

The Study of Relationship Between Components of Transformational Leadership and Organizational Entrepreneurship

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Abstract: The purpose of this study was to investigate the relationship between the components of transformational leadership and organizational entrepreneurship from the viewpoint of the employees of the University of Isfahan. This study is of correlation descriptive type. Research population is 313 employees of the University of Isfahan in 2015. The sample size was calculated using the formula of Cochran, 150 employees was selected by stratified sampling in proportion to size. Organizational entrepreneurship has been calculated using standard questionnaires of Rodriguez (2010). The transformational leadership variable was evaluated using transformational leadership questionnaire; it is researcher-made questionnaire. The results showed that there is a significant relation between components of transformational leadership and organizational entrepreneurship. and the correlation coefficient equal to 75% was obtained. The results of regression showed that the components of idealized influence, intellectual stimulation and individual considerations have predictive power for organizational entrepreneurship with multiple correlation coefficient of 70, 74 and 75%. But the component of inspirational motivation does not have the predictive power of organizational entrepreneurship due to low correlation with organizational entrepreneurship and ultimately the totality of structural equations showed that the conceptual model of research has enough fit. According to hypotheses of the research, it can be concluded that managers who apply transformational leadership at the university are more empowered to implementation of organizational entrepreneurship from the viewpoint of university employees.

Key words: Transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, individual consideration, organizational entrepreneurship, the University of Isfahan

INTRODUCTION

Organizations are a key element of human society and management and leadership are the most important factors of their dynamism and stagnation. Recent development in science and technology has caused the management of organizations to be exited from the traditional mode and replaced with dynamic management. Management knowledge experts recognized that the role of leadership in managing is obvious and important. Successful management requires the ability to lead or influence others until they can be responsible to their both inside and outside challenges of their organization in addition to their traditional functions.

Environments that encounter with increasing uncertainty face high risk. The wrong decisions may lead to severe turbulence and the survival of the organization would be at risk. Inconstancy and complexity in this environment may lower predictability and effect on the kind of emerging leadership in the organization

(Dogger *et al.*, 2006). Theorists believe that the most appropriate leadership style is transformational leadership in such environment. Because transformational leadership provides bases for long-term organizational changes and provides access to higher goals of organizational systems. Transformational leadership clarifies goals and encourages employees to incorporate the organization's goals into their sense of identity so that they are more likely to find meaning and self-affirmation from the organization's work (Wright and Pandey 2011).

The theory of transformational leadership style which are among the world theoretical frameworks, is proposed by Burns and Bass. In recent years testing the new model of transformational leadership management has been highly focused on. So that there has been more than one hundred thesis and research about concepts and transformational leadership behaviors only in 1990-1995. Bass in 1990 stated that leaders can lead their followers toward a performance more than expectation, using the behavioral characteristics of transformational leadership

(Ansary Renany and aristo, 2008). Effective leaders are capable to fully engage followers in the organizational strategies. Appropriate leadership style is an important factor influences effectiveness of the leaders (Hur *et al.*, 2011).

Full range (transformational-transactional) leadership is an important model that has been widely used in leadership studies. There is now a substantial body of research indicating that the exercise of the transformational characteristics of full range leadership can have a profound effect on those being led (Pounder, 2014). Within the body of literature on leadership considerable attention has been paid to the theory of transformational leadership, first outlined by Burns (1972) Pearce *et al.* (2003) describe transformational leaders are those who engage in behavior that: Transmit a sense of mission, Delegate authority, Coach and teach and Emphasize problem solving and the use of reasoning (Tickle *et al.*, 2005). For the first time, Burns (1978) distinguished between transformational and transactional leadership. In his view, Transformational leaderships raise the needs and motivations of his followers and causes outstanding changes in individuals, groups and organizations (Gardner and Stough, 2002). Bass (1985) proposed four characteristic factors of transformational leader: (Idealized influence, inspirational motivation, Intellectual stimulation and Individualized consideration).

