



Impact of Transformational Entrepreneurial Leadership Style on Organisational Innovation in Medium Scale Enterprises

(with special reference to auto ancillary enterprises located in Pune, India)

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Abstract:

Background: This research paper has emerged as a part of doctoral research study conducted by the researcher on “Impact of Entrepreneurial Leadership Styles on Organisational Innovation in Enterprises” with a special reference to medium scale auto-ancillary manufacturing enterprises located in Pune, India.

Purpose: This research study aims to examine, if there is any relationship exists between the Transformational Entrepreneurial Leadership Style and Organisational Innovations in medium scale auto-ancillary manufacturing enterprises. Also, to find out if the Organisational Innovativeness has any mediating effect between Transformational Entrepreneurial Leadership Style and Organisational Innovations.

Methodology: This is a quantitative research, where the Transformational Entrepreneurial Leadership Style is presented as independent variable, Organisational Innovativeness as mediating variable and Organisational Innovations as dependent variable. The primary data was collected through clustered random sampling method with a sample size of 128 and the respondents were administered through a structured questionnaire based on five-point Likert scale.

Statistical Analysis: Descriptive Statistics, Frequency Distribution, Mean, Standard Deviation, Normality Test, Cronbach Alpha Reliability Test, T-Test, P-Value, F-Test, Bootstrapping, ANOVA, Model Fit and Regression Analysis. Furthermore, the collected data was processed through Hayes Process Macro 4.2, IBM SPSS 23.

Findings: The research result show that there is a significant and positive relationship exists between independent variable: Transformational Entrepreneurial Leadership Style and dependent variable: Organisational Innovations in the presence of mediating variable: Organisational Innovativeness. Based on the research outcomes, it is observed that there is a partial mediation in this model, furthermore the null hypothesis is rejected and alternate hypothesis is accepted.

Implication: The research study suggests that all the three path effects i.e. direct, indirect and total path effects are positive and significant. This research has also made use of simple mediation model to predict the research outcomes. The research outcomes indicate that Transformational Entrepreneurial Leadership Style is effective in impacting and generating Organisational Innovations in medium scale enterprises. More over the impact is increased, when both direct and indirect effects are combined to create the total effect.

Limitations: The medium scale enterprises and their Organisational Innovations can be restricted by different internal as well as external factors, where the leadership is not a dominant factor. In some cases, entrepreneurs due to lack of theoretical understanding about the entrepreneurial leadership styles, can create a complex-mix of self-styled entrepreneurial leadership, which is difficult to capture by a specific leadership style.

Future Research: This research study is focused on finding the impact of Transformational Entrepreneurial Leadership Style on Organisational Innovations in auto ancillary medium scale enterprises, similarly this research study can be extended to other leadership styles as well.

Keywords: Transformational Entrepreneurial Leadership Style, Organisational Innovativeness, Organisational Innovations, Auto Ancillary Medium Scale Enterprises

I. INTRODUCTION

Entrepreneurship are described as the investigation of “how, by whom and with what consequences opportunities to produce future goods and services are discovered, evaluated, and exploited” (Shane and Venkataraman, 2000). Entrepreneurship is the medium which propels creativity and innovation. Innovation generates original requirement and entrepreneurship causes the innovation to the market. Innovation is the flourishing expansion of economic advantage and per se, is vital to entrepreneurship. The creativity of the entrepreneur may possibly include innovative product or even an innovative process which fluctuations the present direction or else the entrepreneur might have exceptional understanding regarding the outcome of exterior adjustment (Okpara, 2007). Enterprises which depend entirely on innovation do flourish till their products and services grow to be outdated. Alternatively, enterprises which are entirely creative which organise their original products and services set for unveiling, although frequently, limited existing products produce the required funds for their creativity (Okpara, 2007). Innovation can encounter great risk of failure nevertheless it can also invent fresh prospects resolving formerly assumed impossible. Since the possible effect of innovation is regularly unrecognised by their creators, considering and investigating innovation by means of a determined procedure is yet further demanding (Ramalingam *et al.*, 2009). SMEs should be extra open in accepting innovative organisational configurations, procedure knowledge, and philosophy to aid continuing or determine competition in the original and innovative marketplace (Demirbas, 2011). Organisational innovation is the one of the utmost essential and complicated facets enterprises are confronted within the current world, since research has been portrayed that innovation has a considerable impact on the enterprise's performance and existence. In reality, innovation aids an enterprise to achieve a reasonable advantage over its opponents as well as to increase the enterprise market share through generating innovative and different products for the customers (Alharbi *et al.*, 2019). Organisational innovation needs an environment of innovation which assist original concepts, procedures and methods of "doing business". The advantages in indorsing a philosophy of innovation organizations should nurture are (i) Cross practical team structure while disheartening single structure (ii) Self-governing, creative thinking to observe matters from a fresh viewpoint and (iii) Risk-taking by employee by decreasing the existing state of affairs (Kustoff, 2008).

