Original Article

Relationship between Organizational Entrepreneurship and Authentic Leadership in Zahedan Medical Science University

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Abstract

The goal of this study is study the relationship between authentic leadership and organizational entrepreneurship in Zahedan medical science university. The main question of this study is that whether organizational entrepreneurship is affected by authentic leadership? To this goal, field research is performed by using questionnaire. In this research, authentic leadership standard questionnaire (Gatling &et, al 2016) and organizational entrepreneurship questionnaire (Hill, Margareta 2003) are applied. Collected data is tested by structural equations. According to results, considered assumptions are supported. Authentic leadership dimensions such as self- consciousness, data balanced process, relational transparency and institutional ethics have positive meaningful impact to organizational entrepreneurship.

Key words: Authentic leadership, Organizational entrepreneurship

INTRODUCTION

In today's global competition dynamic environment, despite world rapid changes, organizations are commitment to perform entrepreneurship actions to survive and obtaining to competitive success. (Basirat et, al, 2014:148). Dess & et al (1999) mentioned that organizations have to perform entrepreneurship to act in markets more competitiveness. (MobiniDehkordi& et al). The organization should be converted to dynamic learner organization to present their ability and have ability to adopt themselves to transitions in regard of competition. The existence of entrepreneur creative individual' cause to create success bed in organization. (Samila& Sorenson, 2011 quoted by Basirat et, al 2015).

Organizational entrepreneurship is predicated by ability of organization to learn by discovering new knowledge and exploiting current knowledge. (Zahra&Dess, 2001).

This item are transiting quickly to a chosen weapon to most of the organization especially large ones. Organizational entrepreneurship is the attempt to create entrepreneurship skills and subjectivity, while entering characters and subjectivity inside organization and banks culture and their activities aren't excepted from this issue. (Hosseinpour&Zareie, 2010). Organizational entrepreneurship management is differentiated from classic management because of more uncertainty condition and value added. There is fixed requirement to obtain new knowledge and its integration and unifying, this aim is obtained by the relationship intra task and out of organization. (SeyedNaghavi& Abbas Zade, 2010). One of the main challenge to understand human resource role in organizational entrepreneurship is that performed researches in this regard has low quantity. Mostly, there is the lack of theoretical basics which most of them are variable and relatively antonym to each other.

According entrepreneurship literature, leadership behavior is one of the most important variable in this article. (Ghahramani& et, al 2010). Leader's and manager's role is so important in organization, since managers can cause to grow and foster entrepreneurship activities in current procedure in organization by focusing innovation and creativity. (ShaemiBarzaki&Mohammadi, 2014). The

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role of leadership behavior is important in improving an institution to organization so much in the level that some authors try to combining leadership behavior and entrepreneurship to present this subject and apply type of leadership which is termed entrepreneur leadership. (Gupta & et, al 2004).

The performed study in regard of authentic leadership transformed to the studies which are parallel to positivist organizational research and leadership behaviorism during last years. Authenticity notes to individual trustfulness in relation to him\herself. Moreover, authenticity is explained as recognition and dominance to experiment, thoughts, feelings, needs, preference or beliefs, self –recognition and have self-realization. Walumbwa et al(2008) explain authentic leadership as behavioral model which not only is rooted by behavioral positive atmosphere and psychological positive capacity but also it impacts them. Not only authentic leaders have psychological positive capacity but also they can improve them in their employees (self- efficacy, flexibility, hope,optimistic). This type of leaders inform about knowledge, his\ her weakness and job situation, they have self -confidence, hope, optimistic, provident, flexible, and create chances to grow leadership capacity in others.

RESEARCH LITERATURE

Authentic Leadership

Authentic leadership is a type of behavior which considers to provide and fostering positive psychological dimension and fundamental environment which creates Self-awareness(SA), internalized Moral Perspective(IMP), balanced processing of information(BPI) and relational transparency (Walumbwa et al, 2008 quoted by Gatling et al,2016).

