

School Leaders in School Organization: Entrepreneurial Leadership?

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Abstract

The purpose of this paper is to present and discuss the model of entrepreneurial leadership in school organizational context and why this style of leadership is importance toward school leaders in school organization. The empirical studies revealed that entrepreneurial leadership positively and significantly have an effect on performance of leaders. Therefore, this conceptual paper introduces the significance of entrepreneurial leadership on school leaders in school organization.

Introduction

Entrepreneurial leadership is leadership with entrepreneurial behaviour which includes proactiveness in optimizing risk, creativity and innovation in finding an opportunity. Furthermore, entrepreneurial leadership is related to the concept of managing the changes in some dynamic organization that intends to bring a better outcome for the organization. Furthermore, entrepreneurial leadership is a process of developing an entrepreneur's vision and mission that will inspire the organization to create an objective that needs to be achieved [1]. Entrepreneurial leadership also has

eight main components which are proactive, innovation, creative, risk taking, strategy, motivational, personal and communicative competence [2-9].

Entrepreneurial Leadership

Generally, entrepreneurial leadership is classifying leaders to achieve the same goal by using proactive entrepreneurial behavior and creativity [10]. Besides, entrepreneurial leadership also includes aspects to optimize risk, innovate in taking advantage of the opportunities that existed, take managing and personal responsibility in the change of dynamic environments for the benefit of an organization. The concept of entrepreneurial leadership in a business context is about a leader who can generate profit. In non-business or school organizations, entrepreneurial leadership is looking at the performance of the school [11].

Entrepreneurial leadership also refer to the group of people to achieve an objective and goal using entrepreneur behavior by optimizing risk, innovating to take advantage of opportunities, taking personal responsibility and managing change within a dynamic environment for the benefit and quality of the organization [12]. Entrepreneurial leadership can also effectively use the skills associated with successful individual entrepreneurs and apply them to the environment of the larger organization. This especially means within an organization where those skills have been lost and replaced with a corporate mindset that focuses on process, systems and risk minimization rather than entrepreneurial behavior. Entrepreneurial leadership in a business context was focusing on profit but entrepreneurial leadership in the organizational context was focusing on performance. Profit is a financial benefit that is realized when the amount of revenue gained from a business activity exceeds the expenses and performance is the output or results of an organization as measured against its intended outputs, goals and objectives [13].

There are various types of definitions for the entrepreneurial leadership dimension. Many researchers have looked at the similarities between leadership and entrepreneurship defined entrepreneurship as a type of leadership in challenging and complex contexts (Harrison et al., 2018). Some researchers have considered the differences of dimensions and highlighted the competencies that enable leaders to behave as entrepreneurs to act as leaders. Integrating approaches to leadership and entrepreneurship, [14]defined entrepreneurial leadership as having and communicating the vision to engage teams to develop, identify and take advantage of the opportunity to gain competitive advantage. Practicing entrepreneurial competencies enable leaders to have one common goal, dealing with the challenges and crises of current organizational settings and ultimately improving the effectiveness of the leaders [15].

The concept of entrepreneurial leadership is to establish better quality management improvement. The organization should have a mission and vision in the organization, particularly in the form of entrepreneurial leaders to improve the performance, capacity, capability and long-term service [9]. Generally, entrepreneurial leadership is that leaders are classified to achieve the same goal by using proactive and creative entrepreneurial behavior [16]. Besides, entrepreneurial leadership also includes aspects to optimize risk, innovation in taking advantage of the opportunities, take personal responsibility and managing change in dynamic environments for the benefit of an organization [17].

The nature of entrepreneurial leadership is a dynamic process of vision, change and creation. It requires an application of energy and passion for the creation and implementation of new ideas and creative solutions. Essential ingredients include the willingness to take the calculated risks of time, equity, or career. The ability to formulate an effective venture team, the creative skill to marshal the needed resources, the fundamental skill of building and solid performance plan [1].

The concept of entrepreneurial leadership is also to help leaders deal with the challenges associated with the creation of new businesses, success and growth as well as addressing the competitive environment [18]. According to [19], the concept of entrepreneurial leadership consists of four components creativity, proactive, innovative and risk taking. Dimensions contained in the concept of entrepreneurial leadership is also a process in shaping the entrepreneurial nature to have a high vision and inspiration. In their attempts to define entrepreneurial leadership, the researcher applied four main approaches. First, the approach is focusing on innovative that distinguishes entrepreneurial leaders from other leaders. Second, examining the creativity factors that prompt organizational leaders to implement entrepreneurial leadership and strategies in performing their tasks and roles. Third, exploring the proactive of entrepreneurial leaders influence a group of people to achieve their vision. Fourth, describing risk taking that skill implementing to achieve a ministry vision and mission goals. The four dimensions are very important components for a leader to be more proactive in developing strategies for organizational management [20, 21].

