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STUDY OF RELATION BETWEEN TEACHERS ENTREPRENEURSHIP AND PRINCIPALS TRANSFORMATIONAL LEADERSHIP STYLE AT SHAHREKORD HIGH SCHOOLS

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Abstract- The purpose of this research was to survey the relation between entrepreneurship of teachers and leadership styles of high school managers in Shahrekord city. The method of research was descriptive correlation and statistical community included all of the high school managers & teachers in Shahrekord city at 2012-2013, which are 755 persons. The statistical sample was calculated by Karjic & Morgan table (1970) at 255 persons. Statistical population including two different manager & teacher groups. In this study, two questionnaires of entrepreneurship questionnaire with 25 items with reliability and validity of questionnaire were calculated 0.75 & 0.85 by Kandal and Kronbakh alpha coefficients respectively; And leadership style was based on Boss (1985), multi factors questionnaire (M L Q). In order to inferential analysis of data, regression analysis and correlation coefficient were used. The results indicated, "r" at the $p \leq 0.05$ level was positive and showed significance correlation between entrepreneurship of teachers & leadership style of high school managers in Shahrekord. Also, "r" at the $p \leq 0.05$ level indicated there are the positive & significance correlation between innovation, relations and self-awareness components of teachers and leadership style of high school managers in Shahrekord city.

Keywords- *Entrepreneurship, leadership style, Teachers, Managers, High school.*

I. INTRODUCTION

The tacit of entrepreneurship is considered by economists firstly and since 16th century, all economic schools have considered it. Kantiloon as an economist believes an economic activity is relating to entrepreneurship (Alavi, 1382, p30). He proposed one of the first theories about entrepreneurship at 17th century & for this reason, he is originator of this word. He believes an entrepreneur is one who is accepting risk (Hisrich & piterz, 1382, p25). The researchers found, the capable and effective individuals cause a good activity, dynamism of references, services by invention & creating. These creative and initiator forces are naming an entrepreneur. These individuals are always finding a good way to do works, Create new things (some things), establish a change with latitude and reception of responsibility and is a vital agent at creating new ideas, new companies and business and developing economy totally (Ayatolahi, 1387, p13).

At present world, thought of innovation and entrepreneurship and use of it is unavoidable task in organization. As birth and death of organizations depend on insight and abilities of founders, development and survival of them depend on factors such as ability, creating innovation of human resources. nowadays, organizations not only couldn't change to an agile, altering, opportunism & less cost with qualify number of creative and entrepreneur individuals through performing several

entrepreneurship plan, but also some condition are provided that all staffs are profiting by entrepreneurship morale that could perform their entrepreneurship activities as a group or an individual easily (Samad Aghai, 1378, p23).

Leadership is managing (controlling) subordinates, he/ she is related to them, he/ she is establishing the motivation of work and activity at them, he/ she is solving problem & the changes condition. And all attempts are in order to meet needs & purposes of organization and members of organization (Farhangi, 1382, p18).

Organizations need effective managers & staffs that could meet their goals, in direction of development. Manager is locating at top of an organization as a formal representative of an organization to establish coordination and to increase effectiveness. The success of an organization depends on performance and how doing acts of management & effective leadership styles of the manager. The manager at leadership role of an organization could select different styles to conduct human relation. The good behavior patterns of the manager at each organization cause morale and motivation at staffs and increase the scale of their job satisfaction. The managers could increase job satisfaction and organization commitment of staff, entrepreneurship behavior, and organization effectiveness through leadership style and clarify organization needs to staffs of entrepreneur (Samad Aghai, 1378, p32).

One of the management approaches is transformational management. In this approach the whole employees, organization clients cooperate with principals in making decision and solving problems and principals seeks their mental and innovation growth. The present topic should be considered in educational organizations because these organizations regard knowledge and thoughts of a country and should use the latest educational approaches to develop knowledge and technology to bring up proficient and skillful human force to society. Employees of each country having diverse views, thoughts and innovations regarded as invaluable capitals. So, it can be said that one of managements could identify this valuable capital in appropriation to their characteristics is transformational management (Shariatmadari, 1386). Human resource is one of the most valuable resources which an organization could possess and its management is a specific proficiency which tries to provide employees satisfaction and organizational goals, in this way entrepreneurs bring up could be regarded as an important matters of transformational management.

Organization entrepreneurship provides conditions; that each individual or group who wish to follow entrepreneurship process could perform it fast, easily & effectively. Secondly, it's a stimulus, incentive and teaching for individual to perform entrepreneurship activities (Smad Aghai, 1378, p33).

Now, considering all matters mentioned, regarding this matter that all organizations are facing environments that are changing and adjustment to new environments continently; managers should act a proper leadership style to support entrepreneurship behavior of staffs. Considering the role of leadership style to prompt entrepreneurship behavior of staffs, now this question is asking that dose leadership style of high schools managers in Shahrekord city affects entrepreneurship among schools teachers?

Main hypothesis: There is a relation between teachers entrepreneurship and high school principals transformational leadership style in Shahrekord small province.

Secondary hypothesis:

1. There is a relation between teachers innovation and high school principals transformational leadership style.
2. There is a relation between teachers self-examination component and high school teachers transformational leadership style.