Idealized influence: Idealized influence reflects the leaders' ability to engender the trust and respect of their followers. Through idealized influence transformational leaders become role models for their subordinates and provide both vision and a sense of mission to the group (Humphreys and Einstein, 2003). The leader shares risks with his followers and also pledges their guidance on principles, norms and moral values (Bass, 2003). In short, being charisma includes the following cases:

- Inspiring pride and honor to members for cooperating with the leader
- Betaking personal desires for the sake of the group
- Acting in ways that create respect for others
- Showing a sense of power and competence
- Sacrificing personal interests for others benefit
- Giving confidence to others that the obstacles will be overcome
- Talking about self premier values and beliefs
- Accelerating the importance of having a strong sense of purpose
- Noting to art results and ethical decisions
- Supporting new exciting possibilities
- Discussing about the importance of confidence toward each other

Inspirational motivation: Kelloway and Barling (2000) believe that through inspirational motivation, the transformational leader inspires subordinates to "try harder" for the benefit of the organization (Tickle *et al.*, 2005). According to Sarros and Santora (2001) transformational leaders communicate a clear, optimistic and attainable picture of the organizations' future, encouraging subordinates, to develop "beyond the norm" so that organization can also grow and develop (Tickle *et al.*, 2005). Commitment is the most relevant part with inspiring motivation. This means that, for better performance, leaders must engage their supervised set with organizational life and create sense of dedication to each individual as part of the organization.

Intellectual stimulation: Intellectual stimulation means to motivate followers by the leader and the leader creates a challenge for followers until they try and think again about what can be done. According to Bass (2003)' opinion, those leaders who do stimulate intellectually, have the desire and ability to show new ways of looking at old problems to staff, they teach them to see problems as solvable issues and insist on logical solutions (Dogger *et al.*, 2006).

Individualized consideration: The individual consideration means paying attention to followers' individual differences, communicating with all of them and stimulating them through vesting with the responsibility of learning and experience. They are supported by leaders and the leaders concern about their personal feelings and needs (Toonke Nejad, 2006). The individual needs and strength are recognized within the individual consideration and help their followers obtain high level of growth and undertake their own personal growth using this recognition and the action of transformational leader. Individualized consideration includes creating new opportunities for learning in a supportive atmosphere, recognition and acceptance of individual differences in having the needs and specific values, using two-way and mutual communications. Leaders listen effectively and actively according to this dimension (Hoy and Miskel, 2008). According to what was said about transformational leadership dimensions, it can be said:

Transformational leader acts as a "coach, mentor, teacher, facilitator, confidant and counselor (Tickle *et al.*, 2005). Studies show that the association between transformational leadership, several foci of self-efficacy and empowerment at work (Den Hartog and Belschak, 2012). Scholars assume entrepreneurship as a strategy to expand efficiency and organizational development and believe that entrepreneurship would cause to improve efficiency at different individual, group, organizational,

national and international levels and this matter requires the proper base in the organization. The present study aims to investigate the relationship between transformational leadership style and organizational entrepreneurship thereby it can pay to explore practical solutions on behalf of managers' organizations for organizational entrepreneurship development. Schumpeter accounts entrepreneurship as power engine of economic development and call it as "creative destruction". This means that entrepreneurship creates destruction of economic and dynamic balances which are the requisites of economic development.

Entrepreneurs are creating added value according to economists. This means that they employ capital through necessary time and energy in such a way that their value or derived products increase compared to the initial state, (Saeedikia, 2007). The entrepreneur organization is an organization that tracks opportunities regardless of the existent resources under the control; In other words, those organizations have entrepreneurial qualification that are innovative, risk-taking, bold and aggressive and attach particular importance to support the above conditions for technological leadership in research and development (Agay, 2008). The culture of entrepreneurial organization is so that processes and products are created with innovative technologies and its performance are facilitate in entrepreneurial organization. Employers' organizations have a strong commitment to radical innovations and incremental innovations so that this issue becomes important and considerable for the organization competition strategically, as well as operation and processes. Entrepreneurial spirit had been integrated with their culture and welcome long-term strategic commitment in these organizations. So entrepreneurial organizations become pioneers using organizational forms such as: corporative entrepreneurship, inter corporative entrepreneurship and new corporative investments, all of which are implemented in available organizations (Azrieal and Brazeal, 2002). Entrepreneurial organization is as launching of new business at developing companies obtained through internal innovation, actions or condominium, modernization strategy, product, process and innovation management.

