Entrepreneurship Gap Expectation Between Own-State And Private Sectors

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ENTREPRENEURSHIP GAP EXPECTATION BETWEEN OWN-STATE AND PRIVATE SECTORS

Strictly as per the compliance and regulations of:

Entrepreneurship Gap Expectation Between Own-State And Private Sectors

(Empirical Evidence Of Iranian Bankers)

Mehrdad Alipour[1] Abbas Ghanbari[2] Seyed Mahdi Moniri[3]

Abstract : The purpose of this paper is to recognition of factors effecting to level of entrepreneurship in Islamic banking sector of Iran in order to investigating the attitude and points of view in both private and own – state banking. The paper build on existing gap articulating the   team entrepreneurship, work scope, reward system, available time, successful technology, work process, staff assessment. The description survey method employed and the research approach was field work study. There is considerable gap between two types of Iranian Islamic Banking about studying the seven main variables in relation with entrepreneurship. For the Iranian Islamic banking, the analysis has implications for understanding the factors effecting on both banking sectors in Iran. The study helps by a foundation for research on how to fulfill the gap between two types of Islamic banking sectors of the entrepreneurship is one of the key elements to develop economies.

Keywords : *Entrepreneurship, Banking, Islamic Banking, and Iran*

I.   INTRODUCTION

There are two sectors of banks in Iran which are obeying from the rules of Islamic central bank. The first sector is own-state banks, which have a good advantage. One of the vital advantage of own-state banks is cash saving by government. The second sector is private banks which have no advantage like own-state banks. Therefore it seems that being entrepreneur is the key element to carry on their business. Due to attach the own-state bankers with government, may not create such attempt to them for developing their business. According to the Iranian privatization law, all of the own-state banks have to delegate to the private sectors, in specific period of time (e.g, Five years), except Melli bank. In future, there is a serious challenge between Iranian Islamic bankers in order to carry out their business. In this paper the author tries to distinguish some aspects of entrepreneurship that achieve, firstly: gap expectation in both private and own-state bankers, and secondly, offer the suggestions to lead grater adoption of bankers with the concepts and use entrepreneurship to develop their business as well. Poorly functioning financial institutions can limit entry of new firms and lead to inefficient production in existing firms. This condition leads several problems to any society. Financial institutes contribute to economic development in several ways: as an important channel to convert innovative ideas into economic opportunities, as the basis for competitiveness through the revitalization of social and productive networks, as a source of new employment, and as a way to increase productivity. One of the major financial institutions is banking sector. This kind of financial institutions serves a lot of benefits to our economy. It has been argued that both banking sector and entrepreneurship play an indispensable role in improving promoting economic growth (Covin and Slevin, 1991; Zahra, 1993; Yu, 1998). Now a day's Islamic banking grows very fast. Islamic banking and finance as an industry is growing at an unprecedented rate. Currently, there are about 270 Islamic banks worldwide with a market capitalization in excess of US$13 billion. The assets of Islamic banks worldwide are estimated at more than US$265 billion and financial investments are above US$400 billion. Islamic bank deposits are estimated at over US$202 billion worldwide with an average growth of between 10 and 20 percent. Furthermore, Islamic bonds are currently estimated at around US$30 billion. In addition, Islamic equity funds are estimated at more than US$3.3 billion worldwide with a growth of more than 25 percent over seven years and the global Takaful premium is estimated at around US$2 billion (Abdul Rahman, 2007, p. 123). However, few countries practice pure Islamic banking; one of them is Iran. This study is focuses on Islamic banking and factors affecting to entrepreneurship in Iranian bankers. In other word, this study tries to show factors from the own-state bankers to banking sectors entrepreneurship as well private banking sector.

