

INVESTIGATION OF THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND INTRAPRENEURSHIP BY THE EXPLANATION OF THE ROLE OF ORGANIZATIONAL CULTURE: THE CASE OF PRIVATE BANKS

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Abstract:

The objective of the present study was to investigate the relationship between servant leadership and intrapreneurship by the explanation of the role of organizational culture in the private banks (Pasargad, Parsian, Eghtesad-e Novin, Dey) of districts one, two and, three of the city of Tehran. The population of the study includes the entire employees of the banks of Pasargad, Parsian, Eghtesad-e Novin, and Dey located in districts one to three of Tehran, counting as 616 individuals. In terms of objective, the present study is a developmental applied study. Through the application of the Cochran's formula, the research sample size was determined as 425 individuals. The samples have been collected through the application of stratified sampling method and the required research data were collected through the application of the servant leadership, intrapreneurship and, organizational culture inventories. For the purposes of analysis of the yielded information and testing of the hypotheses, the statistical tests of K-S, ANOVA and Pearson's correlation coefficient were made use of. Findings revealed that the culture of the Pasargad Bank is a compatible culture in which there exists a statistically significant relationship between the variables of servant leadership and intrapreneurship (0.82). The culture of the Parsian bank, on the other hand, does not hold any statistically significant relationship between the former and latter variables. Not unlike the Pasargad Bank's, the culture of Eghtesad-e Novin Bank is also a compatible one in which there is a statistically significant relationship between the former and latter variables (0.78). Lastly, it has been found out that similarly to the Parsian bank's, the culture governing the atmosphere of The Dey bank also lacks any statistically significant relationship between the variables under study.

Keywords: organizational culture, servant leadership, intrapreneurship, private banks.

1. Introduction

In case of service providing organizations, one of the most important factors effective on both preserving of customers and attracting new ones is the quality of services. In fact a main survival strategy in these organizations is providing a better quality. Fast changes, versatility, increasing variability of the workforce and the variability in the tastes of customers have caused many researchers to shift their focus on the provision of solutions for the improvement of organizations' performance. This requires changes in the structures, culture, procedures and other organizational dimensions. For example the application of suitable leadership models and expansion and development of these models' indices in different organizations can be a manifestation of the former shift of focus. Management style can provide the necessary contexts for the maturation of the employees. Until now, several different leadership models have been proposed and one model that considers the relationship between the leader and the followers from the aspects of service provision, growth, development and empowerment is the Servant leadership style. The theory of servant leadership was initially mentioned by Robert Greenleaf (1976) in an article titled as "servant as a leader" (Washington et al., 2006: 700-716). Another key variable with the potential of helping organizations as a competitive advantage is intrapreneurship. Previous studies have shown that organizations that put more emphasis on intrapreneurship are healthier and more successful than other organizations (Vigoda et al., 2007). In fact, entrepreneurship has been identified as the driver of evolutions and developments of economy, culture and, the community. The growth and pervasiveness of this phenomenon can cause fundamental evolutions in the national economy (Fadaei, 2008: 54). What determines the direction and path of an entrepreneur towards his/her goals is something that rises from the within. His/her determination for moving on or stopping is not something born from the conditions, environment and or the surrounding people (Talebi, 2013: 132).

As Stoner (1998) points out, there are various motives that are effective on becoming an entrepreneur while the most important one is the need for success, income, fame and more important than all, the need for feeling of independence and usefulness. All these factors can be strengthened among the workforces through psychological empowerment; as a result the organization moves towards having more entrepreneur and empowered employees (Moghimi, Muhammad, 2008: 157).