The concept of entrepreneurship is the process of discovery and development of opportunities to create value through innovation and capture that opportunity regardless of human resources and capital or position of an entrepreneur in a company. Dimension of entrepreneurship include: Innovation in functions: Innovation is considered as something new that leads to change. Similarly Burgelman (1983) considers innovation as tasks associated with the organization's strategy. He

suggests that strategic behavior leads to create an administrative route (official) towards innovation and as long as the operations level staff seek opportunities beyond the opportunities offered by senior management, autonomous strategic behavior will be happen.

Entrepreneur employee: Entrepreneurs seek new ways to innovate of products and services. They are willing to risk and a lot of effort to enter into their new frontiers. An entrepreneur employee willing to take up the responsibility to understand how an idea can be turned into a profitable reality. The organizational structure: Entrepreneurial organizations have tended to be decentralized and power distance is less between Individuals. Specialization in a particular field help an organizational entrepreneur focus on specific tasks. As a result, innovation is possible.

Encouraging policies: An organization can follow an implicit or obvious system. However, the innovation of new products is an ongoing process for any organization so that employees are encouraged to search for new and better alternatives continuously. The organization should consider incentives to create an entrepreneurial attitude of organization and should be sensitive to the nature of their remuneration system. Entrepreneurial leadership: charismatic leader in an organization teach an entrepreneurial philosophy to the employees gradually. Leadership characteristics help employees to create environments that foster innovation and creativity in the organization. 6. Organizational culture: entrepreneurship is seen more as a process rooted in the organizational culture rather than an event or incident and to create value by available sources through the exploitation of opportunities (Rodrigues, 2010). Universities in some countries consider the following items in response to internal and external pressures in their entrepreneurial mission: direct cooperation of Universities in the process of commercializing of research activities, having active approach in the process of regional economic growth, consideration to development of educational activities based on the Problem-solving and statistical analysis, emphasis on total quality management system in academic activities (Salehi, 2009).

Regarding the fact that organizations such as the University of Isfahan is the main factors for determining the provision of efficient manpower in the community, we decided to consider the factor of transformational leadership that is accompanied with prevalence and influencing on members of organization and is the center of gravity of management as a parameter to determine the level of being entrepreneurial from the staff point of view.

Because the employees are the main forces of university supervised and influenced by of university management. So the level of entrepreneurship has been evaluated due to the effects of transformational leadership components. Therefore, on this study it was tried to determine whether there is a relation between the components of transformational leadership and organizational entrepreneurship from the viewpoint of the staff or not and which of the components (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) have the highest relation with organizational entrepreneurship, from the viewpoint of the employees of the University of Isfahan? And whether the conceptual model of research has enough fit?

MATERIALS AND METHODS

This research is an applied research type and has used the descriptive-correlation method for its implementation. The statistical population consisted of 313 employees of the University of Isfahan in 2015 and 150 person were chosen as samples. Thus stratified sampling method fitting with size, has been applied, using the Cochran formula. The following two questionnaires were used for collecting data:

Organizational entrepreneurship questionnaire: organizational entrepreneurship questionnaire in five degree Likert scale has been developed to determine organizational entrepreneurship and the origin of this questionnaire has been devised by Rodriguez (2010) that was implemented after approving by experts with reliability of using 0.91 Cronbach's alpha coefficients.

