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Investigating the Relationship of Managers Leadership Style and the Amount of Entrepreneurship of Employees of Justice of West Azerbaijan Province

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Abstract

The main objective of this research was to investigate the relationship of manager's leadership style and the amount of entrepreneurship of employees of Justice of West Azerbaijan province. The method of this study was Descriptive –survey. The statistical population of this study was the employees of Justice of West Azerbaijan province that their number is 1600 person. The sample size was estimated using Morgan table as 309 persons and they were selected by random cluster sampling. The tool to collect data was questionnaire including: the standard questionnaire of manager's leadership styles by Boss (1985) and the standard questionnaire of organizational entrepreneurship of Margaret Hill (1997).the validity of the questionnaire were confirmed by supervisor and a number of management professors and the reliability of the questionnaire was confirmed by Cranach Alpha which was 0.89 and 0.91 for leadership styles and organizational entrepreneurship, respectively. The collected questionnaires were analyzed by Kolmogorov-Smirnov, Pearson and regression test. The results indicated that transactional leadership style had positive and significant impact on organizational entrepreneurship of the employees of Justice of West Azerbaijan province. The Non-interference leadership style had positive and significant impact on organizational entrepreneurship of the employees of Justice of West Azerbaijan province.

Keywords: Leadership style, transactional leadership, transformational Leadership, Non-interference leadership, entrepreneurship.

Introduction

In some countries to improve the efficiency of public organizations, by eliminating organizational barriers and reform processes, the reorganization is done. And in some of them different ways of decentralization and privatization is followed. Experts believe that structural and procedural reforms cannot be successful without entrepreneurship. Therefore the main assumption is that government organizations around the world should expand the entrepreneurship culture and behavior to continue their life (Osborne & Gabler, 2003). Today, in organizational studies, numerous studies devoted to the concept of entrepreneurship. According to many experts, entrepreneurs directly linked with the performance of organizations, especially financial performance, business and gain market share by them (Salajeghe and Hossain Gavhari, 2012). Necessity of organizational entrepreneurship is due to the incompatibility and slow reaction to changes in medium and large organizations to the increasingly, rapid and complex changes in uncertain environment and introduces the quickly act and innovation as key factor and the code of survival and life of the organization in the today's Intensive competition scene (Yadollahi Farsi et al, 2009). Hence identification, creation and strengthening of factors influencing entrepreneurship can have a significant role in organizational success. In the literature of entrepreneurship scope various factors such as structure, strategy, culture, past performance, resources and organizations are presented as factors influencing entrepreneurship (Flood et al, 1999).Moghimi while studying the characteristics of organizational entrepreneurship and identifying the effective factors on it in the organizations of people oriented, knows that improving the structural, behavioral and environmental factors in the development of entrepreneurship, these organization are effective(Salariazadeh,et al,2011). Also, results of researchers indicate that leadership is the most important subject in the field of organizational behavior and human relationships and there is no doubt in the critical role of leaders in the organization, especially in motivating staffs (Forogh Asl, 2001).on the other hand the behavior of manager or head of the organization who mist takes the leadership role, affects thoughts, feelings and aspirations of the employees under his supervision and guidance that leads to motivation and behavior guidance . Therefore the leadership style as a catalyst and stimulator employees directly and indirectly affect the efficiency of work organization. Jung believed, Leadership including influencing on individuals and groups within the organization, helping them create goals and guide them towards achieving the goals (Jung, 2001). Since corporate entrepreneurship directly and indirectly associated with the success and profitability of organizations, therefore, has been considered by organizations attention and annually huge budgets is spends to create jobs and improve the organization. The justice of west Azerbaijan province is not an exception. Since this organization of socially and economically associated with people, widely, So entrepreneurs and finding new business opportunities in the organization can play an effective role in achieving their goals and ultimately the whole community. Also, given that in relation with the role of leadership styles on the entrepreneurship of staff have been conducted little studies therefore, the present study was formed. Therefore our purpose to do this research is investigating the relationship of manager's leadership style and the amount of entrepreneurship of employees of Justice of West Azerbaijan province.

Research methodology

The method of this study was Descriptive –survey. The statistical population of this study was the employees of Justice of West Azerbaijan province that their number is 1600 person. The sample size was estimated using Morgan table as 309 persons and they were selected by random cluster sampling. The

tool to collect data was questionnaire including: the standard questionnaire of manager's leadership styles by Boss (1985) and the standard questionnaire of organizational entrepreneurship of Margaret Hill (1997). The validity of the questionnaire was confirmed by supervisor and a number of management professors and the reliability of the questionnaire was confirmed by Cranach Alpha which was 0.89 and 0.91 for leadership styles and organizational entrepreneurship, respectively. The collected questionnaires were analyzed by Kolmogorov-Smirnov, Pearson and regression test.

Research Findings

Descriptive findings

Statistical indices for each of the variables is in Table 1.