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II. ENTREPRENEURSHIP

The word "Entrepreneur" was first used in an economic context by the French philosopher Richard Cantillon in 1755 . Cantillon's original definition of an entrepreneur was a simple trader, with an eye for opportunistic profit. Cantillon's entrepreneur "bought at certain price and sold at an uncertain price, thereby operating at risk". Cantillon's entrepreneur was, by definition, an individual who specialised in taking on risk and lived on his wits. Entrepreneurship, involves capturing ideas, converting them into products and, or services and then building a venture to take the product to market" (Johnson, 2001, p. 138). Entrepreneurial creation is concerned with all aspects of the entrepreneur and entrepreneurship that address the issue of how entrepreneurs devise and implement innovative products, ideas and ways of doing things.A wider definition is Timmons (1994:7) "entrepreneurship is the process of creating or seizing an opportunity and pursuing it regardless of the resources currently controlled". Due to the demarcation segregating international business and entrepreneurship has begun to erode in recent years, a definition of "international entrepreneurship" will now be presented: "international entrepreneurship is a combination of innovative, proactive, and risk-seeking behaviour that crosses national borders and is intended to create value in organizations" (McDougall & Oviatt, 2000:903).

III. ENTREPRENEURSHIP FOR WHAT

Entrepreneurs explicitly, unabashedly put themselves to the task of enrichment. Admittedly, some do this for altruistic reasons; some are quite generous if not outright altruistic with the wealth they attain. Yet most of them attain wealth by providing other people with goods and services that further flourish here on earth. A conventional contemporary shopping mall or department store, a new or used automobile lot, a discount warehouse, or an industrial exhibit - they all seek to demonstrate to potential buyers that the goods and services the entrepreneur has put up for sale to the public will make life better, more comfortable, more enjoyable, even thrilling, than it would be without these. What can be said in defense of a profession, a vocation, if you will, that is dedicated to the mutual enhancement of human life here on earth? For that is just the profession or vocation that entrepreneurship is (Tibor R. Machan, 1999).

IV. EXPECTATION GAP

The definition of expectations has been a topic of some debate in the academic literature.

Pre-trial beliefs about a product or service are commonly called expectations (Boulding et al. 1993);

further it is really an important because they provide the frame of reference for evaluation as well as for judgments among those they have expectations (Oliver, 1996). It can say that the expectations represent the mental categories used by consumers and clients in their evaluation of service performance with the obvious implications for service quality. However, regarding the expectations which it is the critical issue, there have been significant variations in the evolving of expectations (Parasuraman et al. 1988), in terms of what people feel they should be offered, rather than would be offered (Boulding et al. 1993) and pre-trial beliefs about a product, goods or service is delivered or rendered and its performance in future (Oliver, 1996). According to the researchers the expectations are defined as anticipations or predictions of clients realities or wishes (what people think they will get) or as preferences (what people want, desire or wish) (Galassi, et al. 1992; Tinsley). In nut shell, there are often differences between the performance of a service and the expectations that the client has on the particular service which it caused more expectations. According to Deegan and Rankin, (1999) an expectation gap among the people is the result of differences in opinion or perceptions between two or more groups in the society regarding every aspect.Porter at first time used expectation gap in accounting and auditing dimensions. According to her view points an expectation gap consisted of two major elements as follows: (i) A reasonableness gap: Gap between what is expected and what can reasonably be expected to accomplish and (ii) A performance gap: Gap between what can reasonably be expected and perceived actual achievements. In other words, a gap between what clients reasonably expect companies to accomplish and what they are perceived to achieve. These kinds of gap my subdivided into: (a) a gap between the duties and responsibilities, which can reasonably be expected of companies and their existing duties are defined by the professionals, (b) a gap between the expected standards of companies performance existing duties companies performances as expected and perceived by the clients.

The nature of service is very different from the production, because it has own specification like, intangibility. This specification caused client expectation gap. In very often arise client expectations gap regarding to the quality of service (Hubbert et al. 1995). Regarding this crucial aspect Ojasalo (2001) stated that the managing such service expectations is very important since service quality satisfaction result from how well the actual service performance, in other words the service process and outcome, matches the perceptions.

