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The study of the relationship between transformational leadership and organizational justice with organizational entrepreneurship in Mohaqeq Ardabili university staff

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Abstract

This study aims to investigate the relationship between transformational leadership and organizational justice and organizational entrepreneurship in Mohaqeq Ardebili University staff. Method and then the questionnaires the validity of which were established were completed by the subjects. Bass and Olive questionnaire was used to measure the transformational leadership, Mustakys questionnaire was used to measure entrepreneurship, Niehoff and Moorman questionnaire was used to measure organizational justice, and Mvstakys questionnaire was used to measure entrepreneurship. Multiple regression and ANOVA were analyzed Using Spss 20 software and with Pearson correlation. Results showed that there is a significant positive relationship between transformational leadership, justice and entrepreneurship in university staff researcher City.

Keywords: transformative leadership, organizational justice, organizational entrepreneurship

Introduction

Today, due to a variety of events that occurred at the socio-cultural and business levels, in different countries special attention is paid to the entrepreneurship and entrepreneurs and organizational entrepreneurship boost in the current organizations and creating a favorable environment for its development, is considered the tool for economic development of countries especially for developing countries. Executive leadership organizations choose their leadership style with the aim of being enabled to earn the most influence from their effect. Recent developments in leadership theory has changed from the theory of charismatic leadership that assumed the leadership an unconventional being and the followers dependent on the leader, to new charismatic theories and transformational leadership that

respects empowering the followers for independent performance. The transformative leaders direct the followers' attention towards collective goals and encourage them in the pursuit of organizational goals to stimulate staff's higher motivation (M. Chaleshtari et al. 2009, 23). Organizational entrepreneurship is a process in which the renewed products or process emerge through induction and creation of entrepreneurial culture in a pre-established organization. (Doshmanziari, E. 2011) Justice observance is one of the most important factors affecting the survival of the organization and maintaining it in the long-terms. If the managers of organizations seek to improve the organizations and increase entrepreneurship in organizations, they must be able to create organizational justice realization among their staff. Researchers divided organizational justice in three dimensions and consider it to include distributive justice, procedural justice and interactional justice (Chelladurai, 2006). Fair treatment of organization leaders with employees generally lead to a higher commitment to the organization and their extra-role citizenship behavior. On the other hand, people who feel injustice are more likely to leave the organization or show low levels of organizational commitment and may show abnormal behavior like revenge. These people experience negative emotions that lead to negative implications of the organization and can seriously and potentially affect their motivation. These factors are related to emotions and may abnormally affect their creative performance, because negative emotions can destroy their motivation for the creative and entrepreneurial performance (Simon, 2006). Entrepreneurs potentially exist in every organization and one should try to actualize their capabilities. Committed manpower which is consistent to organizational goals and values and is ready to work beyond its mandate, can be an important factor in the organization's efficacy. Vice versa, human resources with little sense of satisfaction, justice and organizational commitment and tended to leave the organization will not only in order move towards the goals of the organization, but also adds to the culture of ignoring the organization's problems among other staff. Therefore, it is essential to pay attention to organizational entrepreneurship and provide a platform for the organization's strategies in order to avoid the entrepreneurial and capable people from leaving the organization. The main purpose of this research is to study the relationship between transformational leadership and organizational justice and organizational entrepreneurship in the staff of Mohaqeq Ardebili University. With this aim, the following hypothesis will be studied:

1. There is a significant positive relationship between transformational leadership and organizational justice and organizational entrepreneurship

Theoretical basis of research:

The word entrepreneur is derived from the French word *Entreprendre*, which means "middlemen" or the English term "to undertake" meaning "to become committed", Which first was translated as employing and then entrepreneurship, neither of which seems appropriate enough, and value creation sounds a better equivalence. According to Webster's Collegiate Dictionary entrepreneur is the one who is committed to organize, manage and assume the risks of an economic activity. The word entrepreneur was invented French language long before the concept of entrepreneurship in today's language was created. In the early sixteenth century the ones who were involved in the conduct of military missions were called entrepreneur. From then on, the same word was used with some restrictions for other types of risks. From about 1700 onwards, the French frequently used the term entrepreneur about government contractors involved in the construction of roads, bridges, ports and facilities. (Enterprenership, Kaviani, 2007) Entrepreneurship and entrepreneur was considered by the economists for the first time and all economic schools from the sixteenth century till now somehow described entrepreneurship in their theories. Joseph Schumpeter's theory of economic development in 1934, which coincided with the Great Depression, caused his idea about the pivotal role of entrepreneurs in the creation of profit to be considered and that's why he is entitled "the father of entrepreneurs'. In his view, "the entrepreneur" is the main driving force in economic development" and the role of the entrepreneur is to "innovate or create new combinations of materials".

Entrepreneurship literature suggests that entrepreneurship forms in the following three areas or formats.

A) In the form of free people who are independent from the organization (personal enterprise, independent entrepreneurs)
B) In the form of staff (Intrapreneurship)
C) In the form of organization (the entrepreneur, entrepreneurship)

Independent entrepreneurship: Entrepreneurs typically work independently and very limited and begin with small number of employees (part-time or full-time), which is called Independent or individual entrepreneur. In the early stages the entrepreneur may have no employee.
Intrapreneurship: From the early seventies, researchers talk about organizational and individual entrepreneurs. But from 1985, when Pincot combines the words Entrepreneurship, Intrapreneurship and Intra to coin the term intrepreneurship, was officially defined and entered entrepreneurship literature. Intrapreneurship is a process through which organizational entrepreneurs cause changes. Cornwall and Perlman believe that the entrepreneurship is a process through which the products, processes and new ideas can be implemented in the organization and develop.
Organizational (firm) entrepreneurship: Fry believes entrepreneurship within an organization is created when the chief executive is committed to the concept of entrepreneurship, and then the organization accepts entrepreneurship so that a live, dynamic structure is created in the organization, also new products are created for leading products, so that the subsidiary firms are able to accept the suggestions of people and invest on them independently. Another part works in human resources production and ventures to train the employees and managers. Finally, developing a culture of entrepreneurship and entrepreneurial talents are among the major tasks that a firm must do to become an entrepreneur (Ebrahimpour, et al. 2013). The difference between intrapreneurship and organizational entrepreneurship is that in the first one the individual is the source of innovation, development and entrepreneurship, but in the second one all members of the company and organization have spirits of entrepreneurship. This spirit of innovation exists throughout the organization.
The theory of transformational leadership was presented by Burns (1978) as a result of descriptive researches about political leaders' analysis in the late twentieth century. This theory was later developed by Beth (1985).
(Givens, 2008) The main characteristic of Transformational leadership is that it motivates its followers to fulfill their beyond expectation commitments (Modassir & Shingh, 2008). This type of leadership occurs when leaders can create awareness and acceptance in the goals and missions of the group and motivates the followers to situate his personal interest to the collective interest (Riaz et al. 2011, p.45). Also the leaders and followers lead each other to a higher level of motivation and morality (Givens, 2008, p.5). According to Bass and Olive (1995) the dimensions of transformational leadership has four aspects of main, idealized influence, intellectual stimulation, inspirational motivation and individual considerations. In the idealized influence, the leaders emphasize the importance of work and enthusiasm, excitement, emotional attachment and commitment to common goals (Riaz et al, 2011, p.45). In the intellectual stimulation, transformational leadership challenges the assumptions of their followers and motivates them to rethink about old problems in new ways (Modassir & Singh, 2008). Motivation inspiration is related to developing and creating a vision or a challenging goal.
Finally, in individual considerations, leadership has personal relationship with individual members and pays attention to their different needs, skills and individual aspirations (Gumusluoglu andIlsev, 2009).
Realizing organizational justice is the basic principle for the effective functioning of organizations and people's satisfaction. Without creating a context for understanding these factors in organizations, motivation and individual guidance is difficult for managers. Organizational justice refers to the fair treatment of the staff. Fair treatment is what the staff who invest their time and abilities expect from the organization.