Despite the debates on the definition of entrepreneurial leadership, there has been a relative consensus among researchers on the distinctive competencies that motivate and enable entrepreneurial leaders to lead an organization successfully. These competencies are a combination of personal characteristics, skills and knowledge that have long-lasting and influential effects on entrepreneurial leaders' organizational performance [22].

In the entrepreneurial leadership concept, studies in performance school leaders are still unpopular [11]. Generally, studies show that entrepreneurial leadership only focused in a business context and less on a non-business context and also illustrates enhancements in the performance of an organization. Thus, it is a very good opportunity for the concept to be used in the study. [10] also suggested that the study of entrepreneurial leadership in the context of the public organization is highly suggested because most of the research in this area is dominated by the corporate sector. According to [23], the concept of entrepreneurship can be implemented in the concept of leadership. Most of the leadership concept is being studied from the perspective of leadership style, transformational, charismatic and transactional leadership.

This entrepreneurial leadership has identified influences in shaping the performance of the organization [24]. The differences between leadership and entrepreneurial leadership are in the context of social influences and the transformation of innovation [21]. Leadership is a leader who has social influences on the employees in an organization while entrepreneurial leadership is a leader that uses a characteristic or behavior from an entrepreneur perspective in finding an opportunity to make an innovative transformation [25].

[26] reported that based on performance in school, an effective school leader can change the quality of their organization from the current situation to more dynamic conditions and have clearer goals. It can be done by creating a vision and mission for the organization, instilling a spirit of responsibility to implement the changes in personnel and culture. At the same time, adopt a new strategy for their organizations so that the energy can be mobilized and all resources can be used. Therefore, school leaders should play a major role in achieving an outstanding school performance level to implement the National Education Development [27]. Still, there are issues related to note regarding the initiatives which have been taken to improve performance and make enhancements to the schools. All these issues are a combination that constructs entrepreneurial leadership in the independent variable, risk taking [2], creative [7], proactive [19] innovative [9], personal [6], communication [3], strategy (Samimi et al.,2019) and motivation (Lee, 2020).

The Revolution of Entrepreneurial Leadership Models

The entrepreneurial leadership model has many different dimensions. [28] in their research of a project-based approach to entrepreneurial leadership education, mentioned that dimension contains five which is autonomy, innovativeness, risk taking, proactiveness and competitive aggressiveness. [28] mentioned that entrepreneurial leadership refers to the facing challenges associated with managing a growing enterprise, recognizing and choosing opportunities, establishing and communicating a vision. The autonomy dimension refers to the independent action of a person in carrying an idea or a vision through completion. The innovativeness dimension refers to the tendency to engage in new ideas and experimentation that may result in new products. Proactiveness implies acting in anticipation of future problems, need, or changes. Competitive aggressiveness is directly and intensely challenging competitors. Risk taking is about commitment to venture and receptive to the idea of starting a venture becomes an integral aspect of entrepreneurial behavior which is of interest for both its risk and uncertainty elements.

[17] in the research of entrepreneurial leadership in the 21st century mentioned that dimension contains three which is innovativeness, risk taking and proactiveness. [4, 17] mentioned that entrepreneurial leadership refers to the process of vision, change and creation. It requires an application of energy and passion for the creation and implementation of new ideas and creative solutions. Innovativeness is the essence of entrepreneurship behavior that necessarily increasing resources and making new capabilities to peruse new opportunities. Risk taking is about commitment to venture and receptive to the idea of starting a venture. Proactive refers to the entails a dynamic approach toward work and encompasses behavior such as taking charge.

[29] in their research of entrepreneurial leadership vision in non-profit vs for-profit organizations mentioned that dimension contains one which is vision. The vision of entrepreneurial leadership refers to the leadership that creates visionary scenarios that are used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation. The multiple roles of the desired vision as simple and idealistic, a picture of a desirable future that should appeal to the values, hopes and ideals of organizational members and other stakeholders whose support is needed.

[30] in their research of designing a scale for measuring entrepreneurial leadership in SMEs mentioned that dimension contains four which is strategic, communicative, personal and motivational. [30] state that the most important feature of entrepreneurial leadership is known as creating value by discovering new opportunities and editing new strategies to gain competitive advantages. Strategic refers to the assigning vision for followers, predicting future problems and crises, holistic view and avoiding details and flexibility in decisions. The communicative dimension refers to the ability to persuade followers, showing empathy to others, avoiding destructive conflict and active listening. Personal refers to the emotional stability, creativity in making things and new methods, hyperactivity in the assigned tasks and open mind in dealing with events. The motivational dimension refers to the self-confidence to influence others, enjoy influencing others, motivation for success, ability to understand the need of followers and tend to make constant progress in their followers.

