

Intrapreneurial Workplaces And Job Satisfaction: The Case Of Thai Employees

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ABSTRACT

Today's competitive workplace requires that employees think creatively and take personal responsibility for their work as if they owned the business. Such ideal and perceived ownership can lead to higher productivity and better job satisfaction levels in the workplace. The purpose of this research is to investigate the relationship between corporate entrepreneurship and organizational performance and overall job satisfaction. Using the responses of 450 employees who work in private companies in Thailand, the study found differences in corporate entrepreneurship and overall job satisfaction based on various demographic variables, namely education, occupation, and position. Regarding autonomy/work discretion, there are differences in autonomy/work discretion and demographic profile, which include gender, education level, salary, type of company, and type of business. Implications for practice and recommendations for future research are presented.

Keywords: Entrepreneurship; Intrapreneurship; Job Satisfaction; Education; Age; Thailand

INTRODUCTION

lobalization has created profound and substantial changes for organizations and industries throughout the world. During the entrepreneurial economy of the 1980s and 1990s, companies began to focus heavily on innovation, with emphasis on entrepreneurial thinking (Drucker, 1984). A wealth of popular business literature described a new “corporate evolution” as corporate entrepreneurship or intrapreneurship.

Many companies today are realizing the need for corporate entrepreneurship. This need has arisen in response to a number of pressing problems, including rapid growth in the number of new and sophisticated competitors, a sense of distrust in the traditional methods of corporate management, an exodus of some of the best and brightest people from corporations to become small-business entrepreneurs, international competition, downsizing of major corporations, and an overall desire to improve efficiency and productivity (Hayes & Abernathy, 1980). There has been a growing interest in the use of corporate entrepreneurship as a means for corporations to enhance the innovative abilities of their employees and, at the same time, increase corporate success through the creation of new corporate ventures (Khanfar, Loudon, and Mujtaba, 2010; Miller & Friesen, 1985; Pinchott, 1985).

Moreover, corporate entrepreneurship (CE) is a vital component for successful organizational performance and renewal. As such, it has been the subject of study in literature over several decades. In one of the earliest studies, Peterson and Berger (1971) show that entrepreneurial activities help companies to develop new businesses that create revenue streams. According to Burgelman (1983a, 1991), CE activities also enhance a company's success by promoting product and process innovations. Zahra and Covin (1995) assert that CE activities can improve organizational growth and profitability, and, depending on the company's competitive environment, their impact may increase over time. The empirical evidence is compelling that CE improves company performance by increasing the firm's willingness to take risk, and by pioneering the development of new products, processes, and services (Kuratko, Montagnano, & Hornsby, 1990; Lumpkin & Dess, 1996; Zahra & Pearce, 1994).

During the economic boom period in Thailand (1986-1995), entrepreneurial activity expanded rapidly, at an average rate of 8 percent per annum. However, the onset of the economic meltdown in 1997, political protests in 2008 and 2010, and the recent flooding challenges in the last four months of 2011 have all caused Thailand’s entrepreneurial activity to suffer a tremendous blow, with the number of newly established enterprises dipping to the lowest point in more than a decade. During this period, the Thai economy recorded a negative growth rate for the first time in over four decades.

In 1997, the overall economy registered a growth rate of -1.4 percent, followed by a devastating drop of -10.2 percent in 1998. This phenomenon occurred because the entrepreneurial activity in Thailand was not rooted on a strong foundation. Additionally, the process to build entrepreneurship for it to grow and prosper had a vague direction. Moreover, with the emergence of the free market came many competitors from various countries, which ultimately bankrupted many Thai organizations (Somjai, 1995). Because of this, the Thai government encouraged businesses to think further ahead as well as constantly develop innovative products and services for a sustainable growth. Despite the growing interest in innovation and creativity in continuous improvement, little empirical research has examined the impact of CE on job satisfaction. Job satisfaction is a frequently studied subject in work and organizational literature since employers are concerned with employee retention (Udechukwu and Mujtaba, 2007). This is mainly due to the fact that many experts believe that job satisfaction trends can affect labor market behavior and influence work productivity, work effort, employee absenteeism, and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being (Kenney and Mujtaba, 2008; Diaz-Serrano, Vieira, & Jose, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu & Tansel, 2006).

This research attempts to investigate the impact of CE on job satisfaction. Moreover, the aim is not only to add to the increasing body of literature in this area, but also to strengthen theories that were presented by previous researchers. As such, this study seeks to investigate if a significant relationship exists between corporate entrepreneurship (management support, work discretion/autonomy, rewards and reinforcement, time availability and organizational boundary) and job satisfaction. The research will study corporate entrepreneurship environment and job satisfaction in Thailand’s firms. It will compare the corporate entrepreneurship environment and job satisfaction by demographic profile. Specifically this study attempts to answer the following questions:

- RQ 1:** Is there a significant difference among the demographic profiles on corporate entrepreneurship environment?
- RQ 2:** Is there a significant difference among the demographic profiles on job satisfaction?
- RQ 3:** Is there a significant relationship between corporate entrepreneurship environment and job satisfaction?