Main base of knowledge which is related to authentic leadership, in first level, applicable research (Gardner and Schermerhorn, 2004),

is obtained and then academic management area(George et al) is reached. (Avolio and Gardner,2003). Authentic leadership is a behavior which is related to leadership which improve psychological capabilities and positive ethic situation. (Sanchez et al, 20014). Authentic leadership is a procedure which during it, leaders understand to thoughtful method and self –behavior and the aspect in which perform, these issues are understood by informing value, behavioral viewpoint, their knowledge and strength. (Erkutlu&Chafra, 2013). In 2009, Avolio et, al believed that trustable leaders establish situation which cause to improve trust and self- confidence to perform tasks which finally

result to improve organizational and individual performance (Laschinger&Fida, 2014). Moreover, authentic leadership reconstruct optimistic, establish self- confidence, mention bearing, expand relational transparency and grow trust, commitment development in relation to others. (Waite et al). Authentic leaders create followers for themselves by admiring and trust them. (Stoten, 2014). Its possible to authentic leadership perform in the level of individual, group and organizational analyzing. In individual level, creditable leadership reflect volunteer simulants in different way, which are focused by various leaders in different followers. While in group level, it reflects as variable which has superficial impacts. According to studies, authentic leadership can appear as variable in group level which has superficial impacts on employee's viewpoints and their behaviors. (Valsania et al).

The main components of the authentic leadership

1   Self-awareness: Self-awareness is the most important element and foundation of the gigantic authentic leadership, and it refers to understanding the individual strengths and weaknesses and communicating with the world around. Indeed, regardless of self-consciousness, authenticity will be more closely correlated with the proportion between individual identities and performance, in which case narcissism, evil, and inappropriate actions are justified, and because they consider their identity to be compatible with the acts they are doing (Diddams&Chang, 2012). In general, self-awareness involves both external and internal references. The internal reference is related to leader understanding of the weaknesses, strengths and mental situations such as beliefs, desires, motives and feelings, while the external reference is related to the reflection of their own image and what others perceive from their leader. In the behavior of leaders with high self-awareness, it seems that each external and internal source has increased their effectiveness as a leader (Wallumba et al., 2010: 902).

2   Balanced Processing: The second element of authentic leadership is balanced processing, and involves analyzing all relevant information before making a decision. Leaders who are seeking the views and opinions of others and challenge existing situations have such a feature (Neider&Schriesheim, 2011). And, as its name implies, is an active mode to search for useful and effective ideas according to the opinions of others. Although Krenis initially defined unbiased processing as an element of originality, in response to the inability of an unbiased view of information about himself, Avilau and Gardner in 2005 introduced a more realistic concept of ''balanced processing'' that enabled leaders to collect information about themselves, whether positive or negative. A leader who

is actively looking for feedback, especially negative feedback from people who have no debt to him (e.g. non-affiliated colleges or board members who are not associated with company's financial success), Possibly, has a stronger sense of his own work and his relationships with superiors, his associates and his followers. In this way, balanced processing is the key to growth and development of authentic leadership (Diddams&Chang, 2012).

3   Institutional or internalized moral perspective: The third component of authentic leadership is the internalized moral perspective and refers to behaviors which more than is based on external pressure, including colleagues, organization and community, guided by values and criteria an internal moral in person (Peterson et al., 2012). In fact, the inner aspects of morality reflect the leader's commitment to the core values of morality, and Auliow and Gardner have stated that the authentic leadership structure is inherently moral, and Walmba, by implementing this concept and expressing the inner aspects of morality, introduced it as one the components of the authentic leadership and stated that the internalization and consolidation of ethics as a guide to behavior is one of the hallmarks of authentic leadership (Gardner et al., 2011). According to Weaver, the moral and spiritual criteria that are gathered in the leader and it seems to be living with them, can have a positive and impressive impact on the moral and spiritual identity and spiritual- emotional development of followers. Conversely, when leaders fail to demonstrate high ethical standards in their lives and work, increases the probability of corruption in their followers in groups, organizations and communities, and the German Nazis or the Catholic Church are a prominent example of this moral scandal (Zhu et al., 2011).

