

## **INNOVATION, PROACTIVE, AND VISION ARE THREE INTEGRATED DIMENSIONS BETWEEN LEADERSHIP AND ENTREPRENEURSHIP**

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### **ABSTRACT**

Leadership in itself does not yield into entrepreneurial orientation. However, each type of leadership present behaviors that have been linked to the entrepreneurship and such include the innovation, vision and proactive personality. These dimensions are integrated and vital to the success of any business venture. Although amongst numerous people, these traits are in born, today one needs specialized training in order to sharpen skills and awareness of the same for business success. This research examines the vitality, level of awareness and efforts towards the acquisition of the dimensions.

#### **List of key words**

Entrepreneurship, innovation, vision, proactive personality, leadership

#### **List of abbreviation**

OE: entrepreneurial orientation

## 1.0 Introduction

### 1.1 Background

It is accepted that in the world of today, all firms have from time to time search for new adventures for the purpose of having competitive advantages over their rivals. According to Chandy and Narasimhan (2011), nearly all firms including startups, global partner alliances and major corporations are determined to make full use of opportunities in the product market by the means of visionary, innovative and proactive behavior. Therefore, the capability of conducting oneself in an entrepreneurial manner is gaining importance in several work circumstances (Dean, Shook and Payne, 2007). Consequently, practitioners and scholars have interest in the identification of factors within the organization as well as in the environment that have an effect in the firm's entrepreneurial behavior. Within the factors, the conduct of the leader as well as his/her strategies have the ability of becoming primarily significant in energizing people, demonstrating entrepreneurial innovativeness, continuously looking out for newer ventures and go after them, taking risk, operating in newer areas, directing and inspiring the people strategically (Harris and Gibson, 2008).

There seems to be a close connection between leadership and entrepreneurship, with a number of scholars insinuating that leadership has a causal effect on entrepreneurship. A leader according to Thornberry (2003) is defined as one who exerts influence on people in the direction of achieving a goal; while an entrepreneur according to Stern (2004) is one who engages in the organization and management of any venture, especially a firm with notable risks and initiatives. Going by this definition, while some scholars view an entrepreneur as the owner of a small firm, the entrepreneur may not necessarily be the owner of the business as in corporate firms. Not all leaders are entrepreneurs, but entrepreneurs are leaders in their own right (Gürol and Atsan, 2006). Recent studies have emerged that link the core characteristics of entrepreneurs with different characteristics of leadership in an area now referred to as entrepreneurial leadership. The scholars in the study of the same try to look out for those characteristics that lead to orientation towards entrepreneurship not just among business owners but also among the management of corporations.

Entrepreneurial orientation of leaders is what leads to firms venturing into new areas previously not part of their business lines as well as the formation of mergers. In view of the same, the various leadership styles have been connected by Nabi and Holden (2008) to the core characters that lead to entrepreneurship amongst individuals and firms. While some leaders emphasize on particular leadership styles, generally, it is the leader's individual traits developed over time that can move a firm or an individual into taking hold of new opportunities and converting the same into profits. Those traits include being visionary, proactive and innovative.

In the case of an organization, Fairlie and Holleran (2012) state that they can be nurtured among employees through training, research and development although Ardichvili, Cardozo and Ray (2003) also suggest that this can only take place in an organization that has a clear view of where it wants to be. This implies that organization first needs to have a vision of venturing into new areas, nurture employees towards the same direction while giving them a chance to be innovative and once an idea is generated, inspire and push the organization's staff towards the realization of that idea, while taking into account the calculated risks involved. This brings in all the characteristics, being a part of each other and inseparable from each other. Although many scholars give the opinion that these characteristics cannot all be in a particular individual, Gordon (2008) disputes that the individual taking lead within the organization has to have the characteristics if the organization's venture is to succeed. Ashenbaum, Salzarulo and Newman (2012) reiterates that an organization whose leader is not visionary will tend to maintain status quo or lag behind for example new technology; that where the leader is visionary but not innovative, there is no motivation for other staff to come up with the new ideas and finally, where the two characteristics exist but the leader is not proactive, the implementation of the new ideas either take too long or never actually take place.