Transformational leadership questionnaire: This questionnaire had been developed by the researchers and formulated by conducted studies based on the Bass theory and MLQ questionnaire. It has four components including idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. This questionnaire contains 20 questions with 5 point scale (very high, high, medium, low and very low). After conducting a preliminary study and determine the variance of the questions, the reliability of questionnaire was calculated by Cronbach's alpha coefficient which was 0.86 and confirmed by using method of Content validity in accordance with the viewpoints of professors in the field of transformational leadership (Table 1).

Statistical methods and research's data analysis methods: In this study, SPSS and Amos statistical software were used for descriptive and inferential method

Table 1: Cronbach's alpha coefficient

Variables	Cronbach's alpha coefficient
Organizational entrepreneurship	0.91
Transformational leadership	0.86

to analyze the data after collecting, reviewing, coding, entering data and creating a database in this software. In line with the methodology of research, hypotheses are as follows:

The main hypothesis: There is relationship between the components of transformational leadership and organizational entrepreneurship.

The Sub hypothesis:

- There is relationship between idealized influence and organizational entrepreneurship
- There is relationship between inspirational motivation and organizational entrepreneurship
- There is relationship between individualized consideration and organizational entrepreneurship
- There is relationship between intellectual stimulation and organizational entrepreneurship
- There is relationship between employee perceptions toward transformational leadership in the University of Isfahan on the basis of demographic characteristics
- There is relationship between the employee perceptions toward organizational entrepreneurship in the University of Isfahan on the basis of demographic characteristics
- Conceptual model has fit based on the data

RESULTS AND DISCUSSION

Descriptive statistics for the respondents to the questionnaire described in the population in Table 2, 3 and 4. In Table 2, the percentage of respondents marked by gender. In Table 3, respondents are divided into three categories: under 10 year of work experience, 10-20 year and above 20 year and in Table 4, academic degree is important and the respondents are subject to Educational Degree. Descriptive indicators have been calculated for research variables in Table 5. Mean indicator shows the importance of variables from the view of the respondents and the standard deviation indicator shows the distribution of responses. Although distribution is less in a variable, it shows that respondents agree more about that variable. Based on the results of Table 6 correlation coefficient between idealized influence with organizational entrepreneurship have been $p < 0/05$ at the level significant. Therefore there is a significant relationship between idealized influences with organizational entrepreneurship. (Sub hypothesis 1) also the correlation

Table 2: Distribution of employees according to gender

Gender	Redundancy	Percentage
Male	101	67.3
Female	49	32.7
Total	150	100

Table 3: Distribution of employees according to work experience

Service record	Redundancy	Percentage
<10 year	2	13.3
10-20 year	69	46.0
>21 year	61	40.7
Total	150	100

Table 4: Distribution of employees according to degree

Degree	Redundancy	Percentage
AD	21	14.0
BA	92	61.3
MA	37	24.7
Total	150	100

Table 5: Mean and deviation criteria of transformational leadership and organizational entrepreneurship

Variables	Research components	Mean	SD
Transformational leadership	Idealized influence	21.72	3.89
	Inspirational motivation	11.38	1.97
	Intellectual stimulation	23.54	3.23
	Individualized consideration	17.84	3.13
Organizational Entrepreneurship	Innovation tasks	20.28	2.44
	Entrepreneurial employees	19.73	2.82
	Organizational Structure	15.36	2.87
	Encouraging policies	14.97	2.53
	Entrepreneurial Leadership	15.86	2.23
	Organizational Culture	23.44	3.06

coefficient between inspirational motivation and organizational entrepreneurship has been significant at $p < 0/05$ level. Therefore, there is a relationship between inspirational motivations with organizational entrepreneurship (Sub hypothesis 2). The correlation coefficient between individualized Consideration and organizational entrepreneurship has been significant at $p < 0/05$ level, therefore, there is a significant relationship between individualized Consideration and organizational entrepreneurship (sub hypothesis 3). And the correlation coefficient between intellectual stimulation with organizational entrepreneurship has been significant at $p < 0/05$ level, therefore, there is a significant relationship between intellectual stimulation with organizational entrepreneurship (sub hypothesis 4).