[31] in their research of entrepreneurial leadership and familiness as resources for strategic entrepreneurship mentioned that entrepreneurial leadership contains five dimensions which are innovativeness, opportunities, proactiveness, risk taking and vision making. Entrepreneurial leadership can work in any organization and any task, by leading individuals and teams entrepreneurially and by managing resources productively. Leaders with entrepreneurial skills and characteristics may possess what it takes to become an entrepreneurial leader. [31] state that risk taking, proactiveness and innovativeness characterize entrepreneurial leadership when it is defined as entrepreneurs' way of leading in new ventures.

[32] in the research of innovation, proactive and vision are three integrated dimensions between leadership and entrepreneurship mentioned that dimensions contain three which is, innovative, proactive and vision. Innovation is vital to entrepreneurship since it is part of a country's economic growth. The proactive dimension refers to the entails a dynamic approach toward work and encompasses behavior such as taking charge. Vision refers to the leadership that creates visionary scenarios that are used to assemble and who become committed by the vision of the discovery and exploitation of strategic value.

[33] in their research of a learning and improvement model in entrepreneurial leadership mentioned that dimensions of three contain which is innovativeness, proactiveness and risk taking. [33] mentioned that the three dimensions of entrepreneurial leadership are important to show the abilities and capabilities of the entrepreneur in enhance individual, group and new effort of performance and success in present organizations. Innovativeness has been well defined as the quality and ability of the entrepreneurial leader to think differently, creatively develop unique and valuable ideas in entrepreneurial prospect acknowledgment, utilization of resources and problem solving indifferently. Proactiveness refers to the energy to create and lead the upcoming future perspective instead of influenced others. Innovativeness of entrepreneurial leaders also develops and creates and empowers them to furcate and anticipate upcoming future challenges and problems, identify opportunities classify and identify the need for change and enhancement. Risk taking refers to them based on the willingness of entrepreneurial leaders to absorb the uncertain environment and take the big responsibility and challenge for the future. Sensible and planned risk taking is one of the communal characteristics of entrepreneurial leaders in the initial phases of the entrepreneurship procedure.

[34] in their research of an exploratory study of the entrepreneurial leadership capabilities of entrepreneurs in Anambra State, Nigeria, mentioned that dimension contains three which is proactiveness, innovativeness and risk taking. [34] state that entrepreneurial leadership helps entrepreneurs to cope with the challenges associated with new venture creation, growth, success and dealing with a competitive environment. Proactiveness dimension refers to being active and influence and lead the future rather than waiting to be influenced, exploiting opportunities and accepting the responsibility of failure. Being able to anticipate future problems, need for change and improvement, responding to environmental opportunities. Innovativeness refers to the ability and tendency to think creatively, develop novel and useful ideas in opportunities recognition, resource utilization and problem-solving. Risk taking also refers to the willingness to absorb uncertainty and take the burden of responsibility for the future. Risk taking is one of the common characteristics of entrepreneurial leaders particularly in the early stages of the entrepreneurship process.

[35] in the research of entrepreneurial leadership as a cognitive construct for effective support in the implementation of decision-making opportunities mentioned that dimension contains three which is innovativeness, risk taking and proactiveness. [35] mentioned that entrepreneurial leadership is defined as a specific type of leadership that possesses the ability to influence others to manage resources strategically to emphasize both opportunities seeking and advantage seeking behaviors. The innovativeness dimension focuses on the search for creative and meaningful solutions to individual and operational problems and need. Risk taking involves the willingness to commit resources to opportunities that have a reasonable possibility of failure. Proactiveness is concerned with implementation and helping to make events happen through appropriate means, which typically include the efforts of others.

[36] in the research of entrepreneurial leadership and its effect on the social performance of the organization mentioned that dimension contains six which is risk taking, proactiveness, innovativeness, autonomy, competitive aggressiveness and taking ownership. Entrepreneurial leadership refers to the visionary scenarios that are

used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation. Risk taking dimension refers to the leader to allow other employees to act empowerment and make the decision and for the employees to dare to take a risk. Proactive dimension stimulating employees to actively look for opportunities. Innovativeness stimulating employees to be creative, come up with new ideas to keep innovating. The autonomy of entrepreneurial leadership refers to stimulating employees to work independently and allowing them freedom in their organization. Central or regional offices may give the organization different levels of authority to make decisions in different functional areas. For example, organization systems may have more autonomy over assessment, while schools in other education systems have more autonomy over staffing and budgeting. Competitive aggressiveness in entrepreneurial leadership refers to stimulating employees to learn from competitors and look around for opportunities outside the comfort zone. Taking ownership in entrepreneurial leadership stimulating the employees to take responsibility for their actions and feel as if they are part of the organization and responsible for the success.