4   Relational Transparency: The fourth and last component of the leadership refers to close relationships with a high level of openness and trust, and shows how much the leader has pay to strengthen an open and transparent relationship with others in order to provide the opportunity to take advantage of ideas, comments and challenges in the near future. In such a case, the leader with the development of positive features such as optimism, hope, self-confidence helps to establish such relationships and provides the context for his growth and his followers. In general, one of the essential conditions for having transparency in relationships is the integrated function of the individual in all aspects of life. Scientists believe that if the leader accepts different masks in different situations, he will never be genuine or authentic (Furmanczyk, 2010). In fact, transparency in relationships is the presentation

and expression of the authenticity of others, and by revealing and sharing information and expressing true thoughts and feelings improves mutual trust (Neider&Schriesheim, 2011).

Organizational Entrepreneurship

Entrepreneurship is commonly understood as a "new entry", such as creating a new investment (Stephan & Pathak, 2016: 507). Entrepreneurship, as one of the components of economic growth, leads to an increase in productivity, employment growth and other productivity gains (Albulescu et al., 2014: 246).Shumpeter says that: the entrepreneur is someone who has a particular innovation; this innovation can be in the production, process or in the provision of services, in customer satisfaction, and so on. Peter Drucker, another theorist of management science about the entrepreneur believed that, entrepreneur is the individual who always seeks change, responds to it and finds it an opportunity and chance (Nahid, 2009: 43).

Entrepreneurial skills
Personal skills

A   Controlling and Internal Order: A person's belief in the fact that he or she is controlled by external or internal events is called the control center. Most entrepreneurs have been described as, having an internal locus of control. People with an external locus of control believe that events that are beyond their control determine their fate. Successful entrepreneurs believe to the faith and they do not attribute success or failure to fate, achievement, or similar forces (Purdariani, 2000; quoted by JamshidiKahsari and Ghasemi, 2008: 65).

B   Risk-taking: Taking risk means accepting and welcoming to the calculated risks related to business. This feature is one that exists in most of the entrepreneurs. (SamadAghaee, 1998; quoted by Jamshidi, kahsari and Ghasemi, 2008: 66).

C   Innovation: Innovation is the process of creating something new that has significant value for an individual, group, organization, industry or society. One of the characteristics of a company and an entrepreneur is innovation. Solving issues and tracking opportunities requires solutions that many of them may be specific to a particular situation. Therefore, the creativity and innovation resulting from it, is vital to the survival and success of the company. (Higgins, 2002: 151).

D   Changing orientation: Management and behavioral scientists and theorists believe that the external and internal conditions of the organization (or company) are constantly changing. These changes take place quickly and involve the whole organization. Outside of the organization, the environmental conditions

usually are unsteady and fluctuating. Economic conditions, costs and access to needed materials and capital, new technology and laws and regulations are all changing rapidly. Within the organization, employees change and bring new ideas and knowledge. (Alavi, 1998). In such a situation, the entrepreneur or manager as Change agent always has to deal with the issue of change, because change is inevitable. He must have a positive attitude toward change and be prepared to make changes whenever necessary. (Managing professors, 2000; quoted by JamshidiKahsari and Ghasemi, 2008: 66).

E   Insistence, Resistance and Perseverance: Successful people believe in the force of perseverance. It is a belief that perseverance and resistance to doing a job are always accompanied by success. No great success can be achieved without perseverance and seriousness. If we look at people who have succeeded in every field, we see that they are not necessarily better, smarter, faster, and stronger than others, but have more perseverance and resistance. An entrepreneur must have the necessary perseverance and strength to succeed in his or her work. (Nazari, 2003 quoted by Jamshidi, Kahsari and Ghasemi, 2008: 66).

F   Leadership Foresight: Foresight is the power to see everything before they come in. Peter Drucker describes in his book "controlled chaos "describe a skill that needs a good manager and leader, this skill, which is necessary to control the chaos, is the same foresight. (Berquer, 2001: 83).

Managerial skills

A   Planning and setting objectives: Planning means that the manager is already looking at the goals and actions and his actions are based on a method, program or logic. The program makes the organization have long-term goals and the manager takes the best practices to achieve these goals. (Stoner et al., 2000; quoted by JamshidiKahsari and Ghasemi, 2008: 67).

