away; the environmental factors have an effect on the entrepreneurship success (Covin and Slevin, 1989; Lumpkin and Dess, 2001).

On the other hand the accommodation enterprises pos-

sess an organizational structure where labor and communication is intense. The activity environments are creating an important effect on the organization while they are changing at a great pace and are acquiring a different character. This dynamic particularity of the activity environment brings the employees, who can use their initiative, can make fast decisions and can be flexible, to an important status. At the same time, the structure of the accommodation enterprises, where the large pyramidal organization type of model is prevalent, is approaching to formalization, standardization, specialization and centralization, while growing up.

The task definitions, the operation standards, the functions becoming definite and the central information propagation and the constraints are determinants on the accommodation organizations activities. It is possible to say that the automation programs used, the participation to the international reservation systems, the increase of the customers with global quality experiences, the service quality standardization in all countries, the essential properties of the basic services unchangeable and the expectations from the service staffs, are increasing the formalization, the standardization, the specialization and the centralization.

One of the most important subjects herein, is the procedural and the behavioral standards intended for the service producers and the servers. With the help of the standards in question, the protection of the quality of the service and getting ahead of its variability are aimed. However, these applications are carrying an evident constraint quality for the staff producing service at the same time.

The planification of the accommodation enterprises intended for a specific customer profile push them to demonstrate a low-flexible offer in physical possibilities manner and the service structure. It will be hard to configure the components of service in a short time and the modification of the physical qualities is almost impossible. This is one of the reasons why the accommodation enterprises can't attune to the major alterations possible in this fast changing environment.

Due to its nature and the environmental conditions, the accommodation enterprises should possess the organizational structure with organic qualities and characteristics. In these organizations, willingness to take responsibilities, creativity, innovative behavior and proactivity are not only related to the staff qualities, but also to the presence of the entrepreneurial behaviors of the managers. The employees' willingness to deal with such a work environment, their quality standards and motivation to learn and develop new routines will, of course, is one of the key factors in successful hotel operations (Øgaard and et al., 2008).

So this is a question of mutual involvement. All the components; the organization environment, the staff and the manager's behaviors, have to be harmonious to prosper. Thereat it's important that the behaviors demon-

strated by the administration, its mentality and its philosophy being well understood and applied by the employees.

For this reason, can management that does not allow this formation be named as entrepreneurial? In other words, the improvement of the organization, its modification, a manager trying to protect it from the competition, when he is trying new things and his face turns out of the organization, are the employees really understanding him and behaving in an entrepreneurial manner with the same intention and apprehension? Are the employees satisfied of these behaviors of their manager? Or, as seen in the literature, do the structural and the environmental variables have an effect on this satisfaction? That's why in Figure 1, the principal variables and relations of the model, formed after the literature analysis and evaluation, are defined.

When Figure 1 is considered, a directly positive or negative relation between employee satisfaction and managerial entrepreneurship behavior and the relations of the operational/task environment and the structural variables mutually and regulatory effects appearing. For the improvement of the model, the works of Khandwalla (1987); Duncan (1972); Burns (1972); Tosi et al. (1973); Child (1972); Covin and Slevin (1989); Lumpkin and Dess (2001); Pearce II et al. (1997); Hage and Aiken, (1967); Pugh et al. (1969); Pugh, Hickson, Hinnings and Turner (1968); Rosalie (1979); Child (1973); Pennings (1973); Tung (1979); Kuratko et al. (2001, 2005a, 2005b); Antoncic and Hisrich (2001); Hornsby et al. (2002, 2009); Zahra (1993) have been used and hypotheses have been developed.

H1: The managerial entrepreneurship behavior of the managers affects the satisfaction felt by the employees. As the proposed model in Figure 1 is carefully examined, it could be seen that the effect of managerial entrepreneurship on employee satisfaction is moderated by the structural variables concerning formalization, specialization, standardization and centralism. These structural variables together as all or separately have a moderating effect on the relationship between managerial entrepreneurship and employee satisfaction. Therefore, several hypotheses were constructed for each structural variable in order to realize the moderating effect of each structural variable in the model. On the other side, the operational/task environment in which an organization operates may show characteristics of becoming "simple" versus "complex" or "static" versus "dynamic". The task environment of the organization may also demonstrate whether the organization has mechanistic or organic structure. Organic organizations generally tend to operate in complex and dynamic environmental conditions whereas mechanistic organizations are generally assumed to operate in simple and static environmental context. It should be noted that showing organic organizational characteristics is highly crucial for hospitality industry. Likewise structural variables, the effect of managerial en-