[37] in their research of entrepreneurial leadership and school innovativeness mentioned that entrepreneurial leadership contains three-dimension which are proactiveness, innovativeness and risk-taking. [37] stated that entrepreneurial leadership is a distinctive type of leadership required for dealing with challenges and crises of the current organizational setting. [37] added that this leadership style enables leaders to successfully direct their organization and solve the problems through different steps of the organization's growth and development. The proactiveness dimension refers to being active in creating and learning toward the future rather than passively waiting to be affected. By being proactive, entrepreneurial leaders not only explore new opportunities for entrepreneurial activities but also step in action and exploit the opportunities to improve organization performance. The innovativeness dimension refers to the ability and tendency of entrepreneurial leaders to think creatively and develop novel and practical ideas relating to opportunity recognition, resource utilization and problem-solving. The risk-taking dimension also refers to the willingness to face uncertainties and venture into an ambiguous area despite a chance of costly failures.

[38] mentioned in their research of understanding and measuring entrepreneurial leadership style dimensions contain four dimensions which are creativity, risk-taking, proactive and innovative. [38] added that creativity refers to the leaders as well as followers, flexibility, patience and persistence. Risk-taking refers to the high tolerance for ambiguity, tenacity, self-confidence and power orientation. Proactive refers to entails personal initiative and closely associated with flexible role orientations. Innovative refers to increasing resources and making new capabilities to peruse new opportunities. These four-dimension factors may also prove important for the development of entrepreneurial leadership, positional and organizational context, position leaders occupy within the organization may shape their entrepreneurial leadership style and occurs more frequently hierarchy.

[20] in their research of entrepreneurial leadership in the retail pharmacy: developing economy perspective mentioned that dimensions of entrepreneurial leadership included three which is risk-taking, opportunity and vision. Risk-taking has emerged as an important attribute of an entrepreneurial leader. Research has shown that risk-taking is one of the main components or characteristics of entrepreneurial leadership. In taking risks, the potential loss that could occur the downside risk. Thereafter, they considered the probability of such a loss and how it could be minimized. All the entrepreneurs believed that their ability to identify and exploit opportunities was important to the success of the business. Some opportunities came by sheer providence, but the ability to exploit them was a key reason for an entrepreneur's success. Researchers identified that the entrepreneurs need a vision for clear and explicit objectives of what they wanted their business to become in the

period ahead. This ranged from expansion to greater brand awareness. The entrepreneurs were not just daydreamers but had specific plans to achieve their vision.

[22] in their research, the impact of entrepreneurial leadership on innovation management and its measurement validation, mentioned that the entrepreneurial leadership dimension contains four dimensions which are strategy, communication, motivational and personal. The strength of this dimension plays an important role, the communicative could enhance the performance, particularly in the idea generation and development phases. The strength of motivational could support the performance of the organization particularly in the idea generation and diffusion phases. Personal competence could have a positive relationship toward performance, particularly during the idea generation and diffusion phases. The strategy could certainly play an important role in performance, specifically in idea selection and diffusion phases strategic thinking and thinking in time.

[39] in their research of factors affecting the entrepreneurial leadership in small and medium-sized enterprises (SMEs) of Pakistan mentioned that the findings reveal that there is a positive and significant relationship among strategic factors, motivational factor, personality factor, communicative factor in entrepreneurial leadership. Besides, the study contributes to existing efforts to assimilate the areas of strategy, motivation, communication, leadership and entrepreneurship.

[6] in their study of entrepreneurial leadership, performance and sustainability leadership of micro-enterprises in Malaysia mentioned that the dimension of entrepreneurial leadership includes of responsibility, accountability, analytical thinking and emotional intelligence. The finding of the study revealed that the aspects of responsibility, accountability and emotional intelligence exhibited a significantly positive effect on micro-enterprise performance.

[40] in their study of a linkage between entrepreneurial leadership and SMEs performance: an integrated review mentioned that the dimension of entrepreneurial leadership includes vision, innovation, proactiveness and risk-taking. The finding of the study showed that the entrepreneurial leadership positively impact on organizational success, the SMEs. Thus, SMEs that are more exposed to setting a clear goal and have a clear set of activities performed well because of their ability in launching a new product or advancing the existing one as well as studying the market environment.