Distributive justice refers to the justification of different job consequences, including income level and job responsibilities and procedural justice on the perceived fairness of the processes determining the results; such as how the organization decides on the payments or upgrades. Interactional justice refers to the perception of the quality of interpersonal behavior that occurs during organizational procedures (Chelladurai, 2006).

Research Background

In a study, Rezazadeh and Azizi (2012) investigated the effect of transformational leadership on the entrepreneurial orientation of the organization's insurance firm in Yazd province. The results indicate the positive and significant impact of transformational leadership on entrepreneurial orientation. In another study, Ghahremani, Khajelou and Abuchenari examined the role of transformational leadership in promoting the University to an entrepreneurship organization at Shahid Beheshti University. Stepwise regression analysis showed that inspirational motivation has more predictive power in promoting the university to entrepreneurial organizations. In another study, Rezaie, Alipour and Rahimi (1390) examined the relationship between different dimensions of organizational justice and organizational entrepreneurship in small firms. The results showed that all four dimensions of organizational justice have a positive and significant relationship with organizational entrepreneurship in the mentioned firms.

In a study, Imani, Dabiri and Damani examined the relationship between organizational justice and organizational entrepreneurship from the perspective vocational center staff employed in Hormozgan province. The results showed that there is a significant positive correlation between entrepreneurship and various aspects of organizational justice. On the other hand, the two components of distributive justice and procedural justice are able to predict organizational entrepreneurship.

In a study titled Entrepreneurial Leadership and Change, Carson et al. (2009)showed that leadership style especially transformational leadership and entrepreneurial, have a major role in transmission of traditional organizations to entrepreneurial organizations.

Methodology

The population, sample and sampling

The population in this study consisted of all university employees minus self-City service workers who are 250 people on 2015-16 educational year. Since the level of the questions required education higher than associate degree, service workers were excluded.The sample size was determined through Morgan table at 0/05 and 148 people of Mohaqeq University.Initially, 155 employees were selected, but due to the problems in a few questionnaires, 7 of them were dismissed and 148 were analyzed.

Research tools

The following questionnaire was used for data collection:

Transformational Leadership Questionnaire: The questionnaire MLQ by Bass and Olive (1997) has been used, which consisted of 20 questions. The questionnaire included five dimensions: Inspirational motivation (including questions 4, 6, 14, 20), intellectual encouragement (1, 3, 16, 18), individual consideration (17, 15, 10, 8), the ideal behavior influence (19, 12, 7, 2), the ideal attributes influence (13, 11, 9, 5). Answer to each question is scored with five-degree whole, using Likert method (1-2-3-4-5) for each option. Bass and Olive (1990) stated Cronbach's alpha reliability coefficient for the questionnaire was from 77 percent to 95 percent.

Organizational Justice Questionnaire: This questionnaire is prepared by Niehoff and Moorman (1993) and consists of 20 questions by which the three dimensions of organizational justice (distributive justice, procedural justice, interactional justice) are measured. Questions 1 to 5 measures distributive justice, questions 5 to 11 procedural justice and questions 12 to 20 interactional justice. Items are scaled based on the Likert scale. Moradi Chaleshtari et al. in a research reported the internal reliability coefficient of the questionnaire using Cronbach's alpha 84/0 method.

Organizational entrepreneurship questionnaire: Mustakys entrepreneurial behavior within the organization questionnaire was used (leonidas 2007). This questionnaire contains 12 items, measured based on the Likert scale ranging from strongly disagree to agree. Scoring is as follows: completely agree is 5, agree is 4, no idea is 3, disagree is 2 and strongly disagree is 1. The experts and university professors were used to assess the validity of the questionnaire.

The Analysis of Data

In this study, descriptive statistics such as mean, standard deviation and inferential statistics including Pearson correlation, multiple regression and ANOVA were used. The data were analyzed with the computer software spss20.

Research Findings

The demographic characteristics of the study sample are in table 1. Also the descriptive findings of the research including the average and standard deviation variables of the research mean are shown in Table 2.