Manufacturing Industry in Pune Region: The emergence of industrial Pune began in the early 1960's with mechanical engineering industries, pharmaceutical and other industries. Pune has Chambers of Commerce (MCCA), Maharashtra State Industrial Development Corporation (MIDC) to guide and provide industrial infrastructural facilities to new and existing business enterprises. Today Pune region has a diverse industrial population which is the premier industrial centre of India and one of the India's most important automotive centers. According to Indo-German chamber of commerce, Pune has been the single largest hub for German companies for the last 60 years, where over 225 German companies have set up their business in Pune. In the recent years the Maratha Chambers of Commerce in Pune had also a role to play in the growth of industries in these areas. Pune region consist of various industries such as Information Technology parks and Auto-parts manufacturing companies etc. The industrial development in these surrounding areas stretched over the past three decades. This started with constructing mechanical engineering industries in Pune region after that the settlement of a huge number of small units that provide for the large-scale industries started to occur. Consequently, an immense number of large-scale industries were set up in the surrounding of Pune-city and this was the beginning of the region leaning toward a quick growing of industrialization. Giant auto-makers depend up on small & medium scale auto-ancillary enterprises to provide support their production activities continuously (Ministry of MSME, 2010).

Problem statement: Pune has become one the largest industrial belts in India as well as in Asia, that is to say Pune region is attracting many global auto-makers from around the world to set up their plants here. Pune has the presence of global giant auto-makers like Volkswagen Ltd, Daimler Chrysler Ltd, Premier Automobile Ltd, Fiat Automobile Ltd, Mahindra Navistar Ltd, Ford Motor Ltd, Mercedes Benz Ltd, Fiat Motors Ltd, Mahindra & Mahindra Ltd, Bajaj Auto Ltd, Force Motors Ltd, Kinetic Engineering Ltd, Kirloskar Cummins Ltd, General Motors Ltd and Tata Motors Ltd. Furthermore, support- companies such as Forbes Marshall, Thyssen Krupp Ltd, Alfa Laval and Sandvik Asia Ltd have their manufacturing units in this area. Giant auto-makers depend up on small & medium scale auto-ancillary enterprises to provide support their production activities continuously. All these small scale & medium scale auto-ancillary enterprises have one thing in common, that is they are headed by an entrepreneur leader supported by a management team. The enterprise existence and growth largely depend on this entrepreneurial leadership style. The major aspect of entrepreneurial leadership

is responding to, as how to adopt and implement organisational innovation in an enterprise, this is sometimes, very challenging. Not all enterprises are equally innovative, hence the researcher is of the opinion that, this can be due to lack of entrepreneurial leadership skills or use of wrong entrepreneurial leadership style in a given situation. It is observed that some medium-scale auto-ancillary enterprises are more innovative than other. Therefore, the researcher had conducted a study on Transformational Entrepreneurial Leadership Style, and its impact on Organisational Innovation.

II. LITERATURE REVIEW

2.1 Entrepreneurship and Entrepreneurial Leadership

Pickle and Abrahamson in Virtanen (1997) describe the entrepreneur as follows: "An entrepreneur is one who organizes and manages a business undertaking, assuming the risk or the sake of profit. The entrepreneur evaluates perceived opportunities and strives to make the decisions that will enable the firm to realize sustained growth." This definition does not focus on the characteristics of the person but rather on their decision making and aim to achieve growth in company. Another description of an entrepreneur is a person who is risk-taking and able to utilise opportunities through fluctuation in the industry setting. Furthermore, several recognizable features of an entrepreneur are locus of control, tendency for risk-taking, perseverance, the necessity for independence, innovation, the need for achievement, forecasting, amiability, and self-assurance (Ordu, 2020). In a steadfast company, the entrepreneur is seen as a risk-taker who are motivated and use innovation to generate brand-new services, products and or process which result in organisation sustainability (Wingwon, 2012). Entrepreneurship can be defined (Fernald *et al.*, 2005) in two ways: a) the entrepreneurial firm that is usually small, fast growing and network based rather than mechanistic and bureaucratic and b) The entrepreneurial people that take benefit of opportunity to obtain added value. This definition implies that entrepreneurship is a behaviour character of the employee or manager of the firm and not as characters of the firm itself. Some skills that are needed: (i) Seeing clearly and communicating a clear direction for the future, (ii) Leading and motivating others, (iii) Recognizing shortcomings in the team and improving them and (iv) Having business-skills from educational as well as an experiential viewpoint. According to Ordu (2020) the theory of entrepreneurship continuously escalations in corporations and in educational structures. A broadly explanation of entrepreneurship is regarding the 'discovery and exploitation of opportunities' as well as 'persons who are ingenious and creative in finding ways that add to their own wealth, power, and prestige' (Szirmai *et al.*, 2011). As Schumpeter indicated before that entrepreneurs are most likely innovators which cause original merchandises and technologies to the marketplace, revealing new markets, processes, concepts and workable new information. It's frequently implied that innovation done by entrepreneurs is not as significant for development in low- income developing countries than in first world markets (Szirmai *et al.*, 2011). Hamidifar (2009) further stated that managers are usually focusing on the short-term problems, while the leader has the bigger picture in mind. For this researcher has not focused on this issue, but rather that the entrepreneur must be a leader. It is clear that there are two main elements in leadership: power and personal traits. Power implies the ability of a person to influence a person or group of people to achieve something they would not do on their own or to reach a specific outcome. Personal traits are "any persisting characteristics of dimension of personality according to which individuals can be related or measure" (Chen, 2006). The sincerity of a leader has vital outcomes for innovation, imagination and information allocation (Costa *et al.*, 2023). According to Obiwuru *et al.*, (2011), leadership does only depend on personal traits and abilities, but will also be determined by the specifications of a situation and environment. The leadership style of the leader will be of utter importance, because it can determine if the company/ business/ entrepreneurship is a success or failure. It is clear even out of these definitions and descriptions that leadership is complex and comprises different processes, such as personal, social and organisational. According to Arifin and Gunawan (2020), leadership is the method used to involve group actions to attain objectives. The key characteristics of leadership are: (i) The classification of a principle or objective. (ii) The aptitude to inspiration other people. (iii) The participating of concepts. Thus, leadership suggest ability to determine modification or fulfilling purposes via authority and support (Ekiyor and Dapper, 2019). Costa *et al.*, (2023) state that leadership is a significant source to innovation.