II. METHOD OF RESEARCH

Considering to this research, the researcher wanted to survey the relation between entrepreneurship of teachers and leadership style of high schools

managers in Shahrekord city. So, the method of research is descriptive correlative. Statistical population including two different manager & teacher groups. In this study, two questionnaires of entrepreneurship questionnaire with 25 items with reliability and validity of questionnaire were calculated 0.75 & 0.85 by Kandal and Kronbakh alpha coefficients respectively; And leadership style was based on Boss (1985), multi factors questionnaire (M L Q), Boss reported transformational leadership style validity and reliability, 75% and 82%, respectively. In the present research to measure its reliability, after preliminary study and questionnaire conduction, questions variance by Kronbakh- α coefficient determined 0.85.

III. DATA ANALYSIS APPROACHES

In the present study, descriptive statistical indexes of frequency, percent, average and standard deviation were used. To analyze data inductively, measurement tools of statistical methods of regression (to measure entrepreneurship component influence on transformational leadership style) independent - t, single - variable analysis (ANOVA) used. The main hypothesis: is there a relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province?

Table (1): results of Pearson correlation results of relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province

Significance level	Impact factor	r	frequency	source
0.001	0.62	0.79	23	Teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province

Based on obtained results, observed r in the level of $p \leq 0.05$ indicated a positive and significant relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province. In other words, use of transformational leadership style by high school principals improves their entrepreneurship. Impact factor shows that influence

of principals transformational leadership style on teachers entrepreneurship is 62%.

Hypothesis one: There is a relationship between innovation component of teachers & leadership style of high schools managers.

				high schools managers in Shahrekord city.
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Table 2: The results of Pearson correlation coefficient of the relation between innovation component of teachers and leadership style of high schools managers in Shahrekord city

Meaningful level	Effectiveness coefficient	r	F	Source
0.001	0.56	0.75	23	Innovation component of teachers & leadership style of high schools managers in Shahrekord city.

According to results, "r" is indicating meaningful & positive correlation at level of $P \leq 0.05$, between innovation components of teachers and leadership style of high schools managers in Shahrekord city. In other words, high schools managers by using changing leader style can cause an increase in innovation of teachers in Shahrekord. Effectiveness coefficient indicates the influence measurement of changing leadership style of managers on innovation of teachers is 56 percent.

Hypothesis two: There is a relationship between self-awareness component of teachers and leadership style of high schools managers.

Table 3: The results of Pearson correlation coefficient of the relation between self-awareness component of teachers and leadership style of high schools managers in Shahrekord city

Meaningful level	Effectiveness coefficient	r	F	Source
0.001	0.62	0.79	23	Self-awareness component of teachers & changing leader style of

According to results, "r" at the level of $P \leq 0.05$, there is meaningful & positive correlation between self-awareness component of teachers and leadership style of high schools managers in Shahrekord city. In other words, high schools managers by usage changing leader style can cause an increase in auto gnosis of teachers in Shahrekord. Effectiveness coefficient indicates the influence measurement of leadership style of manager on self-awareness of teachers is 62 percent.

IV. DISCUSSION AND CONCLUSION

Main hypothesis: there is a relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province.

Findings on relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province shows that there is a positive and significant relation between teachers entrepreneurship and transformational leadership style of high school principals in Shahrekord small province. Hersi and Blanchard (1386) believed that efficient leadership improves function, motivation and followers satisfaction. So each principal must comprehend the leadership concept in organization exactly. Comprehensive leadership means influence on each person or group actions; try in a definite direction to achieve a goal. Successful leaders regarded as extender of entrepreneurship in different organization levels. In model of glorious leaders, boss considered them as transformational leaders. They bring alterations to organizational system and its followers. They have great powers to influence on followers emotions. Transformational leaders provide collective culture view and promote it among employees and motivate them to develop their capabilities, i.e. to extend entrepreneurship, by acceptance of their suggestions and its feedback. So regarding accordance of the present research findings and above mentioned researches it is concluded to extend entrepreneurship, role of leadership and management style is great and transformational principals are more successful in bringing up entrepreneur employees, develop entrepreneurship views among employees.

Results of relation between teachers innovation and transformational leadership style of high school principals in Shahrekord small province indicated the

positive and significant relation between teachers innovation and transformational leadership style of high school principals. so, use of transformational leadership style by high school principals make some behaviors like effective communication of employees, neglect of personal interests in the benefit of organization interests, enough self-esteem in actions, decisions based on participation and use of others views, optimistic attitude, acceptance of optimum offerings to bring alterations to organization, providing opportunity to present employees capabilities and sufficient training and bringing about cooperative environment in organization by principals in organization that give teachers the chance of use of maximum mental capability and innovation to implement innovative approaches to do tasks and provide efficient influence to education organization. Results of the present research is in accordance with findings of Koch (2005), Crawford (2005), Kuei Chen & Shuo Chen (2008), Johns & English (2009), Kim (2009) Eyal & kark (2010), Deamer & Erale (2010). So regarding this accordance it is concluded that transformational leadership style develops innovative attitudes. If this style used, the possibility of innovation by employees increased.

V. SUGGESTIONS

1. The findings indicate, there is a relationship between entrepreneurship of teachers and leadership style of high schools managers. We suggest to senior managers of high schools that they can develop the entrepreneurship behaviors & thoughts in education organization.

2. Considering the findings based on the relationship between entrepreneurship of teachers and leadership style of high schools managers, we suggest to senior managers of Education organization, they held teaching workshops of self-awareness skills which increase entrepreneurship behaviors and thoughts of teachers through providing instruction before and during service.

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