

An Examination of the Relationship Between Transformational Leadership with Entrepreneurial Orientation in Organization (Case Study: Mobin Petrochemical Company- South Pars)

Mohammad Reza Shahraki¹, Zeinab Bahraini*²

¹Associate Professor of Industrial Engineering, University of Sistan and Baluchestan, Baluchestan, Iran

²M.A Student of Entrepreneurship, University of Sistan and Baluchestan, Baluchestan, Iran

*Corresponding Author E-mail: zaynabbahraini@yahoo.com

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ABSTRACT

Transformational leaders, use personal capabilities of individuals to promote peoples' ideals and lead individuals and organizations a higher point of transformational performance. This research aims to investigate the relationship between transformational leadership and orientation toward entrepreneurship through correlation research method. Participants of the preset study were 134 employees and managers that were selected randomly through Cochran formula in Mobin Petrochemical Company. Data was collected by Boss and Avolio questionnaires of transformational leadership; and Hogus and Morgan questionnaires on transformational orientation. The data was analyzed through SPSS19 software. Research Findings show that level of using transformational leadership in Mobin Petrochemical Company and dimensions status of EO in Mobin Petrochemical is less than average. Also results of correlation coefficients showed that there is a significant relationship between transformational leadership and Entrepreneurial orientation and its indices. And Results of stepwise regression analysis showed that among transformational leadership components, "inspirational motivation" is the most powerful one to predict entrepreneurial orientation in organization.

Keywords: Transformational Leadership, Entrepreneurial Orientation, Mobin Petrochemical Company.

Introduction

Significant changes in the business environment is one of the main features of the present century - the rapid changes of environment, industry, customers, clients, competitors, colleagues, products, and

services are all forces that affect organization and cause the need to be superior, (Singh, 2008). Meanwhile, knowing environment, detecting and understanding changes and awareness of

opportunities, threats, restriction and facilities are necessary in new organizations (Taghavi, 2010). This phenomenon is sign of information revolution and its increasing importance causes formation of a knowledge-based economy. At the present time that organizations face competitive environment, the need for a radical change and job creativities is felt. Global competitive power has made organizations of today adapt new working methods, after decades of following fix business practices and procedures, so that organizations do not have stability and it has a relative stability (Geijsel *et al.*, 2003). For not being behind of others, most of organizations have focused on organizational leadership and they are bravely trying to make fundamental inter-organizational changes since leadership deals with making changes (Robbins, 2002). In addition, organizations should be able to create strategies to guide and control these changes by adapting to the changing world and to institutionalize innovation and creativity atmosphere within organization. In fact, transformational leaders by encouraging their followers mentally and motivating innovative ideas in entire organization, create flexible atmosphere. Gumusluoglu and Ilsev, 2009 challenged Employees' feelings and made them look for new perspectives in their job. Emphasis on leadership and management has attracted an emphasis on leadership and management has attracted a lot of attention of most organizations that are looking for transformation. Pivotal role of managers in creating fundamental changes in organizations is undeniable, so this study aims to investigate the status of components of transformational leadership and dimensions of entrepreneurial orientation in Mobin Petrochemical Company and to know if

there is a relationship between of transformational leadership and entrepreneurial orientation in organization.

Literature Review

Transformational Leadership

Leadership is one of social phenomena that there have been a lot of discussions and studies on it. Leadership is a global activity that is necessary for effective organizational and social performance, (Bass, 1990). According to Antonakis *et al.*, 2004, most scholars believe that leadership can be defined as influence process in followers and its subsequent results in the leader and his followers. During the last decade, there has been considerable attention the subject of participation of followers in leadership process. Emerging new approaches in the 1980s shows a paradigm shift from interactive methods such as contingency and situational models of Fiedler, Rome; Betven and Buke to concrete visual, charismatic and transformational models. Burns suggests two models of leadership. More common type of it is interactional interaction which deals with daily exchange between leaders and subordinates and some of contractual relationships and stimuli and rewards exchange among leaders and followers and is applied for attaining regular functions that are agreed upon by leaders and followers. (Hedayat, S & Hedayat, D, P. 56). Bernard and Bass suggest another kind of leadership that is called Non-interventional leadership. According to them, Non-interventional leadership avoids active role of leadership and it is one of the most passive forms of leadership. (Daram and Horwitz, 2008). Recent advances in leadership theories has moved from theories of charismatic leadership that consider leader as an

unusual person and assumed followers dependent to leader towards development of the theories of new-charismatic and of transformational leadership that focus on development and enabling followers for independent leadership. Basic theory in leadership studies was provided by Bernard Bass; he defines it as conscious influence process in individuals or groups for creating transformation in order to change the current situation and functions of organization as a whole. (Mughly, 2003).

