



International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 11-08-2021; Accepted: 28-08-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 5; September-October 2021; Page No. 232-237

Impact of leadership styles on entrepreneur orientations

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ABSTRACT

This paper examines the impact of leadership styles on entrepreneur orientations. Utilizing a theoretical approach, the paper noted that leadership is the bed rock of every organizational success and enhance productivity. Some types of leadership style noted are: transformational, transactional, entrepreneurial, autocratic leadership styles, among others. Dimensions of entrepreneurial orientation identified are: Innovativeness, risk taking, and pro-activeness, autonomy and competitive aggressiveness. The paper notes that effective leaders in business build organizations that withstand uncertainty, change, and competitions. Also noted is that different leadership styles affect effectiveness and performance and entrepreneurial orientation of leaders. The paper concluded that while different leadership styles may

affect business performance, transformational leadership with higher entrepreneurial orientation contribute to higher business innovativeness and performance. It is recommended that managers of business organizations should develop themselves appropriately to gain general knowledge on when to apply a particular or combination of different leadership styles to effectively move the organization forward to achieve stated business goals and objectives. Newly starting entrepreneurs and business leaders should seek out development opportunities to improve their transformational leadership and entrepreneurial leadership skills to enable them successfully steer their organizations and develop the required relationship with employees that will make them loyal, committed and willing to follow the leader.

Keywords: Leadership, Leadership Style, Entrepreneur, Orientation

INTRODUCTION

The success or otherwise of any business venture is to a great extent influence by the leadership ability, quality of decisions and the leadership style of the leader. Leadership remains the most influential and decisive factor of all businesses. Effective leaders must have the ability and skills to inspire and impact their subordinates allowing the organization to run in a very competent and smooth manner. A There has been a growing need on the kind of leaders with capacity and vigor in ensuring the organizational goals and objectives is achieved and sustained for succession planning of activities in the organization. In any case, a few written works have been created on leadership styles and business with numerous examinations demonstrating that enterprising directions influences the presentation inside which an organization subsequently and cautiously actualize its approaches and systems by employees and managers (Daily, McDougall, Moreno and Cassilass, 2008; Ren and Guo, 2011) ^[42].

Hunt and Dodge (2000) ^[23] contend that leadership and entrepreneurship are critical concepts in academic research. While leadership is considered a mature field, entrepreneurship is seen as a relatively young field (Hitt & Ireland, 2000) ^[22]. The two, however, are interconnected (Colbert, 2003) ^[23]. On the link between leadership and entrepreneurship, Cunningham and Lischeron (1991) ^[14] pointed out that an entrepreneur is often a leader; an entrepreneur must possess leadership skills to be successful. Today, Innovation and entrepreneurship have been emphasized by the policy makers, academics and corporate leaders due to the important roles entrepreneurs and their innovative activities plays in the development and survival of business organizations and national economies.

Also, there has been an extraordinary spotlight on entrepreneurial orientation which portrays the conduct of the business visionary and how it influences the business and the open doors the organizations influences in utilizing approaches and practices that will give the premise to their vital choices and entrepreneurial actions in attainment of higher performance (Lumpkin and Dess, 1996; Rauch, Wiklund, Lumpkin, and Freese, 2009) ^[32, 41]. certainly, ponders exploring this entrepreneurial Orientation (EO), as a wonder known as pioneering conduct (EB) have discovered that entrepreneurial orientation impacts learning, data obtaining and use, fulfillment with the firm worldwide achievement appraisals made by proprietors or business chiefs, deals development and profit for ventures (Rauch *et al.*, 2009; Sapienza, De Clercq, and Sandberg, 2005) ^[41, 45].

Besides, firms that have a solid entrepreneurial Orientation where they direct their vital choices and practices toward seeking after new chances, perform much better when compared with firms that don't embrace an entrepreneurial orientation (Lumpkin and Dess, 1996; Rauch *et al.* 2009) [41, 32].