Ojasalo (2001) treats three types of expectations typical in the professional service context, they are namely as follows:

1. Fuzzy expectations;
2. Implicit expectations; and
3. Unrealistic expectations.

Clients do not always have a clear understanding of what they want from the service provider. They may feel something is wrong or difficult but do not know is wrong. They wish for an improvement in their situation, but do not know what kind of improvement this should be. This kind of wish can be called fuzzy expectations; the fuzzy expectations can be changed by focusing expectations, referring to the service provider's efforts to make the client's expectations more precise. This may happen in the communication between the clients and providers. So, in this condition such gaps will be reduced. However, we cannot eliminate the gaps. If the providers and clients realize the wishes and the limitations of each other these kind of gap may reduce. So, focusing fuzzy expectations involves a process of defining unclear problems as well as needs of both sides namely, service provider and client (Ojasalo, 2001).Hubbert et al. (1995) have presented a different research approach, which investigates whether the some components of a service encounter are identified as important by both sets of participants or not. They found that the clients' satisfaction is likely to be sub-optimal when the clients are unaware of service benefits of when the provider fails to provide the client with sufficient information. In this study the authors try to identify another gap which is related to different perceptions of own-state bankers to entrepreneurship as well perceptions of private bankers on entrepreneurship in Iran (if existed).

V. Affect is relevant to entrepreneurship

While the findings of previous research clearly indicate that affect influences several aspects of cognition in work settings (e.g., Borman, Penne, Allen, & Motowidlo, 2001; Staw, Sutton, & Pelled, 1994), the great majority of this research was conducted in large, established organizations and with employees rather than company founders. This raises the following question: Do such effects also occur in new ventures and among entrepreneurs? Although very little direct evidence on this issue is currently available, there appear to be two major reasons for suggesting that affect may indeed be relevant to processes occurring during the creation of new ventures. First, the environments in which entrepreneurs function are often highly unpredictable and filled with rapid change (e.g., Lichtenstein, Dooley, & Lumpkin, 2006). As a result, such environments are not ones in which individuals can follow well-learned scripts or prescribed sets of procedures. Rather, as many entrepreneurs put it, they must often "make it up as they go along." Research on

the influence of affect suggests that it is most likely to exert powerful effects on cognition and behavior in precisely this type of situation. In contexts involving high uncertainty and unpredictability, affect can readily tip the balance toward specific actions or decisions—effects it might not produce in environments that are more certain and predictable (e.g., Forgas,2000; Forgas & George, 2001).For this reason, affect may have especially important consequences for entrepreneurship.

A second reason why affect may often exert strong effects in the domain of entrepreneurship relates to the specific tasks entrepreneurs perform in starting new ventures. These tasks are highly varied in nature and change significantly as the process unfolds (e.g., Baron, 2006 b; Shane, 2003). However, many of these activities are ones that have previously been shown to be strongly influenced by affect (e.g., see Forgas, 2000, and Lyubomirsky et al., 2005). For instance, as discussed in greater detail in a later section, affect has been shown to exert strong effects on creativity , on persuasion (which may influence entrepreneurs' success in acquiring essential resources), on decision making and judgments (which play a key role in the formation of effective business models and strategies; e.g., Ireland, Hitt, & Sirmon, 2003), and on the formation of productive working relationships with others (e.g., Diener & Seligman, 2002; Harker & Keltner, 2001). Since affect has been found to exert strong effects on all these activities, it is directly relevant to entrepreneurship.

VI. History of banking in iran

Banking operations had been carried out in Iran by temples and princes before the advent of Achaemenid dynasty by government. In that period, trade boomed in the country, thus giving a boost to banking. Before a bank in its present form was established in the country, banking operations had been carried out in traditional forms in the form of money changing. Money changing began to decline with the establishment of New East Bank, an originally British owned bank in the country in 1850. Bank Sepah was the first bank to be established with Iranian capitals in 1925 under the name of Bank Pahlavi Qoshun, in order to handle the financial affairs of the military personnel and set up their retirement fund. The primary capital of the bank was 388,395 Tomans. In the spring of 1979, all Iranian banks were nationalized and banking laws changed with the approval of the new interest free Islamic banking regulations. Before a bank in its present form was established in Iran, banking operations had been carried out in traditional form, or in other words in the form of money changing. Simultaneous with promotion of trade and business in the country, more people chose money changing as their occupation.