Transformational theory was provided by Bronz in late 20th century, 1987, as a result of descriptive researches about analysis of political leaders; and it was extended by Bass in 1985. Bronze determined that transformational leaders have insight and challenge and encourage others for doing exceptional things, and they try to make each other reach a higher level of ethics and motivation. Only transformative leaders are able to draw the necessary directions for new organizations, because they are origin of changes and have complete dominance on organization (Givens, 2008). These leaders enable followers and motivate them for better performance beyond their expectations; they encourage their followers to follow collective goals instead of personal interests.

These leaders use characteristics like optimism, charisma, intelligence; and many other personal abilities to promote individuals' ideals and make people and organization reach the highest level of performance, (Abedi and Aghaz, 2008). Avolio and colleagues established four kinds of behavior that transformational leaders have: Charismatic influence (ideal), inspirational motivation, mental persuasion; and personal consideration (Memari & Shirzi, 2010)

Idealized influence

Idealized influence is proudness, charisma, respect and incontrovertible loyalty of followers to a leader who transmits ideal feeling. Idealized influence causes transformational leaders to be models of role and sample of followers' behavior, (Sanjagi *et al.*, and 2001)

Inspirational motivation

Inspirational motivation motivates employees to believe in goal and achievability of goal by effort. These people are usually optimistic about the future availability of goals, (Yaghubi and Moghadami Kykha, 2010).

Mental persuasion

Mental persuasion has important role in transformation process in organization; transformative leaders try to encourage their followers to creativity and innovation, (Mir Kamali, Choopani, Hayat, Gholamzadeh, 2012). These leaders challenge followers' assumptions and motivate them to rethink about old problems in new ways, (Gumusluoglu and lsev, 2009; Singh, 2008).

Personal consideration

This occurs when a leader serves his followers to reach the desired needs and tries to develop individuals' potential abilities, (Horwitz *et al.*, 2008). These leaders recognize needs of individuals and help them develop skills that they need to reach a specified objective. These leaders may spend considerable time nurturing, training and educating (Yaghubi *et al.*, 2010).

Entrepreneurial Orientation

In dynamic environment of global competition of today, despite rapid global changes, organizations have committed increasingly to undertake entrepreneurial activities. Today, entrepreneurship,

through creation of employment generating activities, innovational activities, developing creativity, and creation of competitive environment, plays a pivotal role in economic development. According to Naman and Slovin, organizations tend to be innovative, risk-taker and leading in turbulent environment comparing more static environments. An entrepreneurial organization is ready to adapt itself to fundamental changes in outside environment and change its programs according to changes of environmental needs. The idea of organizational entrepreneurship is a matter that not only managers should be familiar with but also they must understand it and implement in their organization. Development phenomena require entrepreneurial and creative force that is an effective combination of different factors in a particular condition to achieve a specific objective, (Arabiyun *et al.*, 2011). Expression of entrepreneurial orientation refers to top managers' strategy regarding innovation, leadership and risk-taking, (Covin and Slevin, 1991; Lumpkin and Dess, 1996; Miller, 1983). The main framework of entrepreneurial orientation is defined by Miller who used innovation, leadership, risk-taking measure entrepreneurial orientation of manager, (Sang and Swang, 2011). Miller stated "an Entrepreneurial Company is a company that is involved in innovation of product and market a undertakes some risky actions and it is the first company which puts its competitors pressure by introduced pioneering innovation." He has used dimension of innovation, risk-taking leadership to measure Entrepreneurship ". (Miller, 1983). Quinn and Slovin (1991) used the term entrepreneurial mode rather entrepreneurial orientation to describe risk-taking behaviors, innovation

and leadership, (Tim Griffin and max coulthard, 2005). Organizational entrepreneurship refers to products with innovative process that emerges through creation and encouragement of an entrepreneurial culture in an already established organization.