There has been a long time argument about whether leaders are born or made (Sherman and Black, 2006). Whether either of them is true or not, Miles, Munilla and Covin (2004) indicate that not many organizations continually train their members of staff in the direction of arousing their entrepreneurial instincts. Additionally, Ireland and Webb (2007), report that existing entrepreneurs rarely attend training or leadership coaching to sharpen their already existing skills.

## **1.2 Statement of the problem**

Several scholars have carried out researches in the area of entrepreneurship. Most of them have looked at it on isolated grounds, while some focus on leadership and entrepreneurship. In the opinion of McFadzean, O'Loughlin and Shaw (2005), although this area may seem to be extensively researched, looking into both individual and corporate entrepreneurs, the core integrated parts of the same have also been studied individually with very few researchers looking into the three dimensions of innovativeness, visionary and being proactive as inseparable. However, the existence and significance of the three leadership qualities cannot be ignored, as they are the vital characteristics of every successful entrepreneur. Currently, very few researches focus on integrating the three dimensions that exist between entrepreneurship and leadership. As such, this research intends to bridge the gap by examining the same with the intention of not just finding out the vitality of the three dimensions, but also the awareness of their existence, and the efforts made by the entrepreneurs and the government in enhancing the skills.

## **1.3 Objectives of the study**

Based on the problem existing, this research aims at:

1. Establishing the vitality of proactive, innovative and visionary characteristics as the dimensions existing between entrepreneurship and leadership in both the individual and the corporate entrepreneur
2. Examining the awareness of their existence amongst various entrepreneurs
3. Assessing the current efforts made by individuals, organizations and government in enhancing skills in the three dimensions

## **1.4 Research questions**

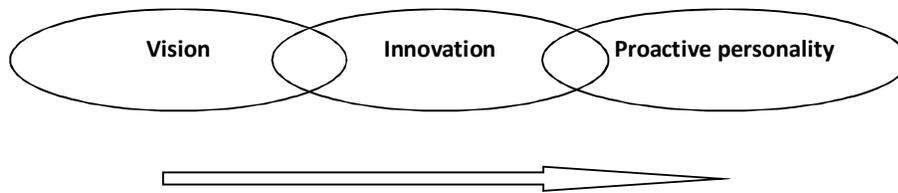
The research questions that follow were developed for the purpose of fully examining the scenario under study and to fully answer the objectives of the study.

1. Are proactive, innovative and visionary integrated dimensions existing between entrepreneurship and leadership vital to both the individual and the corporate entrepreneur?
2. What is the level of the entrepreneurs' awareness of their existence?
3. What efforts have been made by individuals, organizations and government in enhancing skills in the three dimensions?

## **2.0 Review of literature**

### **2.1 Dimensions of entrepreneurship**

It is evident from available literature that the dimensions of entrepreneurship include vision, innovation, risk taking and proactive personality. Some scholars merge proactive personality and risk taking. Dodgson (2011) argues that this is so because what pushes an organization to accept to pursue an idea in the face of several risks is the proactive personality of the leader in charge. Also, several scholars do not include vision as it is almost obvious given that without vision, persons or organizations tend to maintain the status quo (Zhao, 2005). In this research, the three dimensions of proactive personality, vision and innovation shall be considered.

**Fig 2.1.1: The integration of the core dimensions of entrepreneurship**

Although the dimensions do not exist separately but are integrated, they have a cause and effect relationship as illustrated in the fig 2.1.1 above. This comes into play because it is vision that yield innovation, and when an idea is set up, one requires a proactive character to bring the idea into realization.

### **2.1.1 Innovation and entrepreneurship**

The perception of an entrepreneur as an innovator is based on the paradigm which puts the entrepreneur as a person involved in the identification of opportunities and employs the innovation tool for developing successfully new business (Meyer, 2003). According to Cogliser and Brigham (2004), entrepreneurship and innovation relates in a two-way. Entrepreneurship comes into play in innovation in the place where a person comes across something but may not have the capability of translating the same into a proposition that is commercial. In the opinion of Currie, et al. (2008), innovation relates to entrepreneurship as it is its particular instrument, being an act that leads to the provision of resources with fresh ability for wealth creation. An entrepreneur is an individual, with the willingness and the capability of transforming inventions into innovations. While invention refers to generating new concepts, innovation makes the concept alive, and entrepreneurs take risks in the process of making the concepts alive all of which determine business success.