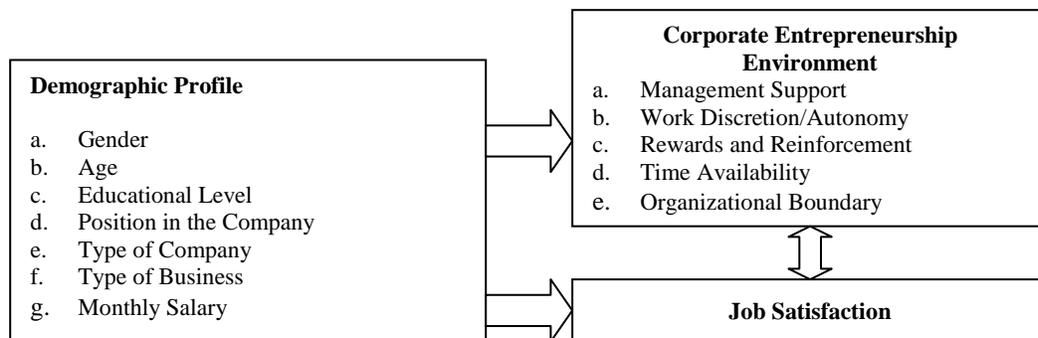


Figure 1 - Framework of the Study

To give a clearer picture of what the study aims to show, a conceptual diagram is presented in Figure 1. The diagram shows the possible relationship between the selected independent variables of organizational entrepreneurship environment and the dependent variable of job satisfaction.

The study made use of the Corporate Entrepreneurship Assessment Instrument (CEAI), developed by Kuratko and Morris (2002), to measure employees’ perception of an organizational factor that supports corporate entrepreneurship activities within the company. For job satisfaction, the researchers utilized the Minnesota Job Satisfaction Questionnaire (MSQ) developed by Weiss and colleagues (1967). To answer the research questions, three statistical tools were used in this study namely t-test, Analysis of Variance (One-Way ANOVA) and Pearson’s Product Moment of Correlation.

SAMPLE POPULATION AND DATA ANALYSIS

The population in this study was the executive MBA students in Bangkok, Thailand, from Kasetsart University, Ramkhamhaeng University, and Burapha University who attended an innovation and change management course which emphasized the importance of corporate entrepreneurship toward innovation and change. The samples were drawn using a convenience sampling method.

A total of 1,000 questionnaires and cover letters were distributed to both the current and graduated students who attended the innovation and change management course in each university within the class and through electronic mail. A total of 450 completed questionnaires were returned, as shown in Table 1 (in the appendix). Majority respondents were female, age category of 31-40 years, bachelor degree graduates (most of them were current MBA students), working for private companies in Thailand, salary per month ranging between 20,000-35,000 Baht; sales volume is 100-300 Million Baht; number of employee is 101-300; and the main type of business industry is production sector. Demographic data were summarized and explained by frequency, mean, percentage.

Hypotheses 1 and 2 were examined using T-test and One-Way ANOVA or F-test and continued testing with Multiple Comparisons Test to determine if there are differences found using Least Significant Difference (LSD) methodology.

Hypothesis 3 was examined using Pearson’s Correlation Coefficient. The correlation coefficient value is interpreted as follows:

<u>Correlation Coefficient</u>	<u>Meaning</u>
1	Perfect Correlation
0.71 - 0.99	High Correlation
0.31 - 0.70	Medium Correlation
0.01 - 0.30	Low Correlation
0	No Correlation

The interpretation of the sign (+, -) as follows:

- + Correlation means that the two variables are correlated in the same direction
- 0 means no correlation
- Correlation means that two variables are correlated in opposite directions.

Table 2 (in the appendix) presents the results of some demographic profiles: gender, age, occupation, position, salary, and company type. In regards to education, 244 (54.2%) had bachelors’ degrees and 206 (45.8%) had masters’ degrees. In regards to sales, 50 of the respondents worked in companies with over 500 million bahts per year. The respondents were from service, manufacturing, retail, import/export, and financial businesses.

Table 3 presents the results of corporate entrepreneurship environment (management support, work discretion, rewards/reinforcement, time availability, and organizational boundaries) by descriptive statistical techniques such as frequency, percentage, mean, and standard deviation. The mean ranges in this study are classified as follow:

<u>Meaning</u>	<u>Mean range</u>
Strongly agree	4.21 – 5.00
Agree	3.41 – 4.20
Not sure	2.61 – 3.40
Disagree	1.81 – 2.60
Strongly disagree	1.00 – 1.80

Table 4 presents number, percentage, mean, and standard deviation of respondents’ perception regarding work discretion factor of corporate entrepreneurship environment. Table 5 shows number percentage mean and standard deviation of respondent’s perception regarding rewards/reinforcement factor of corporate entrepreneurship environment. Table 6 shows number percentage mean and standard deviation of respondents’ perception regarding time availability factor of corporate entrepreneurship environment. Table 7 shows number percentage mean and standard deviation of respondents’ perception regarding oorganizational boundaries factor of corporate entrepreneurship environment.

The analysis of job satisfaction is presented by descriptive statistical techniques: frequency, percentage, mean, and standard deviation. Table 8 shows number, percentage, mean, and standard deviation of job satisfaction. The mean range in this study is classified as follows:

<u>Satisfaction Level</u>	<u>Mean of Level</u>
Extremely Satisfied	4.21 – 5.00
Very Satisfied	3.41 – 4.20
Satisfied	2.61 – 3.40
Somewhat Satisfied	1.81 – 2.60
Not Satisfied	1.00 – 1.80

For this study, t-test, one-way ANOVA, and Pearson Correlation were adopted to examine three main hypotheses (and sub-hypotheses) with a significant level of alpha at 0.05 as the criteria for rejection or no rejection of the null hypotheses.

Hypothesis 1 looked at a comparison of corporate entrepreneurship (management support, autonomy/work discretion, rewards/reinforcement, time availability and organizational boundaries) classified by gender, age, education level, occupation, position, salary level, type of company, sales volume, number of employee and type of business. Table 9 summarizes the results of hypothesis testing. There were differences in corporate entrepreneurship between demographic profiles. There was a difference in autonomy/work discretion, rewards/reinforcement when classified by gender. No significant differences were found for management support, time availability and organizational boundaries. There was a difference in time availability and organizational boundaries when classified by age groups. The age group of 31-40 years was different from the age groups 41-50 years and above 51 years. For organizational boundaries, the age group of 31-40 years was different from the age group of 41-50 years. No difference was found for management support, autonomy/work discretion, and rewards/reinforcement. There was a difference in management support, autonomy/work discretion, and rewards/reinforcement when classified by education level. No difference was found for time availability and organizational boundaries. There was a difference in management support, autonomy/work discretion, rewards/reinforcement, and organizational boundaries when classified by occupations. Government/state enterprise was perceived differently from private employee and own business. Also, for management support, the private employees group had different perceptions than those who owned as a business group. No differences were found for time availability. This study found several other important results and some are mentioned below.