Organizations that want to perform organizational entrepreneurship successfully need to have an entrepreneurial orientation. Entrepreneurial orientation refers to activities of determining strategy to use business for identifying and developing new established companies. Entrepreneurial orientation provides a perspective and framework for entrepreneurship that is reflected in current processes of company and organizational culture. Most entrepreneurship researchers believe that organizations with a strong entrepreneurial orientation reach their goals efficiently, (Dess and Lumpkin, 2005). For example, Miller (1983) proposed aspects to describe EO; he chooses an entrepreneurial company as a company that is involved in innovative products, taking some risky actions as well as being leading in market and putting competitors in pressure. Innovation is level of companies' willingness to new ideas and creative processes; and its result may be seen in products, services or new technological processes. Innovation requires companies to part from existing technologies and actions and to establish company beyond the current state. Risk taking is companies' tendency to allocate substantial resources to the project that there is probability of failure or success in them. Risk can be also referred to fast tracking of opportunities, providing immediate sources and daring activities; And leadership, implies companies' orientation to discover new opportunities.

Leading organizations monitor procedures of market, identify current needs of customers, and predict changes in demand and emerging problems that can lead to creation of new companies, (Arabiyun and Abdollahzadeh, 2010). Dess and Lumpkin added two other things to the above cases that may have an important role in Entrepreneurial orientation. Companies that are aggressively establishing their position and use the opportunities by force to achieve profitability, maybe can maintain their competitive position only if their goal is to be ahead of competitors not to hurt them, (Dess and Lumpkin, 2005). Dess and Lumpkin's model is one of the most complete models to study various aspects of Entrepreneurial orientation since 1996; Although there is no consensus on 5 aspects of Entrepreneurial , three dimensions of innovation, leadership, risk-taking are 3 agreed upon aspects in Entrepreneurial orientation. Dess and Lumpkin provided an excellent EO mentality; and defined most of the key

concepts of company-level entrepreneurship such as being autonomous , creative, risk-taker, being leading and competitive ,(Hadizadeh Moghaddam *et al.*, 2009) .Aggressive competition reflects tendency of a company for severe and direct challenges with competitors in order to obtain a better position; and desire for independency emphasizes on independent activities of individuals or team in providing an idea and making it reality, (Lumpkin and Dess, 1996). Collectively, these five dimensions-innovative-ness, proactiveness, risk-taking, competitive aggressiveness, and autonomy-permeate the decision-making styles and practices of a firm's members. The factors often work together to enhance a firm's entrepreneurial performance. But even some firms that are strong in only a few aspects of EO can be very successful, (Dess and Lumpkin, 2005). Table 1 summarizes the dimensions of an entrepreneurial orientation.

Table 1. Aspects of Entrepreneurial Orientation

definition	Aspects
Independent activities by individuals or teams aimed at bringing forth a business concept or vision and carrying it through to completion	Autonomy
A willingness to introduce newness and novelty through experimentation and creative processes aimed at developing new products and services, as well as new processes.	innovation
A forward-looking perspective characteristic of a marketplace leader that has the foresight to seize opportunities in anticipation of future demand.	Proactiveness
An intense effort to outperform industry rivals. It is characterized by a combative posture Oran aggressive response aimed at improving position or overcoming a threat in a competitive marketplace.	Competitive aggressiveness
Making decisions and taking action without certain knowledge of probable outcomes; some undertakings may also involve making substantial resource commitments in the process of venturing forward	Risk-taking

Dess and Lumpkin, (2000)

Entrepreneurial leadership and Entrepreneurial orientation

Effect of entrepreneurial orientation on success of the organization and function

of organization has led to doing various researches about the factors affecting entrepreneurial orientation. Various studies have proved positive effects of