00-The main hypothesis: There are relationship between transformational leadership and organizational entrepreneurship among employees of the University of Isfahan. Pearson's correlation coefficient was used to analyze the main hypothesis and the results shown in Table 7. Based on the results of Table 7 the correlation coefficient between transformational leadership style and organizational entrepreneurship had been significant at $p < 0.05$ level and the main hypothesis of research is

Table 6: The correlation coefficient between the components of transformational leadership with organizational entrepreneurship

Variable	Organizational Entrepreneurship (%)	
transformational leadership	Correlation coefficient (rp)	Significance level
Inspirational motivation	709	0.001
Individualized consideration	593	0.001
Intellectual stimulation	624	0.001
Idealized influence	648	0.001

Table 7: Pearson's correlation coefficient between transformational leadership and organizational entrepreneurship

Organizational entrepreneurship	R	p-value
transformational leadership	0.754	0.001

confirmed. Regarding that the relation is positive and significant, variable changes of transformational leadership and organizational entrepreneurship is in the same direction.

Based on the results of Table 8 idealized influence explain 49% of the variance of organizational entrepreneurship individually. Level of explained variance is 54% with the arrival of intellectual stimulation and increased to 55% with the arrival of variables of individual consideration. Based on the results of Table 9 best predictors of organizational entrepreneurship had been idealized influence, intellectual stimulation and individualized consideration, respectively.

Based on the beta coefficient, level of organizational entrepreneurship would be increased to 0.405 units when one unit increase in idealized influence-0.262 units when one unit increase in intellectual stimulation and to 0.173 units when on one unit increase in individualized consideration.

In the research model, organizational entrepreneurship and transformational leadership have been considered as hidden variables. Due to the fact that there may be measurement error, an error of measurement was considered for each manifested variable that is shown with e symbol. According to Table 10, the critical ratio between entrepreneurship with transformational leadership was 8/61 and in the significant level has been $p < 0/05$. The effect of organizational entrepreneurship with transformational leadership has been equal to 857%. Also the critical ratio between the components of organizational entrepreneurship and organizational entrepreneurship and component of transformational leadership with transformational leadership have been $p < 0/05$ in significant level. All indices have achieved nearly appropriate and acceptable value based on Table 11. The model generally confirmed. Although there is possibility of improvement in future studies.

Table 8: Multiple correlation coefficient between the components of transformational leadership and organizational entrepreneurship

Models	Multiple correlation coefficient	The coefficient of determination	Corrected coefficient of determination	Coefficient of variation f	Significant levels	Coefficient of variation R
Idealized influence	0.709	0.502	0.499	149.41	0.001	0.502
Intellectual stimulation	0.742	0.551	0.545	15.97	0.001	0.049
Considerable personal	0.759	0.565	0.556	4.65	0.001	0.014

Table 9: Multiple regression (step to step) predicting of organizational entrepreneurship and components of transformational leadership

Variables	Non-standard coefficient		Standard coefficient (Beta)	T-value	p-value
	B	Standard error			
Constant coefficient	62.612	3.910		16.014	0.001
Idealized influence	2.166	0.177	0.709	12.223	0.001
Constant coefficient	50.143	4.859		10.319	0.001
Idealized influence	61.52	0.233	0.499	6.55	0.001
Intellectual stimulation	1.120	0.280	0.304	3.997	0.001
Constant coefficient	48.30	44.875		9.909	0.001
Idealized influence	1.23	0.266	0.405	4.650	0.001
Intellectual stimulation	0.966	0.286	0.262	3.378	0.001
Individualized consideration	0.658	0.305	0.173	2.159	0.0033

Table 10: Estimation of standard and non-standard, the critical ratio and significance level of main parameters provided in the template