The topmost leaders in the company need to cherish originality and be passionate regarding inspiring latest progresses and thus offers the desired challenge and prospects for the employees to be original. Subsequently, the leaders of company should appreciate, respect, controlling the intensity of concepts, circumstances, and perceptions of all the employees in addition permit them to make use of their distinctive individual resources as well as their proficiencies to perform for the company. The vision and objectives of

leadership regulate whether the company enthusiastically foster creativity. The leader's role is to encourage individuals in the company to draw out their creativity by inventing a mutual vision for the company (Agbor, 2008). Each leadership style offers vital assistance as various companies might need diverse leadership styles (Costa *et al.*, 2023). Leadership styles are evidence on the sort or setting of the company and most usually these styles altered or able to change depending on the modification in the situation (Ekiyor and Dapper, 2019). Entrepreneurs make less use of entrepreneurial leadership skills since they perceive themselves as employees to critic their capability to entrepreneurial behaviour. To be able to accomplish virtuous entrepreneurial leadership skills, the leader must (i) have a foresight and an efficient way of communicate it to the employees; (ii) concentrate his motivation, time and efficient choices in guaranteeing the developing and accomplishment of the company; (iii) have marketing proficiencies to persuade possible customers to purchase merchandises. Furthermore, the entrepreneurial leadership ought to be flexible to possible fluctuations in work development as well as a good listener to be able to obtain opinions from employees and stakeholders. Therefore, trust need to develop in the shareholders and consumers so that the company's vision can be uphold. The entrepreneurial leader is inside-out focus, pursuing the educational accomplishment of the employees as well as their nature of work- capacity. Therefore, the leader is to be expected to appeal to a self-motivated, fluctuating, and perplexing industry setting through offering creative resolutions (Ordu, 2020).

2.2 Transformational Entrepreneurial Leadership

This leadership style was first presented by Burn in 1978 then progressed while reviewing political leaders and further investigated by Bass in 1985 which clarified thorough the psychological instruments transformational and transactional leadership grounded on the Multifactor leadership questionnaire (Costa *et al.*, 2023). Whitaker (2009) describes the transformational leader as one that connect to his followers through his personal values, openness and trusting them to do their jobs. It is these attributes that inspire his followers and make them want to do the same. Transformational leaders provide the change and movement in their organisations, having energy-producing qualities. These leaders like to change the current structure and have the ability to motive others to accept the new vision and other possibilities as well as addressing the relationship aspect of leadership (Beinecke *et al.*, 2009, Hoyle, 2006; Martinette, 2002). The transformational leader will start with the developing of a vision, of which he as leader are excited and then he basically sells this vision to his followers. This never stop, he will constantly remind them about the vision and the direction they are working towards. He himself is committed to the vision and remains upfront in the eyes of the followers that he can listen to and encourage his followers. Self-confidence, inner integrity, personal values, and honesty will all impact the leader's behaviour. Nave (2005) agrees with these above characteristics but also named a few others like: motive- arousal behaviours; role modelling; visionary in directing to the goal; image building and empowering; risk- taking; self-sacrificial; supportive and adaptive. According to Kuppusamy *et al.*, (2010) an important aspect of this leader is to relate with his life experience with these behaviours. These inner behaviours will lead to external behaviours and in the end, transform the organisation. Burns in Obiwuru *et al.*, (2011), describes this as follows: "one or more persons engage with others in such a way that leaders and followers raise one another to a higher level of motivation and morality." The followers are attracted to the personal values and beliefs of the leader. According to Martinette (2002) transformational leadership is not just focusing on the leader to bring transformation and influencing his followers, but that the leader involves the followers and so to create a relationship that increase the level of motivation and morality. Thus, the leader focuses on developing and brings out the maximum performance out of his followers. Bass and Avolio in Yew (2012); Mayberry (2011) and Hamidifar (2009) names four aspects that are part of transformational leadership and can be seen as the foundation: (a) Idealized influence: Leaders doing the right thing and in the ethical manner and are role models for the follower, (b) Inspirational motivation: They are inspiring and motivators to the followers, (c) Intellectual stimulation: These leaders are creative and encourage the followers to find innovative ways of solving problems, (d) Individual consideration: Each follower is seen as individual and receives attention and coaching. While Gumusluoglu and Ilsev (2009) and Obiwuru *et al.*, (2011) agree with the above, but instead of using the words "Idealized influence", he used the word "charisma". Bass in Nave (2005) on the other hand list the leadership as sharing three- dimensional characteristic namely charismatic behaviour, intellectual stimulation, and individual consideration. Inspirational motivational and Intellectual stimulation are very important in organisational innovation according to Gumusluoglu and Ilsev (2009) as well as Duygulu and Ozeren (2009) studies. Furthermore, the facts that the followers are motivated and allowed to make mistakes are positive attributes for organisational innovation.