transformational leadership on creativity, innovation,) Gumusluoglu and Ilsev, (2009). Aaragon, Garcia cordon, (2007 individual and organizational efficiency, Givens, 2008). (Also, Karsten et al (2009), in a, research entitled Leadership and Transformation Style showed that leadership style (especially transformational and entrepreneurial leadership) has fundamental role in transporting a traditional organization into an entrepreneurial organization (Ghahramani *et al.*, 2011). Kendall (2006) was a pioneer who identified the essential link between management and entrepreneurship and its use to ensure the best performance for organizations and individuals. Then Pinkat called it inter-organizational entrepreneurship and associated management of company to entrepreneurship. Strategic literature determines leadership style to concept of entrepreneurship as an effective factor on innovation. Transformational leadership has different approach for motivation followers, comparing with other leadership styles. Transformational leadership theories focus on emotions, thrills, values and importance of leaders' tendency to encourage creativity in staff. Staff should be considered as the most valuable that company should take their responsibility, (Shirvani and Memarmontazerin, 2010). A recent study by Pulytys (2001) has shown that a variety of leadership styles that are described as having features like collaborative behavior, mutual trust and respect to ideas and feelings of subordinates have stronger relationship with creating new ideas comparing with styles that are described with features like authoritarian and task-oriented behavior. There are few empirical studies on supporting and facilitating entrepreneurial behavior by

transformational leadership. Theory of charismatic and transformational leadership provides a useful perspective on the effect of leadership of leaders on organizational entrepreneurship. Transformational leader is one of the most appropriate styles of leadership for entrepreneurial organizations. Components of transformational leadership theory are in harmony with organizational entrepreneurship. When the employees have remarkable freedom to create and share new ideas, they are more efficient, (Sosik, 1997). Transformational leader have natural tendency to change and entrepreneurial behavior. On the other hand these leaders are desperately seeking innovation in their organization, (Gumusluoglu and Ilsev, 2009). Transformational leaders create an environment that brings knowledge and maintains its utilization; and leaders can promote organizational creativity through creating and keeping sort of culture and organizational atmosphere that develops creative efforts and facilitates learning. Particularly, by using charisma, mental stimulation and individual attention employees, transformational leaders motivate their staff to create and share knowledge. (Bryawnt, 2003). According to theoretical and experimental studies done in this field, we have been designed a concept that is indicative of the role of transformational leadership and its dimensions (mental persuasion, idealized influence, inspirational motivation, personal considerations with entrepreneurial orientation and also relationship between transformational leadership with entrepreneurial orientation (innovation, risk-taking, leading, aggressive competition seeking and independence) that are brought in the following figure:

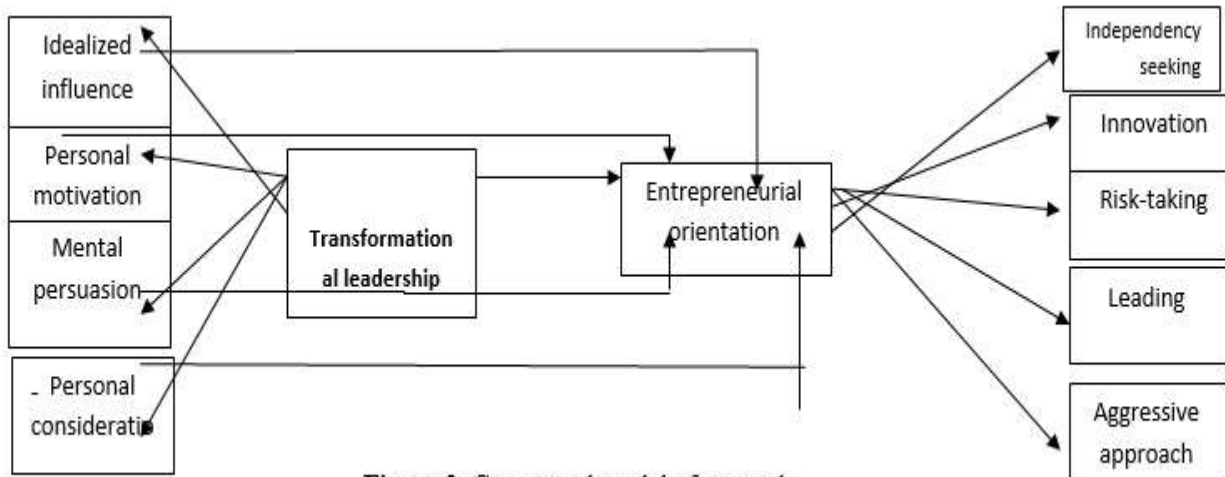


Figure 2 :Conceptual model of research

Aim

Based on hypothesized relationships between variables of conceptual model, the main objective of the study was to investigate the relationship between transformational leadership and organizational entrepreneurial orientation; so the following questions were designed to investigate the main goal of the study:

- 1 To what extent of the components of transformational leadership are observed in leadership style of Mobin Petrochemical Company?
- 2 What is the status of aspects of EO in Mobin Petrochemical Company?
- 3 Is there a significant relationship between the components of transformational leadership, and entrepreneurial orientation variable?
- 4 Which one of the components of transformational leadership predicts EO more?