Innovation is vital to entrepreneurship since it is part of a country's economic growth. In the opinion of Ling, et al. (2008), countries with the largest economies can be associated with great commitment to innovation and research. Currie, et al. (2008) puts forward that in an external setting that is ever changing, innovation and entrepreneurial conduct are processes that are holistic, vibrant and complementary fundamental to an organization's sustainability and success. In the setting of internationalization and fast change in technology, the significance of innovation has basically changed so that entrepreneurial SMEs have the image of driving innovation.

### **2.1.2 Proactive personality and entrepreneurship**

Majority of scholars and educators are in agreement that activities that are entrepreneurial come directly from intentions of individuals and actions undertaken subsequently over time (Cogliser and Brigham, 2004). Intentions intensely affect and determine majority of entrepreneurial conduct including the creation of new ventures as well as self-employment (Meyer, 2003). According to Zhao (2005), intentions for entrepreneurship form a central point in the comprehension of entrepreneurship as they form the first step in the formation of any business. Since entrepreneurship engages in continuously solving issues and challenges, persons with the inclination for acting in a manner to make changes to their environment have a higher likelihood of becoming entrepreneurs as compared to their counterparts. Such persons as described as being proactive.

## **2.2 Leadership and entrepreneurship**

As earlier mentioned, leaders are not necessarily entrepreneurs but entrepreneurs are leaders in their own right. Dodgson (2011) has however found out that certain leadership styles produce behaviors that are inclined to entrepreneurship.

### 2.2.1 Self leadership

This style of leadership was derived according to McFadzean, O'Loughlin, and Shaw (2005) from the theory of self management. In the opinion of Ireland and Webb (2007), self leadership is the process of knowing oneself better and steering oneself towards the fulfillment of objectives and ultimately towards a better life. A number of scholars have examined the association between self leadership and being both visionary and innovative (Miles, Munilla and Covin, 2004), the deployment of quality function, employee performance as well as work quality (Sherman and Black, 2006). Other scholars have established a connection between executive coaching and self leadership (Ashenbaum, Salzarulo and Newman, (2012). Gordon (2008) posits that recent research has discovered a connection that is both significant and positive between behaviors displayed by self leadership and orientation towards entrepreneurship.

Ardichvili, Cardozo and Ray (2003) explain that there are no existing empirical researches that explore self leadership strategies' influence on dimensions that are specific to EO. Nevertheless, self leadership provides personal strategies which can be learnt and employed by entrepreneurs in the bid to make their businesses grow. Ling, et al. (2008) have identified three unique groupings of influence exerted by self leadership: strategies that are behavior focused strategies of naturally rewarding oneself, as well as those that lead to patterns of constructive thoughts. These strategies are interpreted as being vision, innovation and being proactive. Vision because it that which establishes the direction along which the individual intends to align his/herself in the near future; innovation because the individual comes up with new ways according to individual tastes and preferences, reward mechanisms, being proactive because the strategy pushes the individual to think in a particular way, thus exerting pressure that propels the individual in a particular way.

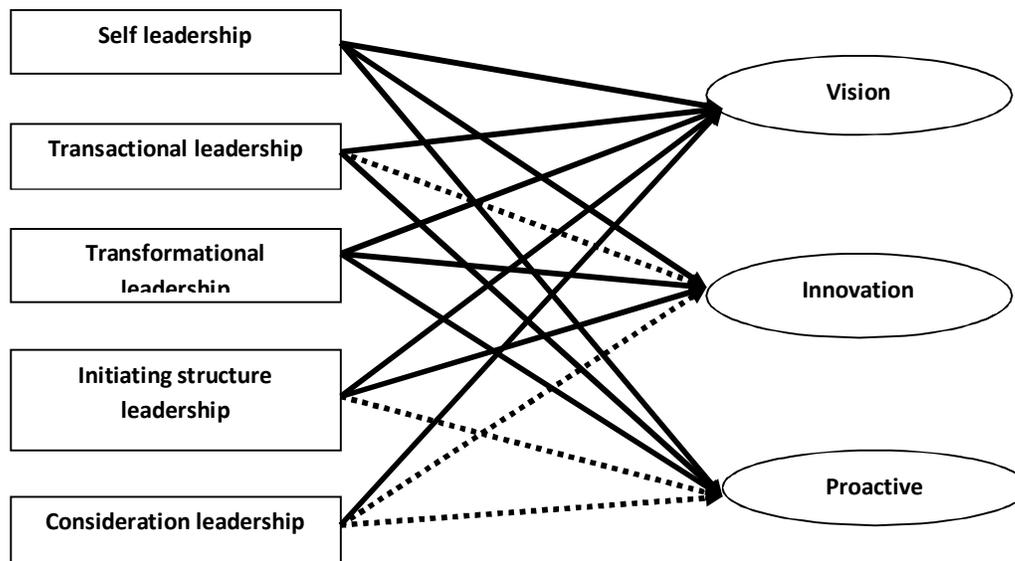
### 2.2.2 Transactional and transformational leadership

