

Impact of Charismatic 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 Charismatic 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 Charismatic Entrepreneurial Leadership Style and Organisational Innovations.

Methodology: This is a quantitative research, where the Charismatic 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 132 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: Charismatic 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 Charismatic 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 Charismatic 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: Charismatic Entrepreneurial Leadership Style, Organisational Innovativeness, Organisational Innovations, Auto Ancillary Medium Scale Enterprises

1. INTRODUCTION

The entrepreneur is mainly related with (i) evolving of originally products, processes, or market places and or (ii) the aptitude to generate innovative- products, processes, or market places. The entrepreneur take pleasure in his innovative intellect and have the ability to generate new answers in the races of recognised knowledge. Entrepreneurs are persuaded to be more flexible, equipped to deliberate a variation of different methods and are will to choose courageous creative actions (Okpara, 2007). The leader assist companies via creativity and innovation, guaranteeing results, by giving encouragement, motivate and inspire their employees (Costa et al., 2023). Leadership is a persuasive procedure, since the leader is in authority to form, control, governor and modify the beliefs, conduct, and implementation of his employees (Arifin and Gunawan, 2020). Leadership style is the way that leaders connect and impact their dependents (Ekiyor and Dapper, 2019). Innovation can be comprehended into a general approach, since the boundaries are not well-defined as well as not bound to a specific field. Innovation can be categorized into different areas namely) a) new goods; b) new methods of production; c) new markets; d) new sources of supply; and, e) new organisation of an industry (monopoly) (Schumpeter, 1934/1993). “Without innovations, no entrepreneurs; without entrepreneurial achievement, no capitalist returns, and no capitalist propulsion” (Schumpeter in Ramalingam et al. 2009). The path to organizational innovation rests in the aptitude to communicate, new information to company employees and in the presentation of that information. Information should be utilized for novel methods of thinking, and as a foundation to creativity and in the direction transformation and innovation (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 center 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 Charismatic Entrepreneurial Leadership Style, and its impact on Organisational Innovation.

2. LITERATURE REVIEW

2.1 Entrepreneurship and Entrepreneurial Leadership

The first economist to focus on the entrepreneur as an innovator was Schumpeter (1934/1993). He describes the entrepreneur as a person who conducts ‘carries out new combinations’, who innovate and create newfound products for the market, although not always related with invention. He further stated that innovation is achievable exclusive of what can be recognise as an invention and again than an invention does not automatically leads to innovation. In 1942, Schumpeter expand on this by stating that by enhancing innovative actions bring about a growth in economic growth. A vigorous economy is established in innovation and entrepreneurship through the method of creativity. The theory of entrepreneurship can be related to current companies. Though Schumpeter’s definition is accepted it can be added that entrepreneurship is a procedure through which individuals track opportunities exclusively of resources they presently regulate (Nybakk, 2009). Ronstadt in Virtanen (1997) describe entrepreneurship as follows: "Entrepreneurship is the dynamic process of creating incremental wealth. The wealth is created by individuals who assume the major risks in terms of equity, time, and/or career commitment or provide value for some product or service. The product or service may or may not be new or unique but value must somehow be infused by the entrepreneur by receiving and allocating the necessary skills and resources." This definition embrace features of entrepreneur like reliability and risk-taking. Entrepreneurship is focused towards social and individual accomplishment and not just for growth. Furthermore, the significance of entrepreneurship is aimed at the development of society (Ordu, 2020). The entrepreneur instinctively uncovers and applies unrecognised opportunities and uncertainty in the marketplace. An entrepreneurial company has a greater intensity of innovation associated to a regular company and is the total of an enterprise innovation, regeneration and venturing endeavours (Nybakk, 2009).

The term leader origin from the word “lead”, as the verb “lead” indicate “giving guidance, guiding, directing, and walking ahead (precede)” (Arifin and Gunawan, 2020). The entrepreneur has a comprehensive view on the company and understood to be a natural leader since they have a capability to predict fluctuations in supply and demand, in addition to follow up on those uncertain predictions in the lack of concluded information (Demirbas, 2011). The leaders will be more efficient if they consider each employee have the potential to be creative. The approach that the leader can utilise the innovative attitude is through allowing each one to contribute in designing of the company process. Therefore, the leaders need to involve the full structure to channel the information and creativity which occurs through the company as well as keep on encourage it. Leaders raise queries which help the employees to reason without restraint (Agbor, 2008). According to Costa *et al.*, (2023) there is no collective description for leadership, given that it differs conditionally on the framework wherein it is investigated. The leader performs as a driver of change offering revelation and backup to employees to attain their aims. Leadership according to Hassan *et al.*, (2016) can be explain as “the process

of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.” Thus, leadership can be summarised as the leader’s aptitude to inspire people to succeed the aims.