1. There was a difference in management support, autonomy/work discretion and rewards/reinforcement when classified by positions. Staff level perceived differently from business owner, director and manager, especially supervisory level. No difference was found for time availability and operational boundaries.

2. There was a difference in management support, autonomy/work discretion, rewards/reinforcement, and operational boundaries when classified by salary level. Employees who earned a salary below 20,000 Baht were perceived differently from those who earned 20,001-35,000 Baht, 35,001-50,000 Baht and 50,000 Baht or more respectively. For autonomy/work discretion, people with an income of 20,001-350,000 Baht were perceived differently from those who earned 50,000 Baht and up. No difference was found for time availability.
3. There was a difference in management support, autonomy/work discretion/ rewards/reinforcement, and organizational boundaries when classified by company type. Government sector was different from Thai private companies, and US and European companies. For autonomy/work discretion, government sector was different from Thai private companies, and Japanese and US companies. For organizational boundaries, government sector was different in perception from Thai private companies, Japanese and European companies, and others. For management support, Thai private companies were different from Japanese companies and others. For autonomy/works discretion, Thai private companies were different from Japanese and European companies, and others. For rewards/reinforcement, Thai private companies were different from Japanese companies and others. For management support, Japanese companies were different from the other groups. For rewards/reinforcement, Japanese companies were different from US companies. For management support and autonomy/work discretion, US companies were different from the other groups. Finally, for management support, European companies were different from the other groups. No difference was found for time availability.
4. There was difference in employee perception of management support and organizational boundaries when classified by the organization's sales volume per annum. Organization with a sales volume of 50-100 million Baht were different from organizations with a sales volume below 50 million Bahts, and sales volume of 500 million Baht up was different from sales volume of 50-100 million Baht and 100-300 million Baht respectively. For organizational boundaries, companies with sales volume below 50 million Baht were different from those of 100-300 million Baht and 500 million Baht up, and sales volume 50-100 million Baht was different from 300-500 million Baht and 500 million Baht up. Lastly, sales volume of 100-300 million Baht was different from sales volume of 300-500 million Baht. No difference was found for autonomy/work discretion, rewards/reinforcement and time availability.
5. There was a difference in organizational boundaries when classified by the number of employees. Companies with fewer than 20 employees were perceived differently than those with 21-100 employees, 101-200 employees and 301-500 employees, and companies with more than 500 employees were different from those of 21-100 employees, 101-300 employees and 301-500 employees. No difference was found for management support, autonomy/work discretion, rewards/reinforcement, and time availability.

Furthermore, there was a difference in management support, autonomy/work discretion, rewards/reinforcement, and organizational boundaries when classified by type of business. Import/export businesses were different from service businesses, manufacturing, financial businesses, and others. For autonomy/work discretion, the import/export businesses were different from service businesses; financial businesses were different from manufacturing. For rewards/reinforcement, import/export businesses were different from service businesses and manufacturing; other businesses were different from service businesses and manufacturing. For organizational boundaries, service businesses were different from manufacturing, import/export, and other businesses; manufacturing businesses were different from retail/wholesale, import/export, financial businesses; import/export businesses were different from financial businesses. No difference was found for the time availability factor.

Hypothesis 2 looked at a comparison of job satisfaction classified by gender, age, education level, occupation, position, salary level, type of company, sales volume, number of employees, and type of business. Table 10 summarizes the results of hypothesis testing. There were differences in overall job satisfaction between demographic profiles. The study found that,

1. There was a difference in overall job satisfaction when classified by gender.
2. There was a difference in overall job satisfaction when classified by age groups. The age groups of less than 30 years were different from the group of age 31-40, 41-50 and over 55 years.
3. There was no difference in overall job satisfaction when classified by educational level.

4. There was a difference in overall job satisfaction when classified by occupation. Government/state enterprise was perceived differently from private company and self-owned. At the same time, private company was different from self-owned.
5. There was a difference in overall job satisfaction when classified by position. Supervisors were different from owners and managers. Also, staffs were different from owners, directors and managers.
6. In term of salary level, there was a difference in overall job satisfaction. People with salary less than 20,000 Baht were different from those of 20,001-35,000 Baht, 35001-50,000 Baht and over 50,000. People with salary between 20,001-35,000 Baht were different from those of 35,001-50,000 Baht and over 50,000. Also, people with a salary between 35,001-50,000 Baht were different from those of over 50,000.
7. There was no difference in overall job satisfaction classified by company types.
8. With regard to overall job satisfaction and sales volume, there was a difference. Sales volume of more than 500 million Baht was different from those of less than 50 million Baht, 50-100 million Baht, and 100-300 million Baht and 300-500 million Baht.
9. There was no difference in overall job satisfaction when classified by the number of employees.
10. Lastly, there was a difference in overall job satisfaction when classified by type of business. Manufacturers were different from the group of service providers and others.

Hypothesis 3 focused on the correlation between corporate entrepreneurship (management support, work discretion, rewards/reinforcement, time availability and organizational boundaries) and overall job satisfaction. Table 11 summarizes the results of hypothesis testing. There is a positive relationship between corporate entrepreneurship and overall job satisfaction.