Currie, et al. (2008) defines transactional leadership as the process where a leader and his/her followers through the clarification of their role and duties as pertain to obtaining certain agreed outcomes. Transformational leadership however is one in which the followers are inspired to go beyond their individual interests for the firm's benefit. According to Cogliser, and Brigham (2004) it raises the motivation as well as confidence of the followers in obtaining performance that are further than what is expected of them. Meyer (2003) discovered a strong and positive connection between transformational leadership and EO dimension of innovation in comparison with transactional leadership. The two leadership styles were also strongly linked to being proactive by Meyer (2003). This in the opinion of Zhao (2005) is because although the give and take nature of transactional leadership may produce considerable results the pursuit of the organization's vision, employees are known to perform much higher when the drive is from within. This implies that both the leadership styles are highly proactive with transactional producing an external drive while transformational produces internal drive.

### 2.2.3 Initiating structure and consideration leadership

Dodgson (2011) gives the definition of initiative structure as the type of leadership that makes an attempt to bring an organization amongst work, goals and work relations. Consideration leadership on the other hand means the style that involves work relations that takes into account respect and mutual trust on followers' feelings and ideas. Leaders that employ these styles have been found according to McFadzean, O'Loughlin and Shaw (2005) to accomplish high satisfaction and performance from the followers. Because of this, the employees have the tendency of coming up with new and better ways of doing business because of the friendly environment. This creates an environment that favors innovation which is a core dimension in EO.

All these leadership styles lead to the core dimensions of entrepreneurship. It is however worth noting that vision is a core characteristic of leadership and therefore has an inclination to all the leadership styles. Gordon (2008) denotes that it is the direction to which people are inspired or influenced to follow and therefore cannot be separated from any style of leadership. Figure 2.2.3.1 illustrates the relationship between leadership styles and orientation towards entrepreneurship. The dotted lines illustrate areas where the style is less oriented to a core dimension of entrepreneurship while a solid line represents the vice versa.

**Fig 2.2.3.1: leadership styles and entrepreneurial dimensions**

### 2.3 Training and core dimensions of entrepreneurship

It is now acceptable to many scholars that training and especially on entrepreneurship skills help in the enhancement of the core dimensions. However, this has not well been accepted by other group of scholars who argue that quite a notable percentage of persons that have study business or are business advisers do not actually have businesses themselves. According to Ardichvili, Cardozo and Ray (2003), there are several characteristics that have been associated with entrepreneurship such as risk taking accountability, the ability to take lead, hard work and confidence. While some people naturally possess these traits, Fairlie and Holleran, W. (2012) state that they can be acquired through relevant training, experience and education. Research carried out by Nabi and Holden (2008) indicate that young people who have higher education are better entrepreneurs. Gürol and Atsan (2006) reiterates that almost half of the people that attended entrepreneurship training started business either individually or through partnership. The trainings involve one on one business coaching, the attendance or entrepreneurship workshops and taking courses relevant to entrepreneurship.

Training is significant in the development of core dimensions. First, when it comes to vision, many would be entrepreneurs are taught ways of coming up with realistic visions and the manner in which they need to split it up into time frames (Ireland and Webb, 2007) They are also taught how to develop missions and clear objectives (Miles, Munilla and Covin, 2004). This helps in averting frustrations that arise out of unfulfilled expectations. While innovation comes from the creative mind, creativity can be enhanced through the acquisition of relevant knowledge and skills (Sherman & Black, 2006). Training and education at large are useful in the activation of that creativity and its presentation in ways that are viable by use of resources available with optimum costs. Ashenbaum, Salzarulo and Newman (2012) point out that proactive personality without relevant skills in the quantification of risks can be dangerous to the venture as it has the ability of delivering potential business failure. Although no training particularly focuses on three dimensions only, training equips the entrepreneur with skills that are essential in the development of the dimensions.