In every country it is essential to make efforts for orienting organizations towards corporate entrepreneurship and improving their capabilities. More important than all, the existing structures must also allow state organizations to improve their empowerment abilities in a way that they are made ready for undertaking more effective roles. Since 1990s we have been witnessing evolutions and changes in the state sectors of many countries in a way that, the bureaucratic and hierarchical structure that used to govern almost every organization during the 20th century is transforming into a type of versatile and efficient state management style. The former transformation is neither a simple rethinking nor a minor change in management; rather it is an all-aspect change that is supported by a new paradigm known as entrepreneurship management (entrepreneur organization) (Thompson, 1999: 290). Therefore it is crucially needed to review the organizations' corporate structures in order to promote employees' organizational culture as well as corporate entrepreneurship (Fathi & Paakdel, 2014). Organizational culture is effective on the entire aspects of an organization and it is believed that organizational culture shapes

and guides the required resources for production and improvement of organizational performance and efficiency. On this basis, as long as organizations are not adequately familiarized by their organizational culture and its indices, they will continue facing practical difficulties such as organizational conflicts, lack of organizational coherence and reduced performance. The present study not only tends to identify the governing organizational cultures of private banks of Tehran, but also it tries to individually investigate the relationship between the variables of intrapreneurship and servant leadership within the identified culture of each bank (Ilsev & Gumusluoglu ,2009).

2. Literature review

2.1 Servant Leadership

The theory of servant leadership was based on the theory of servitude. According to Greenleaf, organizations do not and perhaps do not serve communities as they should (Ash Oke, 2007, 1437). Graham (1996), Buchen (1998), Spears (1996), Farling et al. (1999), Labe (1999), Wong and Peach (2003), Barbuto. And Wheeler (2000), Russell (2001), Patterson (2003) quoted by Anderson, 2009), Russell and Stone (2002), Millard (quoted by Adamson, 2009) They presented the dimensions and components of servant leadership as a result of field studies and research in an operational way.

Table 1. Dimensions of servant leadership from the perspective of theorists and researchers

Researchers	Components
Farling (1999)	Service, Influence, Credibility, Trust, Insight and Insight
Wong & Peach (2003)	Personal Tendencies, People's Tendencies, Conscientiousness, and Process Orientation
Barbuto & Wheeler (2000)	Modeling, Compassion, Credibility, Insight into the Future
Russell (2001)	Insight, credibility, trust, role modeling, leadership, appreciation of others, empowerment and service
Russell & Watson (2002)	Basic characteristics: (creating vision, honesty and perfectionism, trust, service, role modeling, leadership, appreciation of others, capability) Complementary features: (communication, credentials, forwarding, availability, influence and persuasion, effective listening, encouragement, training, delegation)
Patterson (2003)	Divine Love, Humility, Altruism, Trust, Vision, Service, Empowerment
Adamson (2009)	Developing People, Strong Personal Relationships, Encouragement and Recognition, Collaborating with Others, and Initiative

Service: Motivation of managers in situations that are completely in the interests of the main owners of the organization and dedicate themselves to the organization and its goals (Zahedi, 1391, 13).

Humility and humility: preferring one's own interests to sacrificing the interests of others and doing something out of humility without eyes (Gholipour, 2009, 7).

Reliability: A dynamic phenomenon that is effective in building trust through interaction and various factors such as potential cognitive consequences, dependence and sense of security (Panahi, 2008, 89).

Compassion: Serving others, not expecting compensation, and kindness and the component of respect for others, which refers to polite behavior, respect for ideas and thoughts, and respect for human rights (War and Gene, 2014, 19).

Servant leaders lead to job satisfaction by trusting their employees (Daley & vasu,1998).

Reduce control and monitoring costs, and increase organizational initiative and learning (Dodgson,1993).

Servant leaders, through empowerment and excellence behaviors, employee independence and leadership, increase the quality of the relationship between the leader and the followers and lead to the active participation of employees in challenging tasks (Dierendonck Van,2011).

Servant leaders with an emphasis on justice, empathy, encouragement, humility and knowledge and with effort, creativity and entrepreneurship become a social entrepreneur (Nash & DeGraaf ,2007).

Leaders and entrepreneurs share the characteristics of innovation and vision, personal mobility and risk-taking(perren,2005).