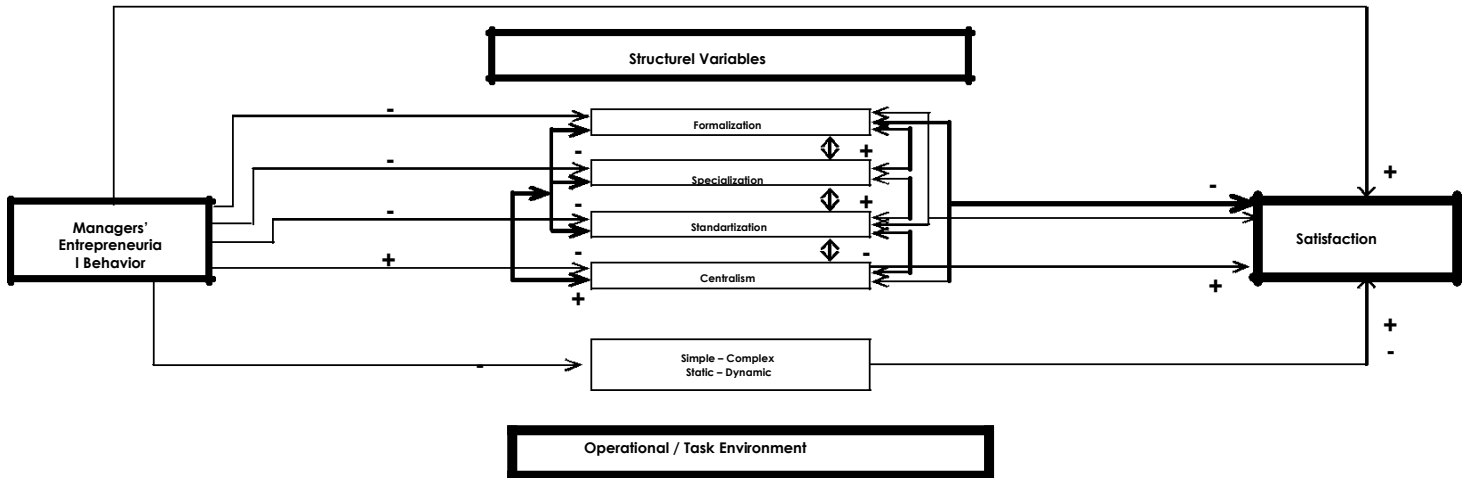


Figure 1. The relation of the managerial entrepreneurship behavior and the employee satisfaction.

entrepreneurship on employee satisfaction could also be moderated by operational/task environmental variables.

In this respect, several hypotheses were formulated below in order to test the moderating influence of the structural and operational/task variables on the relationship between the managerial entrepreneurship behavior and employees' satisfaction.

H2: The specialization variable of the organizational structure is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

H3: The formalization variable of the organizational structure is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

H4: The standardization variable of the organizational structure is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

H5: The centralization variable of the organizational structure is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

H6: The degree of complexity of the operating (working) environment is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

H7: The degree of dynamicity of the operating (working) environment is moderating between the managerial entrepreneurship behavior and the employees' satisfaction

METHODOLOGY OF THE RESEARCH

Sampling and methods of data analysis

The employees of nine tourism accommodation establishments those are in the same chain business description operating in tourism sector in Turkey were taken into the extent of the study. The reason of handling the study in only one chain business is to identify the entrepreneurship posture of the firm and the possible relations between managerial behaviors. Again within the same management philosophy hypothesis, to identify that there will not be any difference in the perceptions of their employees about environment and entrepreneurship and to identify the reasons separately if

there are any differences in employees' satisfaction about the entrepreneurship behaviors. Again the reason of applying the study only in one chain business is the opportunity of benefiting from the findings and results, because the findings and results are peculiar to the firm as its organizational culture. Research data were collected between 1st and 20th of July, 2008. In those dates, the total number of the employees of the firm was 450. If abstract population is taken into consideration (as a result of the differences those will arise in course of time because of increase or decrease in the number of employees working in the firm), 450 employees constitute the sampling of the research. Question forms were delivered to all employees. Two hundred and ninety-three (293) of them are in analyzable format. When the response ratio (65.1%) and studies done in social sciences are taken into consideration, it can be implied that this rate represents the organization.

In the analysis of the data, descriptive statistics techniques, average, correlation analysis and regression analysis that explain the causality relationship, the method of the hierarchical regression analysis were used.

Questionnaire and reliability analysis

Questionnaire is composed of five parts. There are eight statements about the environment perception which are developed by benefiting from the studies of Khandwalla (1987); Duncan (1972); Burns (1972); Tosi et al. (1973); Child (1972); Covin and Slevin (1989); Lumpkin and Dess (2001) in the first part of the form, and 13 statements about the description of the organization structure in the second part of the form. Twelve statements about the managerial entrepreneurship behavior are found in the third part. The statements about the employee satisfaction related to managerial entrepreneurial behavior are found in the fourth part of the question form. In the preparation of the third and fourth parts of the question form, items were adapted from the earlier studies of Pearce II, Kramer and Robbins (1997).

As the result of the reliability analysis, general environment variable $\alpha = 0.76$, general structure variable $\alpha = 0.75$, managerial entrepreneurship behavior variable $\alpha = 0.92$ and managerial entrepreneurship behavior employee satisfaction variable $\alpha = 0.93$. In reliability analysis of each dimension separately, environment variable found as simple-complexity dimension $\alpha = 0.74$ and static-dynamic dimension $\alpha = 0.63$.

Operational/task environment variables are evaluated under two

variables: Static-Dynamic and Simple-Complex. Simple-Complex is about the uniform and multilevel transactions of an organization's operations. This description is also defined related to the environmental elements number found in the relation. For example, the operations in the task environment of a cannery have simple characteristics whereas the transaction environment in the emergency service of a hospital has complex characteristics. Static-Dynamic environment is about the stability and the instability of operations that an organization realizes in its transaction environment. Stability defines the static, instability defines the dynamism. As the ambiguity level increases, so as the dynamism. As in the example above, ambiguity of encountering with operations in emergency service is more than the operational/task environment in the cannery.