B   Decision Making: The decision-making process is selecting a specific procedure for solving a problem or a particular problem. Decision making is of two types: usual decision making with a program which is adopted in accordance with habits, rules or procedures, and unusual decision making that deals with unusual issues and problems. Decision making is a critical activity for a manager or entrepreneur. (Hersley and Blanchard, 2010: 96).

C   Human relations: Based on significant research in the 3rd and 4th decades of the current century, it was concluded that work environments, in fact, are complex social domains that understanding behavior in them is possible by paying attention to employee attitudes, social relationships, informal relationships and other variables. MaretParkterFallet believed that in every collective work, an important issue is the creation and maintenance of dynamic and harmonious human relationships. (Alaghemand, 2009: 167).

D   Marketing: In Bennett's vocabulary, marketing is the process of planning, designing, pricing, marketing, and distributing ideas and goods and services to create exchanges that fulfill individual and organizational goals. Marketing skills are another skill required for entrepreneurs. (Islam, 2003; quoted by Razavi et al., 2012: 8).

E   Business Startup: Various factors, such as government, financial resources that exist in the individual, role models, etc., are effective in setting up a new business. Also, the entrepreneur must have the necessary background for business start-ups. Formal education and previous experience in economic activities also provide the necessary skills to start a business for an entrepreneur. Although educational systems have particular importance in this field, individuals are becoming more successful in setting up business in areas that have worked and experienced before. In general, one should not forget that the characteristics of entrepreneurs are not intrinsic, but they are trained and this skill can be created in them. (Hysrich and Peters, 2004: 39).

F   Financial and accounting skills: Accounting is the technique of recording, categorizing and divulging the financial activities of an institution in the form of measurable numbers of money and interpreting the results of examining these numbers (Nabavi, 2004). Accounting is called trade language. Entrepreneurs learn how to better understand this language, can better manage their lives and business. (Ahmad Pourdariani and Azizi, 2004; quoted by JamshidiKahsari and Ghasemi, 2008: 67).

G   Development Management: In the past, managers were working in a relatively unpredictable and predictable world to achieve success, but today they are faced with accelerated developments. They are faced with continuous innovations in computers and information technology, and the turbulent world, the changing markets, and the unconventional consumer's lifestylesare in front of them. To deal with such variable forces, today's managers must have the ability to transform and innovate. Development management provides methods that regularly change the organization and improve it. The purpose of the organization's development and improvement is to make it more effective and to increase the opportunities for individuals to act their forces. (Harvey and Brown, 1998; quoted by JamshidiKahsari and Ghasemi, 2008: 68).

Technical skills

A   Writing skills: Writing skills, activities, or art of word and letter writing on paper, wood, or anything else for the purpose of recording thoughts and in order to communicate with others. This kind of communication is made with written or printed tangible and visible signs (Briainy dictionary, 2005).

B   An oral communication or verbal communication: Communication is the process of transferring and exchanging thoughts, feelings and beliefs of two or more people with using Signs and Symbols to influence, control and guidance of others. When in communication, messages are transmitted in the form of verbal or oral ciphers, such as the conversation of an individual with a person or an individual with another group. (Sha'bani, 1998; quoted by JamshidiKahsari and Ghasemi, 2008: 68).

C   Business management: The entrepreneur must identify and manage the main business organization and the situation of its competitors by analyzing the external environment.

D   Technology: Technology is a set of hardware and software that should be properly integrated to enable the production of goods and services. The components of the technology are:

1   Equipment, machinery and tools;
2   Human skill and experience;
3   Data and knowledge, techniques, methods and processes;
4   Organization and management.

In practice, different combinations of the components of technology form a business.Appropriate selection is one of the important decisions of entrepreneurs in business creation. In this decision, the entrepreneur should use a proper combination of the above components to succeed in setting up and developing a new business. (Yadollahi, Farsi, 2004: 10)

E   Actor and role player in the team: team building skills are essential for entrepreneurs. Entrepreneurs need to develop and reinforce positive attitudes as well as the adoption of organized leadership approaches in order to create a coherent team that promotes all employees towards common goals, and themselves should act as a member of the team and along with other staff in the team. Entrepreneurs who use this skill will be more successful and their working environment will be more efficient. Jamshidi, Kahsari and Ghasemi, 2009-2008: 69-70).