According to Jacob & Jacques in Rahman *et al.*, (2009) the main aim of leadership is to motivate people to follow the same vision. Thus, leadership is “a process of influencing the activities of an organised group towards goal achievement” Rahman *et al.*, (2009). Leadership can also be described as “the process of giving purpose to collective effort and causing willing effort to be expended to achieve purpose.” Obiwuru *et al.*, (2011) and Mayberry (2011) agree with this definition. Leadership styles is the entire design of a leader’s behaviours whilst recognised by the leader’s team. Furthermore, leadership style is described as the distinguish approach wherein a leader associates with his employees and controls the duties in front of his employees (Chukwusa, 2018, Benson, 2022). Entrepreneurial leadership strategies consist of “attention through vision, meaning through communication, trust through position and confidence through respect” (Talebi, 2007). The entrepreneurial leader is much more accomplishment-oriented than managers since they are pulled towards company’s setting wherever achievement is credited to the intensity of their endeavours. They are capable to recognise new-found merchandises and market place (Ordu. 2020). According to Van Hemmen *et al.*, (2015) the efficiency of entrepreneurial leadership possibly will alter through cultures.

2.2 Charismatic Entrepreneurial Leadership

Max Weber introduced the perception of charisma as leadership style. The utmost successful attribute-driven leadership style is charismatic. These leaders have a vision, and a character that inspires employees to implement that vision. It seems that this leadership style presents a dynamic foundation for creativity and innovation, and is highly inspirational. One important problem that possibly weakens the worth of charismatic leaders is that they can leave the company and it can lead to a company without guidance. Furthermore, this leadership style generally excludes other opposing, persuasive personalities but it causes fewer future leaders. Bass in 1985 states that, “Charisma is in the eye of the beholder and, therefore, is relative to the beholder. Nevertheless, the charismatic leader actively shapes and enlarges his or her audience through energy, self-confidence, assertiveness, ambition, and opportunities seized” (Germano, 2010). According to Conger in Khatri *et al.*, (2001), charismatic leaders are “meaning makers”. The charisma of the leader increase as the vision of the leader becomes more admirable in the follower’s mind. Vision has a central part in charisma and according to Graham in Khatri *et al.*, (2001) is an ideal leader a “visionary, practical and inspirational and charisma is a term that is used to describe these qualities.” Chen (2006) describes the charismatic leader as a visionary and one that can encourage people to perform above expectance. The followers believe that the leader knows what is right and they are willing to obey him and are emotionally involved in the organisation goals. Whitaker (2009) defines the charismatic leader as one who “utilizes empowering strategies rather than controlling strategies to influence others”.

According Kuppasamy *et al.*, (2010) charismatic leadership can be defined in different ways. It can be defined as “the behavioural tendencies and personal characteristics of leaders that create an exceptionally strong relationship between them and their followers.” Thus, this kind of leader draw his follower based on his personality rather than on his power of authority. They have the ability to sense the atmosphere and temperament of people as individual as well as in a big group and will adjust their words and actions to harmonise the situation. The charismatic leaders are very convincing and use his body language as well as verbal language together effectively. Khatri *et al.*, (2001) describe this charismatic leader as totally different from the ordinary man or woman; they have a God-given talent. This leadership can be divided into three elements, namely: “The effects on followers, (ii) Leader’s personality and behaviour and (iii) Attributions of

charisma to leaders by followers and observers.” Three characteristics of these charismatic leaders are high confidence, dominance, and strong convictions in his beliefs. Furthermore, do demonstrate determination, optimism, have the ability to achieve their goals, can take risk and have confidence in their followers.

According to Anon (2013) this kind of leader focus strongly to make his group stand out from any other kind of group and make sure that the followers connect strongly with the identity of the group. Musser in Anon (2013) is of the opinion that this leader wants the followers on the one hand to oblige to reaching the goals of the business, and on the other hand also wants them to be devoted to him as the leader. The degree of which of these two goals is overriding will depend on the motivations and needs of the leader. Bolden (2004) is of the opinion that there are four main characteristic that summarize a charismatic leader. They are as follows: (i) “A dominant personality, desire to influence others and self-confidence; (ii) Strong role model behaviour and competence; (iii) Articulation of ideological goals with moral undertones; (iv) High expectation of followers and confidence that they will meet these expectations.”