[9] in their study of the role of entrepreneurial leadership and configuring core innovation capabilities to enhance innovation performance in a disruptive environment mentioned that in the increasingly turbulent and competitive business environment, entrepreneurial behaviors in an organization are increasingly crucial across contexts to foster innovation, and adaptation into a changing environment. They are recommended incorporating an entrepreneurial mindset as a core element of strategic management, particularly in high-velocity environments of competition and change. Consequently, a focus on the concept of entrepreneurial leadership is an essential step in this direction. The concept of entrepreneurial leadership has become increasingly important because organizations must be more entrepreneurial to enhance their performance, their capacity for adaptation, and long-term survival. Entrepreneurial leadership occurs at the crossing of entrepreneurship and leadership. In vigorous competition, entrepreneurial leadership becomes the key driver to nurture an entrepreneurial mindset and culture. Entrepreneurial leadership is the abilities to influence others to manage resources strategically to emphasize both opportunities seeking and advantage seeking behaviors. The leader and the organizational culture are symbiotic. The leaders' judgments shape the organizational culture and, then, cultural attributes influence a leader's future decisions and actions. In this fashion, an entrepreneurial spiral happens between a leader's ability to identify an opportunity and the attributes of organizational culture that positively influence following it. Entrepreneurial leadership is explicitly expected to reach its goals of identifying an opportunity and utilizing it in certain conditions. The conditions mean leaders themselves perform as an entrepreneurial reference model as well as encouraged

followers who have significant levels of entrepreneurial effectiveness and entrepreneurial passion and where organizational and environmental contexts, as well as resources availability, are promising. Entrepreneurial leadership is shown by the leadership style when they are involved in a delicate combination of risk-taking, activity, and innovation. This study stated that entrepreneurial leadership included a six dimension of capability, innovation, opportunity, dominant, deceptively and strategic. The finding of the study suggested that the next research should position collaborative innovation with start-up as a significant source of disruptive innovations for enhancing innovation performance along with the configuring of internal core innovation capabilities.

[1] in their study of entrepreneurial leadership of private school principals in Thailand: The pathway to school effectiveness through school culture and organizational citizen behavior, mentioned that the result of this study reveals that to increase school effectiveness of private schools in Thailand, a private school principal needs to exercise entrepreneurial leadership through creating a positive school culture and teachers organizational citizen behavior. [1] mentioned there are four dimensions of school effectiveness to consider. The control view of private school effectiveness shows the highest mean score, followed by the creative view, the collaborative view and the competitive view. It indicates that the principal should focus on improving the competitive dimension of a private school, for example, student achievement, and the school's competitive advantage. In terms of factor loadings, the creative view presents the best loading to school effectiveness and that emphasize the importance of the school innovativeness today. Private schools need to identify themselves, differentiate themselves, able to adjust quickly to the disruptive world. Private school principals need to vary their curriculums to match the school context and the preference of stakeholders, to apply new technology to enhanced pedagogy and effective school management, and to adopt entrepreneurial leadership and their critical characteristic as it has proved to relate with school innovativeness.

[10] in their study entrepreneurial leadership: a missing link between perceived organizational support and organizational performance, the entrepreneurial leadership dimension in this study included three dimensions of strategy, communication and motivation. The study contributes to the existing literature by advancing knowledge about entrepreneurial leadership as it sheds light on its mechanism. It has the following theoretical contributions for academicians and researchers. First, it has identified perceived organizational support as a predictor of entrepreneurial leadership. The majority of researchers in this area are focusing on its effects ignoring its predictors. It is one of the initial studies identifying a variable that affects entrepreneurial leadership. Second, this research is among the pioneering research conceptualizing entrepreneurial leadership as a mediator. This is a significant contribution to the literature. Third, the contribution is in the SME literature. A new model is contributed to the literature for increased SME performance. The research has some practical contributions as well. Educators, entrepreneurs and policymakers can benefit from the findings. In the context of Oman, SMEs have an important standing as they formulate the economic backbone. The government, over the years, has introduced a number of policies directed at advancing Small and Medium Scale Enterprises. The findings of this research will help the SME sector to better understand the importance of giving proper support to the entrepreneurial leaders in order to increase the performance. The owners of SMEs can use it as a base to develop relevant policies to provide proper support. With the relevant support, entrepreneurial leadership can boost company performance for sustaining in the business environment.

[11] in their study of the relationship between entrepreneurial leadership behaviors of school administrators and organizational culture concluded that entrepreneurial leadership behaviors of school administrators and organizational culture are two important factors affecting each other and there are significant relationships between these two concepts. In this context, there is a need for a strong organizational culture

and entrepreneurial leaders to contribute to the survival and further development of the institution in order to meet the changing and developing needs of the society. In line with the results of the research, the following recommendations for this study can be made for future research. The relationship and influence between entrepreneurial leadership and organizational culture can be examined by comparing private and public schools and leadership styles belong to school principals and to what extent this leadership styles direct organizational culture.