Dynamism can have differences according to market characteristics, transaction speed of the organization and the information, managerial strategies, behaviors related to risk taking, competition structure. As one organization moves from a static and simple environment to a complex and dynamic transaction environment, its entrepreneurship characteristic is also affected.

Organizational structure variables are evaluated under 4 factors: Formalization ($\alpha = 0.71$), Standardization ($\alpha = 0.69$), Specialization level ($\alpha = 0.78$), Centralization ($\alpha = 0.72$).

When the defining of structure variables are taken into consideration (Hage and Aiken, 1967; Pugh et al., 1969; Pugh, Hickson, Hinings and Turner, 1968; Rosalie, 1979; Child, 1973; Pennings, 1973; Tung, 1979):

Formalization: Writing out the information for people about how to fulfill their tasks.

Standardization: Rules and methods determined for solution of continuously encountered problems or repeat works.

Specialization level: Functional specialization.

Role Specialization: Determination of the roles (positions) those require specialism in functional division.

Centralization level: It is defined as the method of taking decisions.

In the last part of the question form, there are 13 statements for defining the demographic characteristics of the sampling. In order, they consist of number of stars of the hotel, since when it is operating, number of rooms, type of the hotel, work experience of the employee, educational background, age, gender, marital status, title and department. A five scale Likert-type scale was used in which positive is (1) and negative is (5) in the four parts that variable statements compose in the question form.

FINDINGS

Findings related to demographic characteristics

If the star groups of the chain businesses those participate in the research are taken into consideration, 2% operate as three-star hotel, 36.5% operate as four-star hotel and 54.3% operate as five-star hotel. According to the operation times, those are operating for 1 - 5 years constitute 55.6%, those are operating for 6 - 10 years constitute 23.2%, those are operating for 11 - 16 years constitute 19.1% of the sampling. If the number of rooms is taken into consideration, 22.9% of them have 100 or under 100 rooms, 50.9% of them have 100 - 150 rooms and 25.6% of them have 151 - 200 rooms. If we look at

their operation types, 5.8% of them operate as beach hotel, 85.7% of them operate as city hotel and 8.2% of them operate as thermal hotel. Findings give us the impression that the consumer preferences could vary and customer service perceptions could have differences. In other words, our hotels operate in a complex and dynamic environment in terms of transaction environment. If employment periods of the employees participating to the survey those are working in the chain business are taken into consideration, 41.6% of them have less than one year of or one year of employment period. There comes to mind that some problems will rise on behalf of meeting on common purposes, internalizing the mission of the organization and practices of the manager.

However, no findings were found in literature that employment periods and managerial entrepreneurship perception affect the employee satisfaction according as the time factor. However, generally it can be said that a relation between job satisfaction and employment period can be established, that there are similar findings in management literature. On the other hand, this finding determined as an important imperfection in literature in terms of intrapreneurship (corporate entrepreneurship) studies. If employment periods taken into consideration, 45% of survey participants are working for 1 - 5 years, 11.2% of them are working for 6 years and over in the same enterprise. If total employment periods of survey participants in tourism sector are taken into consideration, 16.4% of them are working in this sector for less than 1 year, 40.3% of them are working in this sector for 1 - 5 years and 38.6% of them are working in this sector for six years and over. Generally, it can be said that the survey participant employees are experienced in this sector. 30.4% of the employees are primary school graduates, 38.2% of them are high school graduates and 29.6% of them are two-year degree and, bachelor's degree graduates. According to these results, it can be said that education levels of the survey participants are high. Another important finding obtained from the study is that 51.9% of the employees received training about tourism. 34.1 % of the survey participants are women, 65.9% of them are men. If the age groups are analyzed, 41% of the respondents of the survey are between 20 - 25, 29% of them are between 26 - 30, 14.7 % of them are between 31 - 35 and 15% of them are at the age of 36 or over. That means a major part of the organization employees consist of young employees. On the other hand, 44.7% of the employees are married, 55.3% of them are single. When the sectoral division of the survey participants considered, 24.6% of them are from the front office, 26.6% from the floor services, 20.5% from the food and beverage department, 14.7% from the kitchen and finally 5.1% from the technical services department.

Findings related to variables

According to the findings, the employees perceive the pro-

Table 1. Descriptive statistics.

	N	Minimum	Maximum	Mean	Std. Deviation
SIMP-COMP	283	1.00	5.00	4.2200	0.61561
STAT-DINA	277	1.00	5.00	3.6354	0.69104
FORM	277	2.00	5.00	4.3466	0.57768
STAN	261	1.00	5.00	3.3218	0.91956
SPECIAL	275	1.00	5.00	3.5321	0.90376
CENTRALI	273	1.00	5.00	2.9872	0.76626
MENTRPBEHAV	262	1.00	5.00	3.8928	0.77916
MENTRPBEHAVSAT	253	1.00	5.00	3.9601	0.81631

cess environment complexity pretty high (mean = 4.22), and the dynamical elements passably uncertain (mean = 3.63). This means that the employees encounter too many elements frequently while realizing their activities in the work environment. Considered from the view of the organizational structure, it has been found that the employees average of the degree of formalization (configuration) is (mean = 4.34), the average of standardization is (mean = 3.32), the specialization average is (mean = 3.53) and the average of the centralization degree is (mean = 2.98). According to the organization theory, while the formalization, the standardization and the specialization degrees increasing in an organization, the centralization degree are also increasing at the same proportion. The descriptive statistics took place on Table 1.