Overall, the results show that the employee's perceptions are at the agreed level toward four dimensions of corporate entrepreneurship environment; management support, autonomy/work discretion, rewards/reinforcement, and organizational boundaries with the score of 3.56, 3.57, 3.75 and 3.53 respectively. The research found that the employees' perceptions toward job satisfaction are at the satisfaction level: the mean score is 3.36. The highest score item is "The feeling of accomplishment I get from the job," the next is "The way my job provides for steady employment," and the lowest score is "Being able to keep busy all the time." The mean scores are 3.76, 3.64 and 2.94 respectively. The study found that there is a positive correlation between all factors of corporate entrepreneurship and overall job satisfaction. The degree of relationship of management support, autonomy/work discretion, rewards/reinforcement, and organizational boundaries are moderately positive. For time availability, the degree of relationship with the overall job satisfaction is positively low.

DISCUSSION OF THE RESULTS

The purpose of this research was to investigate the relationship between CE and overall job satisfaction. Additionally, the study compared corporate entrepreneurship with overall job satisfaction using the demographic profiles.

There were differences in corporate entrepreneurship and overall job satisfaction among the demographic profiles, which include gender, age, education level, occupation, position, salary, type of company, sales volume, number of employee and type of business, and these results are consistent with previous findings. For management support, there were differences when classified by education, occupation, position, type of company, and type of business. This research also found that there were differences in corporate entrepreneurship based on education, occupation and position. Regarding autonomy/work discretion, there were differences in autonomy/work discretion and demographic profiles gender, education level, salary, type of company, and type of business. Such results were in agreement with the previous studies conducted by Adonisi (2003), which revealed that there were differences in autonomy/work discretion when classified by gender, education and position.

For reward/reinforcement, there were differences in rewards/reinforcement and demographic profiles of gender, education level, occupation, position, salary, type of company, type of business. The results were inconsistent with Adonisi's (2003) study that suggested no difference in rewards/reinforcement factor when classified by demographic profiles. There were differences in time availability between the age groups. Such results were inconsistent with Adonisi's (2003) study that indicated no difference in the time availability factor when

classified by age groups. Relating to organizational boundaries, there were differences in the age group, occupation, salary, type of company, sales volume, number of employees, and type of business. As such, no other research supports the results. Pertaining to overall job satisfaction classified by demographic profiles, including gender, age, educational level, occupation, and type of business, the result was in congruence with Gilmer's (1967) study, which found that there was a difference in job satisfaction based on gender, age, and educational level.

Lastly, there was a positive relationship between every factor of corporate entrepreneurship (management support, autonomy/work discretion, rewards/reinforcement, time availability, and organizational boundaries) and overall job satisfaction, at low to moderate degree of associations. The result was consistent with the study of Adonisi (2003), Hornsby and Kuratko (2003), Kuratko and Hodgettes (2004), and Owens (2003), who stated that all facets of corporate entrepreneurship positively correlated with overall job satisfaction. Therefore, it could be said that if an organization utilized the five antecedents of CE: (1) management support (willingness of top-managers to facilitate and promote entrepreneurial behavior, including championing of innovation ideas and providing necessary resources), (2) autonomy/discretion (top-level managers' commitment to tolerate failure, provide decision-making latitude and freedom from excessive over control and delegate authority and responsibility), (3) rewards/reinforcement (development and use of systems that reward based on performance and significant achievements, and that which encourage pursuit of challenging work), (4) time availability (evaluating workloads to assure time to pursue innovations and structuring jobs to support efforts to achieve short and long term organization goals), (5) organization boundaries (explanations of outcomes expected from organizational work and development of mechanisms for evaluation, selecting, and using innovation), then its employees will be satisfied with both the work and the organization. As a result, it is expected that organizational outputs will be improved in terms of faster service, better quality and cheaper cost (Kenney and Mujtaba, 2007).

In sum, all aspects of CE influenced job satisfaction. With increased job satisfaction, organizational performance is also expected to increase.

MANAGERIAL IMPLICATIONS

CE is a vital component for successful organizational performance and renewal. According to Burgelman (1983a, 1991), CE activities enhance a company's success by promoting product and process innovations. Zahra and Covin (1995) asserted that CE activities can improve organizational growth and profitability. This particular study investigated different aspects of entrepreneurship and their impact on organizations. Furthermore, it examined different entrepreneurial practices that may either bring success or failure to companies. Moreover, it looked at the relationship between corporate entrepreneurial practices and job satisfaction.

This study found that all aspects of corporate entrepreneurship, namely management support, work discretion/work autonomy, rewards and reinforcements, time availability and organizational boundaries play an important part in creating success for an organization. Managers should encourage all employees to be innovative. Managers can show their support by quick adoption of employees' ideas, appreciation of people who convey ideas forward, support for small experimental projects, and seed money to get projects off the ground. Work discretion or autonomy enhances job satisfaction. Work discretion also encourages employees to become more creative and/or innovative since it allows more freedom as to how to accomplish the assigned tasks. Therefore, managers should allow a certain degree of autonomy to their employees.

Rewards/reinforcement increases job satisfaction. Managers should not overlook employees who perform their job efficiently. These employees should be properly acknowledged and/or given appropriate rewards such as bonus, promotion, or simply recognition for a job well done. In doing so, employees will become more satisfied with their jobs.

Managers should give employees more freedom in terms of jurisdiction in their work. There should be no rigid operating procedures that employees need to follow in accomplishing their respective tasks. Employees will be more satisfied with their jobs if they do not have to follow strict procedures. In sum, all aspects of corporate entrepreneurship should be incorporated in organizations since CE can lead to better employee job satisfaction and other organizational advantages, such as low absenteeism, low turnover rate, and improved productivity.