[13] in their study conducted of entrepreneurial leadership measurement: a multidimensional construct stated the eight dimensions included framing challenges, absorbing uncertainty, underwriting, building commitment, defining gravity, opportunity identification and exploitation, orientation towards learning and creative collective self-efficacy. By highlighting the eight dimensions of this entrepreneurial leadership, this study assists the development of theories on how entrepreneurial leadership influence the process of innovation and opportunity recognition. Researchers can also use the questionnaire developed in this study to examine the areas of entrepreneurial leadership most influential in directing the individual and groups of followers' behavior as well as businesses towards entrepreneurial initiations. The questionnaire can also be applied in studies aiming to evaluate entrepreneurial leadership skills and behavior among business and organizational leaders. Leaders of all types of businesses from large companies to small new ventures can use the skills and behaviors of entrepreneurial leadership emerging from this study to evaluate their capabilities and identify their strengths and weaknesses regarding each aspect of their leadership style. Business consultants may also use the entrepreneurial leadership capabilities and roles identified in this study to guide nascent and current entrepreneurs to effectively lead their business. Educators aiming to enhance the number and quality of entrepreneurial leaders may use the questionnaire to measure the entrepreneurial leadership skills of their students and engage them in entrepreneurial leadership education and training programs based on their needs. Finally, future research can also use the entrepreneurial leadership dimensions that emerged from this study to develop the entrepreneurial leadership education programs that more effectively and purposefully develop such leadership capabilities in students and nascent entrepreneurs.

[12] in their study conducted of entrepreneurial leadership and sustainable performance manufacturing SMEs in Malaysia: The contingent role of entrepreneurial bricolage. This study stated that entrepreneurial leadership is very important in driving organizations and the external environment of sustainability. The entrepreneurial leadership and sustainability initiatives result in superior quality products and services, increase sales and profits, improve environmental degradation, satisfy customers and employees' needs, give reciprocal benefits to the community and eventually contribute to the sustainable development of Malaysia. In summary, the overall findings indicate that entrepreneurial leadership represents an interesting area of research and practice, hence requiring more research to understand their substantial impact on sustainable performance. As such, the SME owners or leaders should engage in skills development as a critical first phase towards business success. This research attempts to set a solid theoretical and empirical basis for this area of research. Thus, future studies are encouraged to make use of this research to further the investigation of this interesting and important topic, namely on entrepreneurial leadership and sustainable performances that are contingent upon entrepreneurial bricolage.

[18] in their study conducted the impact of entrepreneurial leadership on project success: the mediating role of knowledge management processes stated that entrepreneurial leadership refers to setting clear goals, creating chances, allowing people, safeguarding organizational understanding and creating human resource frameworks. Entrepreneurial leadership involves inducing and directing the performance of group members towards the attainment of organizational goals through the recognition and exploitation of entrepreneurial opportunities. Entrepreneurial

leadership also helps to enhance the success of the leader's task achievement and efficiency. Entrepreneurial leadership is a unique leadership style that is focused on making heterogeneous talents work more creatively and innovatively in collective processes to respond to the uncertain organization environment to create a coherent strategy and novel outcomes. Hence, organizations need to be able to measure and thus manage their entrepreneurial leadership. Leaders with entrepreneurial characteristics may lack inspiration or charisma that is typically characteristic of transformational leaders. Entrepreneurial leaders also motivate and inspire subordinates through imitation by role modelling instead of inspiring others to personal achievements. Although they lead with clear purpose and goals, entrepreneurial leaders may not be described as charismatic or inspirational by others as often as transformational leaders.

Based on the dimension of the entrepreneurial leadership discussed, it is concluded that there are many dimensions of entrepreneurial leadership. The dimensions including innovative, proactive, creative, risk taking, vision, strategy, autonomy, competitive aggressiveness, taking ownership, communicative, motivational, personal and opportunities. In general, being proactive is constantly exploring opportunities that exist and accept the responsibility that has been entrusted, always resolve the problem well and considers the problems encountered as a starting point for continued success. Innovative means an effort to brainstorm imagination and the ability to produce a stimulant in new products and prioritize ourselves, organizations, communities and the nation [9]. Taking risk is an effort in taking high risks despite any consequences that will occur as a result of the decision taken [2]. Creative refers to patterns of ability, relationships, transcending traditional ideas, rules and create meaningful new ideas, forms, methods, interpretations [7]. The strategy is an ability to determine the organization system comprehensively by taking the resources, people and strategy, adapted to an organization [41]. Communication refers to how such vision of future possibilities are shared throughout the organization, the ability to persuade members of the organization to manage conflicts and foster knowledge management by understanding emotions in social interaction [3]. Motivation competency deals with human action within the organization that affects both motivation and cognition of people in the organization [5]. Personal competency refers to factors relating to creativity, stability, resource allocation and discipline [6]. The entrepreneurial leadership dimension in this study integrated the two-model adapted by [22, 38]. The dimension including innovative, proactive, creative, risk taking, communicative, motivational, personal and strategy. The suggestion for the combines both models by [22, 38] to see the long-standing dimensions strength of entrepreneurial leadership and the newly introduced dimensions of entrepreneurial leadership [13].