In other words, the employees perceive the organization as structural and bureaucratic. Considered from the point view of organization, because the employees perceive their process (work) environment complex and passably dynamic, the organization should show organic characteristics and should avoid its bureaucratic characteristics. Herein an important point that calls attention is the high percipience by the employees of the entrepreneurial behavior of the managers (mean = 3.89). This means that they perceive their managers as entrepreneurial. Also, the employee satisfaction felt by this behavior is positive (mean = 3.96).

When the relations between the variables are analyzed, a positive and a strong correlation between the standardization of the organization's structure ($r = 0.423$, $p < 0.01$), the configuration ($r = 0.454$, $p < 0.001$) the specialization degree ($r = 0.529$, $p < 0.01$) and the entrepreneurial behavior has been determined. There is a positive but a weak correlation between the entrepreneurial behavior and the centralization degree of the management ($r = 0.136$, $p < 0.05$). Also, it's found that there is a strong correlation between the satisfaction felt by the employees of the entrepreneurial behavior and the standardization ($r = 0.400$, $p < 0.01$), the configuration ($r = 0.467$, $p < 0.01$) and the specialization degree ($r = 0.534$, $p < 0.01$). There is a positive but a weak correlation between the centralization degree ($r = 0.201$, $p < 0.01$) and the employee satisfaction of the entrepreneurial behavior of the manager. When the environmental

percipience of the employees is examined, there is a positive and a passably strong correlation between the simple-complex dimension of the environment ($r = 0.418$, $p < 0.01$), and the static-dynamic dimension ($r = 0.367$, $p < 0.01$) and the employees percipience of the entrepreneurial behavior of the manager. It is also determined that there is a positive of passable degree of correlation between the satisfaction felt by the employees of the entrepreneurial behavior of the manager and the simple-complex dimension of the environment ($r = 0.429$, $p < 0.01$), and the static-dynamic dimensions ($r = 0.337$, $p < 0.01$). Besides, there isn't a stronger correlation between the centralization degree of the variables, the environmental and structural dimension and the formalization degree.

Testing the hypothesis

The simple regression analysis results, related to the employee satisfaction of the entrepreneurial behavior of their managers chosen as the dependent variable are displayed in Table 3.

Managerial entrepreneurship behavior: According to this, there is a positive and a strong correlation between the entrepreneurial behavior of the managers and the satisfaction felt by the employees of the entrepreneurial behavior of the managers ($\beta = 0.86$, $p < 0.001$). Seventy five percent of the satisfaction felt by the employees is explained by the managerial behavior of entrepreneurship. Based on these statistically meaningful findings, H1 was accepted. The high explanatory power of the effect of managerial entrepreneurship behavior on employee satisfaction should also be noted. According to hierarchical regression analysis results related to other variables, standardization (H2) and specialization (H4) were found to be statistically insignificant. Therefore, H2 and H4 were rejected. Of the structural variables, formalization and centrality have been found as quasi moderator variable. Of the operational/task environmental variables, degree of complexity has been found as an independent variable and degree of dynamism was determined as quasi moderator variable in the relationship between ma-

Table 2. The correlations among variables.

	SIMP-COMP	STAT-DINA	FORM	STAN	SPECIAL	CENTRALI
SIMP-COMP	1	.463(**)	.504(**)	.163(**)	.281(**)	-.064
STAT-DINA	.463(**)	1	.271(**)	.383(**)	.410(**)	.049
FORMALIZATION	.504(**)	.271(**)	1	.208(**)	.354(**)	.038
STANDARDIZATION	.163(**)	.383(**)	.208(**)	1	.589(**)	.129(*)
SPECIALIZATION	.281(**)	.410(**)	.354(**)	.589(**)	1	.189(**)
CENTRALIZATION	-.064	.049	.038	.129(*)	.189(**)	1
MENTRPBEHAV	.418(**)	.367(**)	.454(**)	.423(**)	.529(**)	.136(*)
MENTRPBEHAVSAT	.429(**)	.337(**)	.467(**)	.400(**)	.534(**)	.201(**)

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

*Correlation is significant at the 0.05 level (2-tailed).

Table 3. The simple regression findings related to the effects of the independent variable.

Models	B	Std. Error	Beta	t	Sig.	R	R Square	F	Sig.
MENTRP BEHAV	.866	.033	.868	26.511	.000	.868(a)	.753	702.839	.000(a)

Dependent variable: employees' satisfaction.

Table 4. Hierarchical regression analysis (moderating variable: formalization)

Model		Coefficient			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.422	.139		3.039	.003
	MENTRPBEHAV	.909	.035	.868	25.990	.000
2	(Constant)	.031	.210		.148	.883
	MENTRPBEHAV	.866	.039	.826	22.295	.000
	FORMALİZATİON	.129	.052	.091	2.460	.015
3	(Constant)	-1.974	.945		-2.089	.038
	MENTRPBEHAV	1.467	.259	1.400	5.257	.000
	FORMALİZATİON	.606	.225	.429	2.689	.008
	FORMAL* MENTRPBEHAV	-.140	.064	-.790	-2.176	.031

Model 1: R= .868 R² =.753 F=675,456 p=.000, Sig. F change: .000

Model 2: R= .871 R² =.759 F=348,439 p=.000, Sig. F change: .015

Model 3: R= .874 R² =.764 F=237,795 p=.000, Sig. F change: .031

managerial entrepreneurship behavior and employee satisfaction.