Materials and Methods

Considering the aim of the research, it is an applied research and in terms of data collection method it is descriptive (non-experimental) and correlative.

The statistical sample and sampling method

Target sample of the present study were all employees (associate Diploma and above) and managers at various levels of Mobin Petrochemical company in South Pars that were approximately 270. Using Cochran formula that its assumptions are: $p = q = 50\%$ (based on probability method), Z is statistic of normal distribution that is 1.96 at certainty level of 95% ; and d is error estimate that is considered as 6%. And N is 270 people. Sample of 134 was obtained and the questionnaire was randomly distributed among them and sample of them and 121 questionnaires were returned.

$$n = (z^2pqN) / (N d^2 + z^2pq) = 13$$

Measurement tools and statistical techniques

The first instrument used in this study is leadership questionnaire that is designed by Bass and Avilio, (Mughli, 2002). The questionnaire investigates 4 aspects (mental persuasion, idealized influence, personal consideration and inspirational motivation) that is arranged in 20 items and based on a Likert scale of five

alternatives including (always = 5, often = 4, sometimes = 3, rarely = 2, never = 1); it was in two form, one for leaders and the other for followers that examined leadership style of a person from his own and his

The second tool used was EO questionnaire consisting 18 followers view, (Hughes, & Morgan, 2007).

Items with five aspects of risk-taking, innovation, leadership, aggressive approach and independency seeking. These questionnaires were completed by staff and managers. To determine the validity of research instruments, professors of university and researches that have been done in country were used and to determine its reliability, Cranach's Alfa was used; Transformational Leadership Questionnaires' reliability was equal to 0.870 and that of EO questionnaire was 0.852 which are acceptable and high numbers. Data analysis was performed using SPSS v19 software and descriptive statistics like standard deviation and mean were used; also inferential statistics such as comparison of mean in independent samples and one sample test using T Student, Pearson correlations coefficients and multi- dimensional regression for linking among quantities , were used .

Results

Descriptive findings: Among this number, almost 96 % were men and just 4% were women. Also in terms of age, 28% were between 20-30 years, 68% between 31-40 and 4 % were above 40 years. In terms of years of experience, 20% employees had job experience of 1 to 5 years, 55 % from 6 to 10 years, 22% of from 11 to 20, and 3% from 21 to 30 years. In terms of level of education, 34 % of employees had associate degree, 58% bachelor's degree, and 12% of staff had a master's degree.

Inferential statistics: analysis of the research questions the findings of the first research question:

As seen in Table 2, all four dimensions of transformational leadership are significantly different from the theoretical mean ($H_0: \mu = 3$). Since statistics obtained from T are negative (i.e., less than the theoretical mean), then the null hypothesis is rejected. This means that all four dimensions are below the average level. The same happens to total score of transformational leadership variable; the total score was significantly lower than the average level.

So both in transformational leadership and in EO all aspects of the examination, the null hypothesis in

Which the mean value equals average value, is rejected.

The findings of the third research question

As Table 3 shows, all five dimensions of EO (risk-taking, innovation, leadership, aggressive approach and independency seeking) are significantly different from the theoretical mean. ($H_0: \mu = 3$), and since T statistics are all negative (i.e., greater than the theoretical mean), then the null hypothesis is rejected. This means that all five aspects are below the average level.

In fact in such tests, statistical hypotheses are as following:

$$H_0: \mu = 3 \quad vs \quad H_1: \mu \neq 3$$

About the total score, the mean is significantly less than the mean value.

All the cases where the results were existence of relationship show that by increasing a quantity, other quantity will increase. For example, the relationship between transformational leadership and entrepreneurial orientation is positive and it is and significant. ($r = 0.479$, $P\text{-value} = 0.000$).