LIMITATIONS AND RECOMMENDATIONS

There are some limitations to the study, and given that the sample size used for this research is moderately small, a larger sample is needed for the hypotheses to be robustly tested. A larger sample increases generalizability of the findings. Samples obtained from employees who work for foreign companies is limited, thus the generalizability of the findings with regard to corporate entrepreneurship and job satisfaction might be restricted. The method used in the study was mainly paper-and-pencil questionnaires, which possibly led to mono-method bias in the responses gathered.

To generalize the findings, it would be useful to conduct similar research in a broader spectrum of different business sectors. Additionally, future research should be directed to exploring other variables not investigated in this study. Moreover, future studies can also make use of the results of this study as a foundation to find out which among the different factors of corporate entrepreneurship best apply to a specific company's setting in order to develop entrepreneurial activities.

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APPENDIX: LIST OF TABLES

Table 1 - Sample Sources, Number of the Distributed and Returned Questionnaires

Sources	Distributed Number	Return Number
1. Within Class	500	244
2. Electronic Mail	500	206
Total	1,000	450

Table 2 - Number and Percentage of Demographic Profiles

Demographic characteristic	Number	Percentage
Gender		
Male	165	36.7
Female	285	63.3
Total	450	100.0
Age		
30 or under	120	26.7
31-40	188	41.8
41-50	121	26.8
51 or over	21	4.7
Total	450	100.0
Occupation		
Government and State Enterprise	95	21.1
Private Company	281	62.4
Self-owned	67	14.9
Others	7	1.6
Total	450	100.0
Position		
Owner	50	11.1
Director	18	4.0
Manager	102	22.7
Supervisor	102	22.7
Staff	178	39.5
Total	450	100.0
Salary		
20,000 or Below	112	24.9
20,001-35,000	135	30.0
35,001-50,000	96	21.3
above 50,000	107	23.8
Total	450	100.0
Company type		
Government	86	19.1
Thai Private Company	252	56.0
Japanese Company	53	11.8
US Company	13	2.9
European Company	14	3.1
Others	32	7.1
Total	450	100.0

Table 3 - Management Support of Corporate Entrepreneurship Environment

Corporate entrepreneurship environment	Perception Level					X—	S.D.	Meaning
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree			
Management support								
1. My organization is quick to use improved work methods.	122 (27.1)	276 (61.3)	35 (7.8)	15 (3.3)	2 (0.4)	4.11	.715	Agree
2. My organization is quick to use improved work methods that are developed by workers.	89 (19.8)	239 (53.1)	83 (18.4)	34 (7.6)	5 (1.1)	3.83	.870	Agree
3. In my organization, developing ideas for the improvement of the corporation is encouraged.	106 (23.6)	257 (57.1)	64 (14.2)	20 (4.4)	3 (0.7)	3.98	.785	Agree
4. Upper management is aware of and very receptive to my ideas and suggestions.	74 (16.4)	234 (52.0)	109 (24.2)	25 (5.6)	8 (1.8)	3.76	.855	Agree
5. A promotion usually follows from the development of new and innovative ideas.	41 (9.1)	194 (43.1)	157 (34.9)	52 (11.6)	6 (1.3)	3.47	.863	Agree
6. Those respondents who come up with innovative ideas on their own often receive management encouragement for their activities.	59 (13.1)	229 (50.9)	127 (28.2)	30 (6.7)	5 (1.1)	3.68	.825	Agree
7. The “doers” on projects are allowed to make decisions without going through elaborate justification and approval.	28 (6.2)	144 (32.0)	145 (32.2)	121 (26.9)	12 (2.7)	3.12	.965	Not sure
8. Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.	54 (12.0)	254 (56.4)	113 (25.1)	25 (5.6)	4 (0.9)	3.73	.776	Agree
9. Many top managers are known for their experience with the innovation process.	38 (8.4)	242 (53.8)	132 (29.3)	33 (7.3)	5 (1.1)	3.61	.788	Agree
10. Money is often available to get new project ideas off the ground.	36 (8.0)	182 (40.4)	172 (38.2)	36 (8.0)	24 (5.3)	3.38	.936	Not sure
11. Individuals with successful innovative projects receive additional rewards and compensation for their ideas and efforts beyond the standard reward system.	35 (7.8)	229 (50.9)	128 (28.4)	36 (8.0)	22 (4.9)	3.49	.928	Agree
12. There are several options within the organization for individuals to get financial support for their innovative projects and ideas.	30 (6.7)	216 (48.0)	138 (30.7)	43 (9.6)	23 (5.1)	3.42	.936	Agree
13. People are often encouraged to take calculated risks with ideas around here.	27 (6.0)	192 (42.7)	160 (35.6)	56 (12.4)	15 (3.3)	3.36	.894	Not sure
14. Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not.	24 (5.3)	219 (48.7)	127 (28.2)	63 (14.0)	17 (3.8)	3.38	.922	Not sure
15. The term “risk taker” is considered a positive attribute for people in my work area.	20 (4.4)	214 (47.6)	150 (33.1)	54 (12.0)	12 (2.7)	3.39	.854	Not sure
16. This organization supports many small and experimental projects realizing that some will undoubtedly fail.	23 (5.1)	197 (43.8)	163 (36.2)	56 (12.4)	11 (2.4)	3.37	.855	Not sure
17. An employee with a good idea is often given free time to develop that idea.	36 (8.0)	253 (56.2)	110 (24.4)	41 (9.1)	10 (2.2)	3.59	.848	Agree
18. There is considerable desire among people in the organization for generating new ideas without regard for crossing departmental or functional boundaries.	25 (5.6)	188 (41.8)	121 (26.9)	107 (23.8)	9 (2.0)	3.25	.947	Not sure
19. People are encouraged to talk to respondents in other departments of this organization about ideas for new projects.	57 (12.7)	250 (55.6)	93 (20.7)	46 (10.2)	4 (0.9)	3.69	.853	Agree
Management support	5 (1.1)	276 (61.3)	149 (33.1)	18 (4.0)	2 (0.4)	3.56	.551	Agree