Wang and Page (2003) presented an extended conceptual model for measuring servant leadership, based on the literature and personal experiences of authors in leadership in four dimensions: personal orientation, people tendency, conscientiousness, and process orientation. According to Greenleaf (1977), the results indicate that servant leaders seek to motivate followers and others to serve.

Karaminia et al. (2010) explained the relationship between leadership style and organizational culture and organizational commitment in the military. In stating his goals from this research, he stated that: Efficient human resources, due to being valuable to reputable organizations and institutions and employing human resources, need competent leaders and use effective leadership styles to be able to increase organizational commitment. And create a favorable organizational culture in the organization. Extensive research was conducted by Shine (2004, 1993). This research showed that organizational culture and servant leadership can influence each other. Yazdkhahi (2009) conducted a study entitled The relationship between organizational culture and leadership in public universities. The results showed that there is a significant relationship between group culture and hierarchical culture with leadership.

Jafar Khoshbakhti et al. (2011) presented a study aimed at determining the relationship between service leadership style and organizational commitment of employees. The results show a significant relationship between service leadership style and organizational commitment variables, emotional and normative, but between this style and continuous commitment relationship There is no significance. According to the results, in order to successfully implement the service leadership style, managers must pay attention to the promotion of organizational maturity and professional and personal growth at all levels, while paying attention to the emotions of employees. Eslami et al. (2012), in a study examining the structural relationships between employee leadership and organizational service orientation and organizational citizenship behavior, showed that managers must develop service delivery systems to directly influence employee citizenship behavior. Leiden et al. (2014) showed that servant leadership is relevant and effective in performance. Joe

and Joe (2011) proved that learning organizational culture has a positive and significant relationship with organizational citizenship behavior and improving the performance of the organization and employees. Examining the empirical background, it can be stated that most research in the field of servant leadership has focused on predicting the causes of these behaviors. In this regard, various variables such as organizational culture and entrepreneurship within the organization, etc. are proposed.

2.2 Organizational entrepreneurship

Organizational entrepreneurship requires the creation of entrepreneurial behavior within the organization. Terms such as internal entrepreneurship, intra-organizational entrepreneurship, organizational audacity, innovation, entrepreneurial strategy development, organizational-level entrepreneurship status, and orientation have all been used to describe the phenomenon of organizational entrepreneurship. Organizational entrepreneurship can enhance organizational competencies and develop opportunities by creating internal innovation. Creating internal innovation requires action to motivate individuals and groups that are influenced by organizational characteristics.

There is no perfect standard to prove whether an organization is an entrepreneur or not. It should be noted that "organizational entrepreneurship and the factors that create it are not absolute: There are some factors that promote or prevent opportunities for organizational entrepreneurship. It is necessary for the organization to overcome the factors that hinder organizational entrepreneurship in order to overcome them." Promoting organizational entrepreneurship within the organization, understanding and insight, after recognizing the barriers, managers need to implement some innovative aspects of the organization researchers identified the following factors in the success of organizational innovation: atmosphere and direction; Entrepreneurship is a small, flat-structured organization with multiple approaches and interactive learning. Entrepreneurship and organizational behavior Zahra (1993) has also emphasized the importance of organizational support for organizational entrepreneurship elements of organizational support such as management support, authority, reward, time access and removing internal boundaries that are all important organizational elements Effective on ka Organizational creation are known. Organizational entrepreneurship can exist in many forms, but ultimately relates to fostering innovation, risk-taking, and active behavior in founding the organization (Ebrahimpoor, Yaghoby & Niare, 2015).

Sadler (2000) conducted a study on organizational entrepreneurship in the public sector that identified various recurring limitations and stimuli of organizational entrepreneurship in both the public and private sectors. His results showed that entrepreneurship in the public sector of organizations:

- 1 -They have a more chaotic environment than conservative organizations.
- 2 .The tendency to participate in the decision-making process and the dispersal of power bases, which fosters support for innovation.
- 2 .They tend to use less integration than conservative organizations.
- 4 .They are more independent than conservative organizations.
5. They tend to focus on output (Nabizadeh, 2010).