Table 3. Status of entrepreneurial orientation in Mobin petrochemical company compared to the theoretical mean

probability (<i>P - value</i>)	Freedom degree df(T statistic	Standard deviation	mean	number	quantity
0.000	120	-8.63	0.81	2.36	121	Risk-taking
0.000	120	-6.93	0.89	2.44	121	innovation
0.000	120	-6.98	0.79	2.49	121	leading
0.000	120	-6.13	0.81	2.55	121	Aggressive approach
0.000	120	-9.78	0.74	2.34	121	Independency seeking
0.000	120	-9.99	0.62	2.44	121	Total score

Table 4. Coefficients of correlation and the EO in organization

EO	Independency seeking	Aggressive approach	leading	innovation	Risk-taking	quantities	
0.380	0.463	0.201	0.203	0.279	0.280	Correlation coefficient	Mental persuasion
0.000	0.000	0.027	0.026	0.002	0.002	<i>P - value</i>	
Existence of relationship p	Existence of relationship	Existence of relationship p	Existence of relationship p	Existence of relationship p	Existence of relationship	result	
0.377	0.364	0.146	0.229	0.364	0.315	Correlation coefficient	Idealized influence
0.000	0.000	0.111	0.012	0.000	0.000	<i>P - value</i>	
Existence of relationship p	Existence of relationship	Lack of relationship p	Existence of relationship p	Existence of relationship p	Existence of relationship	result	
0.461	0.464	0.264	0.319	0.347	0.367	Correlation coefficient	Inspirational motivation
0.000	0.000	0.004	0.000	0.000	0.000	<i>P - value</i>	
Existence of relationship p	Existence of relationship	Existence of relationship p	Existence of relationship p	Existence of relationship p	Existence of relationship	result	
0.384	0.374	0.121	0.358	0.310	0.288	Correlation coefficient	Personal consideration
0.000	0.000	0.188	0.000	0.001	0.002	<i>P - value</i>	
Existence of relationship p	Existence of relationship	Lack of relationship p	Existence of relationship p	Existence of relationship p	Existence of relationship	result	
0.479	0.504	0.209	0.328	0.384	0.376	Correlation coefficient	Transformational leadership
0.000	0.000	0.023	0.000	0.000	0.000	<i>P - value</i>	
Existence of relationship p	Existence of relationship	Existence of relationship p	Existence of relationship p	Existence of relationship p	Existence of relationship	result	

Table 5. Step wise regression coefficients of the entered variables

The probability	Test statistic	Standardized coefficients b_i	Estimated nonstandard coefficients		
			The standard deviation of error $Se(b_i)$	coefficient b_i	
.000	9.315		.171	1.596	Constant
.000	5.206	.435	.058	.301	Inspirational motivation

Dependent variable: EO

Findings of the fourth research question:

In this phase, using a multi-dimensional regression the question "Which of the components of transformational leadership predicted higher quantity EO?" was answered. Based on the results of the third stage, the more is desirable component of transformational leadership, the more is the EO. To determine which package of transformational leadership predicts EO more, multidimensional stepwise regression (Stepwise) equation was used. This equation is performed in two steps. In the first step, a component of transformational leadership variable was gained that had the highest prediction level on quantity of EO. Results of this analysis are shown in Table 5. According to this table, the results of it, "inspirational motivation" component has the highest rate of prediction on entrepreneurial orientation quantity, ($R^2 = 0.435$). This coefficient means that about 44 % of EO quantity changes are predictable by inspirational motivation. Based on the data of Table 5, significant regression coefficient ($\beta = 0.301$) of this variable indicates its positive effect on EO.

Regression equation by inspiring motivation variable will be as following:

$$\hat{y} = 1.596 + 0.301 b_1 = 1.596 + 0.301 (\text{inspiring motivation})$$

In order to do further analysis, another regression equation that expresses two components of transformational leadership which have the highest predictive value for EO, is created. The results of this analysis are shown in Table 6. The table indicates that components "inspirational motivation and mental persuasion" have the highest level of prediction on EO respectively ($R^2 = 0.485$). This coefficient means that about 49% of the quantity changes is predictable by EO components "inspirational motivation and mental persuasion".