The causes of attention to organizational entrepreneurship

Today, due to various social, cultural and business events, different countries pay special attention to entrepreneurship and entrepreneurs, and strengthen organizational entrepreneurship in existing organizations and create the appropriate platform for its development, is considered as tool for economic development of countries, especially in developing countries. In any organization, there are potential entrepreneurs, and efforts should be made to increase their ability, and most importantly, should provide the conditions which entrepreneurs can expressand actualize their abilities. At social level, interest is shown in terms such as "doing work with personal initiative and without the help of others ". People who believe in their talents often tend to create things that they themselves make it. They want a sense of responsibility, a need for self-expression and greater freedom in the current organizational structure.

When they do not enjoy such freedom and they will fell when their needs are not met, this failure causes decreased efficiency and even the individual may leave his organization, in hopes of meeting the needs elsewhere. Organizational Entrepreneurship is a way of stimulating and then utilizing people within an organization; in a way that people think they can perform in a different way and better. In most cases, organizational entrepreneurs are not supported by the organization, with the encouragement and support of risky investors, they leave the organization and decide to become independent entrepreneurs. Therefore, in order to prevent the withdrawal of entrepreneurial and capable individuals from the organization, paying attention to organizational entrepreneurship and providing an appropriate context for it in the corporate strategy is strongly emphasized (Amirkhani et al., 2010: 1).

Entrepreneurship stages in the organization

The stages of entrepreneurship vary from organization to organization and from idea to idea, and a standard and fixed formula cannot be drawn, but common steps and principles have been seen in the process of entrepreneurial enterprise and entrepreneurial behaviors, among the four steps that Counter has provided them, are as follows:

1.   Identify the problem and form a new idea: The first step in an Intrapreneurship is to identify and determine the issue or idea that may take months or even years to reveal and collect information. Organizational entrepreneurs should not only listen to their own voice at this stage, but also they must consult with others and learn from them, for example, from customers and competitors.

2.   Coalition and alliance Formation: After identifying a problem or idea, corporate entrepreneurs enter the coalition with others and need to have the financial and legal support of managers for the continuation and implementation of the work, and they must through communicate with others to justify their work risk to the organization and they get their ideas into the organization.

3. Complete the facilities and complete the idea for implementation: The project will be activated after accepting in this stage. At this stage, the entrepreneurs will form and work on the team to complete and implement the idea. This phase is encountered in traditional organizations with barriers such as inappropriate culture and structure, lack of employee empowerment, high levels of contradiction and interference, lack of proper information, and lack of excitement and strong commitment among employees (Parto Nia, 2012: 5).

LITERATURE REVIEW

Mirsafian (2015) performed a research which is called the study of relationship between managers' evolutionary leadership style and employees' entrepreneur behaviors. According to results, it's obvious that there is positive and meaningful relationship between these mentioned items in youths and sport administration of Isfahan province. According to regression analyzing, managers' evolutionary leadership style impact on innovation components, communication, risk ability and identifying opportunity in employees' entrepreneurship behavior.Abbaszadeh (2014) performed a research which was called the study of effective environmental factors on tendency to entrepreneurship in country banking system (research sample: private banks). According to results, tendency to entrepreneurship has relative suitable situation. Environmental factors have an important role to improve innovation, initiation and risk capability in banking system. In this regard, cultural variables have suitable level. But existing of economic, political unsuitable conditions and ruled values in society have negative impacts. It's suggested that policy makers and country banking system senior managers consider to necessary plans to improve mentioned conditions. Shojayi Rad (2014) performed a research which was called modeling design and testing resulted by authentic leadership in a military unit. According to research results, it's presented that authentic leadership style has direct positive relationship to ethical task environment. Moreover, research results support that ethical task condition and organizational trust together organizational citizenship behavior and occupational enthusiasm by authentic leadership style. Rostami et al (2011) performed a research which is called the study of relationship between evolutionary leadership of managers and entrepreneurship of employees of social and Behavioral Science College in Tehran University. The results present that there is correlation between 4 components of managers' evolutionary leadership which include idealistic penetration, inspired motivation, mental encouragementand individual consideration and employees' entrepreneurship. This item presents that evolutionary leadership style