According to Bass & Avolio in Bolden (2004), states that the goal of transformational leadership is to 'transform' people and organisations by changing their heart and mind. This is possible through enlarging

their vision, giving insight, understanding, and clarification of purposes; make sure their behaviours match the belief, values, and principles and that these changes are lasting. The transformational and charismatic leaders have some behaviour in common; both have a vision, shared values and focusing on building relationships. However, the transformational leader connects the completion of the vision and the strategy to bring change in the organisation. Although the transformational leader will be involved in some transactional leadership like paying salaries to employment, their main focus will be to bring change and innovation to the organisation (Chen, 2006). In this leadership style, the follower will feel trust, loyalty, and respect towards the leader and motivated to follow the leader to reach the goal. The leader makes them aware of the importance of the outcome of the task and this causes an increase in their level of performance. The transformational leader is not satisfied to merely make use of their personality (charismatic) or negotiating (transactional) to influence employees, but rather use understanding, knowhow, and vision to transform their employees. Transformational leadership signify the most appreciated leadership style as employees are given the opportunity to transform and thus grow themselves as individuals (Germano, 2010). The transformational leader make use of three ways to inspire their employees, namely (i) Employees are provoking to think more creative and innovative. (ii) Employees are inspired to think that the objectives can be accomplished through determination and hard work. (iii) The leader's personality instinctively inspires the employees via their conduct (Shahraki and Bahraini, 2013). According to Way (2012), the transformational leadership is one of effective leadership, because it "change mind-sets, social cultures and work efficiencies." It is observed that allot of research has been done to find that transformational leadership has a positive impact on innovation and organisational innovation (Gumusluoglu and Ilsev, 2009). According to Costa *et al.*, (2023) this leadership style is most researched on innovation.

2.3 Innovation and Organisational Innovation

Creativity is (i) improved when individuals have a certain degree of freedom; (ii) elevated personal obligation to the assignment; (iii) excessive percentage of strong compensates and however a number of irrelevant compensates too and (iv) various kind of opposition. Entrepreneurial pursuit is subjected to progression of innovation ensuing creativity but not on creativity only (Okpara, 2007). There is no specific definition of innovation, particular of the various disciplinary perspectives (political, economic, sociological and managerial/ organisational) whereupon innovations are observed (Ramalingam *et al.*, 2009). Duygulu and Ozeren (2009) describe innovativeness as a "transformation process" of new product or services into the market place, while Agbim (2013) described innovation as a very important strength in the performance of an organisation as well as improving the economy and development. Even more, it is important that an organisation is innovative to be successful. Generally, innovation is termed by Rogers (1995: 276) as "an idea, a product or process, system or device that is perceived to be new to an individual, a group of people or firms, an industrial sector or a society as a whole." Another definition for innovation is the "introduction of a new product, process, technology, system, technique, resources, or capability to the firm or its markets." Innovation can be divided into three types namely product innovation, process innovation and organizational innovation (Huang and Wang, 2011). One of Schumpeter's definitions of innovation be dependent on the "creative destruction", suggest that larger companies have a better motivation to participate in product innovation. Innovation is all about as original products and philosophies, extreme alteration, and creativity (Costa *et al.*, 2023). Innovation is a method of conveying the elite concepts into materiality, which activates creative concepts which then create a sequence of innovative actions. It is impossible to innovate with no creativity and lacking of innovation, an enterprise will speedily turn to be outdate (Okpara, 2007). The leaders are responsibility to foster creativity if they want creativity and innovation to elaborate in their company. Leaders can effectively inspire organisational creativity and innovation by preparation the organisation to be adoptive to an environment that is favourable for creativity to thrive (Agbor, 2008). The leaders of innovation are individuals who exercise encouragement and inspire employees to function cooperatively to achieve original and valuable results. Innovative execution is highly impacted by leadership. The leadership responsibility in assisting or hampering innovation and creativity is crucial.

The leadership conduct is a main motivating feature in concerning organisational creativity and innovation (Isaksen and Akkermans, 2011). Organisational innovation according to Thompson (1965) in Alharbi *et al.*, (2019) is "the implementation of a new or borrowed idea internally within the organization that is related to the organization activities such as programs, policies, products services, process, systems, and service that are innovative to the organization." While Tavassoli and Karlsson (2016) in Alharbi *et al.*, (2019) describe "organizational innovations are changes in the routines of organizations to improve productivity, creativity flexibility, efficiency, and profits to the organizations." Technology innovation needs organisational innovation, but there are fundamental characteristics of organisation innovation that is totally different from