Following a boost in trade and use of bank notes and coins in trade during the Parthian and

Sassanian eras, exchange of coins and hard currencies began in the country. Some people also managed to specialize in determining the purity of coins. Bank notes and gold coins were first used in the country following the conquest of Lidi by Achaemenid king Darius in 516 B.C. At that time, a gold coin called Derick was minted as the Iranian currency. During the Parthian and Sassanian eras, both Iranian and foreign coins were used in trade in the country. However, with the advent of Islam in Iran, money changing and use of bank notes and coins in trade faced stagnation because the new religion forbade interest in dealing. In the course of Mongol rule over Iran, a bank note which was an imitation of Chinese bank notes was put in circulation. The bank notes, called Chav bore the picture and name of Keikhatu. On one side of the bank notes there was the following sentence: "Anybody who does not Besides Chav, other bank notes were used for a certain period of time in other Iranian cities and then got out of circulation. Before the printing of first bank notes by the Bank Shahanshahi (Imperial Bank), a kind of credit card called Bijak had been issued by money dealers. As mentioned before, money changing got out of fashion with the advent of Islam under which usury is strictly forbidden.

The New East Bank establishment 1850 and it was in fact the first banking institute in its present form established in Iran. It laid the foundation of banking operations in the country. It was a British bank whose headquarters was in London. The bank was established by the British without receiving any concession from the Iranian government. The New East Bank allowed individuals to open accounts, deposit their money with the bank and draw checks. It was at this time that people began to draw checks in their dealings. In order to compete with money dealers, the bank paid interest on the fixed deposits and current accounts of its clients. The head office of the bank in Tehran issued five `qeran' bank notes in the form of drafts. According to a concession granted by the Iranian government to Baron Julius De Reuter in 1885, Bank Shahanshahi (Imperial Bank) was established. This bank purchased the properties and assets of the New East Bank, thus putting an end to the baking operations of the former. The activities of Bank Shahanshahi ranged from trade transactions, printing bank notes, and serving as the treasurer of the Iranian government at home and abroad in return for piecework wage. In return for receiving this concession, Reuter obliged to pay six percent of the annual net income of the bank, providing that the sum should not be less than 4,000 pounds, and 16 percent of incomes from other concessions to the Iranian government. The legal center of the bank was in London and it was subject to the British laws but its activities were centered in Tehran.

In 1209 (lunar hejira), the right of printing bank notes was purchased from Bank Shahanshahi for a sum of 200,000 pounds and ceded to the Bank Melli of Iran. Bank Shahanshahi continued its activities until 1948 when its name was changed into Bank of Britain in Iran and Middle East. The activities of the bank continued until 1952. In 1269 (l.h.), a Russian national by the name of Jacquet Polyakov, received a concession from the then government of Iran for establishment of Bank Esteqrazi for 75 year. Besides, banking and mortgage operations, the bank had an exclusive right of public auction. In 1898 the Tzarist government of Russia bought all shares of the bank for its political ends. Under a contract signed with Iran, the bank was transferred to the Iranian government in 1920. The bank continued its activities under the name of Bank Iran until 1933 when it was incorporated into the Bank Keshavarzi (Agriculture Bank).

Bank Sepah was the first bank to be established with Iranian capitals in 1925 under the name of Bank Pahlavi Qoshun, in order to handle the financial affairs of the military personnel and set up their retirement fund. With Bank Sepah opening its branches in major Iranian cities, the bank began carrying financial operations such as opening of current accounts and transfer of money across the country. The Iran-Russia Bank was formed by the government of the former Soviet Union in 1926 with an aim of facilitating trade exchanges between the two countries.

The headquarters of the bank was in Tehran with some branches being inaugurated in northern parts of the country. The bank dealt with financial affairs of institutes affiliated to the government of the former Soviet Union and trade exchanges between the two countries. The activities of this bank, which were subject to Iranian banking regulations, continued until 1979. In that year, this bank along with 27 other state-owned or private banks was nationalized under a decision approved by the Revolutionary Council of the Islamic Republic of Iran.The proposal to establish a national Iranian bank was first offered by a big money dealer to Qajar king Nasereddin Shah before the Constitutional Revolution. But the Qajar king did not pay much attention to the proposal. However, with the establishment of constitutional rule in the country, the idea of setting up a national Iranian bank in order to reduce political and economic influence of foreigners gained strength and at last in December 1906 the establishment of the bank was announced and its articles of association compiled.