Parameters	Estimations		Critical ratio C.R	Significant level p-value
	S	US		
Task innovation -organizational entrepreneurship	0.542	0.614	6.13	0.001
Entrepreneurial employees organizational entrepreneurship	0.719	0.941	8.03	0.001
Organizational structure entrepreneurship -organizational	0.722	0.962	8.06	0.001
Incentive policies organizational entrepreneurship	0.710	0.835	7.94	0.001
Entrepreneurial Leadership organizational entrepreneurship	0.697	0.712	7.81	0.001
Organizational Culture -organizational entrepreneurship	0.705	1	-	0.001
Idealized influence transformational leadership	0.900	1	-	0.001
Inspirational motivation transformational leadership	0.761	0.429	11.44	0.001
Intellectual stimulation? transformational leadership	0.784	0.724	11.99	0.001
Individualized consideration transformational leadership	0.783	0.700	11.97	0.001
Organizational Entrepreneurship transformational leadership	0.857	1.39	8.61	0.001

Table 11: Fitted parameters of research model

Index type	Indices			Prepared model
	Abbreviation	Persian equivalent	Acceptable range (Ghasemi,2010)	
Comparative	CFI	Comparative fit index	0.90-1	0.964
	TLI	Tuker-Luis index	0.90-1	0.946
Thrifty	PNFI	thrifty Normalized fit index	0.50-1	0.647
	PCFI	thrifty Comparative fit index	0.50-1	0.654
	RMSEA	Square mean root of estimated error	0-0.08	0.08
Absolute	CmIN/DF	Relative X ²	<5	4.65

CONCLUSION

The results of this study emphasized on hypothesis of the research. There is a significant relationship between the components of transformational leadership and organizational entrepreneurship from the perspective of the employees of the University of Isfahan based on the general hypotheses. Correlation analysis test indicated that the components of transformational leadership have a significant impact on organizational entrepreneurship in the University of Isfahan (Table 7). Since the innovation and entrepreneurship

are factors that bring effective balance between organization and the external environment and this interaction will lead to effective change, thus we can put this item in the field of transformational leadership, so that transformational leadership influences his followers by changing their attitudes and pre-assumptions with transition.

In fact, we can identify innovations, create new opportunities, promote team work and undertake responsibility of challenges through using the components of transformational leadership on organizational entrepreneurship.

There is a significant relation between idealized influence and organizational entrepreneurship from the perspective of the employees of the University of Isfahan according to the results of hypotheses. The reason of this matter is that leaders act as strong models for the followers and emphasize on strong commitment to achieve the mission of the organization and on this dimension, leader determines high standards for moral conduct such as refraining from personal desires for the sake of the group talking about the important values and their beliefs and talking about the importance of trust on each other and this ideal behavior leads to entrepreneurial culture in all aspects of the organization.

In the second hypothesis we can see that there is relation between inspirational motivation and entrepreneurial organization from the perspective of the employees of the University of Isfahan. Because leaders give energy and power to their members through these commitment and motivation. In fact, leaders behave in ways that motivate their followers by providing challenges and thereby reinforce the optimism and enthusiasm of their followers and provoke them (people) in future attractive situation. Therefore, this factor creates high performance of human resources which promote organizational entrepreneurship and generate maximum utilization of new opportunities.

In the third hypothesis we can see that there is relation between individualized consideration and organizational entrepreneurship from the perspective of the employees of the University of Isfahan. This is because, needs and advantages of individual were recognized in the individualized consideration and transformational leaders help their follower obtain high level of growth by using this recognition and provoke them by assigning responsibility. Accordingly, staff is encouraged to seek better and new replacement continuously, so that the entrepreneurs become sensitive to the nature of their awarding system and look for organizational entrepreneurship.