When the results of hierarchical regression analysis shown in Table 4 are carefully examined, it could be seen that as the formalization variable was incorporated into the analysis, a statistically meaningful change in F value (F = 6.052, p ≤ 0.01) was generated and the interaction between formalization and managerial entrepreneurial behavior also resulted in meaningful change in F value (F = 4.773, p ≤ 0.03). Therefore, formalization was found to be quasi moderator variable in the relationship between managerial entrepreneurial behavior and employee satisfaction. This means that formalization has both a moderating influence on the satisfaction felt by the employees and it has also an influence as an independent

variable on the satisfaction felt by the employees. So that H3 was accepted. The same finding was also valid for centralism variable which has similar results with formalization. The findings related to centralism can be seen from Table 5.

When one studies the statistics of change in Table 6, once the degree of centralization is introduced into the analysis at the second stage, there is an increase in R² (0.007), the partial value F which is obtained for centralization is found to be (F = 6.347, p ≤ 0.01) but points out that the change is suggestive in statistical terms. When the interaction between the degree of centralization and the managerial entrepreneurial behavior (centralization x managerial entrepreneurial behavior) enters the equation, there is an increase in R² (F = 12.481,

Table 5. Hierarchical regression analysis (moderating variable: centralization).

Model		Coefficient			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.422	.139		3.026	.003
	MENTRPBEHAV	.909	.035	.868	25.872	.000
2	(Constant)	.201	.163		1.227	.221
	MENTRPBEHAV	.897	.035	.856	25.600	.000
	CENTRAL	.090	.036	.084	2.519	.012
3	(Constant)	-1.528	.515		-2.969	.003
	MENTRPBEHAV	1.344	.131	1.283	10.251	.000
	CENTRAL	.691	.174	.648	3.978	.000
	CENTRAL*MENTRPBEHAV	-.154	.044	-.761	-3.533	.001

Model 1: R = 0.868 R² = 0.753 F = 669.371 p = 0.000 Sig. F change: 0.000

Model 2: R = 0.872 R² = 0.760 F = 345.993 p = 0.000 Sig. F change: 0.012

Model 3: R = 0.879 R² = 0.773 F = 246.914 p = 0.000 Sig. F change: 0.001

Table 6. Hierarchical regression analysis (moderating variable: degree of complexity).

Model		Coefficient			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.422	.138		3.060	.002
	MENTRPBEHAV	.909	.035	.868	26.165	.000
2	(Constant)	.107	.196		.543	.587
	MENTRPBEHAV	.873	.038	.834	23.051	.000
	SIMP-COMP	.107	.048	.081	2.239	.026
3	(Constant)	-.632	.601		-1.051	.294
	MENTRPBEHAV	1.106	.183	1.056	6.039	.000
	SIMP-COMP	.284	.144	.214	1.971	.050
	SIMP-COMP* MENTRPBEHAV	-.055	.042	-.306	-1.299	.195

Model 1: R = 0.868 R² = 0.753, F = 684,584 p = 0.000, Sig. F change: 0.000

Model 2: R = 0.871 R² = 0.758, F = 350,907 p = 0.000, Sig. F change: 0.02

Model 3: R = 0.872 R² = 0.760, F = 235,219 p = 0.000, Sig. F change: 0.195

$p \leq 0.001$) and is also found to be suggestive in statistical terms. This result shows that, as a quasimoderator variable, the centralization variable has an influence on the satisfaction with the entrepreneurial behavior. At the same time this variable affects the dependent variable as an independent variable.

Findings related to the other variable of organizational structure dimension (standardization and specialization) are insignificant for the analysis.

When degree of complexity was incorporated into the analysis in the second stage of the model, a significant change in R² occurred (F = 1,668, $p \leq 0.02$). But as the interaction variable was taken into analysis in the third stage of the model, this significantly meaningful change was not found. For this reason, degree of complexity was seen as an independent variable in explaining dependent variable. In other words, as environmental complexity increases, employee satisfaction is affected regardless of

the managerial entrepreneurship behavior. Instead, employee satisfaction is influenced much more by the environmental complexity.

When one studies the statistics of change in Table 7, once the statically-dynamically of the operating environment variable is introduced into the analysis at the second stage, there is not a suggestive increase in R², the partial value F is found to be (F = 0.364, $p \leq .54$). When the interaction between the degree of dynamicity and the managerial entrepreneurial behavior (statically-dynamically x managerial entrepreneurial behavior) enters the equation, there is a suggestive increase in R² (0.007). The partial value F which is obtained for the interaction of this variable (F = 6.707, $p \leq .01$) is also found to be suggestive in statistical terms. This result shows that the statically-dynamically of the operating environment has a quasi moderator effect on the satisfaction with the entrepreneurial behavior. But this

Table 7. Hierarchical regression analysis (moderating variable: degree of dynamicity).