Some researchers have investigated the idea of entrepreneurial Orientation on leadership styles, Lumpkin and Dess (1996) [32] described the procedure, practice and basic leadership movement of business enterprise as entrepreneurial orientation. Most examines coordinated at entrepreneurial orientation, Nicholson (1998) [28] found that a positive association exist between entrepreneurial orientation and transformational leadership styles. Entrepreneurial orientation is emphatically corresponded to leadership styles however changes with variety of culture and character attributes (Rauch *et al.*, 2004). Business enterprise researchers have endeavored to clarify execution by examining the connection between entrepreneurial orientation and firm leadership styles (Lumpkin and Dess, 2001). Different examinations have discovered that enterprising direction empowers managers to be proactive and successful in releasing obligations or wanders into new thoughts or methods for performing superior to their rivals and upgrades execution.

There is an undersized conceptualization in milieu of the activity of leadership styles as a business person communicates the enterprising practices (Brindley, 2005) [7]. Leaders guarantee the activity of the distinctive authority styles will grantee contrasts in practices among innovative direction inclinations in basic leadership (Blais and Weber, 2001) [6]. Several researches have analyzed the impact of leadership styles on innovative direction in created economies and in enormous associations (Awang, *et al.*, 2009; Lumpkin and Dess, 1996; Kreiser, Marino and Weaver, 2002) [3, 32]. While these floods of research concentrated on transformational and value-based leadership styles and the self-rule and hazard taking of business visionary towards the foundation of firms in different areas of the economy.

Schumpeter (1934) see entrepreneurial orientation as innovative characterized pioneering direction as the way toward finding and abusing new business openings which exist inside a market revive existing organizations, or present new items or procedures by people and associations. enterprising direction (EO) is extremely essential idea for an association's technique making, EO alludes to the basic leadership styles, practices, procedure and practices that prompts 'passage' into new or set up business sectors with new or existing products or administrations (Lumpkin and Dess; Wiklund and Shepherd, 2003; Walter *et al* 2006) [51].

This paper utilized a theoretically approach to examine the relationship between leadership styles and entrepreneurial orientation. It looked at the concept of leadership style as well as entrepreneurial orientation, and also examined the various dimensions of the latter, and the relationship between leadership styles and entrepreneurial orientation of business organizations.

Literature Review

As indicated by Khandwalla (1977) [25], EO orientated firms should be dynamic, innovative and energetic to remain in front of their rivals. Organizations driven by EO will in general incorporate components like hazardous taking, proactiveness and inventiveness to concoct another item that

drives contenders off the market (Miller, 1983). As Covin and Slevin (1988) demonstrate, pioneers who have an EO outlook should lead innovatively determined associations. Covin and Slevin (1989) [13] note that organizations in increasingly focused and temperamental situations ought to consider grasping the EO idea contrasted with their partners who work in progressively stable business conditions. EO hypothesis gives a stage to youthful business visionary to practice pioneering action, which is a key fixing towards elite of business.

Concept of Leadership

According to (MSG, 2019), Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. Salman (2013) stated that "leadership is indisputable that good leadership plays a major role in achieving success in a business venture. All that your business venture is today and all that it will be tomorrow is a result of your leadership in directing the course your business will take". Wammy and Swammy (2014) define leadership as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. It is concerned with maintaining personal relations with subordinates and motivates them to contribute for achieving goals of the organization. A leader therefore is a person who delegates or influences others to act so as to carry out specified objectives. It is the art of influencing others (De Pree, 2004) [16]. Leadership refers to the ability of developing and communicating a vision to a group of people that will make that vision come true (Kenneth Valenzuela, 2007) [24]. Similarly, Aykut, Apinya, Billy, Crystal, Gilbert, and Ritina (2008) [4] views leadership as a communication process that influences and direct people towards committing to and achieving a shared goal voluntarily, in a given situation. However, Lo, (2008) opined that leadership is a communication process of maximizing people's potential and influencing people to achieve a shared goal, in a given situation. Leadership thus, is a process through which an individual influence the thoughts, attitudes and behaviors of others by taking responsibility for setting direction.

Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment (Nahavandi, 2002). Hence, an effective leader influences follower in a desired manner to achieve desired goals. Leadership style is the relatively consistent pattern of behavior that characterizes a leader (DuBrin, 2001, p. 121) [17]. According to the Oladipo *et al* (2002) [40] the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style. Leadership is an essential factor in an organization success as he provides direction, focus and information about organizational goals as well as the required resources and motivation for his followers for the achievement of the business goals and objectives. According to Business Dictionary (2019) [8],

"Leadership involves: establishing a clear vision, sharing that vision with others so that they will follow willingly,

providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders". A leader steps up in times of crisis, and is able to think and act creatively in difficult situations".