### 3.0 Methods

This study is investigative since it examines certain aspects of an existing problem. It seeks find out the vitality, level of awareness and the efforts towards acquisition of the integrated skills pertaining to the dimensions between entrepreneurship and leadership. As such, it employs survey research design in data collection. Survey design has the advantages of being cost effective per respondent as compared to other methods; it employs an easier method of data collection; it enables the researcher to have a much larger sample size that could even range into thousands hence enhancing the accuracy of the conclusions arrived at. Finally, due to anonymity, respondents become more candid hence improving the accuracy of the data obtained.

#### 3.1 Sampling

The survey shall made use of stratified random sampling technique in order to achieve its purpose. This is because the respondents required for the completion of this survey have to be either knowledgeable in the area of leadership and entrepreneurship or are either individual or corporate entrepreneurs. In this case, the stratum comprised persons owning either small or medium size entrepreneurial businesses given that they comprise the majority. These persons were selected by examining a government SME database after which the researcher used the simple random sampling technique. The advantage of this method is that it gives the assurance of equitable distribution of wanted population characteristics through the selection of persons from the strata list (Hitzig, 2004; Brusco, 2012). The sample size was 120 persons.

#### 3.2 Data collection and analysis

This research employed quantitative data collection method whereby data was gathered by the use closed ended questionnaires. The advantage of quantitative method is that it provides data that can be used after analysis to draw generalized conclusions. Also, analyzing quantitative data is easier and one can determine statistical relations which can then be tested in order to prove the research hypotheses (Caniato, Kalchschmidt and Ronchi, 2011). The questionnaires were self administered. Although Hoe and Hoare (2012) state that the percentage of completed and usable questionnaires improves when they are administered by the researcher, this in considering the time taken, is mostly applicable in the case where the population sampled are either in close proximity or exist within the same locality (Arch and Elizabeth, 2003).

Since this research involved persons with certain characteristics chosen by the researcher, being entrepreneurs, it was impractical to administer questionnaires and therefore the researcher resolved to use online questionnaires. It is estimated by Kirsty (2004) that compared to other ways such as posting the questionnaires with an extra envelop and paid stamp for return, online questionnaires are returned faster. The only challenge is when they are used among persons with no knowledge of the internet, or in the case where respondents are unable to access internet services (Anne, 2006; Fiona, 2010). However, this research was carried out in London where such is not widespread.

The questionnaire consisted of questions that were either dichotomous, or multiple choice with the choices for some of the questions being on a scale. Analysis was carried out by the use of SPSS (Statistical Package for Social Sciences) where the researcher used means, standard deviation and correlations in order to establish relationships. The data was represented by the use of pie charts, and bar charts for the purpose of giving a pictorial view of the results.

#### 3.3 Validity and reliability

The validity of the results was established by the use of questionnaires that had been tested through a pilot study and adjusted. The results obtained in the pilot study were not considered as part of the data analyzed. Apart from the recruitment of participants that were already entrepreneurs hence their knowledge of the topic being researched, reliability was also improved by making the interpretation of results free of bias.

### 3.4 Limitations

This study uses solely quantitative method which has its own limitations that relate to the internal and external validities.

### 3.5 Ethical consideration

Throughout the period of data collection, ethics were taken into account. First of all, the researcher assured the participants of anonymity by not requiring them to indicate their names, and only identifying respondents by the use of Arabic numbers. Participation was out of one's free will and the participants were contacted and their permission required before being sent for the online questionnaire. Also, the details of the respondents obtained from the registry for the purpose of sampling were only their contacts. The purpose of the study was additionally explained to the respondents.

