

The Relationship of Mainstream Leadership Styles to Entrepreneurial Orientation

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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