Model		Coefficient			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.422	.139		3.026	.003
	MENTRPBEHAV	.909	.035	.868	25.872	.000
2	(Constant)	.361	.172		2.095	.037
	MENTRPBEHAV	.901	.038	.860	23.809	.000
	STAT-DINA	.026	.043	.022	.604	.547
3	(Constant)	-.926	.525		-1.763	.079
	MENTRPBEHAV	1.255	.142	1.198	8.851	.000
	STAT-DINA	.405	.152	.343	2.658	.008
	STAT-DINA *MENTRPBEHAV	-.102	.039	-.552	-2.590	.010

Model 1: R = 0.868, $R^2 = 0.753$ F = 666.371 p = 0.000, Sig. F change: 0.000

Model 2: R = 0.868, $R^2 = 0.753$ F = 333.901 p = 0.000, Sig. F change: 0.547

Model 3: R = 0.872, $R^2 = 0.760$ F = 230.636 p = 0.000, Sig. F change: 0.010

result also shows that this variable does not have an influence on the dependent variable (employees' satisfaction with the managerial entrepreneurial behavior) either.

When the figures illustrated above were reviewed, it could be seen that regression lines in Figures 2, 3 and 5 were not parallel to each other and they intersected. These lines have "disordinal interaction" characteristics. Therefore, this situation confirmed the moderating effect for selected variables. However, the regression lines in Figure 4 did not intersect and showed "ordinal interaction" characteristics.

Conclusion

The results of the descriptive statistics in Table 1 reveal that, when technically considered, two inferences can be found. In the first case, there is no difference between the percipience of entrepreneurship of the managers and the percipience of the employees. However, while the degree of the environmental uncertain degree increasing, an arrangement needing of the high management against the dangers and an organizational arrangement could be done in the organization. This often reflected to the employees by centralization (decision making by the high management) that occurs by the need to put manner and standards and a vertical differentiation and control in the organization. So it is important that the management percipience and the employees' percipience convene at the same intentions, in practice. The second case is the relation of the organizational culture of the organization's employees. In an organization formed by leader oriented employees, in the leader member interaction, the leaders are those at the proportion of the members needs satisfied and the employees who work with these leaders are generally satisfied. When the characteristics of the chain hotel enterprises are considered, the salaries of low level employees are low and their net and closed relation-

relations with the department managers when being hired is important in Turkey. Due to its nature, the employee is always face-to-face with the manager and that's why his percipience of the entrepreneurial behavior could be that this is an attitude intended to him (to his personality). As a conclusion, if the employee has established a dependence relation with his manager, and if he is happy with this, he could be satisfied for this reason.

The findings obtained in the study show that the entrepreneurial behavior of the managers particularly is a direct significant factor in the explanation of the satisfaction of the employees who are employed by this organization with the entrepreneurial behaviors.

When one studies the other variable relationships, considering the mediating, moderator and interactions which are also a matter of dispute in theory, we opine that those environmental and structural variables employed as moderators in this study fail to have sufficient explanatory properties. Use of new analysis techniques such as path analysis and structural equation model in analyzing this model may serve to obtain more satisfactory information. Therefore, this aspect of the study is of a nature that shall cast some light upon the new studies to be carried out in the future. On the other hand, it is a necessity to study the interactions of similar models as well. We think that the type and mode of operation of the organization in which data have been obtained in the study are also influential on the results. In the tourism sector where the customer-focused character is prominent, the intensity of competition, variation of the environmental factors from the conventional production sector may be effective on these results. Also, considering it in terms of the characteristics of the company, the employees work in an environment where face-to-face communication is mandatory due to the characteristics of their duties and a multi-national culture may loom large in lieu of a national culture. It should be remembered that the formality in the methods, processes

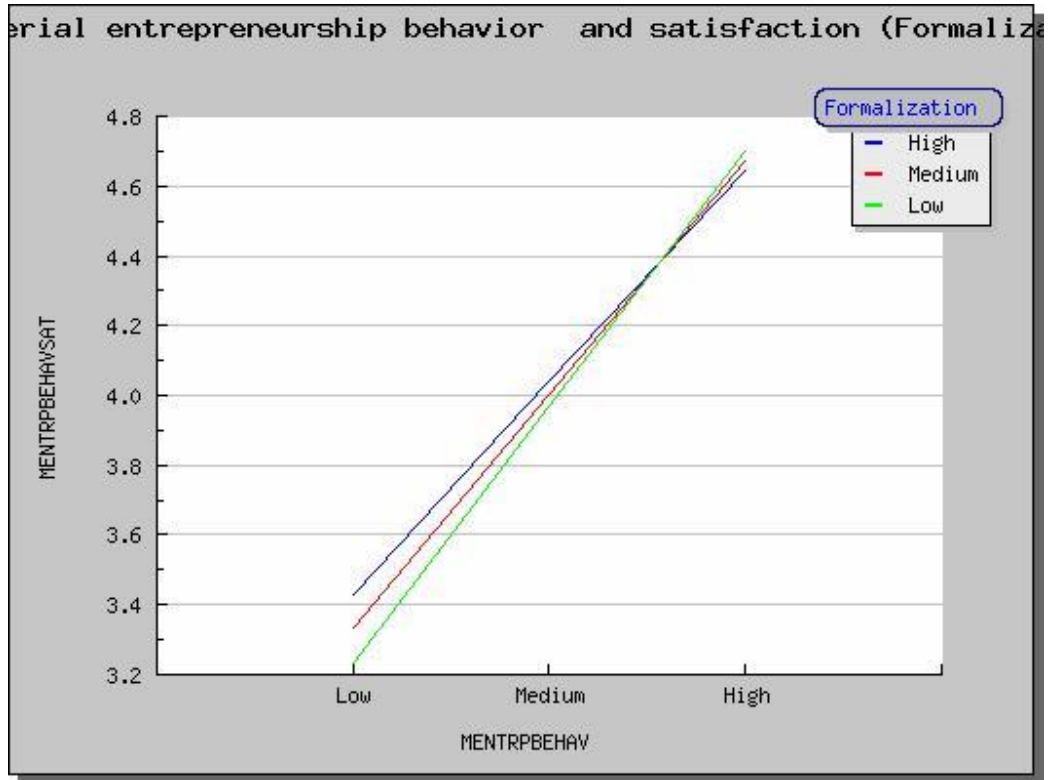


Figure 2. Managerial Entrepreneurship Behavior and Satisfaction (Formalization).