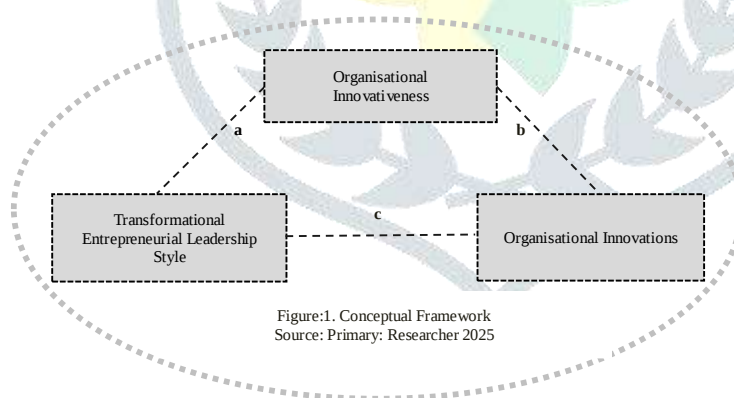
technological innovation. The two main characteristics (Streiber, 2012: 19-20) are the effect on the market and the effect on the search and implantation process. (A) The effect on the market: (i) Implementation of organisational innovation is an asset in knowledge, procedures, behaviour and relations instead of in (artefacts), (ii) Organisation innovation is more complex to monitor, to classify, and to identify system boundaries, (iii) It is difficult to calculate the price and benefits of organisational innovation, (iv) Minor cost of production is equivalent to reproduction and transfer cost. There is no traditional trader industry or market in organisation innovation. (B) The effect on the search and implantation process: (i) The local search process is very essential in organisational innovation, (ii) It affects a large number of people, thus more people are needed to support innovation, (iii) The fact that there are so many people involved increases the importance of the role of the manager, (iv) Organisation innovation is tacit in nature and influence by the understanding of the adopter, (v) There is reliance between organisational innovation and technological innovation.

III. RESEARCH METHODOLOGY

This is a quantitative research study to examine the impact of Transformational Entrepreneurial Leadership Style on the Organisational Innovations through a mediating variable called Organisational Innovativeness in medium scale auto-ancillary enterprises located in Pune, India. Linear Regression Analysis was used to test the Hypotheses through SPSS version 23.

3.1 Conceptual Framework and Hypothesis

Based on the literature review, the following conceptual framework with hypotheses was developed for the present study.



Hypotheses Setting

H₁: There is a significant and positive relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovativeness.

H₂: There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.

H₃: There is a significant and positive relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovations.

H₄: Organisational Innovativeness mediates the relationship between Transformational Entrepreneurial Leadership Style and Organisation Innovations.

3.2 Model Specification

Linear Regression Analysis was used in this study to identify the impact of Transformational Entrepreneurial Leadership Style on the Organisational Innovations through a mediating variable, Organisational Innovativeness in medium scale enterprises. The model specifications are presented as follows:

$$m = \beta_0 + \beta_1 X + \varepsilon \text{ (Path a) Regress } M \text{ on } X$$

$$y = \beta_0 + \beta_1 m + \varepsilon \text{ (Path b) Regress } Y \text{ on } M$$

$$y = \beta_0 + \beta_1 X + \varepsilon \text{ (Path c) Regress } Y \text{ on } X$$

$$y = \beta_0 + \beta_1 X + \beta_2 m + \varepsilon \text{ (Path d) conducting multiple regression analysis with } X \text{ and } M \text{ predicting } Y$$

$$\beta_0 = \text{The Intercept}$$

- β = Slope of Regression Line / Regression Coefficient
 ε = Error Term
 X = Independent Variable: Transformational Entrepreneurial Leadership Style
 M = Mediating Variable: Organisational Innovativeness
 Y = Dependent Variable: Organisational Innovations

3.3 Data Collection and Questionnaire

The data collection was done through a questionnaire, which was distributed by using the clustered random sample method. The demographic focus for this research study was on Maharashtra Industrial Development Corporation (MIDC) area in Pune, India. This area is further divided into ten sub-regions such as Bhosari, Chinchwad, Chakan, Hadapsar, Hinjewadi, Karadi, Pimpri, Pirangut, Ranjangaon and Talegaon, areas. From the given population of 1270 enterprises. The required 120 samples were drawn equally from all the ten sub-regions. Based on this scenario, to determine the sample size, following formula was used: $n = N / 1 + N(e)^2$, where n =sample size; N =predetermined population size and e = maximum acceptable error margin which is 5%. Therefore $n=120$. The questionnaire was divided in to four parts namely; Part A consists of respondent's information; Part B questions related to Transformational Entrepreneurial Leadership Style; Part C related to Organisational Innovativeness; and Part D related to Organisation Innovations in medium scale auto auto-ancillary manufacturing enterprises. The questionnaire structure was based on five-point Likert scale, from 1= "strongly disagree" to 5= "strongly agree" with the statement. A pilot test was conducted on 10 randomly selected enterprises to test the feasibility and find out test-results of the questionnaire. Based on the feedback received and after a careful analysis, changes were made accordingly. The updated questionnaire was administered to selected medium scale enterprises located in all the 10 sub-regions. The questionnaire was developed in English and also translated into Marathi, the local language. The purpose of this study was clearly specified in the questionnaire and participation was voluntary and confidential. 165 questionnaires were administered, out of which 128 (78%) questionnaires were complete and useable for the research study. The response rate is deemed high, moreover it is recommended that approximately 30 participants per predictor. In the current study there are two predictors, therefore the 120 complete questionnaires are considered acceptable on the above recommendations.