2.3 Organizational Culture

Rarely are there people who have not experienced an organization. Schools, clubs, sports teams, charities, as well as large administrative organizations are among these organizations as people come to the organization to work and get in

touch with the etiquette of dressing in that organization, the stories that People talk about how it works, the rules and methods of running the organization, the organization's relations, the way of rituals and ceremonies, duties, payment system, its specialized language, humor and jokes that only internal members of the organization understand and are familiar with. be. (Afjeh, 2001, p. 287).

Organizational culture is an environmental variable that affects all members of the organization to different degrees, and therefore a proper understanding of this structure is important for effective organizational management and work. Members of the organization, to solve problems related to external compliance (for example, the best way to participate in global markets) and internal integration (the best way to coordinate and strengthen processes within an organization as the best way to solve problems of written and even unwritten culture They train their organization to new members, so with the necessary capacity to change and transform the organizational culture, it is possible to change the thoughts and feelings of a large part of the members of the organization (Lasen, Zang Shen, 2002, p. 62).

Many experts agree that organizational culture refers to a system of shared inference that members have of an organization, and this feature separates the two organizations from each other. An expansion system from which members share a common inference. It consists of a set that the organization values or values.

Organizational culture is the internal foundation and indeterminate structure of the organization that is manifested based on the goals, technology, structure, policies, performance and products of the organization and its most obvious manifestation can be seen in employee behavior (Amiri Kermanshahi, 1992, p. 80- 79).

In general, organizational culture is a perception that people have of an organization. Organizational culture is what exists in the organization, not in individuals. It is a special attribute that is assigned to the organization and represents the usual and fixed characteristics that distinguish an organization from other organizations.

Organizational culture is a set of key values, guiding beliefs, and differences that are common to members of an organization (Moshabeki, 2001, p. 438)

In general, organizational culture has characteristics that distinguish it from other elements of the organization.

Some characteristics of Robbins's organizational culture include the following:

1. Innovation and risk-taking: The extent to which employees are encouraged to innovate and take risks.
- 2- Attention to details: The extent to which management should pay attention to results and achievements.
- 2- Attention to the members of the organization. The amount of attention that management shows to the members of the organization when making decisions and involving people.
- 4- Paying attention to the results: The extent to which one should pay attention to the results and achievements (and not to the executive methods that lead to these results).
- 5- Paying attention to the team: The extent to which work and activities are centered around the team and not individuals.
- 6- Ambition: the degree to which individuals and members of the organization are ambitious and ambitious
- 7- Sustainability: the degree or degree that the organization emphasizes on maintaining the status quo (which is contrary to the trend and progress) (Hasanpour, 2011).

3. Research method

In terms of purpose, the present study is considered as a developmental applied study and in terms of nature and methods, it is considered as a descriptive-survey study. Library studies have been conducted for the purpose of codification of theoretical basics of the study. The population of study includes the entire employees of the private banks located in districts 1, 2 and, 3 of the city of Tehran. According to the annual statistical report of the provincial government of Tehran, the population of study includes 616 individuals among whom, 425 individuals have been selected as the samples of the study through the application of the Cochran's formula (148 employees from Pasargad Bank, 107 from Parsian Bank, 57 from Eghtesad-e Novin Bank and, 113 from the Dey Bank). Considering the structure of the research population, the stratified random sampling method was used for the purpose of sampling. The required research data have been collected using the Denison's questionnaire of organizational culture, Gholipour's questionnaire of servant leadership and Hill's intrapreneurship questionnaire. The related data are shown in table 1. The former questionnaires were all standardized questionnaires verified by scholars and professors and therefore, they have high validities and reliabilities. In order to investigate the questionnaires' reliability, The Cronbach's alpha coefficient method was used and the resulting values were respectively equal to 0.79; 0.78 and 0.75 for the questionnaires of servant leadership, intrapreneurship and organizational culture. Inferential analysis of data and testing of research hypotheses have been carried out using the SPSS software and statistical technics of correlation and Kolmogorov-Smirnoff test.