The model from [38] suggested that entrepreneurial leadership should validate the instruments and need an integrated model characteristic of an organization that seizes and from profit to new opportunities of the non-profit. The recommendation of the study means that entrepreneurial leadership needs to focus on the new opportunities of the new model integrated. Also, [22] mentioned in their research that entrepreneurial leadership has an impact on the overall model but less on the validation of the entrepreneurial leadership measurement. The recommendations of the study mean that entrepreneurial leadership needs to focus on the measurement of the model. Besides, [9] mentioned in their recommendation that entrepreneurial leadership plays a very significant role in defining the capability strategy as the identity organization to be agile and sharp in a disruptive environment. Innovation, a strategy can be done through model combination and collaboration to explore opportunities and enhance capabilities.

Therefore, the recommendation of both entrepreneurial leadership models, concludes that the entrepreneurial leadership model needs to combines to explore and further explain entrepreneurial leadership. The recommendation for the integrated

model of entrepreneurial leadership dimension also suggested from [15] in developing establish of organization leaders.

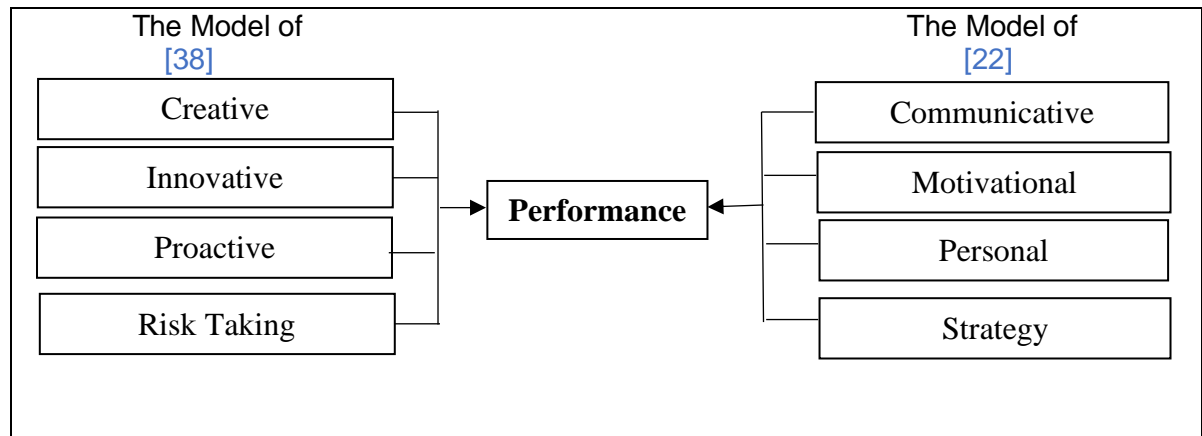


Figure 1 The Integrated Model of Entrepreneurial Leadership

Creative

The creative leaders are taken to comprise people working in the organization performing and process engagement [42]. The importance of creative leaders has increased since the inclusion of the environment and culture changes. The creative leaders contribute to developing society and organization performance the creation of employment opportunities developing unique processes value-added activities and a competitive edge [6]. The characteristics and performance of the creative leaders are important, though not exclusively, shaped by entrepreneurial behaviors. This is relevant to use as an entrepreneurial behavior to explore the characteristics and performance in creativity behavior [43]. Creative behavior has been described from a variety of perspectives and some of the empirical studies adopting entrepreneurship as a key element in their approach. Entrepreneurial creative behavior can be usefully applied as a conceptual lens to the leadership because and already delivered as an analytical tool more generally [44].

Innovative

Many authors in entrepreneurship believe that innovative is the essence of entrepreneurship behavior that necessarily increasing resources and making new capabilities to peruse new opportunities. Innovativeness is the third step of a triple process in performance evolution. Innovation is the environmental necessity in the entrepreneurship field and indicates the organization's ability to make products or procedures and introduce them to meet market demands [45]. The core of entrepreneurship is innovation and willingness to create value. Innovativeness is conceived as a way to reach out with a competitive advantage. Innovativeness has been considered as one of the most important strategic orientations of firms to achieve long-term success and has a significant effect on venture performance ([46].

Innovative behavior is adaptation and adjustment of any measure that is crucial to continue the business. To launch a new business, entrepreneurs may renew their business processes, find new markets, modify the use of production resources and introduce new products and services to the market. Generally, innovative behavior is any behavior that is directly related to the implementation of innovation and is defined as the adoption of an internally generated or externally acquired device, system, policy, program, process, product, or service that is new to the adopting organization ([47]. This definition encompasses both technical and administrative approaches to

innovation and implies that innovation should not necessarily be completely new. On the other hand, innovation and innovative behavior are more sophisticated process rather than mere creativity. It is a complex process that is aimed to develop, carry and modify ideas. Furthermore, another difference between these two is that the essence of innovation and innovative behavior is the application of new ideas to improve organizational performance [48].

