

Entrepreneurial leadership and innovative behavior: Manager perspective

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81

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Research paper
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Abstract

Innovation becomes a keyword for the company to survive in its environmental business. Therefore, the company must establish a suitable leadership style. Based on the previous studies, the entrepreneurial style can be an alternative for managers to lead the company. After applying it, they can innovatively behave. This research investigates and analyzes the association between this leadership and innovative behavior. The population of this study is the managers of a conglomeration firm in Indonesia. Moreover, this study utilizes the required minimum sample of 200 for theory verification, and 216 managers are obtainable as the samples. Hence, this study uses a structural equation model based on covariance to test the hypothesis and concludes that entrepreneurial leadership can effectively enhance the innovative behavior of managers in the workplace.

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Abstrak

Inovasi menjadi kata kunci bagi perusahaan untuk bertahan dalam lingkungan bisnisnya. Oleh karena itu, perusahaan harus menentukan gaya kepemimpinan yang sesuai. Berdasarkan penelitian sebelumnya, gaya kewirausahaan dapat menjadi alternatif bagi manajer untuk memimpin perusahaan. Setelah menerapkannya, mereka dapat berperilaku secara inovatif. Penelitian ini menyelidiki dan menganalisis hubungan antara kepemimpinan ini dan perilaku inovatif. Populasi penelitian ini yaitu para manajer perusahaan konglomerasi di Indonesia. Selain itu, penelitian ini menggunakan sampel minimal yang diperlukan sebesar 200 orang untuk verifikasi teori. Selanjutnya, 216 manajer dapat diambil sebagai sampel sehingga penelitian ini menggunakan model persamaan struktural berdasarkan kovarians untuk menguji hipotesis. Secara keseluruhan, penelitian ini menunjukkan bahwa kepemimpinan kewirausahaan secara efektif dapat meningkatkan perilaku inovatif manajer di tempat kerja.

Kata kunci: kepemimpinan wirausaha, manajer, tempat kerja

Introduction

All the companies in their environmental business must compete (Wheelen et al., 2018). Therefore, their leader, taking risks and innovative actions (Azad et al., 2017), must make the led firms sustain and grow (Li et al., 2020). Sustainability and growth are attainable when the employees, including their manager, behave innovatively (Akbari et al., 2021). This behavior stimulates them to create and execute new ideas (Choi et al., 2021), deliver these ideas to the supervisor (Bani-Melhem et al., 2022), seek methods to finish the task (Saeed et al., 2018), and innovatively work by optimizing the available resources (Bani-Melhem et al., 2022).

Furthermore, the company needs to choose and set a suitable leadership style to perform innovative behavior (IB). Unlike the transformational, the entrepreneurial contributes to IB (Irshad et al., 2023). This tendency becomes more formidable when Setiawan et al. (2021) and Udin and Shaikh (2022) demonstrate no relationship between transformational leadership (TL) and organizational innovation, as well as TL and IB, respectively. For another style, Baety and Rojuaniah (2022) declare no association between servant leadership and IB.

The relationship between entrepreneurial leadership and innovative working behavior gets the attention of scholars utilizing respondents from a single country, i.e., Iran (Bagheri & Akbari, 2018), China (Li et al., 2020), Ecuador (Pinela et al., 2022), the United States (Malibari & Bajaba, 2022), Turkey (Dogru, 2018), Pakistan (Iqbal et al., 2022; Irshad et al., 2023; Khan, 2022; Malik et al., 2020), Iran (Akbari et al., 2021), Indonesia (Kadar et al., 2023; Sarwoko, 2020), Serbia (Dabić et al., 2021), and multiple countries, i.e., the United States, Serbia, and Bosnia-Herzegovina (Kreiner et al., 2022), and their conclusion shows a positive tendency. Regrettably, the negative inclination still appears, as Reynal et al. (2023) document.

Considering two opposite facts, this study examines and analyzes the impact of entrepreneurial leadership on innovative behavior based on the viewpoint of the managers from a conglomeration company having some locations in Indonesia. Academically, this study toughens the research on the association between entrepreneurial leadership and innovative behavior. This study suggests what leaders do to increase this behavior by applying this headship style.