Based on The data in this table, significant regression coefficients of component "inspirational motivation" ($\beta = 0.232$) is indicative of the positive effect of it on EO. Similarly significant regression coefficients of component "mental persuasion" ($\beta = 0.169$) is indicative of the positive effect of it on EO. Thus regression equation with predictive quantities of inspirational motivation and mental persuasion is as following:

$$\hat{y} = 1.362 + 0.232 b_1 + 0.169 b_2 = 1.362 + 0.232 (\text{inspirational motivation}) + 0.169 (\text{mental persuasion})$$

Table 6. Coefficients of stepwise regression of the entered variables

The probability	Test statistic	Standardized coefficients	Estimated nonstandard coefficients		
		b_i	The standard deviation of error $Se(b_i)$	coefficient b_i	
.000	7.138		.191	1.362	Constant coefficient
.000	3.706	.335	.063	.232	Inspirational motivation
.012	2.560	.232	.066	.169	mental persuasion

Dependent variable: EO in organization

Conclusions

A- The present study investigated the role of transformational leadership on entrepreneurial orientation as well as determining position of transformational leadership. Examining the findings showed that the mean of the four aspects including mental persuasion, idealized influence, inspirational motivation, and personal consideration is less than average level; and transformational leadership score is lower than the average level. Findings of the second question showed that the score of EO aspect in Mobin petrochemical company is below average. Findings about the third question showed that there is a significant relationship between transformational leadership and entrepreneurial orientation variables and their indexes in organizations; i.e. the more leadership style of managers in Petrochemical Company gets closer to transformational leadership, EO increases in Petrochemical Company. The results of the study agree with findings of Gumusluoglu and Ilsev, 2009 Politics and Harkiolakis, 2008 that suggested that the transformational leadership behavior of leaders within organizations has relationship with entrepreneurial orientation of individuals within organization. Karsten *et al.*, (2009)

approve findings of this research; they also came to the conclusion that using method of transformational leadership has vital role in transmitting from a traditional organization to an entrepreneurial one, (Ghahremani *et al.*, 2011). Results gained from 4 questions, showed that the component inspirational motivation has the greatest impact on EO in Mobin Petrochemical Company.

B - Based on research findings that show a positive relationship between transformational leadership and EO in organization, and also according to the research literature on transformational leadership in this study, it is suggested Mobin Petrochemical try to use transformational leadership style and pay attention to its components in organization. In this regard, the following recommendations can be considered:

Mental persuasion: Examining mental persuasions showed that this aspect is lower than average and has significant relationship with EO in Mobin Petrochemical Company. Therefore following suggestions are made to leaders in this regard:

- Encouraging new solutions through rewarding creative and innovative ideas.
- Delegating and empowering followers
- Training the staff to examine problems from different angles

Idealized influence: since status of implementation of Idealized influence by leaders in petrochemical company is in low level and it has positive correlation with entrepreneurial organization in organization, thus for strengthening this component of managers following ways are suggested:

- Employees should be encouraged through focus on the vision and objective of the organization and empowering individuals, to act upon information and support organizational changes.
- Leaders are committed to set goals through establishing the perspective in their followers, join employees each other and because their deepest needs to be met they achieve their objectives.
- Creating a healthy competitive environment for the development of potential abilities of employees by providing financial and spiritual rewards to individuals and top teams.
- Leaders should create an atmosphere of trust and respect, and encourage followers to use all available resources, and to consider means of obtaining internal and external information and moral consequences of their decisions.

Inspirational motivation: Inspirational motivation, like other aspects is in lower status, and since it has the highest correlation with the EO, to promote this factor following acts are suggested:

- Engaging followers in setting future vision, objective and organizational strategies for attracting their cooperation in realizing goals and being optimistic about future.
- Increasing people's willingness to do great and challenging things and motivating them to have innovation in their activities through developing a vision and expectations of high-performance and providing personal support of staff.

Personal considerations: Because Personal considerations aspect is in low level and this situation is resultant of lack of attention to individual abilities of employees, strengthening this factor through the following ways is suggested:

- Training and developing needed skills of staff and creating opportunity for promotion to a higher Personal level through determining the level of individuals for participating in training courses in order to increase motivation of staff.
- Preparing the workplace for implementing learning of staff and assigning necessary tools along responsibilities to it.
- Paying attention to the employee as an individual and not as members of groups that have needs, abilities and creativity different from others.

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