IV. DATA PRESENTATION AND ANALYSIS

4.1 Demographic Analysis

The respondent's information regarding gender, age, educational background and the number of years of experience in enterprise were collected for the analysis in Table1. The descriptive analysis revealed the following: The respondents based on gender: 92% were male and remaining 8% were female entrepreneurs. Whereas, the age group of the entrepreneurs consists of 64% are below the age of thirty years and 36% were above the age of thirty. Similarly, 56% of entrepreneurs have educational qualification up to graduation and 44% above graduation. Furthermore, 38% of entrepreneurs have up to 10 years of experience and 62% have more than 10 years of experience in running the enterprise.

Table 1. Demographic Characteristics of Respondents

PARTICULARS	DETAILS	FREQUENCY	PERCENTAGE
Gender of Entrepreneur	Male	118	92
	Female	10	8
	TOTAL	128	100%
Ages of Entrepreneur (years)	Age up to 30 years	82	64
	Age above 30 years	46	36
	TOTAL	128	100%
Highest Educational Status of Entrepreneur	Education up to Graduation	72	56
	Education above Graduation	56	44
	TOTAL	128	100%
Experience in the Enterprise	Experience up to 10 years	49	38
	Experience above 10 years	79	62
	TOTAL	128	100%

Source: Primary Data, 2025

4.2 Reliability Test

The first step in the data measurement process is reliability test. In this study, Cronbach's Alpha was used to measure the internal consistency and reliability. Alpha values above 0.7 are widely accepted as an adequate measure of reliability for a construct. The calculated alpha values for the 4 items of construct: Transformational Entrepreneurial Leadership Style is 0.851, 8 items of construct: Organisational Innovativeness is 0.836 and 12 items of construct: Organisational Innovations is 0.893. Based on the data analysis, all constructs strongly support internal consistency and reliability for the 24 items in Table 2.

Table 2. Reliability Test of the Research Variables

Construct	Number of Items	Critical Value	Cronbach's Alpha Value	Reliability
Transformational Entrepreneurial Leadership Style	4	0.7	0.851	Supported
Organisational Innovativeness	8	0.7	0.836	Supported
Organisational Innovations	12	0.7	0.893	Supported

4.3 Descriptive Statistical Analysis

The objective of the descriptive statistics is to describe the distribution of certain variables within a specific dataset. The mean (M) value indicates the location centre of the data and the standard deviation (SD) is the spread of the data. Furthermore, the standard deviation indicates the variability of values in the data set, it is a measure of dispersion, showing how spread out the data points are around the mean. The standard deviation together with the mean also indicates percentiles for a normally distributed population. According to the respondents in this study, the mean value and standard deviation for the variables are as follows: The Independent Variable: Transformational Entrepreneurial Leadership Style (M = 2.421; SD = 0.7772); the Mediating Variable: Organisational Innovativeness (M = 2.623; SD = 0.6004). The dependent variable: Organisational Innovations (M = 2.796; SD = 0.6053). Based on the descriptive statistics of the computed variables in Table 3, the standard deviation value is lower than 1, indicated that data is clustered closely around the mean value, therefore the data is more reliable.

Table 3. Frequency Distribution

Construct	Observations	Number of Items	Mean Value	Standard deviation	Interpretation*
Transformational Entrepreneurial Leadership Style	128	4	2.421	0.7772	Medium Level
Organisational Innovativeness	128	8	2.623	0.6004	High Level
Organisational Innovations	128	12	2.796	0.6053	High Level

*Mean Range Interpretation: 1.00-1.75 Low Level, 1.76-2.50 Medium Level, 2.51-3.25 High Level, 3.26-4.00 Very High Level.

4.4 Regression Analysis

Model 1: $M = \beta_0 + \beta_1 X + \varepsilon$. (Path a) Regress M on X

Analysis of variance (ANOVA) indicates the variance between the variables. The *p*-value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 4, the calculated values are; *mean square* = 33.353, *df* = 1, *f*-value = 338.062, *p*-value = 0.000. A larger *f*-value (338.062) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Transformational Entrepreneurial Leadership Style is significant in assessing the dependent variable: Organisational Innovativeness.

Table 4. Analysis of Variance (ANOVA)^a

Model 1	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	33.353	1	33.353	338.062	0.000 ^b
Residual	12.431	126	0.099		
Total	45.784	127			

a. Dependent Variable: Organisational Innovativeness.

b. Predictor (Construct): Transformational Entrepreneurial Leadership Style

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error (SE) indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 5, the calculated model values are: $R = 0.854$, $R^2 = 0.728$, Adjusted $R^2 = 0.726$, $SE = 0.31410$. Data interpretation includes; R Squared (R^2) = 0.728, indicates that the proportion of 72% variance in the dependent variable: Organisational Innovativeness is explained by the independent variable: Transformational Entrepreneurial Leadership Style and remaining 28% variance is contributed by unexplained components. Adjusted R Squared = 0.726, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.31410, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 5. Model Summary^b

Model	R	R^2	Adjusted R^2	Std. Error. Estimate
1	0.854 ^a	0.728	0.726	0.31410

a. Predictor (Construct): Transformational Entrepreneurial Leadership Style

b. Dependent Variable: Organisational Innovativeness

Model 2: $Y = \beta_0 + \beta_1 M + \varepsilon$ (Path b) Regress Y on M

Analysis of variance (ANOVA) indicates the variance between the variables. The p -value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 6, the calculated values are; mean square = 38.689, $df = 1$, f -value = 621.273, p -value = 0.000. A larger f -value (621.273) and lower p -value ($0.000 < 0.05$) indicates more significance of the model. This implies that independent variable: Organisational Innovativeness is significant in assessing the dependent variable: Organisational Innovations.