Some importance of leadership identified by Management Study Guide (2019) ^[33] include: Initiation of action, motivation, provision of guidance, building of confidence and morale and co-ordination of employees in the organization. Some qualities of a good leader include: Vision and foresight-, intelligence, communicative skills, objective, knowledge of work, sense of responsibility, self-confidence and will-power, and empathy. Hamel (2018) ^[21] has noted that leadership brings about increase in organizations productivity and boosting the morale of employees to make them contribute willingly to the development of the organization. Good morale in the mean fosters a feeling of ownership and loyalty among employees.

Leadership Styles

Leadership style refers to different approach or format adopted by the leader in engaging and influencing their subordinates towards the achievement of predetermined or emergent organizational goals. According to Mullins (2000) in Dolatabadi, R. H., & Safa, M., (2010) ^[35] leadership style is the manner or form in which a leader relates with, and influences his subordinates. Different leadership styles may affect the entrepreneurial orientation of the business which includes transformational, transactional, autocratic, charismatic, laissez-faire and entrepreneurship leadership styles. This papers however focused on the transactional, transformational and entrepreneurship leadership.

Transformational Leadership Style

This refers to the type of leadership which focuses on the advancement of subordinates just as their needs. Transformational leadership style is considered a highly effective and rewarding to both leaders and followers. Managers with transformational leadership style focus on the development and advancement of significant worth arrangement of organizational members, their uplifting level and moralities with the preface of their capacities. According to Bass the objective of transformational leadership is to transform" individuals and associations inside an exacting sense to modify them in the mindset, knowledge and comprehension explain reasons make conduct consistent with qualities, idea and realize changes which are lasting, self-propagating and force building. As indicated by Bass and Avolio (1999) ^[5] transformational leadership occurs when leaders become more extensive and maintain the interests of the employees. According to Gupta, MacMillan & Surie (2004) ^[20] entrepreneurial leadership is highly required for dealing with business challenges and crises of the current organizational settings. This style of leadership enables leaders to successfully direct their organization and solve the problems through different steps of the organization's growth and development (Chen, 2007) ^[10].

Tarsik, Kassim and Nasharudin (2014) ^[50] defined transformational initiative style as a style shown by leaders who are driven by the desire to bring out the best out of their subordinates, which upgrade profitability and confidence in the whole organization. Kwasi (2015) ^[30] further see transformational leadership as a leadership leader style where the leader adopts a comprehensive strategy towards gathering the ideal targets. Transformational leaders are hopeful, show eagerness and they underline pledge to a mutual objective (Lai, 2011). Transformational leadership style consists of five factors: inspirational motivation- charisma idealized influence, intellectual stimulation and individualized

consideration. Transformational leadership style comprises of five variables: helpful inspiration appeal glorified impact, scholarly incitement and individualized thought. This leadership style encourages organizational family culture, which produces an organization where employee sees the organization and other employees in the organization as a family (Obiekwe, 2018; Obiekwe and Zeb-Obipi, 2018; Obiekwe, Zeb-Obipi, and Ejo-Orusa. 2019) ^[37, 38, 39]. According to tasks Cho and Dansereau (2010) ^[11] and Bushra *et al.* (2011) ^[9] transformational leadership style encourages and supports the development of the subordinates through individualized consideration, intellectual stimulation, idealized influence and inspirational motivation. It also helps leaders to benefit from improved trust levels, loyalty and enhanced creativity of workers in the performance of them

Transactional Leadership Style

This type of leadership is displayed in circumstances where additions are acknowledged after certain set benchmarks are met (Tarsik *et al.* 2014) ^[50]. For instance, the board can set individual objectives, which every individual ought to achieve to get a reward or a pay increment. Be that as it may, this is made value-based in that workers will likewise request certain assets and backing from the board to meet the set focuses at determined due dates. Kwasi (2015) ^[30] states that transactional leadership are more undertaking or objective arranged than individuals situated; thus, transactional leadership characterize targets and set desires from every representative before the execution of the assignment (Martin, 2015) ^[15].