Figure 3. Managerial Entrepreneurship Behavior and Satisfaction (Centralization).

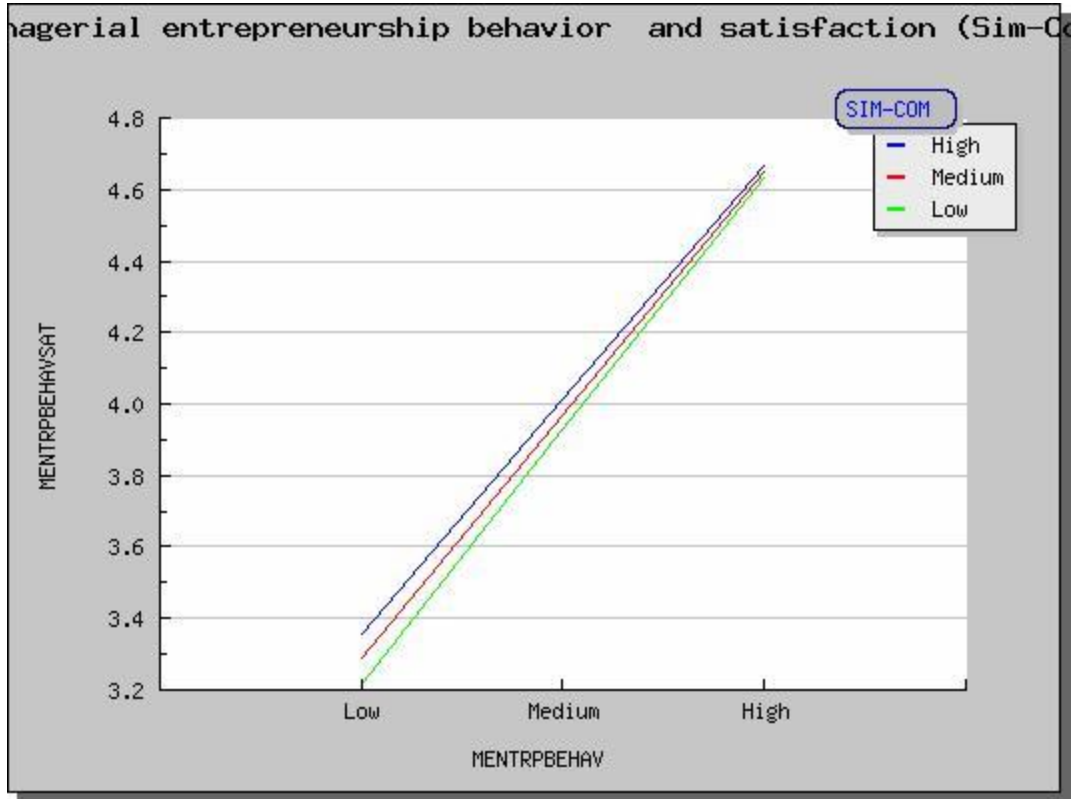


Figure 4. Managerial Entrepreneurship Behavior and Satisfaction (Simple-Complex).

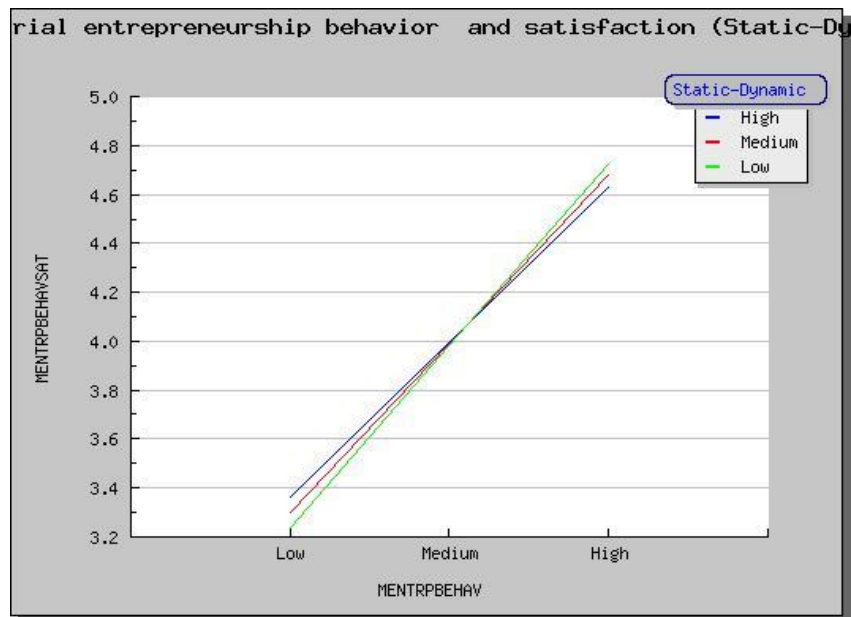


Figure 5. Managerial Entrepreneurship Behavior and Satisfaction (Degree of Dynamism).

and procedures and the excessive restrictions -even if mandatory- shall adversely reflect on the customers in this type of organizations where the individual characteri-

stics and experience stand in the forefront. Naturally, managers live among their employees and the interaction of behaviors is a necessity. Therefore, it is also required

to consider such possible circumstances in the findings obtained.