of managers relates to employees entrepreneurship. Therefore, if managers execute evolutionary leadership style in organization and entrepreneurship, they can improve creativity and entrepreneurship. Malik et al (2016), perform a research which is called authentic leadership and its impact on nursing employees' creativity. According to results, it's obvious that there is positive meaningful relationship between authentic leadership and employees' creativity. Moreover, knowledge sharing behavior is recognized as a mediator between authentic leadership and employees' creativity. Utilizing information technology is identified as a mediator between knowledge sharing behavior and employees' creativity.Olaniyan&Hystad (2016), performed a research which was called (in) direct impacts of authentic leadership on employees' psychological capacitance, occupational satisfaction, insecurity, intent to quit occupation in a marine organization. According to results, the employees who identify their leaders as an authentic trustfulness one, have more occupational satisfaction and occupational security and less intend to quit organization. Moreover, results present indirect impact of authentic leadership on employees' psychological capacitance. Obtained results of study present that attempt is necessary to focused on trustfulness background during employment, education or interfere.Peus et al (2012) in following a research in large governmental organization find that employees are inspired by truthfulness leaders and improve high level of commitment among them and finally cause to decrease intend to occupation quit. Cianci et al (2014) perform a research which is called the impacts of authentic leadership on followers' ethical decision against temptation. This test presents that authentic leadership and decision temptation impact on individuals. Certainly, authentic leadership restrains unethical decisions against temptation considerably. In a research which is related to entrepreneurship, innovation and economic growth, Galindo& Méndez (2014) conclude that the items such as social environment and financial politics have positive impact on innovation and entrepreneurship and improve them as the reaction in economic actions. In the article termed the study of relationship between development motivation, innovation, ambiguity resistant, self- efficacy, self- esteem, self- efflorescence, Moica (2013) concludes that there is positive meaningful relationship between success motivation variable, innovation, self- confidence, self- efficacy, self-efflorescence, self- esteem and resistant to ambiguity.

RESEARCH CONCEPTUAL MODEL

By considering researching literature and reviewing performed previous studies, research conceptual model is presented as follows:
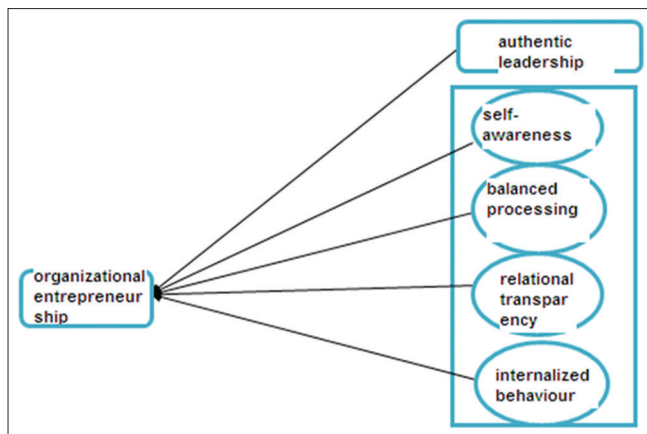
RESEARCH ASSUMPTION

There is meaningful relationship between self- awareness and organizational entrepreneurship.

There is meaningful relationship between information balanced processing and organizational entrepreneurship.

There is meaningful relationship between relational transparency and organizational entrepreneurship.

There is meaningful relationship between internalized behavior and organizational entrepreneurship.

RESEARCH METHOD

Research goals are divided to two categories: applied research and fundamental research. Since, the aim of performing research is utilizing results to improve entrepreneurship in organization; therefore, this research is descriptive survey in regard of method. Research society is composed of 360 individuals composed of managers and employees in Zahedan medical science university. Sampling method is simple accidently and sample content is identified by using formula about sample content identification for limited society.

$$N= \frac{N Z^2 p q}{N d^2 + Z^2 p q}$$

In this equation, d value is considered as 0.05 and Z, success proportion is 1.96 and 0.5 respectively.