Table 4 - Work Discretion of Corporate Entrepreneurship Environment

Corporate entrepreneurship environment	Perception Level					X—	S.D.	Meaning
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree			
Work Discretion								
1. I feel that I am my own boss and do not have to double-check all of my decisions with someone else.	34 (7.6)	140 (31.1)	111 (24.7)	149 (33.1)	16 (3.6)	3.06	1.042	Not sure
2. Harsh criticism and punishment result from mistakes made on the job.	27 (6.0)	131 (29.1)	84 (18.7)	182 (40.4)	26 (5.8)	2.89	1.076	Not sure
3. This organization provides the chance to be creative and try my own methods of doing the job.	55 (12.2)	233 (51.8)	112 (24.9)	46 (10.2)	4 (0.9)	3.64	.857	Agree
4. This organization provides the freedom to use my own judgment.	42 (9.3)	252 (56.0)	101 (22.4)	45 (10.0)	10 (2.2)	3.60	.872	Agree
5. This organization provides the chance to do something that makes use of my abilities.	58 (12.9)	295 (65.6)	69 (15.3)	24 (5.3)	4 (0.9)	3.84	.743	Agree
6. I have the freedom to decide what I do on my job.	70 (15.6)	272 (60.4)	69 (15.3)	34 (7.6)	5 (1.1)	3.82	.824	Agree
7. It is basically my own responsibility to decide how my job gets done.	92 (20.4)	307 (68.2)	36 (8.0)	13 (2.9)	2 (0.4)	4.05	.662	Agree
8. I almost always get to decide what I do on my job.	60 (13.3)	275 (61.1)	79 (17.6)	31 (6.9)	5 (1.1)	3.79	.800	Agree
9. I have much autonomy on my job and am left on my own to do my own work.	71 (15.8)	267 (59.3)	77 (17.1)	29 (6.4)	6 (1.3)	3.82	.822	Agree
10. I seldom have to follow the same work methods or steps for doing my major tasks from day to day.	37 (8.2)	182 (40.4)	87 (19.3)	131 (29.1)	13 (2.9)	3.22	1.046	Not sure
Work Discretion	17 (3.8)	268 (59.6)	146 (32.4)	19 (4.2)	-	3.57	.559	Agree

Table 5 – Reward/Reinforcement of Corporate Entrepreneurship Environment

Corporate entrepreneurship environment	Perception Level					X—	S.D.	Meaning
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree			
Rewards/Reinforcement								
1. My manager helps me get my work done by removing obstacles and roadblocks.	53 (11.8)	251 (55.8)	102 (22.7)	39 (8.7)	5 (1.1)	3.68	.833	Agree
2. The rewards I receive are dependent upon my work on the job.	70 (15.6)	237 (52.7)	103 (22.9)	27 (6.0)	13 (2.9)	3.72	.899	Agree
3. My supervisor will increase my job responsibilities if I am performing well in my job.	57 (12.7)	288 (64.0)	82 (18.2)	20 (4.4)	3 (0.7)	3.84	.722	Agree
4. My supervisor will give me special recognition if my work performance is especially good.	70 (15.6)	226 (50.2)	135 (30.0)	12 (2.7)	7 (1.6)	3.76	.802	Agree
5. My manager would tell his/her boss if my work was outstanding.	65 (14.4)	232 (51.6)	118 (26.2)	29 (6.4)	6 (1.3)	3.71	.839	Agree
6. There is a lot of challenge in my job.	73 (16.2)	242 (53.6)	105 (23.3)	27 (6.0)	3 (0.7)	3.79	.808	Agree
Rewards/Reinforcement	48 (10.7)	294 (65.3)	102 (22.7)	4 (0.9)	2 (0.4)	3.75	.566	Agree

Table 6 - Time Availability of Corporate Entrepreneurship Environment

Corporate entrepreneurship environment	Perception Level					X—	S.D.	Meaning
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree			
Time Availability								
1. During the past three months, my workload kept me from spending time on developing new ideas.	33 (7.3)	190 (42.2)	96 (21.3)	119 (26.4)	12 (2.7)	3.25	1.013	Not sure
2. I always seem to have plenty of time to get everything done.	26 (5.8)	197 (43.8)	136 (30.2)	82 (18.2)	9 (2.0)	3.33	.907	Not sure
3. I have just the right amount of time and workload to do everything well.	31 (6.9)	244 (54.2)	100 (22.2)	69 (15.3)	6 (1.3)	3.50	.881	Agree
4. My job is structured so that I have very little time to think about wider organizational problems.	28 (6.2)	188 (41.8)	98 (21.8)	128 (28.4)	8 (1.8)	3.22	.987	Not sure
5. I feel that I am always working with time constraints on my job.	44 (9.8)	215 (47.8)	90 (20.0)	90 (20.0)	11 (2.4)	3.42	.994	Agree
6. My co-workers and I always find time for long-term problem solving.	36 (8.0)	145 (32.2)	142 (31.6)	116 (25.8)	11 (2.4)	3.18	.984	Not sure
Time Availability	11 (2.4)	168 (37.3)	260 (57.8)	11 (2.4)	-	3.32	.480	Not sure