In April 1927, the Iranian Parliament gave final approval to the law allowing the establishment of Bank Melli of Iran. But, due to some problems the Cabinet ministers and the parliament's financial commission approved the articles of association of the bank in the spring of 1928. The Central Bank of Iran was established in 1928, tasked with trade activities and other operations (acting as the treasurer of the government, printing bank notes, enforcing monetary and financial policies and so

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on). The duties of the CBI included making transactions on behalf of the government, controlling trade banks, determining supply of money, foreign exchange protective measures and so on.

In June 1979, Iranian banks were nationalized and banking regulations changed with the approval of the Islamic banking law (interest free), and the role of banks in accelerating trade deals, rendering services to clients, collecting deposits, offering credits to applicants on the basis of the CBI's policies and so on was strengthened. In short now days there are currently around seventeen commercial banks in Iran, of which eleven are state-owned and six are privately owned which all the banks must follow Islamic banking principles whereby usury is forbidden and, rather than AIRs, profit rates are set on deposits and expected rates of profit on facilities are set on loans. In terms of both assets and capital, the banking sector is dominated by Bank Melli Iran (National Bank of Iran). In recent years, six privately owned banks, Bank Kafarin, Bank Parsian, Bank Eqtesad-e-Novin Bank Saman, Bank Pasargad and Bank Sarmaye have commenced operations in Iran for the first time since the nationalization of the Iranian banking sector in 1952.

VII.   RESEARCH HYPOTHESES

According to the subject of the paper, the following hypotheses were postulated in this study:

1. There is a gap between own-state and private banking sectors on team entrepreneurship in order to be supported managers!
2. There is a gap between own-state and private banking sectors on work scope affects to the entrepreneurship!
3. There is a gap between own-state and private banking sectors on reward system impacts to the entrepreneurship!
4. There is a gap between own-state and private banking sectors on available time affects to the entrepreneurship!
5. There is a gap between own-state and private banking sectors on using successful technology impacts to the entrepreneurship
6. There is a gap between own-state and private banking sectors on work process impacts to the entrepreneurship!
7. There is a gap between own-state and private banking sectors on staff assessment impacts to the entrepreneurship!

VIII.   OBJECTIVES AND RESEARCH APPROACH

The purpose of this study was to determine the level of entrepreneurship at the own-state and private banking sectors and then, is there any gap between them. Also to find the gap seven variables as independent and gap expectation between two types of banking sectors have been selected.

The research methodology used in this study is based on both survey and description methods. The author design and developed a questionnaire which it is the most suitable for this study. A survey questionnaire was completed by two groups of own-state and private Bankers. The Research is done at the mid of 2009 to end of 2010. The data for the present study has been collected from both primary and secondary sources. Secondary data was collected from various textbooks, journals, reports, magazines, dailies and has also been collected from web sources using the popular search engines like Google, yahoo and powerful databases such as Emerald and Elsevier. Five-point likert's scale questionnaire instrument was employed in this research while the questionnaire consisted of two sections. The first section contained data relating to demographic variables of the sample respondents and the second section contained some technical questions related to hypotheses. The respondents were required to tick their perceptional levels on five-point Likert's scale with '5' as strongly agree, '4' as agree, '3' as moderately agree, '2' as disagree and '1' as strongly disagree. The statistical tools employed in this paper included mean value, standard deviation, Mann – Whitney U and wilcoxon signed rank test for the purpose of analysis and interpretation. The sample fat for this paper has been selected from the own-state and private banking sectors those who are working as a staff. The sample random technique has been used for selecting people as a sample. On the whole 800 questionnaires were administered between own-state bankers and 350 the same questionnaire were administered between private bankers. Out of 1150 questionnaires only 650 usable questionnaires collected from own-state bankers and 230 usable questionnaires from private bankers in Iran. The despondence rate for own-state bankers is 81.25 while for privet bankers is 65.72.