Proactive

Proactive behavior entails a dynamic approach toward work and encompasses behavior such as taking charge. Proactive behavior also entails personal initiative and is closely associated with flexible role orientations ([49]. Its effect has been found at the individual level on variables such as job performance feedback careers, newcomer adaptation leadership and even reputation [50]. Proactive behavior has also been studied at macro levels such as work teams and socialization [51]. Past research has described that performance as a relatively stable individual disposition toward proactive behavior. [52] defined the construct as a dispositional construct that identifies differences among people in the extent to which they take action to influence their environment.

Risk Taking

Risk taking is about commitment to venture and receptive to the idea of starting a venture becomes an integral aspect of entrepreneurial behavior which is of interest for both its risk and uncertainty elements [53]. Extant literature shows a strong theoretical relationship existing between risk taking and uncertainty tolerance which reminds us that the sphere of uncertainty relative to risk may often be considered in entrepreneurial assessments of decision options [23]. It also underscores their need to incorporate techniques of not just risk management but also uncertainty management within their diligence activities around decision making. As entrepreneurial activity is never depending on a known future or facts, entrepreneurial risk-taking incorporates action taken by enterprises that facilitate the transformation of uncertainties into opportunities [54].

Communicative

Communicative refers to how such a vision of future possibilities is shared throughout the organization. It deals with the ability to persuade members of the organization, to manage conflicts and to foster knowledge management by understanding emotions in social interactions [22]. Communication is important for effective entrepreneurial leadership, which first deals with influencing others toward a goal through persuasion for upward, lateral and downward influence. Entrepreneurial leadership shares a vision of future possibilities that enables an organization to transform its current transaction sets through adaptation and leading, through direct involvement, a process of value creation for its stakeholders employing innovation to achieve a competitive advantage, and a package of resources to respond to recognized opportunity [55].

Motivational

Motivational deals with human action within the organization that affects both motivation and cognition of people in the organization. [22, 51, 56, 57] indicated that human motivation plays a critical role in the entrepreneurial process. It addresses the ability to motivate people in the organization, to understand the needs of the organization, to maintain an entrepreneurial spirit in people within the organization and

to have the self-confidence to influence others. [39] stated that entrepreneurial leadership is all about managing and instituting transformational and social enactment through positive motivation.

Personal

Personal addresses factors relating to creativity, stability, proper resource allocation and discipline. Creativity deals with the creative skills to organize the needed resources and enact the role of framing the challenge. Stability refers to emotional stability at the individual level, passion and the commitment of the organization to entrepreneurial activities ([8, 49]. Proper resource allocations refer to managing resources and maintaining dynamic capabilities to enhance knowledge management within the organization, which in turn could support efforts to recognize opportunities, while organizational discipline deals with building a bridge that links entrepreneurship and strategic management ([6].

Strategy

Strategy refers to the ability to determine the organization's system in a comprehensive manner taking into account its resources, people and strategy, as well as the business model that an organization adopts. The strategy also addresses strategic thinking that entrepreneurial leaders must have to ensure the vision of future possibilities that are shared, so that the organization will have a sense of direction, destiny and discovery [58]. Furthermore, the strategy dimension injects flexibility in making decisions and a willingness to face ambiguity. The ability to think in time by understanding the gap between the current reality and future possibilities would improve the quality of decision-making and the speed of implementation. The strategy dimension deals with the capacity to develop good hypotheses and to test them efficiently in the context of a complex and changing business environment ([3].

Conclusion

Entrepreneurial leadership is a distinctive type of leadership required for dealing with the challenges and crises of the current organizational setting. This leadership style enables leaders to successfully direct their organization and solve the problems through different steps of the organization's growth and development. It also has a great influence on leaders' competency in recognizing new opportunities to improve the organization's performance [10]. These influential effects have led scholars to increasingly apply entrepreneurial leadership to improve various aspects of education and specifically school performance [1]. Entrepreneurial leadership has been emphasized to create a supportive environment for change and innovation at schools [11].

This paper hopefully will be guide school leaders in acquire and practice entrepreneurial leadership characteristics to improve their school effectiveness and to facilitate the process of

a quality schools. In addition, past researchers have focused on the advantages of organizational entrepreneurship for school organization improvement [8]. In this context, organizational performance reflects the capacity of a school to develop and implement novel ideas that lead to critical changes and improvements at the school ([59]. School performance has three main components including the capacity to explore new educational opportunities, the tendency to take action and exploit the opportunity and the changes that implemented innovations created in the school performance [25]. Therefore, entrepreneurship features are applied in school organizations to enhance their success in providing quality leaders and a learning environment. Entrepreneurial leadership competencies, help school leaders to face the complexities and constraints of the school environment such as fast pace changes,

limited resources, the variety of factors affecting school performance and the urgency in the need for preparing learners for their highly competitive future [29, 60]).

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