4. Findings

Descriptive analysis of data

Results yielded from the descriptive statistics are shown in the following table:

Table 2. Descriptive data analysis

Bank name	Number of Branches	Number of employees	Gender of employees		Marriage status of employees	
			male	female	married	single
Pasargad	12	148	141	7	130	18
Parsian	8	107	92	12	92	15
E-N	6	57	45	12	53	4
Dey	5	113	101	12	102	11
Total	31	425	379	46	377	48

Table 3. Descriptive data analysis

Education of employees					Experience of employees				
M. A	B.A	Asc. Degree	Dip.	Undereducated	20-25 years	15-20 years	10-15 years	5-10 years	Less than 5 years
2	59	52	31	4	5	6	75	37	25
5	46	29	27	0	3	7	47	28	22
2	34	12	9	0	1	1	24	16	15
2	63	13	35	0	4	5	21	38	45
11	202	106	102	4	13	19	167	119	107

5. Inferential analysis of data

Investigation of the normality of data distribution:

For this purpose, the Kolmogorov-Smirnoff test has been administered and according to the obtained result it's been concluded that the entire data have normal distributions.

Table 4. Investigation of the normality of data distributions

Variable	Index	Sig.	Result
culture	Job involvement	0.12	Normal
	Compatibility	0.22	Normal
	Adaptability	0.18	Normal
	Prophecy	0.31	Normal
Servant leadership		0.06	Normal
intrapreneurship		0.11	Normal

One of main research questions was regarding the identification of the governing culture in each bank so that the relationships between the research variables are investigated with regard to each bank's specific culture. Since the data are normally distributed, therefore we must use parametric tests including the NOVA for the purpose of determination of the governing organizational culture. This purpose has been followed for each bank individually:

Considering the mentioned content, we have: the averages of the four-fold dimensions of the organizational cultures of the studied private banks differ in a statistically significant manner. This hypothesis is re-written in the following form:

H_0 : the averages of the four-fold dimensions of organizational culture have no significant difference from each other

H_1 : at least the average of one of the four-fold dimensions of organizational culture is statistically significantly different from other dimensions

$H_0: \mu_1 = \mu_2 = \mu_3 = \mu_4$

$H_1: \mu_i \neq \mu_j$

ANOVA test has been used for the purpose of testing the upper hypothesis and the results are shown in the following table:

Table 5. Results of the ANOVA test

Bank name	Sig.	F	Result
Pasargad	0.00	4.86	H ₀ rejected
Parsian	0.00	3.12	H ₀ rejected
E-N	0.00	3.45	H ₀ rejected
Dey	0.00	3.78	H ₀ rejected

The upper table shows that the significance value obtained for the studied banks is smaller than 0.05 and therefore it can be claimed with a 95% confidence that at least the average of one of the four-fold dimensions of organizational culture is statistically significantly different from other dimensions in all of the four banks of Pasargad, Parsian, Eghtesad-e Novin (E-N) and, Dey located in the districts 1 to 3 of the city of Tehran. However, in order to be able to show that which dimension of organizational culture is statistically different from the other dimensions, Post-Hoc tests must be used. The following tables show the results of the LSD test which is a Post-Hoc test:

Table 6. LSD test for the Pasargad Bank

Organizational culture in Pasargad bank	Dimensions	Average	Sig.	result
Job involvement 3.22	Compatibility	4.11	0.00	H ₀ rejected
	Adaptability	3.31	0.00	H ₀ rejected
	Prophecy	3.68	0.00	H ₀ rejected
Compatibility 4.11	involvement	3.22	0.00	H ₀ rejected
	Adaptability	3.31	0.00	H ₀ rejected
	Prophecy	3.68	0.00	H ₀ rejected
Adaptability 3.31	involvement	3.22	0.00	H ₀ rejected
	compatibility	4.11	0.00	H ₀ rejected
	Prophecy	3.68	0.00	H ₀ rejected
Prophecy 3.68	involvement	3.22	0.00	H ₀ rejected
	compatibility	4.11	0.00	H ₀ rejected
	adaptability	3.31	0.00	H ₀ rejected

Table 7. LSD test for the Parsian Bank

Organizational culture in Parsian bank	Dimensions	Average	Sig.	result
Job involvement 3.29	Compatibility	3.15	0.00	H ₀ rejected
	Adaptability	3.23	0.00	H ₀ rejected
	Prophecy	3.78	0.00	H ₀ rejected
Compatibility 3.15	Involvement	3.29	0.00	H ₀ rejected
	Adaptability	3.23	0.00	H ₀ rejected
	Prophecy	3.78	0.00	H ₀ rejected
Adaptability 3.23	involvement	3.29	0.00	H ₀ rejected
	Adaptability	3.15	0.00	H ₀ rejected
	Prophecy	3.78	0.00	H ₀ rejected
Prophecy 3.78	involvement	3.29	0.00	H ₀ rejected
	compatibility	3.15	0.00	H ₀ rejected
	adaptability	3.23	0.00	H ₀ rejected

Table 8. LSD test for the Eghtesad-e Novin Bank

Organizational culture in E-N bank	Dimensions	Average	Sig.	result
Job involvement 3.11	Compatibility	3.03	0.00	H ₀ rejected
	Adaptability	3.96	0.00	H ₀ rejected
	Prophecy	3.67	0.00	H ₀ rejected
Compatibility 3.03	Involvement	3.11	0.00	H ₀ rejected
	Adaptability	3.96	0.00	H ₀ rejected
	Prophecy	3.67	0.00	H ₀ rejected
Adaptability 3.296	involvement	3.11	0.00	H ₀ rejected
	Adaptability	3.03	0.00	H ₀ rejected
	Prophecy	3.67	0.00	H ₀ rejected
Prophecy 3.67	involvement	3.11	0.00	H ₀ rejected
	compatibility	3.03	0.00	H ₀ rejected
	adaptability	3.96	0.00	H ₀ rejected

Table 9. LSD test for the Dey Bank

Organizational culture in Dey bank	Dimensions	Average	Sig.	result
Job involvement 3.22	Compatibility	3.68	0.00	H ₀ rejected
	Adaptability	3.17	0.00	H ₀ rejected
	Prophecy	4.02	0.00	H ₀ rejected
Compatibility 3.68	Involvement	3.22	0.00	H ₀ rejected
	Adaptability	3.17	0.00	H ₀ rejected
	Prophecy	4.02	0.00	H ₀ rejected
Adaptability 3.17	involvement	3.22	0.00	H ₀ rejected
	Adaptability	3.68	0.00	H ₀ rejected
	Prophecy	4.02	0.00	H ₀ rejected
Prophecy 4.02	involvement	3.22	0.00	H ₀ rejected
	compatibility	3.68	0.00	H ₀ rejected
	adaptability	3.17	0.00	H ₀ rejected

Considering the above-mentioned results and through comparing the calculated sig. values with the standard error value of 0.05 for the paired comparison of the four dimensions of organizational culture it can be concluded that the dimension of organizational compatibility in the culture of the Pasargad Bank has the highest average and since it is statistically significantly different than the other dimensions, it is concluded that compatibility is the governing culture of the Pasargad bank. After compatibility, the dimension of prophecy is considered as the second important cultural dimension of the Pasargad bank. Nevertheless, no statistically significant differences were reported between the dimensions of adaptability and job involvement in this bank.