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Table 1: Demographic information of participants

Variables	Items	Frequency	Per cent
Gender	Male	639	72.61
	Female	241	27.39
Age	20 to 30 years	364	41.37
	31 to 40 years	378	42.98
	41 to 50 years	122	13.87
	51 to 60 years	12	1.38
	Above 60 years	4	0.40
Experience	Below 4 years	259	29.43
	5-9 years	304	34.55
	10-14 years	145	16.48
	15-19 years	93	10.57
	Above 20 years	79	8.97
Education	Under Diploma	3	0.30
	Diploma	186	21.15
	Associate Diploma	144	16.38
	Bachelor	494	56.15
	Master	52	5.92
	PhD	1	0.10
Position	Manager	485	55.00
	Clerk	395	45.00
Type	Own-state banker	650	73.86
	Private banker	230	26.14

According to Table 1, majority of participants were male with 72.61% followed by female (27.39%). Moderate numbers of participants were youth (41.37%) less than 30 years old. Majority of participants had 31-40 years old (42.98). Least number of participants had more than 60 years old. Regarding experience, Table 1 shows that moderate numbers of participants have less than four years (29.43%). Further, majority of participants had experience between 5-9 years. Only 8.97% of participants had more than twenty years experience.

About education of participants the above mentioned table illustrated that least number of participants were under diploma. Although in this section the participants were the least, but it is not acceptable that having under diploma degree in major financial institutions, namely, banks. Vast number of participants had bachelor degree (56.15%) followed by associate diploma holder (16.38%). Few numbers of participants had master degree (5.92%). It is interesting to note that only one participant had PhD.55% of participants were managers in both own-state banks as well private banks in Iran, while 45% were clerks in the same banks. Out of 880 participants, 73.86% were from own-state banks and 26.14% from private banks in Iran. The reason that why private bankers had fewer participants in this study is that majority of Iranian banks is own-state banks. From few years back on the private banks are started in Iran.To conclude, majority of participants were male, from own-state banks, and holding bachelor degrees.

IX. TESTING OF HYPOTHESES

This study uses various non-parametric statistics for analyzing data. In the view of the fact, when the underlying assumptions are violated it is necessary to use the powerful non-parametric procedures. The non-additively of ordinal scales make them mathematically inappropriate for the calculations used in

the parametric analyses. So, for analyzing data non-parametric statistical tools are used, and the Mann-Whitney U and Wilcoxon Signed Rank Test are being applied in this part of the study which is the most suitable for this kind of study.

Table 2 shows total number of participant from both own state banks and private banks in Iran. As mentioned earlier total number of own-state bankers and private bankers stood at 650 and 230 respectively.

H1: There is a gap between own-state and private banking sectors on team entrepreneurship in order to be supported managers!

As it shown in Table 2, regarding to related questions of this hypothesis, the average mean ranking of own-state and private banking sectors are 421.28 and 494.83 respectively. As it is clear private bankers ranking in this hypothesis is higher than own-state bankers. So, it caused mean gap of 73.55. According to Mann-Whitney U and Wilcoxon Signed Rank Test which shown in Table 2 this hypothesis is accepted and null hypothesis is rejected. In other word, there is a huge difference between two kinds of banks on team entrepreneurship supported by managers. However, as it mentioned before, the mean ranking of private bakers, ranking was higher than own-state banks. It means that private bankers are strongly agreed that by supporting the managers team entrepreneurship leads higher entrepreneurship degree in Iranian banking sectors.

H2: There is a gap between own-state and private banking sectors on work scope affects to the entrepreneurship!

According to Table 2 the mean ranking of own-state and private banking sectors are 441.11 and 438.77 respectively. Further, there found mean gap of -2.34. The results of tests show that research hypothesis is rejected and null hypothesis is accepted. In other word, there is no a gap between own-state and private banking sectors on work scope affection on entrepreneurship.

H3: There is a gap between own-state and private banking sectors on reward system impacts to the entrepreneurship!