Table 1- Demographic characteristics of the sample

Index	Age				Gender		Years of service					education			employment Type		
	18- 24 years	25-35 years	36- 45 years	46- 60 years	Man	woman	Under 5 years	5- 10 years	11- 15 years	16-20 years	21- 30 years	Associate	BA	MA and higher	official	Peimani	contract
Abundance	7	70	61	9	42	106	37	39	34	24	14	12	88	48	63	57	27
Abundance percent	4.7	47.3	41.2	6.1	28.5	71.6	25	26.4	23	16.2	1.5	8.1	59.5	32.4	42.6	38.5	18.2

Table 2- Descriptive indicators variables

Variant	Number	Average	Standard deviation
organizational entrepreneurship	148	32.9392	4.33813
transformational leadership	148	63.5405	12.42029
organizational justice	148	63.1892	14.8989

Research hypothesis

There is a significant positive relationship between transformational leadership and organizational justice and with organizational entrepreneurship.

Pearson correlation coefficient on table 3 shows transformational Leadership (r=0.31) organizational justice (r=0.37) and Organizational citizenship behavior have a significant positive relationship to organizational entrepreneurship (p<0.05).

Table 3- The correlation matrix among research variables

Variable	Organizational entrepreneurship	Transformational leadership	Organizational justice
Organizational entrepreneurship	1	0.319	0.372
Transformational leadership		1	0.645
Organizational justice			1

To determine the strongest predictor of organizational entrepreneurship through the variables of transformational leadership and Organizational citizenship behavior stepwise regression methods were used. As shown in Table 4, the results showed a significant F value observed (p<0.05). Regarding Table 5, 14% of the variance organizational entrepreneurship is explained by two variables of transformational leadership and organizational justice. As a result, research hypothesis is confirmed.

Table 4- ANOVA and One-way correlation between transformational leadership and organizational justice and organizational entrepreneurship

Model	Total squares	Df	Average squares	F	Significance level
Regression	412.343	2	206.172	12.699	0.000
Remainings	2354.110	145	16.235		
Total	2766.453	147			

Table 5- Model Leadership, justice

Model	R	R square	Adjusted square	
ship, justice				

	0/386	0/149	0/137	

Regarding beta values in Table 6, only organizational justice (□=285.0) significantly predicts changes related to organizational entrepreneurship.

Table 6- coefficients

Model	Non-standardized coefficients		Standard coefficients	T	Significance level
	B	Standard deviation			Beta
(a) Fixed amount	24.700	1.780	13.877	0.000	
Transformational Leadership	0.047	.035	1.347	0.180	.135
Organizational justice	.083	.029	2.843	0.005	.285

Conclusion:

The findings of this study suggest that there is a significant positive relationship between transformational leadership and organizational justice with organizational entrepreneurship. These results are consistent with findings of Rezazadeh and Azizi, (2012), Ghahramani et al. (2011) Carsten et al. (2009) that match the reported positive relationship between transformational leadership and organizational entrepreneurship; it also matches the findings of Rezaee et al. (2011) and Imani et al. (2012) that reported a significant relationship between organizational justice and organizational entrepreneurship. The results of this study and other researches show the importance of their role as factors affecting the growth and survival of the staff and organizations. In fact organizations need employees with high entrepreneurial spirit, commitment and citizenship for their survival, and the presence of these factors depend largely on the organization's leadership style and the presence of justice. It is recommended to give detailed information about the methods of work to the staff to improve organizational justice in the organizations. Also the staff expresses their viewpoints and feelings during the working methods, influence the results and match themselves to the results of the procedures. Also, it is recommend the amount paid to the staff be based on their efforts, and the managers treat their staff politely, respectfully and in their dignity. The managers and leaders of the organizations can rely on the findings of such researches to develop and promote the entrepreneurial spirit in organizations. Also at examining factors related to organizational entrepreneurship, in addition to the variables that were evaluated in this study, other variables may have an effect. Other variables may have an effect because it is not possible for the researcher to control all of them; therefore, it is suggested that in later researches the relationship of entrepreneurship with other organizational variables including organizational identity, organizational intelligence, organizational trust, organizational learning, organizational culture, etc. also be considered.

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