In terms of the Parsian bank, organizational prophecy is the governing culture with the highest associated average. However, considering the calculated significance values of the rest of dimensions show no statistically significant differences between them.

In terms of the Eghtesad-e Novin Bank, the highest significance value was associated to the adaptability dimension. After this dimension, the second important dimension in this bank is the dimension of prophecy. However no statistically

significant differences were found between the remaining two dimensions of compatibility and job involvement.

In terms of the Dey Bank, the highest calculated significance value is associated to the dimension of organizational prophecy, turning this dimension into a dimension that is statistically significantly different from the rest of dimensions. After prophecy, the second important dimension in the Dey Bank was identified as the dimension of compatibility. However no statistically significant differences were found between the dimensions of compatibility and job involvement.

Considering the above-mentioned results, the research hypotheses regarding the studied banks are as follows:

- There exists a statistically significant relationship between servant leadership and intrapreneurship in the compatibility-based culture of the Pasargad Bank branches located in districts 1-3 of Tehran
- There exists a statistically significant relationship between servant leadership and intrapreneurship in the prophecy-based culture of the Parsian Bank branches located in districts 1-3 of Tehran
- There exists a statistically significant relationship between servant leadership and intrapreneurship in the adaptability-based culture of the Eghtesad-e Novin Bank branches located in districts 1-3 of Tehran
- There exists a statistically significant relationship between servant leadership and intrapreneurship in the prophecy-based culture of the Day Bank branches located in districts 1-3 of Tehran

The upper hypotheses have been formulated as statistical hypotheses according to the following form:

$$H_0: \rho = 0 \quad H_1: \rho \neq 0$$

H_0 : there exist no statistically significant relationships between servant leadership and intrapreneurship

H_1 : there exists a statistically significant relationship between servant leadership and intrapreneurship

Since the data distributions have been shown to be normal, the Pearson's correlation test would be used for the purpose of testing the upper hypotheses.

Table 10. Investigation of the relationship between servant leadership and intrapreneurship

Bank Name	Abundance	Error	Relationship intensity	Result
Pasargad	148	0.00	0.82	H_0 rejected
Parsian	107	0.23	0.41	H_0 accepted
E-N	57	0.00	0.78	H_0 rejected
Dey	113	0.41	0.32	H_0 accepted

Considering the above table, in case of the Pasargad bank, the significance value is smaller than the calculated Error value of 0.05 and it means that the H_0 hypothesis is rejected. In other words, under a 95% confidence it can be stated that there exists a significant relationship between servant leadership and intrapreneurship (0.82) in the Bank of Pasargad. In terms of the Parsian bank, there is no evidence in the confidence range of 95% for rejection of the H_0 hypothesis and therefore it cannot be claimed that there exists a statistically significant relationship between servant leadership and intrapreneurship in Parsian Bank. In terms of the

Eghtesad-e Novin Bank, it can be claimed under a 95% confidence that there exists a significant relationship between servant leadership and intrapreneurship (0.78). In terms of the Dey bank, there is no evidence in the confidence range of 95% for rejection of the H0 hypothesis and therefore it cannot be claimed that there exists a statistically significant relationship between servant leadership and intrapreneurship in this bank.

6. Discussion and conclusions

In the present study the organizational culture of the branches of Pasargad Bank located in the districts 1-3 of the city of Tehran has been identified using Denison's model and afterwards, the relationships between the research variables have been investigated. According to the findings of the study it can be concluded that in case of the Pasargad Bank, the dimension of compatibility is the governing organizational culture. On the other hand, it has been indicated that organizational prophecy is the dominant culture of the Parsian bank. Nonetheless, in case of the Eghtesad-e Novin Bank, it has been turned out that adaptability is the dominant organizational culture. Nevertheless, results have also shown that the dominant organizational culture in the Dey bank is based on organizational prophecy. Identification of the dominant or the governing organizational culture using the Denison's model has already been done by researchers including Rahim Nia & Alizadeh (2009); Ardalan et al., (2008) and; Monavarian & Bakhtaei (2007). Results of testing research hypotheses show statistically significant relationships between the variables of servant leadership and intrapreneurship in the Pasargad and Eghtesad-e Novin Banks. Nevertheless, considering the obtained results regarding the Parsian and Dey banks, there exist no statistically significant relationships between the former and latter variables. It seems that this difference is due to the adjusting effect of organizational culture.