As it shown in Table 2, the average mean value of own-state and private banking sectors are 419.26 and 500.52 respectively. So, it was a high gap of 81.26. According to two tests this hypothesis is strongly accepted and null hypothesis is rejected. It can say that private bankers strongly agreed that reward systems have positive affect on degree of entrepreneurship. Further, own-state bankers also agreed to this statement but not as much as private bankers.

H4: There is a gap between own-state and private banking sectors on available time affects to the entrepreneurship!

With regard to Table 2 this hypothesis also strongly accepted. In other word, private bankers strongly agreed that available time leads higher entrepreneurship in Iranian banking sectors.

H5: There is a gap between own-state and private banking sectors on using successful technology impacts to the entrepreneurship!

With reference to Table 2, the mean ranking of own-state and private banking sectors are 424.04 and 487.02 respectively which resulted gap of 62.98. According to the results this hypothesis strongly confirmed while the null hypothesis strongly rejected. Again it is clear that private bankers strongly agreed that using of successful technology leads higher level of entrepreneurship.

H6: There is a gap between own-state and private banking sectors on work process impacts to the entrepreneurship!

Table 2 shows that the mean ranking of own state and private banking sectors are 414.59 and 513.73 respectively which results the highest gap of 99.14. The results of two tests show that this hypothesis strongly accepted and null hypothesis rejected. In other word, private bankers strongly believed that work process leads higher level of entrepreneurship.

Table 2: Results of testing hypotheses

Items	First Hyp.	Second Hyp.	Third Hyp.	Fourth Hyp.	Fifth Hyp.	Sixth Hyp.	Seventh Hyp.
Total number of own-state banks, participants	650	650	650	650	650	650	650
Total number of private banks' participants	230	230	230	230	230	230	230
Average Mean Ranking of own-state banks	421.28	441.11	419.26	424.22	424.04	414.59	421.24
Average Mean Ranking of Private	494.83	438.77	500.52	486.50	487.02	513.73	494.93

	banks						
Mean Gap	73.55	-2.34	81.26	62.28	62.98	99.14	73.69
Mann-Whitney U	62254.5	74352.5	60946	64170	64050.5	57906	62231.5
Wilcoxon W	273829.5	100917.5	272521	275745	275625	259481	273806
Z	-3.778	-0.12	-4.175	-3.202	-3.255	-5.099	-3.793
P-Value	0.000	0.904	0.000	0.001	0.001	0.000	0.000
Result	Confirmed	Rejected	Confirmed	Confirmed	Confirmed	Confirmed	Confirmed

H7: There is a gap between own-state and private banking sectors on staff assessment impacts to the entrepreneurship!

With reference to Table 2, the mean ranking of own-state and private banking sectors are 421.24 and 494.93 respectively; resulted gap of 73.69. Also the results of tests stated that this hypothesis is strongly accepted while the null hypothesis rejected. In other word, own-state bankers were not very agree that staff assessment leads higher level of entrepreneurship. However, private bankers strongly agreed that this element strongly related to higher level of entrepreneurship.

X. Conclusions

This paper tried to introduce the new perspective in order to the entrepreneurship in Iranian banking sectors. The main idea of this paper is that the Iranian banking sectors have to move toward the entrepreneurship as vital activities in their business. The results of this study implied that, entrepreneurship is the most important factor to new business environment at the level of banking sectors in Iran. Also author try endeavors to show the gap between both own-state and private banking sectors. The demographic results also showed that the majority of Iranian banking sectors are passing by from introduction stage to the growth stage of service life cycle (SLC). Therefore they have to take very serious action to adopt them with the new situation rise in Iranian economy. The results emanated from test of hypotheses also showed except work scope (2nd hypothesis) all of them confirmed that there is a great gap between private and own-state banking sectors on elements affecting to entrepreneurship. The private banking sector has almost higher mean ranks in counter with own-state banking sector. Consequently the opinions and beliefs of private banking sectors are strongly accepted for those factors affect to level of entrepreneurship in Iran. Finally, author become to conclusion that the level of entrepreneurship in Iranian Private banking sector is considerably greater than own-state banking sector. Future research is needed to explore the factors affect to the own-state banking sector to overcome the limitations of the practical frame work which will lead to higher level of entrepreneurship.

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