REFERENCES

- Antoncic B, Hisrich RD (2001). Intrapreneurship: Construct refinement and cross-cultural validation, *J. Bus. Venturing* (16): 495–527.
- Child J (1973). Predicting and understanding organization structure, *Admin. Sci. Q.* 18(2): 168–185.
- Child J (1972). Organizational structure, environment and performance: The role of strategic choice, *Sociology* 6(1): 1–22.
- Covin JG, Slevin DP (1991). A conceptual model of entrepreneurship as firm behavior, *Entrepreneurship Theory and Practice*, Fall pp.7–25.
- Covin JG, Slevin DP (1989). Strategic management of small firms in hostile and Benign environments, *Strategic Manage. J.* 10(1): 75–87.
- Covin JG, Slevin DP (1990). Juggling entrepreneurial style and organizational structure-how to get your act together, *Sloan Manage. Rev.* Winter pp.43-63.
- Duncan RB (1972). Characteristics of organizational environments and perceived environmental uncertainty, *Admin. Sci. Q.* 17: 313–327.
- Echols AE, Neck CP (1998). The impact of behaviors and structure on corporate entrepreneurial success, *J. Manage. Psychol.* 13(2): 38–46.
- Hage J, Aiken M (1967). Relationships of centralization to other structural properties, *Admin. Sci. Q.* 12: 72-92.
- Hornsby J S, Kuratko FD, Zahra SA (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale , *J. Bus. Venturing* 17: 253–273.
- Hornsby JS, Kuratko FD, Shepherd AD, Bott PJ (2009). Managers' corporate entrepreneurial actions: Examining perception and position, *J. Bus. Venturing* 24(3): 236-247
- Khandwalla PN (1987). Generators of pioneering-innovative management: Some Indian evidence, *Organ. Stud.* 8(1): 39-59.
- Krackhardt D (1995). Entrepreneurial opportunities in an entrepreneurial firm: A Structural Approach, *Entrepreneurship: Theory Practice* 19(3): 53-69.
- Kreiser PM, Marino DL, Weaver MK (2002). Assessing psychometric properties of entrepreneurial orientation scale: A Multi-Country Analysis, *Entrepreneurship Theory and Practice*, Summer: pp.71-94.
- Kuratko DF, Ireland RD, Hornsby JS (2001). Improving firm performance through entrepreneurial actions: Acordia's corporate entrepreneurship strategy, *Acad. Manage. Executive* 15 (4): 60–71.
- Kuratko DF, Ireland RD, Covin JG, Hornsby JS (2005a). A model of middle-level managers' entrepreneurial behavior, *Entrepreneurship Theory Practice* 29(6): 699–716.
- Kuratko DF, Hornsby JS, Bishop JW (2005b). An examination of managers' entrepreneurial actions and job satisfaction, *Int. Entrep. Manage. J.* 1(3): 275–291.
- Lumpkin GT, Dess GG (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance, *Acad. Manage. Rev.* 21(1): 135–172.
- Lumpkin GT, Dess GG (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle, *J. Bus. Venturing* (16): 429-451.
- Øgaard T, Marnburg E, Larsen S (2008). Perceptions of organizational structure in the hospitality industry consequences for commitment, job satisfaction and perceived performance, *Tourism Manage.* (29): 661-671.
- Pearce II AJ, Kramer TR, Robbins KD (1997). Effects of managers' entrepreneurial behavior on subordinates, *J. Bus. Venturing* 12: 147-160.
- Pennings J (1973). Measures of organizational structure: A methodological note, *The Amer. J. Sociol.* 79(3): 686-704.
- Pierce JL, Delbecq AL (1977) Organization structure, individual attitudes and innovation, *Acad. Manage. Rev.* 2(1): 27-37.
- Pugh DS, Hickson DJ, Hinings CR, Turner C (1968). Dimensions of organization structure. *Admin. Sci. Q.* 13(1): 65-105.
- Pugh DS, Hickson DJ, Hinings C R, Turner C (1969). The context of organizational structures. *Admin. Sci. Q.* 14: 91–114.
- Rosalie LT (1979). Dimensions of organizational environments: An exploratory study of their impact on organization structure. *Acad. Manage. J.* 22(4): 672–693.
- Tosi H, Aldag R, Storey R (1973). On the measurement of the environment: An assessment of the Lawrence and Lorsch environmental uncertainty subscale, *Admin. Sci. Q.* 18: 27–36.
- Tung RL (1979). Dimensions of organizational environments: An exploratory study of their impact on organization structure, *Acad. Manage. J.* 22(4): 672–693.
- Zahra SA (1993). Environment, corporate entrepreneurship, and financial performance: A taxonomic approach, *J. Bus. Venturing* 8(4): 319–340.