Transactional leadership style main focus is primarily on the achievement of organizational stated goals and the relationships between the leader and subordinates are designed to maintain standards and formats by the use of feedback measures and corrective tools. Transactional leadership thus is often highly controlling and indicative of strict observance to policies and articulated forms of work procedures and methods (Timothy *et al.*, 2011; Shah and Kamal, 2015) ^[49, 47].

Entrepreneurial Leadership Style

Entrepreneurial leadership is not synonymous with entrepreneurship; it is a new leadership model developed to ensure entrepreneurs leads appropriately. The success of any business depends largely on the effectiveness of the leadership skills and the managing possesses. Innovative authority is one of the viable administration abilities a pioneering has to lead. As per Alvarez and Barney (2002) ^[2], enterprising authority is a sort of initiative that comprises of activities towards foundation of a business at the individual level, activities towards following the advancements at the hierarchical level and activities towards profiting by the open doors that are recognized at the market level (Altuntas, 2014: 11) ^[1]. Enterprising leadership is an idea showed up by mixing the leadership potential with innovative mind. Kuru (2016) ^[29] notes that at the point when better focuses and soul of business enterprise is added to the variable idea of authority, pioneering initiative emerges and it can change the course of the world. Entrepreneurial leadership is characterized as influencing and coordinating the exhibition of subordinates toward the accomplishment of organizational goals that include perceiving and abusing pioneering openings (Renko *et al.*, 2015: 55) ^[43]. As such, entrepreneurial leadership can be used for a leader who has

the characteristics such as taking risks, evaluating the opportunities, being innovative, productive, interchanging and strategic. Thus, entrepreneurial leadership, it is a combination of leadership and entrepreneurship. Entrepreneurial leaders succeed by applying an opportunity-minded approach to their interactions with colleagues. As the rate of change step up and requires leaders to do more with less, well-groomed leaders have realized that it takes an entrepreneurial leader who understands how to translate opportunity, lead from their strengths, and enroll others in the organization's work to achieve and exceed desired results.

Concept of Entrepreneurial Orientation

Entrepreneurial orientation refers to the strategy making processes that provide organizations with a basis for entrepreneurial decisions and actions (Lumpkin & Dess, 1996) [32]. It comprised of actions, behaviour, structures, systems and processes which can be considered as reflecting aggressive competitiveness, pro-activeness, innovativeness, risk-taking and autonomy seeking Lumpkin and Dess (1996) [32]. The foundation of such orientation stems from the organization's quest for survival, competitiveness and excellence in its service. The early strategy literature equated entrepreneurship with going into business, and the basic "entrepreneurial problem". As the field of strategic management developed, however, the emphasis shifted to entrepreneurial processes, that is, the methods, practices, and decision-making styles managers use to act entrepreneurially. These include such processes as experimenting with promising new technologies, being willing to seize new product-market opportunities, and having a predisposition to undertake risky ventures. The assumption of entrepreneurial orientation is that entrepreneurial businesses differ from other types of businesses. Successful corporate entrepreneurship must therefore have an entrepreneurial orientation.

Dimensions of Entrepreneurial Orientation

Several dimensions of entrepreneurial orientation (EO) have been identified and used consistently in the literature. Some of these are: Innovativeness, risk taking, and pro-activeness based on Miller's (1983) conceptualization, as well as autonomy and competitive aggressiveness Lumpkin and Dess (1996) [32].

Innovativeness

This refers to the predisposition to engage in creativity and experimentation to create new knowledge, ideas, work process and new products and services. Schumpeter (1934, 1942) [46] was among the first to emphasize the role of innovation in the entrepreneurial process. Organizations must be creative to bring about innovation. Schumpeter (1942) [46] outlined an economic process of "creative destruction," by which wealth was created when existing market structures were disrupted by the introduction of new goods or services that shifted resources away from existing firms and caused new firms to grow. Innovations arising from new combinations of production factors are critical to organizations' wealth creating efforts. That is to say that innovation and enhanced successful performance of organizations are positively related in all economies (Kluge, Meffert & Stein, 2000) [27].

Risk taking

This can be seen as taking bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments.

According to Chen (2007) [10], risk taking is the willingness of entrepreneurial leaders to take in uncertainty and take the burden of responsibility for the future. The early entrepreneurship literature equated the idea of entrepreneurship with working for oneself. Along with this type of work came the idea of assuming personal risk. Cantillon (1734) argued that the major factor that separated entrepreneur from hired employees was the uncertainty and riskiness of self-employment. Thus, the concept of risk taking is a quality that is frequently used to describe entrepreneurship.