Table 1: Statistical indicators variables

Variable	number	mean	SD	range
Transactional leadership style	309	3.18	0.085	0.49
Transformational leadership style	309	3.49	0.169	0.87
Not-interference leadership style	309	3.52	0.167	0.86
Entrepreneurship	309	4.07	0.238	1.09

Inferential findings

Kolmogorov-Smirnov test (k-s test)

Table 2: Kolmogorov-Smirnov test (k-s test)

Variable	Kolmogorov-Smirnov test (k-s test)	sig
Transactional leadership style	0.046	0.068
Transformational leadership style	0.046	0.076
Not-interference leadership	0.032	0.200

style		
Entrepreneurship	0.132	0.145

Results of Kolmogorov-Smirnov test (k-s test) in table 2 shows that for all variables of the research the significance of Kolmogorov-Smirnov test (k-s test) is bigger than 5 percent error level

(P-value=sig>0.05). This means that the distribution of all continuous variables with 95 percent is normal. Therefore we can use parametric tests.

Testing research hypotheses

The first hypothesis test: there is significant relationship between transactional leadership style and organizational entrepreneurship of employees of justice of west Azerbaijan province.

Table 3: Pearson correlation test for the first hypothesis

Variable	**Organizational Entrepreneurship**	
Transactional leadership style	Number of Views	309
	Pearson correlation coefficient	0.510
	Significance level	0.000

As it can be seen in table (3) the significance level of the correlational test is lower than 0.05(P-value=sig <0.05). It is resulted that correlation between transactional leadership style and organizational entrepreneurship is significant with 95 percent confidence and the null hypothesis between two variables is rejected. The positive correlation means that two variables have a direct relationship with each other. This means that with the increased use of transactional leadership style the value of entrepreneurship increases.

Testing second hypothesis of the research: There is significant relationship between transformational leadership style and organizational entrepreneurship of employees of justice of west Azerbaijan province.

Table 4: results of Pearson –correlation for second hypothesis

Variable	**Organizational Entrepreneurship**	
transformational leadership style	Number of Views	309

	Pearson correlation coefficient	0.400
	Significance level	0.000

As it can be seen in table (4) the significance level of the correlational test is lower than 0.05

(P-value=sig <0.05).it is resulted that correlation between transformational leadership style and organizational entrepreneurship is significant with 95 percent confidence and the null hypothesis between two variables is rejected. The positive correlation means that two variables have a direct relationship with each other. This means that with the increased use of transformational leadership style the value of entrepreneurship increases.

Testing third hypothesis of the research: There is significant relationship between not-interfering leadership style and organizational entrepreneurship of employees of justice of west Azerbaijan province.

Table 5: results of Pearson –correlation for second hypothesis

variable	**Organizational entrepreneurship**	
Not-interfering style	Number of Views	309
	Pearson correlation coefficient	-0.290
	Significance level	0.004

As it can be seen in table (5) the significance level of the correlational test is lower than 0.05 (P-value=sig < 0.05). It is resulted that correlation between not-interfering leadership style and organizational entrepreneurship is significant with 95 percent confidence and the null hypothesis between two variables is rejected. The negative correlation means that two variables have a reverse relationship with each other. This means that with the increased use of not-interfering leadership style the value of entrepreneurship decreases.

Discussion and Conclusion

The main objective of this research is investigating the relationship of manager's leadership style and the amount of entrepreneurship of employees of Justice of West Azerbaijan province. The analysis results showed that there is a significant positive relationship between transformational leadership style and organizational entrepreneurship of West Azerbaijan province judiciary employees. These findings are consistent with findings of Bikzad et al (2011). The reasons for this can be that as Bronze states transformational leaders addressed the essential needs of followers (such as need to self-actualization) and led them to a higher level of motivation (Pears et al,2003). It can be inferred that such leaders with the knowledge and insight that they have of staffs, would familiar with the interests of employees and according to it stimulate to do exceptional and new affairs and challenge their abilities and talents. In such

circumstances the potentials and flourish of employees reveal, they will go up as a result of corporate entrepreneurship. Analysis of the data showed that there is a significant positive relationship between transactional leadership style and organizational entrepreneurship of employees of West Azerbaijan province. These findings are consistent with findings of Bikzad et al (2011).to explain these findings we can say that since in the transactional leadership two parties are interconnected and conflicts with each other and help each other. Therefore, we can have inferred that leader and follower found more understanding of each other and the leader by recognizing potentials and abilities of their stuff can better provide the conditions and growth areas and can increase the entrepreneurship of the stuff through educating modern methods of entrepreneurship.in contrast also the employees will have more commitment and solidarity sense to the organization.

Analysis of the data showed that there is a significant negative relationship between the not-conflicting leadership style and organizational entrepreneurship of employees of judiciary of West Azerbaijan province. These findings are consistent with findings of Bikzad et al (2011).to explain these findings we can say that since in the not-interfering leadership style, the leader refuses to making decisions and deposits responsibilities. this kind of leadership in fact avoiding from responsibility and considered as the most inactive leadership (Moghli ,2003). In contrast, also a sense of satisfaction and motivation of the followers becomes minimal and far-sighted disappears in the leader. We can have inferred that in these circumstances we are faced with no leadership. therefore, the sense of solidarity of employee commitment to the organization has been weakened and personal field for abuse of the organization and its features, underemployment and job burnout. And thus the entrepreneurial employees will be reduced.

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