

Neapolis University

HEPHAESTUS Repository

<http://hephaestus.nup.ac.cy>

---

School of Economic Sciences and Business

Conference papers

---

2016

# The Relationship of Mainstream Leadership Styles to Entrepreneurial Orientation

Politis, John D.

Academic Publishing Limited

---

<http://hdl.handle.net/11728/7308>

*Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository*

# **The Relationship of Mainstream Leadership Styles to Entrepreneurial Orientation**

**John Politis and Denis Politis**

**Higher Colleges of Technology, United Arab Emirates**

**Imperial College London, UK**

**Abstract:** The objective of this paper is to empirically examine through an industry survey the influence of various leadership styles and behaviours on the dimensions of entrepreneurial orientation – innovativeness, pro-activeness and risk-taking – in an established company. The findings support that both people-oriented and task oriented leadership styles are important constructs in predicting firms' entrepreneurial orientation. Moreover, it was found that opportunity as opposed to obstacle-type thought patterns could positively and significantly affect forward-looking perspective and entrepreneurial orientation. Finally, self-leadership natural reward strategies were found to have no influence on the dimensions of entrepreneurial orientation; hence, they are not important factors in shaping up organisation's entrepreneurial behaviour as previously thought by proponents of self-leadership.

**Keywords:** Entrepreneurial orientation, consideration, initiating structure, self-leadership, self-management transformational/transactional leadership