Pro-activeness

Refers to opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand. Lumpkin and Dess (1996) [32] suggested that two additional dimensions were salient to entrepreneurial orientation. Miller's (1983) definition and prior research identified competitive aggressiveness and autonomy as additional components of the entrepreneurial orientation construct.

Competitive aggressiveness

Is the intensity of a firm's effort to outperform rivals and is characterized by a strong offensive posture or aggressive responses to competitive threats. While Autonomy is the independent action undertaken by entrepreneurial leaders or teams directed at establishing or creating a new venture and seeing it to fruition.

The most important dimensions of entrepreneurial orientation usually show high inter-correlations with each other (Stetz, Howell, Stewart, Blair & Fottler, 2000;). Some scholars however, have argued that the entrepreneurial orientation construct is best viewed as a uni-dimensional concept (e.g., Covin & Slevin, 1989; Knight, 1997) [13, 26] and, consequently, the different dimensions of entrepreneurial orientation should relate to performance in similar ways. Others suggests that the dimensions of entrepreneurial orientation may occur in different combinations (e.g., Lumpkin & Dess, 2001; Covin, Greene, & Slevin, 2006) [12], each representing a different and independent aspect of the multidimensional concept of entrepreneurial orientation (George, 2006) [19]. Thus, the dimensions of entrepreneurial orientation may relate differently to leadership performance (Stetz, *et al.*, 2000) [48].

Relationship between Leadership Styles and Entrepreneurial Orientation

Today's organizations are exposed to an overabundance of problems such as capital flight, high level competition, changing customers' needs and tastes, short product life cycles among others all emanating from globalization. Organizations are therefore required to adapt to the changing business environment lest they risk going out of business. This situation therefore calls for transformational leaders who can initiate change to replace old systems with new ones

within a short time period to keep businesses relevant in the ever-changing markets they serve. Leadership style is a crucial requirement if a firm desire to adopt an EO strategy successfully. Yang (2008) ^[54] found that the transformational leadership of top-level managers contributed the most to the total entrepreneurial orientation of small and medium scale enterprises.

According to Shahraki & Bahraini (2013) Transformational leadership style is perfectly suited for firms considering adopting entrepreneurial orientation. Studies such as (Nahavandi, 2006) indicate that a transactional leader creates an entrepreneurial orientation atmosphere in the organization through the concept of exchange. The leader promises the followers some benefits if they meet or surpass the set targets. Studies such as Shahraki and Bahraini, (2013); Arham *et al.* (2013) reported a significant link between leadership style and entrepreneurial orientation. Thus, the development of good leadership style can be a remarkable step towards improving the entrepreneurial orientation of business.

Conclusion and Recommendations

This study sought to contribute to the knowledge of leadership styles and entrepreneurial orientation among young entrepreneurs and how it affects their business performance. Ekiyor and Dapper (2019) ^[18] note that the relationship between leadership styles and entrepreneurial orientation is such that identifies critical factors such as support, encouragement and sponsorship of innovation and creativity, work flexibility and autonomy as well as low supervision but evidence of clear expectations and guidance. Significant conclusions from this review are that different leadership styles may affect performance of the entrepreneurial orientation as it affects their behavior and entrepreneurial activities in the business. Transformational, Transactional and entrepreneurial leadership styles have been identified by the researchers to be helpful and beneficial to the development and advancement of the entrepreneur in line with the decisions and actions leading to the development and success of the business. However, it is evident to state that leadership styles correlate with the features of entrepreneurial orientations which affects their leadership skills and competency in areas like risk taking, informed decisions which influences their pro-activeness in business and cordial relationship to withstand competitive advantage. Managers should therefore, ensure that they seek out and embrace development opportunities to enhance such leadership style that encourages development of innovative tendencies, nurturing of new ideas and that has great entrepreneurial behavior so as to effectively drive and stimulate the performance of the organization. Additionally, by understanding what leadership and entrepreneurship, managers of organizations can recognize how different leadership styles and leader's entrepreneurial orientation affect business innovativeness, agility and performance?

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