Table 7 - Organizational Boundaries of Corporate Entrepreneurship Environment

Corporate entrepreneurship environment	Perception Level					X—	S.D.	Meaning
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree			
Organizational Boundaries								
1. In the past three months, I have always followed standard operating procedures or practices to do my major tasks.	47 (10.4)	226 (50.2)	47 (10.4)	122 (27.1)	8 (1.8)	3.40	1.049	Not sure
2. There are many written rules and procedures that exist for doing my major tasks.	47 (10.4)	198 (44.0)	53 (11.8)	147 (32.7)	5 (1.1)	3.30	1.068	Not sure
3. On my job I have no doubt of what is expected of me.	56 (12.4)	271 (60.2)	104 (23.1)	16 (3.6)	3 (0.7)	3.80	.721	Agree
4. There is little uncertainty in my job.	37 (8.2)	257 (57.1)	124 (27.6)	28 (6.2)	4 (0.9)	3.66	.755	Agree
5. During the past year, my immediate supervisor discussed my work performance with me frequently.	29 (6.4)	216 (48.0)	113 (25.1)	75 (16.7)	17 (3.8)	3.37	.961	Not sure
6. My job description clearly specifies the standards of performance on which my job is evaluated.	51 (11.3)	182 (40.4)	73 (16.2)	131 (29.1)	13 (2.9)	3.28	1.090	Not sure
7. I clearly know what level of work performance is expected from me in terms of amount, quality, and time line of output.	64 (14.2)	308 (68.4)	63 (14.0)	12 (2.7)	3 (0.7)	3.98	.667	Agree
Organizational Boundaries	14 (3.1)	223 (49.6)	210 (46.7)	3 (0.7)	-	3.53	.492	Agree

Table 8 - Number Percentage Mean and Standard Deviation of Job Satisfaction

Job satisfaction	Satisfaction Level					X—	S.D.	Meaning
	Extremely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied			
1. Being able to keep busy all the time.	36 (8.0)	79 (17.6)	178 (39.6)	135 (30.0)	22 (4.9)	2.94	.995	Satisfied
2. The chance to work alone on the job.	30 (6.7)	96 (21.3)	183 (40.7)	122 (27.1)	19 (4.2)	2.99	.960	Satisfied
3. The chance to do different things from time to time.	39 (8.7)	141 (31.3)	202 (44.9)	63 (14.0)	5 (1.1)	3.32	.861	Satisfied
4. The chance to be “somebody” in the community.	61 (13.6)	148 (32.9)	179 (39.8)	55 (12.2)	7 (1.6)	3.45	.926	Very Satisfied
5. The way my boss handles his/her workers.	21 (4.7)	120 (26.7)	199 (44.2)	91 (20.2)	19 (4.2)	3.07	.906	Satisfied
6. The competence of my supervisor in making decisions.	33 (7.3)	127 (28.2)	197 (43.8)	74 (16.4)	19 (4.2)	3.18	.937	Satisfied
7. Being able to do things that don’t go against my conscience.	74 (16.4)	183 (40.7)	141 (31.3)	38 (8.4)	14 (3.1)	3.59	.964	Very Satisfied
8. The way my job provides for steady employment.	74 (16.4)	177 (39.3)	167 (37.1)	25 (5.6)	7 (1.6)	3.64	.876	Very Satisfied
9. The chance to do things for other people.	68 (15.1)	175 (38.9)	174 (38.7)	32 (7.1)	1 (0.2)	3.62	.834	Very Satisfied
10. The chance to tell people what to do.	43 (9.6)	159 (35.3)	206 (45.8)	40 (8.9)	2 (0.4)	3.45	.803	Very Satisfied
11. The chance to do something that makes use of my abilities.	68 (15.1)	182 (40.4)	169 (37.6)	29 (6.4)	2 (0.4)	3.63	.832	Very Satisfied
12. The way company policies are put into practice.	29 (6.4)	151 (33.6)	207 (46.0)	51 (11.3)	12 (2.7)	3.30	.852	Satisfied
13. My pay and the amount of work I do.	26 (5.8)	126 (28.0)	212 (47.1)	52 (11.6)	34 (7.6)	3.13	.956	Satisfied
14. The chances for advancement on this job.	44 (9.8)	116 (25.8)	203 (45.1)	62 (13.8)	25 (5.6)	3.20	.985	Satisfied
15. The freedom to use my own judgment.	45 (10.0)	160 (35.6)	184 (40.9)	46 (10.2)	15 (3.3)	3.39	.918	Satisfied
16. The chance to try my own methods of doing the job.	35 (7.8)	162 (36.0)	186 (41.3)	56 (12.4)	11 (2.4)	3.34	.882	Satisfied
17. The working conditions.	33 (7.3)	147 (32.7)	214 (47.6)	39 (8.7)	17 (3.8)	3.31	.873	Satisfied
18. The way my co-workers get along with each other.	51 (11.3)	156 (34.7)	210 (46.7)	27 (6.0)	6 (1.3)	3.49	.823	Very Satisfied
19. The praise I get for doing a good job.	52 (11.6)	146 (32.4)	206 (45.8)	41 (9.1)	5 (1.1)	3.44	.853	Very Satisfied
20. The feeling of accomplishment I get from the job	121 (26.9)	137 (30.4)	158 (35.1)	29 (6.4)	5 (1.1)	3.76	.959	Very Satisfied
Job satisfaction	12 (2.7)	168 (37.3)	240 (53.3)	30 (6.4)	-	3.36	.580	Satisfied