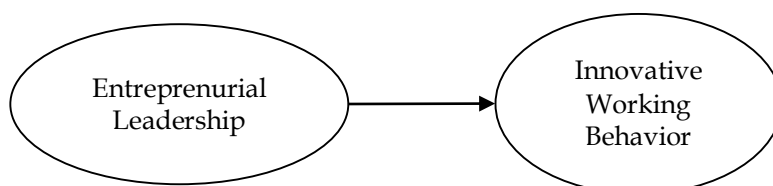
Theoretical framework and hypotheses

Entrepreneurial leadership (EL) functions to organize employees to accomplish the vision of the businessperson and lead the organization to explore, develop, and transform opportunities into value (Lin & Yi, 2020). In their study, Bagheri and Akbari (2018) depict that EL positively affects the innovative behavior (IB) of 273 nurses from public and private hospitals in Iran. From Turkey, Dogru (2018) exhibits a positive association between EL and innovative behavior (IB) of 174 employees in two medium enterprises in the information and technology sector. In their investigation, Li et al. (2020) report a positive propensity of EL on the IB of the 350 supervisor-subordinate dyads in small and medium companies in Jiangsu, China. Similarly, Malik et al. (2020) demonstrate this tendency based on their investigation of 213 employees in Islamabad and Rawalpindi, Pakistan. Also, Sarwoko (2020) exhibits this inclination after studying 209 Astra Honda authorized service station employees in Batu City, Malang City, and Malang Regency in Indonesia.

Through their research on people becoming chief executive officers, owners, and managers in small and medium high-technology companies in Iran, Akbari et al. (2021) document a positive association between EL and IB. Furthermore, Dabić et al. (2021) divide the EL into future orientation (FO) and community creation (CC) as the measurement. After testing the relationship, they illustrate that FO and CC positively affect the innovational behavior of 101 micro and small business-related actors in Serbia.

Iqbal et al. (2022) confirm the positive relationship between EL and IB when investigating 343 employees of information technology service firms in Pakistan. Equally, Khan (2022) affirms this relationship through his research utilizing 245 employees in software development companies in Rawalpindi and Islamabad, Pakistan. Moreover, Kreiner et al. (2022) depict this propensity after investigating 360 supervisor-subordinate dyads in small and medium firms in the United States, Serbia, and Bosnia-Herzegovina. From Ecuador, Pinela et al. (2022) document the same evidence based on the perspective of 312 employees in the medium manufacturing companies in Guayaquil and Quito. In their study, Malibari and Bajaba (2022), Irshad et al. (2023), and Kadar (2023) declare the same tendency by utilizing the perception of 241 employees in the United States, 341 full-time employees in the information technology companies in Pakistan, and 84 owners of the Batik small and medium companies in Jambi, respectively. Based on the evidence shown by the preceding research results above, this study proposes the first hypothesis: "*Entrepreneurial leadership is positively associated with innovative working behavior.*"

Based on the formulated hypothesis, the research model is obtainable in the first figure. Because of the latent variable, entrepreneurial leadership (EL) and innovative working behavior (IWB) are drawn in the oval, as Ghozali (2017) explains.



Source: Hypotheses Development

Figure 1.
Research Model

Table 1.
Entrepreneurial leadership and innovative behavior measurements

Construct	Dimension	Indicators	Source
Entrepreneurial leadership	Future orientation	I can develop the firm rapidly in the future (FO1) I can predict possible future events (FO2) I can stimulate employees to accept firm values and beliefs (FO3).	Dabic et al. (2021)
	Community creation	I can decide quickly and make the deal based on the created decision (CC1). I will be optimistic about the firm performance in the future (CC2). I can encourage my supervised employees to think logically (CC3).	
Innovative behavior	-	I can introduce new goods and services to meet the needs of clients (IB1) I pay great attention to the development of contemporary technological solutions (IB2) I spend time tracking up-to-date trends in the marketplace (IB3).	Dabic et al. (2021)

Methods

This study is quantitatively designed. According to Sugiyono (2019), this design verifies the hypothesis. This study proposes a positive tendency between entrepreneurial leadership and innovative behavior in this context. This study sets entrepreneurial leadership (EL) with its two dimensions, i.e., future orientation and community, and their indicator by mentioning Dabic et al. (2021). From the same source, this study uses innovative behavior with their indicator (see Table 1).