Table 6. Analysis of Variance (ANOVA)^a

Model 2	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	38.689	1	38.689	621.273	0.000 ^b
Residual	7.847	126	0.062		
Total	45.536	127			

a. Dependent Variable: Organisational Innovations.

b. Predictor (Construct): Organisational Innovativeness.

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 7, the calculated model values are: $R = 0.912$, $R^2 = 0.831$, Adjusted $R^2 = 0.830$, $SE = 0.24955$. Data interpretation includes; R Squared (R^2) 0.831, indicates that the proportion of 83% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Organisational Innovativeness and remaining 17% variance is contributed by unexplained components. Adjusted R Squared = 0.830, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.24955, indicates the precision of the coefficient estimate and smaller

standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 7. Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error. Estimate
2	0.912 ^a	0.831	0.830	0.24955

a. Predictor (Construct): Organisational Innovativeness

b. Dependent Variable: Organisational Innovations

Model 3: $Y = \beta_0 + \beta_1 X + \varepsilon$. (Path c) Regress Y on X

Analysis of variance (ANOVA) indicates the variance between the variables. The p -value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 8, the calculated values are; $mean\ square = 36.383$, $df = 1$, $f\text{-value} = 451.537$, $p\text{-value} = 0.000$. A larger f -value (451.537) and lower p -value ($0.000 < 0.05$) indicates more significance of the model. This implies that independent variable: Transformational Entrepreneurial Leadership Style is significant in assessing the dependent variable: Organisational Innovations.

Table 8. Analysis of Variance (ANOVA)^a

Model 3	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	36.383	1	36.383	451.537	0.000 ^b
Residual	10.153	126	0.081		
Total	46.536	127			

a. Dependent Variable: Organisational Innovations

b. Predictor (Construct): Transformational Entrepreneurial Leadership Style

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 9, the calculated model values are: $R = 0.884$, $R^2 = 0.782$, $Adjusted\ R^2 = 0.780$, $SE = 0.28386$. Data interpretation includes; R Squared (R^2) 0.782, indicates that the proportion of 78% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transformational Entrepreneurial Leadership Style and remaining 22% variance is contributed by unexplained components. Adjusted R Squared = 0.780, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.28386, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 9. Model Summary^b

Model	R	R ²	Adjusted R ²	Std. Error. Estimate
3	0.884 ^a	0.782	0.780	0.28386

a. Predictor (Construct): Transformational Entrepreneurial Leadership Style

b. Dependent Variable: Organisational Innovations

Model 4: $Y = \beta_0 + \beta_1 X + \beta_2 M + \varepsilon$. (Path d) Regress Y on X and M

Analysis of variance (ANOVA) indicates the variance between the variables. The p -value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table10, the calculated values are; $mean\ square = 36.383$, $df = 1$, $f\text{-value} = 451.537$, $p\text{-value} = 0.000$. A larger f -value (451.537) and lower p -value ($0.000 < 0.05$) indicates more significance of the model. This implies that independent variable: Transformational Entrepreneurial Leadership Style is significant in assessing the dependent variable; Organisational Innovations. The calculated values are: $mean\ square = 20.307$, $df = 2$, $f\text{-value} = 428.662$, $p\text{-value} = 0.000$. A larger f -value (428.662) and lower p -value ($0.000 < 0.05$) indicates more significance of the

model. This implies that independent variable; Organisational Innovativeness is significant in assessing the dependent variable: Organisational Innovations.

Table 10. Analysis of Variance (ANOVA)^a

Model 4	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	36.383	1	36.383	451.537	0.000 ^b
Residual	10.153	126	0.081		
Total	4.536	127			
Regression	40.614	2	20.307	428.662	0.000 ^c
Residual	5.922	125	0.047		
Total	46.536	127			

a. Dependent Variable: Organisational Innovations

b. Predictor (Construct): Transformational Entrepreneurial Leadership Style.

c. Predictor (Construct): Transformational Entrepreneurial Leadership Style, Organisational Innovativeness

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 11, the calculated model values are: $R = 0.884$, $R^2 = 0.782$, Adjusted $R^2 = 0.780$, $SE = 0.28386$. Data interpretation includes: R Squared (R^2) 0.782, indicates that the proportion of 78% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transformational Entrepreneurial Leadership Style and remaining 22% variance is contributed by unexplained components. Adjusted R-Squared = 0.780, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.28386, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Similarly, the calculated model values are: $R = 0.934$, $R^2 = 0.873$, Adjusted $R^2 = 0.871$, $SE = 0.21765$. Data interpretation includes: R Squared (R^2) 0.873, indicates that the proportion of 87% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transformational Entrepreneurial Leadership Style and remaining 13% variance is contributed by unexplained components. Adjusted R Squared = 0.871, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.21765, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 11. Model Summary^c

Model	R	R^2	Adjusted R^2	Std. Error. Estimate	df	Sig.
4	0.884 ^a	0.782	0.780	0.28386	126	0.000
	0.934 ^b	0.873	0.871	0.21765	125	0.000

a. Predictor (Construct): Transformational Entrepreneurial Leadership Style

b. Predictor (Construct): Transformational Entrepreneurial Leadership Style, Organisational Innovativeness

c. Dependent Variable: Organisational Innovations

4.5 Hypothesis Test Results

Hypothesis 1: There is a significant and positive relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovativeness.