Table 9 - The Results of Hypothesis Testing 1

No.	Independent Variables	Dependent Variable	Statistical	<i>p</i>	Results
1	Gender	Management Support	<i>T-test</i>	.138	Not rejected H ₀
2	Gender	Work discretion	<i>T-test</i>	.005	Rejected H ₀
3	Gender	Rewards/reinforcement	<i>T-test</i>	.029	Rejected H ₀
4	Gender	Time availability	<i>T-test</i>	.339	Not rejected H ₀
5	Gender	Organizational boundaries	<i>T-test</i>	.088	Not rejected H ₀
6	Age	Management Support	<i>F-test</i>	.336	Not rejected H ₀
7	Age	Work discretion	<i>F-test</i>	.262	Not rejected H ₀
8	Age	Rewards/reinforcement	<i>F-test</i>	.210	Not rejected H ₀
9	Age	Time availability	<i>F-test</i>	.028	Rejected H ₀
10	Age	Organizational boundaries	<i>F-test</i>	.038	Rejected H ₀
11	Education Level	Management Support	<i>T-test</i>	.000	Rejected H ₀
12	Education Level	Work discretion	<i>T-test</i>	.001	Rejected H ₀
13	Education Level	Rewards/reinforcement	<i>T-test</i>	.000	Rejected H ₀
14	Education Level	Time availability	<i>T-test</i>	.758	Not rejected H ₀
15	Education Level	Organizational boundaries	<i>T-test</i>	.622	Not rejected H ₀
16	Occupation	Management Support	<i>F-test</i>	.000	Rejected H ₀
17	Occupation	Work discretion	<i>F-test</i>	.000	Rejected H ₀
18	Occupation	Rewards/reinforcement	<i>F-test</i>	.044	Rejected H ₀
19	Occupation	Time availability	<i>F-test</i>	.106	Not rejected H ₀
20	Occupation	Organizational boundaries	<i>F-test</i>	.000	Rejected H ₀
21	Position	Management Support	<i>F-test</i>	.000	Rejected H ₀
22	Position	Work discretion	<i>F-test</i>	.000	Rejected H ₀
23	Position	Rewards/reinforcement	<i>F-test</i>	.000	Rejected H ₀
24	Position	Time availability	<i>F-test</i>	.074	Not rejected H ₀
25	Position	Organizational boundaries	<i>F-test</i>	.081	Not rejected H ₀
26	Salary	Management Support	<i>F-test</i>	.000	Rejected H ₀
27	Salary	Work discretion	<i>F-test</i>	.000	Rejected H ₀
28	Salary	Rewards/reinforcement	<i>F-test</i>	.001	Rejected H ₀
29	Salary	Time availability	<i>F-test</i>	.065	Not rejected H ₀
30	Salary	Organizational boundaries	<i>F-test</i>	.032	Rejected H ₀
31	Company type	Management Support	<i>F-test</i>	.000	Rejected H ₀
32	Company type	Work discretion	<i>F-test</i>	.000	Rejected H ₀
33	Company type	Rewards/reinforcement	<i>F-test</i>	.000	Rejected H ₀
34	Company type	Time availability	<i>F-test</i>	.514	Not rejected H ₀
35	Company type	Organizational boundaries	<i>F-test</i>	.000	Rejected H ₀
36	Sale volume per annum	Management Support	<i>F-test</i>	.016	Not rejected H ₀
37	Sale volume per annum	Work discretion	<i>F-test</i>	.170	Not rejected H ₀
38	Sale volume per annum	Rewards/reinforcement	<i>F-test</i>	.982	Not rejected H ₀
39	Sale volume per annum	Time availability	<i>F-test</i>	.359	Not rejected H ₀
40	Sale volume per annum	Organizational boundaries	<i>F-test</i>	.000	Rejected H ₀
41	Employee number	Management Support	<i>F-test</i>	.173	Not rejected H ₀
42	Employee number	Work discretion	<i>F-test</i>	.160	Not rejected H ₀
43	Employee number	Rewards/reinforcement	<i>F-test</i>	.858	Not rejected H ₀
44	Employee number	Time availability	<i>F-test</i>	.532	Not rejected H ₀
45	Employee number	Organizational boundaries	<i>F-test</i>	.000	Rejected H ₀
46	Business type	Management Support	<i>F-test</i>	.004	Rejected H ₀
47	Business type	Work discretion	<i>F-test</i>	.037	Rejected H ₀
48	Business type	Rewards/reinforcement	<i>F-test</i>	.029	Rejected H ₀
49	Business type	Time availability	<i>F-test</i>	.142	Not rejected H ₀
50	Business type	Organizational boundaries	<i>F-test</i>	.000	Rejected H ₀

Table 10 - The Results of Hypothesis Testing 2

No.	Independent Variables	Dependent Variable	Statistical	<i>p</i>	Results
1	gender	Job satisfaction	<i>T-test</i>	.023	Rejected H ₀
2	Age	Job satisfaction	<i>F-test</i>	.005	Rejected H ₀
3	Education Level	Job satisfaction	<i>T-test</i>	.009	Rejected H ₀
4	Occupation	Job satisfaction	<i>F-test</i>	.000	Rejected H ₀
5	Position	Job satisfaction	<i>F-test</i>	.000	Rejected H ₀
6	Salary	Job satisfaction	<i>F-test</i>	.000	Rejected H ₀
7	Company type	Job satisfaction	<i>F-test</i>	.119	Not rejected H ₀
8	Sale volume per annum	Job satisfaction	<i>F-test</i>	.008	Rejected H ₀
9	employee number	Job satisfaction	<i>F-test</i>	.081	Rejected H ₀
10	Business type	Job satisfaction	<i>F-test</i>	.013	Rejected H ₀

Table 11 - The Results of Hypothesis Testing 3

No.	Independent Variables	Dependent Variable	Statistical	<i>p</i>	Results
1	Management Support	Job satisfaction	<i>r</i>	.348*	Rejected H ₀
2	Work discretion	Job satisfaction	<i>r</i>	.470*	Rejected H ₀
3	Rewards/reinforcement	Job satisfaction	<i>r</i>	.432*	Rejected H ₀
4	Time availability	Job satisfaction	<i>r</i>	.222*	Rejected H ₀
5	Organizational boundaries	Job satisfaction	<i>r</i>	.441*	Rejected H ₀