### 4.0 Results

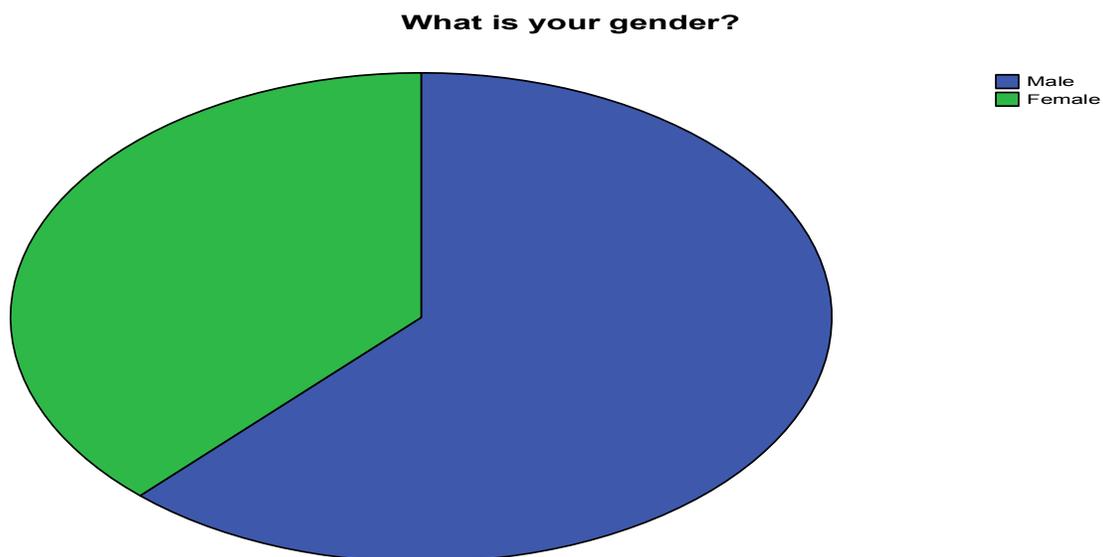
Out of the expected 120 persons, the turnout was 83.33% which is acceptable. Out of the total number of participants, 65% were middle aged, 22% were in the category of youth while 13% were grouped as elderly as in the table 4.1 below.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 35 years	22	22.0	22.0	22.0
36 – 50 years	65	65.0	65.0	87.0
50 and above	13	13.0	13.0	100.0
Total	100	100.0	100.0	

**Table 4.1: Participants' age**

Males were more than females having been 62% of the total population as shown in the pie chart (fig 4.1) below.

**Fig 4.1 Gender distribution among participants**



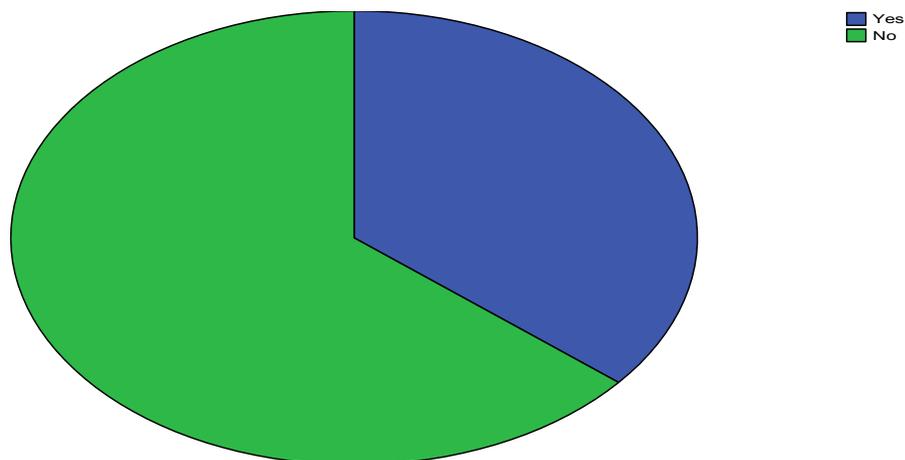
As pertains to the level of education of the participants, half had at least a university degree while those that had a secondary education and below were slightly higher than those that had attended a middle level college. This is represented in the table 4.2 below.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary and below	28	28.0	28.0	28.0
Middle college	22	22.0	22.0	50.0
University degree	50	50.0	50.0	100.0
Total	100	100.0	100.0	

**Table 4.2: participant's level of education**

Out of the total population, only 36% had attended a special training on entrepreneurship and the majority of the attendees, being 18% of the total participant population had done so only after their businesses failed. This is illustrated in the fig 4.2 and table 4.3 below.