Culture plays an important role in the organization. When members of the organization become accustomed to an organizational culture, they perceive the events of the organization in a similar way and attribute the concept to them as a connecting force and the creation of cognitive and emotional domains between them and members within the organization and non-individuals. The member is used as a person outside the organization. When an individual becomes part of the organization, not only does he or she act like others, but he or she, like other members, has a common sense of organizational issues and challenges. A correct understanding of organizational culture by identifying permissible and unauthorized matters in an organization has many benefits. A strong organizational culture can significantly affect the commitment of employees and increase their firmness of behavior and be a substitute for formal laws and regulations. Strong culture also makes people feel better about what they are doing and does things well. As a result, it leads to better performance and greater productivity.

In every organization it is crucially important to codify and provide suitable training programs with the purpose of development and growth of the skills related to servant leadership as well as providing special advantages for the managers who have successfully passed these training courses. By showing signs of servant leadership style, managers create an atmosphere of trust, cooperation, collaboration and etc. in their organizations. As a result, employees will also show higher OCB levels. Managers can undertake behaviors such as caring for ethical principles, establishing good relationships, valuing personal and cultural differences, making

honest self-evaluations, being a good listener for the employees and, prioritizing employees' needs over their own personal needs in order to improve their skills. Creation of intrapreneurship requires a culture based on common goals. Intrapreneurship will be developed and expanded in an environment in which there are common goals and attitudes towards voluntary following of rules and organizational regulations, tolerance against difficulties and daily hardships and, organizational loyalty. Organizations must continuously make efforts for the development of the skills of their employees. therefore, the managers are recommended to propagate basic values in their organizations while synchronizing various organizational units with different functions for reaching an agreement. Organizations must find ways for supplication of requirements of undergoing changes while knowing the environments fully, responding to ongoing incentives and being aware of future changes. Nevertheless, one of the most important concerns of every bank is to preserve the current customers and realization of this goal needs the organizations to understand the demands of their customers while responding to them and being prepared to deal with them in advance.

Therefore, in order to survive and continue their life in the field of global competition, organizations are forced to accept change and transformation within organizations, which in itself requires strengthening the spirit of creativity, hope and development of entrepreneurial culture among employees, and this only if Optimally and successfully, it will be realized that the management of organizations, in addition to applying motivational management policies, pay special attention to the role of leadership within the organization, and this requires the use of a special style of leadership based on current conditions and future prospects to atmosphere the organization. To facilitate the conditions for change and creativity. It is also through leadership that they are able to achieve the ideal vision of the organization, and given that the most difficult aspect of change efforts is related to changing human behaviors and skills, the leadership role of managers at different levels of the organization is paramount. Therefore, paying attention to this vital factor in organizations, namely "leadership" is one of the inevitable necessities in the survival and development of organizations.

The results of the present study can help managers and leaders of the organization to understand the importance of paying attention to subordinates and listening to them, empathy and understanding and acceptance of others, helping and ability to help others, awareness and vigilance, convincing others through agreement, concept Build, think beyond the needs of today and generalize to the future, anticipate, foresight and work with reflection, service, build trust and meet the needs of others, commit to the growth and development of others, and emphasize teamwork to help In this way, they cultivate a dynamic organizational environment and active followers and an organizational atmosphere full of trust, and lead to entrepreneurship and innovative actions in the organization. It also helps researchers to better understand the importance of paying attention to servant leadership so that servant leadership as a key factor leads to innovative initiatives and entrepreneurship in the organization.

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