In the fourth hypothesis it was observed that there is a relation between the intellectual stimulation and organizational entrepreneurship from the perspective of the Isfahan University staff; because, the leaders provoke their followers by asking, explaining the problems and making the old situation closed to the new ones, so he steps toward an entrepreneur employee who tends to take responsibility to know about how can turn an idea into a profitable reality and how to move to organizational entrepreneurship. Based on the results of Table 8 between components of transformational leadership such as the

individualized consideration, intellectual stimulation, idealized influence, the multiple correlation coefficient is 75, 74 and 70% and improved coefficient is 55%, 54%, 49% respectively and significance level is 001%. Thus 49% of alterations are related to idealized influence variance affected by intellectual stimulation, 54% of alterations are related to intellectual stimulation variance affected by organizational entrepreneurship and lastly 55% of alterations are related to individualized consideration affected by organizational entrepreneurship. According to results of Table 8 it has been observed that components of the individual consideration, intellectual stimulation and idealized influence are the best predictors of organizational entrepreneurship. Thus, in order to create organizational entrepreneurship, managers must be able to be a transformational leader, who has understanding of human nature of employees, the way of communicating with followers (employees), making motivation for them and considering the quality of the relationship between themselves and employees and drive organization to entrepreneurship.

As shown in the Table 9, the best predictors of organizational entrepreneurship has been the idealized influence (0.405), the intellectual stimulation (0.263) and the individualized consideration (0.173) respectively. Leaders can alter an organization into an entrepreneurial organization by having unique and creative ideas. This indicates the effects of transformational leadership on organizational entrepreneurship but the component of inspirational motivation did not have predictive power of entrepreneurship due to low correlation coefficient.

Finally, based on Fig. 1 and the analytical results of Tables 10 and 11, the theoretical model of research has proper practice. Therefore, the research model is confirmed and this model shows the relationship between the handling variables in the study, so that we can say that by promoting transformational leadership in the university, we can lead to increment of organizational entrepreneurship; Therefore, University administrators should try to establish the transformational leadership culture at the University so that employees experience more entrepreneurial feeling. In order to create organizational entrepreneurship, the university administrators should create more opportunities for making innovation and entrepreneurship in their own tasks and support organizational entrepreneurship. The issue should be established at all levels of University and entrepreneurial opportunities become possible through the effect of transformational leadership and its

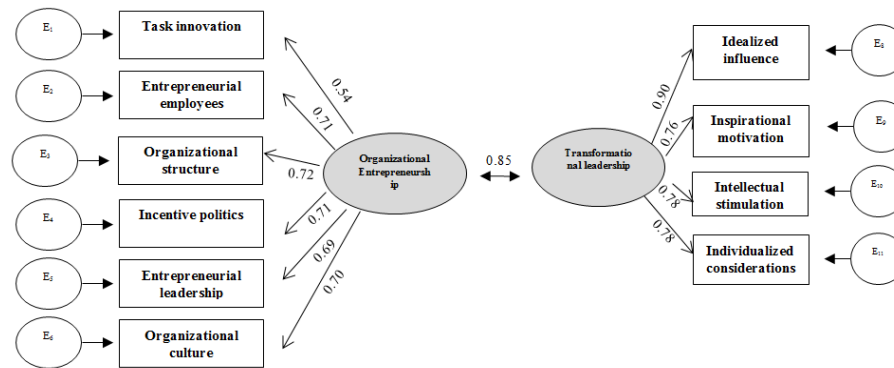


Fig. 1: Conceptual model of research

components. Because transformational leadership attract the attention and benefits for their follower through giving meaning to the environment and forming the strategic objectives, (employees) show higher degrees of commitment to organizational apostolate and tend to hard work and state new perspective for creating ideas and new facilities for future, over time of change and often create new strategic directions. These results are compatible with the results of studies Amir (2010), Ebrahimpour *et al.* (2010), Huse (2003) and Cavazotte *et al.* (2013). In general we can say that the significant relationship between transformational leadership and organizational entrepreneurs is justifiable because the components of manager’s transformational leadership can effect on employee’s organizational entrepreneurship which makes good results in organizations.

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