The population comes from the managers of a firm with several businesses in Indonesia. Moreover, this study utilizes the required minimum sample of at least 200 for theory verification, as Ghozali (2021) declares. By having an upstanding relationship with the trusted person of the top leader of this company, this research successfully obtained 216 managers as samples in several cities in Indonesia.

Data analysis technique

Because of examining the hypothesis, this study uses a covariance-based structural equation model (CBSEM). This motive denotes Ghozali (2021), whose first equation is below.

$$IWB = \beta_1 EL + \zeta_1$$

Note: IWB = innovative working behavior, EL = entrepreneurial leadership

Before examining β_1 , this study needs the validity and reliability testing of the responses. As the benchmark, the response is precise if its loading factor is more extensive than 0.5 (Hair Jr. et al., 2019). Meanwhile, a consistent answer occurs if the composite reliability surpasses 0.7 (Hair Jr. et al., 2019).

Because of CBSEM, the detection of model fit is mandatory by some measurements like Chi-Square (CMIN)/degree of freedom (DF), the goodness of suitable index (GSI), comparative fit index (CFI) (Baharum et al., 2023; Hair Jr. et al., 2019), Tucker Lewis index (TLI) (Dash & Paul, 2021; Hair Jr. et al., 2019), and root mean of squared error approximation (RMSEA) (Hair Jr. et al., 2019). Then, β_1 is examined for the first hypothesis by comparing the probability of critical ratio with a 5% significance level. This hypothesis is acceptable if it is smaller than 5% (Hair Jr. et al., 2019).

Results and discussion

The profiles of the managers as the samples

The survey period was between July and September 2023. Then, this activity got 216 managers classified based on gender, age, and province, and Table 2 documented the associated results. The leading is male based on gender (66.80%), managers between 41 and 45 years old (44.91%), and managers with bachelor's degrees (85.19%). Furthermore, managers' tenures between 11 and 15 years are foremost (66.67%). Related to the city, most come from Jakarta (75.46%).

Table 2.
Manager profiles

Feature	Sub-feature	Total	Portion
Gender	Male	155	71.76%
	Female	61	28.24%
Age	35	8	3.70%
	Between 36 and 40	79	36.57%
	Between 41 and 45	97	44.91%
	Between 46 and 50	31	14.35%
	Between 50 and 55	1	0.46%
Schooling	Bachelor degree	184	85.19%
	Master degree	32	14.81%
Tenure	Under six years	10	4.63%
	Between 6 and 10 years	5	2.31%
	Between 11 and 15 years	144	66.67%
	Between 15 and 20 years	48	22.22%
	Above 25 years	9	4.17%
City	Bogor	1	0.46%
	Cikarang dan Bekasi	21	9.72%
	Jakarta	163	75.46%
	Manado	1	0.46%
	Purwakarta	1	0.46%
	Semarang	20	9.26%
	Tangerang	9	4.17%

Source: Survey data processed

The result of the validity and reliability evaluation

Based on the output of IBM SPSS AMOS in Table 3, the loading factor (LF) of FO1, FO2, and FO3 exceeds 0.5: 0.621, 0.783, and 0.744. Equally, the LF of CC1, CC2, and CC3 is more extensive than 0.5: 0.739, 0.636, and 0.747, and so is the LF of IB1, IB2, and IB3 of 0.725, 0.675, and

0.771. Considering this circumstance, accurate answers occur. Also, the two dimensions of entrepreneurial leadership, FO and CC, are valid because of their LF above 0.5: 0.771 and 0.696.

Table 3.

Loading Factor and Composite Reliability

Dimension → Indicator	Loading factor	Composite Reliability
FO → FO1	0.621	0.761
FO → FO2	0.783	
FO → FO3	0.744	
CC → CC1	0.739	0.751
CC → CC2	0.636	
CC → CC3	0.747	
IB → IB1	0.725	0.768
IB → IB2	0.675	
IB → IB3	0.771	
Construct → Dimension	Loading factor	Composite Reliability
EL → FO	0.771	0.701
EL → CC	0.696	

Source: The output of IBM SPSS AMOS

In the third table, all composite reliability (CR) for FO, CC, and IB is 0.761, 0.751, and 0.768, greater than 0.5; the answer is consistent. This reliable condition also happens in CR for EL of 0.701, exceeding 0.7.