According to this formula, sample volume is considered as 0.05. To collect research data, questionnaire is applied. To measure authentic leadership Gatlin et al questionnaire (2016) is used and to measure entrepreneurship, Margareta Hill questionnaire (2003) is applied. To measure questionnaire validity, content validity method is used. The research is performed in

a way that questionnaire becomes available to masters, experts and skilled individuals in human resource and they are asked to mention their views. Then, questionnaire validity is supported by study their views and professors' supervision and executing their views. To evaluate questionnaire reliability, cronbach's alpha coefficient is used which its value is obtained 0.823 for all questionnaires, which presents acceptable reliability for questionnaire tool. To descriptive analyzing data, SPSS software and to test assumptions structural equations modeling and Lisrel software are used.

RESEARCH FINDINGS

Descriptive analyzing to research demographic data, presents that 60% statistical sample is male and 38% are female. In respect of respondent age, according to data, 11% have less than 30 years, 46% are between 31 to 40 years, 29% are 41 to 50 years old and 12% of them have more than 50 years old. 6% of respondent have bachelor's degree, 11% have master's degree and 16% have PhD degree.Finally, in respect of occupational background, 6% have 10 years and less, 77% have 10 to 20 years' experience, 14% have more than 20 years' experience.

To test assumptions, structural equation modeling method and Lisrel software are applied. In this approach, model fitness must be considered before assumptions test. It means that whether theoretical model research data is supported or not.

First output results in model present that RMSEA, AGIF, NFI weren't supported by required χ^2/df value which is equals to 2.96 which is supported required value. The result of other fitness indices in corrected model is mentioned in Table 1.

By considering to Table 1, by comparing obtained values by final corrective fitness and desired fitness of model, it's

Table 1: Sensorial evaluation of dried pattypan squash

Acceptable fitness	obtained value by model fitness	Abbreviation	indexes	Index characterization
GFI>٪۹۰	۰/۹۲	GFI	Goodness of fitness index	Absolute fitness index
GFI>٪۹۰	۰/۹۱	AGFI	Corrected goodness of fitness index	
CFI>٪۹۰	۰/۹۸	CFI	Comparative fitness index	
IFI>٪۹۰	۰/۹۸	IFI	Increasing fitness index	
NFI>٪۹۰	۰/۹۲	NFI	Normative goal fitness index	goal fitness index
کمتر از ۱۰ درصد	۰/۰۷۳	RMSEA	Root mean square error of estimation	

obvious that all fitness index support minimum required values. Final output graphic view in Lisrel software is presented in standard estimation level, path coefficient, operative loads and also performed correction are presented in Figure 2.
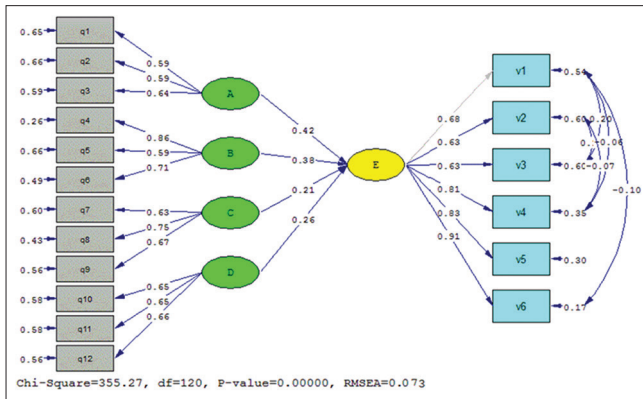

Chi-Square=355.27, df=120, P-value=0.00000, RMSEA=0.073

Figure 2 presents that operative loads of all types are more than required value minimum I,e 0.4 and it isn't required to remove none of characterization. Therefore, it can be concluded that each of these characterization in considered variable are measured.