**Fig. 4.2: Have you attended any special training on entrepreneurship?**



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I have not attended any	65	65.0	65.0	65.0
Before I began the business	8	8.0	8.0	73.0
After a failure in the business	18	18.0	18.0	91.0
I always attend training when I am able to	9	9.0	9.0	100.0
Total	100	100.0	100.0	

**Table 4.3: When the training was attended**

Those who felt that their business was highly successful were slightly higher than a quarter of the population (29%) followed by good (28%). The rest of the questions were put on a scale (1=strongly disagree;

2=disagree; 3=neutral; 4=agree; 5=strongly agree). Out of the total population, majority did not start from totally new ideas (mean = 2.3800) but had a considerable market share (mean = 4.0200). They however had used unique ways to implement borrowed ideas (mean = 3.6800). Majority agreed that they had propelled their employees in the course of accomplishing business strategies (mean = 4.08) and had the image of what the business would turn out to be before the inception of the business (mean = 4.02). Most businesses had undergone challenges (mean = 4.02). majority of the entrepreneurs pushed themselves towards their set goals (mean = 4.1600); operated on rewarding employees who meet set objectives (mean = 4.14) although the employees did not go as much beyond their expectation (mean = 3.69). even so, they had put structures for handling business issues including rewards. Also, not so many of them took time to understand the capability of their employees before assigning them tasks. When asked about whether they thought of themselves as being innovative, proactive and visionary, the means were much lower (3.9100; 3.800; 3.87 respectively) than what had been obtained when the same questions were asked in different and more elaborate words. Generally, the majority felt that the government had not done much in organizing entrepreneurship seminars and trainings. Strong positive correlations were seen between entrepreneurial training and proactive personality (PC=0.388); between transactional leadership and being visionary and transformational leadership and entrepreneurial training, attendance of such trainings and innovative leadership.

		Have you attended any special training on entrepreneurship ?	When was the training attended?	My business has gone through challenges but I have been able to revive it	I can describe myself as an innovative leader	I can describe myself as a proactive leader	I can describe myself as a visionary leader
I always push myself towards the direction I have made up my mind to follow	Pearson Correlation	.235(*)	-.171	-.112	.046	.380(**)	.001
	Sig. (2-tailed)	.019	.090	.269	.646	.000	.988
I always set objectives and my employees are rewarded on the basis of their fulfillment of those objectives	Pearson Correlation	-.078	-.060	-.005	.237(*)	.118	.376(**)
	Sig. (2-tailed)	.439	.556	.960	.017	.243	.000
I just find that my employees do more than I expect of them	Pearson Correlation	.275(**)	.270(**)	.233(*)	.345(**)	.135	-.182
	Sig. (2-tailed)	.006	.007	.020	.000	.181	.070

**Table 4.4: Correlations between variables**

## 5.0 Discussion and conclusion

### 5.1 Vitality of the dimensions between entrepreneurship and leadership

According to the results obtained from the study, it is very vital for an entrepreneur to have the three dimensions between leadership and entrepreneurship. This is evidenced by the fact although the participants showed higher means when asked questions regarding the various leadership styles, only above a quarter felt that their businesses were extremely successful. It is also of significance to note that their means when asked questions regarding the dimensions of entrepreneurship, they lower. It implies that although the entrepreneurs are leaders with a combination of leadership skills, their deficiency in the core dimensions of entrepreneurship has led to their inability to perform as well in their businesses. This is supported by Chandy, and Narasimhan (2011) who notes that although successful entrepreneurs are leaders in their own right, leaders are not necessarily entrepreneurs. Therefore as Dean, Shook and Payne (2007) further explains, one's ability to lead has to be coupled by certain behaviors also known as entrepreneurship dimensions of innovation, vision and proactive personality. This is also supported by the results as a considerable number of the entrepreneurs had had business failures and managed to revive back their businesses showing that that they indeed possessed commendable leadership qualities.