The goodness-of-fit detection result

Table 4 exhibits the goodness of fit recognition based on the output of IBM SPSS AMOS. CMIN/DF is 1.964, below two as the essential cut-off point; therefore, the model fits the data, confirmed by GSI, CFI, and TLI of 0.954, 0.943, and 0.918, beyond 0.9, and RMSEA of 0.066, in the acceptable range between 0.03 and 0.08.

Table 4.

The goodness of fit-detecting result

The measurement	Result	Essential reference point	Description
CMIN/DF	1.964	Below 2 (Hair Jr. et al., 2019)	The data empirically support the model.
GSI	0.954	Beyond 0.90 (Hair Jr. et al., 2019)	
CFI	0.943	Beyond 0.90 (Baharum et al., 2023)	
TLI	0.918	Beyond 0.90 (Dash & Paul, 2021)	
RMSEA	0.067	Between 0.03 and 0.08 (Hair Jr. et al., 2019)	

Source: The adjusted output of IBM SPSS AMOS

Model estimation result

Once the goodness of fit requirements are fulfilled, IBM SPSS AMOS performs the model estimation, and the result is in Table 5: The probability of the critical ratio for the first hypothesis (EL → IB) is 0.002 with a positive mark. Thus, the first hypothesis is acceptable: Entrepreneurial leadership positively affects innovative behavior with the contribution of EL to IB of 0.321. According to Ghozali (2021), this contribution is almost moderate because this value is near the 0.33 cut-off point.

Table 5.*The estimation result of the CBSEM*

Hypothesis	Causal association	Unstandardized Coefficient	Standard error	Critical ratio	Probability
One	EL → IB	0.974	0.312	3.126	0.002
R-square			0.321		

Source: The adjusted output of IBM SPSS AMOS

Discussion

This study effectively proves a positive tendency of entrepreneurial leadership towards innovative behavior. According to Bagheri and Akbari (2018), leaders with an entrepreneurial style must formulate an attractive mission. For this strategic reason, Wheelen et al. (2018) explain that they must derive objectives and goals from the mission well and encourage their subordinate to innovate when facing tempestuous and uncertain business environments (Karol, 2015). By having this tendency, the leaders can recognize the market needs and wants and their related trends and solve the problem based on technology (Dabić et al., 2021).

By this positive sign, this study aligns with the scholars using the respondents from Iran (Bagheri & Akbari, 2018), China (Li et al., 2020), Ecuador (Pinela et al., 2022), the United States (Malibari & Bajaba, 2022), Turkey (Dogru, 2018), Pakistan (Iqbal et al., 2022; Irshad et al., 2023; Khan, 2022; Malik et al., 2020), Iran (Akbari et al., 2021), Indonesia (Kadar et al., 2023; Sarwoko, 2020), Serbia (Dabić et al., 2021), and the United States, Serbia, and Bosnia-Herzegovina (Kreiner et al., 2022).

Practically, managers must have orientation based on the formulated missions to lead their business and encourage the employees under their supervision to think ideas optimistically and rationally to behave innovatively. Furthermore, to realize this, top leaders should encourage them to apply this entrepreneurial leadership.

Limitations

As a theoretical limitation, this research only utilizes one determinant of innovative behavior, i.e., entrepreneurial leadership. As a result, the R-square is moderate. Therefore, the following scholars should add other determining factors like self-efficacy, employee commitment, and organizational change to elevate the contribution of the research model to explaining innovative behavior. Besides, this study only uses the managers from one domestic firm in Indonesia as the samples. Hence, subsequent scholars should utilize the managers from multinational firms and treat the countries as the moderating variable.

Conclusion

Facing a stormy business environment stimulates firms to survive through innovation. Hence, a suitable leadership style to support is essential. In this context, this study attempts to prove the influence of entrepreneurial leadership on innovative behavior based on the perspective of 216 managers in a conglomeration firm distributed in several cities in Indonesia. After surveying them from July to September 2023 and analyzing their response statistically, this study concludes that this leadership positively influences innovative behavior.

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