When model desired fitness is confidence, assumption test can be considered. To study path coefficient meaningfulness, T- value must be considered. If output value is set out of ±1/96, it can be concluded that considered assumption and causal relationship are supported in confidence level 95%.

By considering to mentioned results in Table 2, it can be mentioned that T- value out of ± 1.96 in path coefficient.

First assumption presents the impact of self- awareness on organizational entrepreneurship. The coefficient of its route is equals to 0.42 which presents that independent variable impact is the same as organizational entrepreneurship. T- value which is related to this assumption is 3.67 which is out of ±1/96 interval, therefore, it was mentioned that this assumption is supported by 95% confidence level. The coefficient of the second assumption is equals to 0.38 which presents that independent variable impacts the same on organizational entrepreneurship. T- value which is related to this assumption is 3.52 which presents that this

Table 2: Presents assumption test resultsrelatively

results	T-value	path coefficient	assumptions	ردیف
support	٣/٦٧	٠/٤٢	self awareness has meaningful impact on organizational entrepreneurship	١
support	٣/٥٢	٠/٣٨	information balanced processing has meaningful impact on organizational entrepreneurship.	٢
support	٢/٤٤	٠/٢١	relational transparency has meaningful impact on organizational entrepreneurship.	٣
support	٣/٤٠	٠/٢٦	internalized behaviour has meaningful impact on organizational entrepreneurship.	٤

assumption is supported by 95% confidence level. In third assumption, relational transparency has meaningful positive relationship on entrepreneurship up to 0.21%. T- Value which is related to this assumption is 2.44 which support the results. Forth assumption implies that internalized behavior impact on organizational entrepreneurship is 0.26 which supports this assumption. Therefore, considered assumptions are supported.

CONCLUSIONS AND SUGGESTIONS

The goal of this research is the study the relationship between authentic leadership and organizational entrepreneurship in Zahedan medical Science University. The main question is that whether authentic leadership is effective to organizational entrepreneurship? To this goal, field research is considered by questionnaire. Collected data are tested by structural equation. The results present that considered assumption is supported and authentic leadership dimensions such as self- awareness, information balanced processing, relational transparency and internalized behavior have meaningful positive impact on organizational entrepreneurship. These results are respondent to Mirsafian (2014), Rostami et, al (2009), Malik et, al (2016). It should be mentioned that providing suitable reaction by leaders, self- reevaluation and self- awareness about it and also leader' suitable understanding are other factors which cause to self- awareness impact on organizational entrepreneurship. Moreover, organization leader causes to improve entrepreneurship procedure by accepting viewpoints which create challenge, data analyzing to decision making and finally accepting other viewpoint and applying them.In case of transparency relation in organization, employees and leader transfer their mean correctly to others and individual will encourage to speak about their subjectivity. In this situation, required data is transferred easily and helping to organizational entrepreneurship. Finally, leader internalized beliefs and unifying these beliefs to individual behavior's and decision making based on ethics, beliefs and internalized values cause to inter-organizational entrepreneurship. By considering to obtained results, the executions such as considering to employees and providing suitable reaction to improve relationship between them and leader, informing leader from suitable time to self- evaluation, mention objectively about his/her understanding about others' behavior, accepting and evaluation viewpoints, gathering suitable data and using them to suitable decision making, accepting occurred errors by organization leader, encouraging individual to mention viewpoint, suggestion, adjusting leader behavior and reactions to his/her values and beliefs and finally considering to ethical standards and

values in decision making cause to improve employees entrepreneurship capacity.

RESOURCE

1. AmirKhani, Amir Hossein- Mohammadi, Farhang and Saiedi Kia, Mehrzad (2007), Entrepreneurship Necessity In Organization, First international management and innovation conference.

2. Basirat, Mahdi et al (2014), The study of mediation impact of entrepreneurship in the relationship between interior marketing and organizational commitment (Case Study: Aghajari Oil And Gas Exploitation Company), Productivity Management Journal- no 32, 147-169.

3. Partonia, Soheila (2011), entrepreneurship nececcity and its level, the first international conference about management, innovation and national production, Ghom, Payame Noor University, Khuzestan provinc.

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