As shown in Table 12, the research study shows path “a” where dependent variable M regress on independent variable X with the results for $\beta = 0.6593$, $t\text{-value} = 18.386$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.6593$ is positive, $t\text{-value} (18.386 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Transformational Entrepreneurial Leadership Style will result in 0.6593 units of increase in Organisational Innovativeness. All these statistical results with the given regression: $M = \beta_0 + \beta_1 X + \varepsilon$, support that H_1 ; about the significant and positive impact of Transformational Entrepreneurial Leadership Style in achieving Organisational Innovativeness in medium scale enterprises.

Hypothesis 2: There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.

As shown in Table 12, the research study shows path “b” where dependent variable Y regress on independent variable M with the results for $\beta = 0.5834$, $t\text{-value} = 9.450$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.5834$ is positive, $t\text{-value} (9.450 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase Organisational Innovativeness will result in 0.5834 units of increase in Organisational Innovations. All these statistical results with the given regression: $Y = \beta_0 + \beta_1 m + \varepsilon$, support H₂; about the significant and positive impact of Organisational Innovativeness in achieving Organisational Innovations in medium scale enterprises.

Hypothesis 3: There is a significant and positive relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovations.

As shown in Table 12, the research study shows path “c” where dependent variable Y regress on independent variable X with the results for $\beta = 0.3040$, $t\text{-value} = 6.374$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.3040$ is positive, $t\text{-value} (6.374 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Transformational Entrepreneurial Leadership Style will result in 0.3040 units of increase in Organisational Innovativeness. All these statistical results with the given regression: $Y = \beta_0 + \beta_1 x + \varepsilon$, support that H₃; about the significant and positive impact of Transformational Entrepreneurial Leadership Style in achieving Organisational Innovations in medium scale enterprises.

Hypothesis 4: Organisational Innovativeness mediates the relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovations.

As shown in Table 12, the research study shows path “d” where dependent variable Y regress on independent variable and mediating variable X and M; with the results for $\beta = 0.6887$, $t\text{-value} = 21.249$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.6887$ is positive, $t\text{-value} (21.249 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Transformational Entrepreneurial Leadership Style and Organisational Innovativeness will result in $\beta = 0.6887$ units of increase in Organisational Innovations. All these statistical results with the given regression: $Y = \beta_0 + \beta_1 x + \beta_2 m + \varepsilon$, support that H₄; about the significant and positive impact of Organisational Innovativeness mediating Transformational Entrepreneurial Leadership Style in achieving Organisational Innovations in medium scale enterprises.

Table 12. Multiple Regression Analysis Summary

Hypothesis	Path	β Coefficient	t- value	p- value	Decision
H ₁ : There is a significant and positive relationship between Transformational Entrepreneurial Leadership-Style and Organisational Innovativeness.	M Regress X	0.6593	18.386	0.000	Supported
H ₂ : There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.	Y Regress M	0.5834	9.450	0.000	Supported
H ₃ : There is a significant and positive relationship between Transformational Entrepreneurial Leadership Style and Organisational Innovations.	Y Regress X	0.3040	6.374	0.000	Supported
H ₄ : Organisational Innovativeness mediates the relationship between Transformational Entrepreneurial Leadership Style and Organisation Innovations	Y Regress X, M	0.6887	21.249	0.000	Supported

V. CONCLUSIONS

As per the literature review the Transformational Entrepreneurial Leader is the one that connect to followers through personal values, openness and trusting them to do their jobs. These leaders like to change

the current structure and have the ability to motive others to accept the new vision and other possibilities as well as addressing the relationship aspect of leadership. Self-confidence, inner integrity, personal values, and honesty does impact the leader's behaviour. All the aspects of this leader relate with his life experience with these behaviours. These inner behaviours will lead to external behaviours and in turn, transform the organisation. Transformational Entrepreneurial Leadership is not just focusing on the leader to bring transformation and influencing on his followers, but the leader involves followers to create a relationship that increases the level of motivation and morality. In Transformational Entrepreneurial Leadership Style, the followers are motivated and allowed to make mistakes, is a positive attribute for organisational innovation. Although the Transformational Entrepreneurial Leader will be involved in some transactional leadership functions like paying salaries to employment, their main focus will be to bring change and innovation to the organisation. Transformational Entrepreneurial Leadership Style has a positive impact on innovativeness organisational innovations. This type of leadership has been around in this region for some time and the employee followers observe the leader and upgrade their skills to match the task and adopt required changes etc. Under this leadership initiatives and innovations can spring up naturally with minimum effort in the enterprises where Transformational Entrepreneurial Leader is the one that connect to his followers through personal values, openness and trusting them to do their organisational functioning due to the favourable environment created by the leader. It is also noted that under this leadership the innovations were more in number and useful for commercial purposes. Employees feel they are duly recognised and acknowledged for their contribution in innovations. The innovations were under the direct scrutiny or supervision of the large-scale manufacturing enterprises, which place manufacturing orders on medium-scale auto-ancillary manufacturing enterprises located in Pune, India. Based on the research study, in H_1 , H_2 , H_3 , H_4 there is a significant and positive relationship between the independent, mediating and dependent variables.

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