In terms of correlations, there was a strong positive correlation between personal leadership and innovation. This is supported by Harris and Gibson (2008) as personal leadership greatly pushes someone into finding new ways of doing things in order to achieve the goals that have been set by the same individual. Transactional leadership has a strong positive connection with vision. as aforementioned, transactional leadership is where the leader gives specific objectives and rewards according the fulfillment of those objectives. The settings of objectives always come as a result of a vision that has been put in place. Therefore, one who leads by setting objectives is also visionary. Lastly, transformational leadership had a positive link with entrepreneurial trainings include attendance of the same, as well as innovativeness. Thornberry (2003) in support declares that transformational leadership inspires not just the individual entrepreneur, but also the employees thereby providing a suitable environment for innovation. It can therefore be concluded that vision, innovation and proactive personality are vital to both the individual and the corporate entrepreneur.

### 5.2 Awareness of the existence of entrepreneurial dimensions

This property was measured by asking the respondents two similar questions, one set being framed indirectly, while the other set being framed directly and the means compared. As shown in the results, there was a mismatch between the response obtained in both the first and the second sets of questions. This only shows that although the respondents practice certain aspects of the dimensions, they are not aware of the dimensions themselves. Stern (2004). puts forward that performance of an individual is raised when they are conscious of exactly what they are doing. This is evident from the results that although to some extent the participants practice the core dimensions, their businesses are still not performing well. A conclusion can therefore be arrived at that there is still low awareness of the core dimensions of entrepreneurship.

### 5.3 Individual, organizational efforts towards enhancing entrepreneurial dimensional skills

From the results, slightly more than a third of the participants had attended a special training on entrepreneurship. This is supported by Gürol and Atsan (2006).who argue that a majority of those that do business do not have relevant training on the same. In fact, numerous successful entrepreneurs consist of persons that were considered as academically unable. Although this fact was held as true in the past, there are certain challenges that exist in today's business environment that has changed the status quo. Nabi and Holden (2008) mention intense competition, changing HRM strategies, rapidly changing technology as some of those factors. This forces entrepreneurs to look out for special training in order to grip more the skills required to remain competitive.

As evidenced in this research where majority of those who attended the trainings were those that had experienced business failure; Fairlie and Holleran (2012) state that most entrepreneurs only seek these skills as a last resort. This shows a lack of self drive as also seen in the result where personal leadership positively correlates with attendance of entrepreneurship trainings though the relation is rather weak. Also, this is the category of people who wait upon government to come up with such trainings. While this study does not disregard government efforts in the promotion of entrepreneurship through organizing trainings, it strongly supports individual initiatives that come from individual leadership traits. Individuals, organizations and the government have not made significant efforts in the enhancement of skills in the three dimensions.

## **6.0 Recommendation**

Future studies should assess the relationship between entrepreneurial dimensions of innovation, vision and proactive personality against demographic characteristics.

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## Appendix

### Questionnaire

Hallo, this questionnaire is part of a study that tries to examine the three dimensions of leadership and entrepreneurship being proactive, visionary and innovative dimensions. The research is intended for academic purpose only and I kindly request you to complete all the questions by tick where you feel is appropriate for each of the questions in order to make it usable for analysis. I appreciate your participation.

Last name, first name

1. In what age group do you belong?

18 - 35 years

36 – 50 years

50 and above

2. What is your gender?

Male

Female

3. What is your level of education?

Secondary and below

Middle college

University degree

4. Have you attended any special training on entrepreneurship?

Yes

No

5. When was the training attended?

I have not attended any

Before I began the business

After a failure

I always attend training when I am able to

6. How would you describe your business?

Fair

Good

Successful

Highly successful

I consider myself as an entrepreneur because:

	SD	D	N	A	SA
7. I started my business from totally new ideas					
8. My business has considerable market share					
9. Though I borrowed the idea, I have used unique ways to implement it					
10. I have propelled my employees towards the fulfillment of the business strategies					
11. I had the image of what I wanted the business to become long before its inception					
12. My business has gone through challenges but I have been able to revive it					

In growing this business,

	SD	D	N	A	SA
13. I always push myself towards the direction I have made up my mind to follow					
14. I always set objectives and my employees are rewarded on the basis of their fulfillment of those objectives					
15. I just find that my employees do more than I expect of them					
16. I put mechanisms for handling issues in the business including rewards					
17. I always take time to understand the capability of my employees before assigning tasks					
18. I can describe myself as an innovative leader					
19. I can describe myself as a proactive leader					
20. I can describe myself as a visionary leader					
21. The government has been instrumental in organizing seminars and/ trainings					