Conger and Kanungo in Kuppusamy *et al.*, (2010) name the qualities of charismatic leadership as follow: (i) “Vision and articulation; (ii) Sensitivity to the environment; (iii) Sensitivity to member needs; (iv) Personal risk taking; (v) Performing unconventional behaviour.” Some other qualities of the charismatic leader that Nave (2005) list are as follows: (i) “A physical presence, (ii) a presence of mind, (iii) quality of the eyes, physical beauty, (iv) use of voices, energy, confidence, and (v) endurance, unusual mental attainments and the power to bring forth an almost pathological response from their audience.” It seems that according to this list the charismatic leader is a super physical being. Khatri *et al.*, (2001) is of the opinion that the degree that a leader is seen as charismatic will depend on the intensity of his behaviour and the relevance of the behaviour in a situation. The Charismatic leadership originates from the individual influence of transformational leadership and have a lot in common. The Transformational leader can also be charismatic, but the main difference will be the leaders’ focus. Where the transformational leader wants to change and transform an organisation, the charismatic leader may not want to change anything (Croes, 2011). It is observed that although in the beginning the charismatic leadership style was highly admired and believes to be the best leadership style, that this scenario changes. The reasons therefore are because many of the charismatic leaders were involved in scandals and on the other hand this leadership style implies that the leader is a saviour (Bolden, 2004). While other studies show that the charismatic leadership style is the most effective leadership styles. The vision of the leader as well as his relationship with the followers motivates them to fulfil the goals. Furthermore, this leadership encourages innovation and creativity which are needed both for a successful organisation (Ojokuku *et al.*, 2012)

2.3 Innovation and Organisational Innovation

Innovation is described by the National Innovation Initiative (NII) “as the inter-section of invention and insight, leading to the creative of social and economic value” and innovation is “value” – the creation of value adding value to customer’s satisfaction- “delighting the customers”. Innovation is explained as the launching of conceptions novel or unique as well as the application of creative motivation. Furthermore, innovation is the foundation of total competitive advantages which entails the foreseeing and meeting the consumer’s demands as well as the manner of application of the skill (Okpara, 2007). Innovation received consideration from a number of researchers. Schumpeter was the first to study it. Since many various scholars has explain innovation in a different way (Khan *et al.*, 2009) Research on innovation is complex since they affect and are motivated by so numerous features and operators, and there are numerous measurements which merit deliberation in any organised analysis (Ramalingam *et al.*, 2009). The purpose of entrepreneurship and SMEs in innovation is (i) the presentation of progresses in produces, developments, organisational approaches, and

marketing methods into the market and (ii) presenting philosophies and contributions to these philosophies create that which are taken advantage of by large companies, research companies and small enterprises. The philosophies for innovation may be progressed within the SME or start-up, or they might be retrieved from outside resources (OECD, 2010). Innovation takes part in a critical part in company being a main determinant of companies' development and long-standing endurance as well as various leadership styles can bring about diverse phases of innovation categories (Costa et al., 2023).

Three dimensions of innovation are: (i) what: the attention and range of innovation; (ii) how: the procedures entailed in innovation, equally theoretically and in practice; (iii) context: individual and administrative dimensions, the relations inside and throughout companies, as well as the broader segment, social, economic and political features which also assist or avoid innovation procedures (Ramalingam et al., 2009). Effective innovation is regularly linked with the impression of a "free thinker" those who generate something new and one who has the ability to demolish the conservative ways of rational. This agrees with Schumpeter's idea of innovation as a procedure of creative demolition. (Ramalingam et al., 2009). Companies are progressively utilizing innovation to respond to the rapid-industrial growth. A leadership style can inspire organizational innovation since the leader impacts the employees and sustains innovation processes (Costa et al., 2023).

The significance and worth of information and gaining of knowledge inside organisation innovation is vital. When innovations are concerned about transformation, fresh concepts and observing from outside in to comprehend the environment, then again organisation innovation success is concerned with uninterrupted training. Once new organisational intelligence refrains from bringing about transformation, whichever in (i) procedures, company effects; (ii) improved consumers or (iii) proceeds, consequently its significance hasn't transformed into success. The path to organizational innovation. Essential to the innovation process is organisation formation. Innovation establishes portion of the scheme that constructs it. The scheme is itself are 'organisation' or 'Organising'. The capability of an organisation to innovate is a prerequisite for the effective application of original resources and original technologies (Lam, 2006). Management innovation is connected to the improvement of "new methods and means of coordinating, evaluating, and planning the effective use of a wide variety of human, financial, and material resources." While another description is that "programs, policies or practices [perceived as new by organization members] designed to influence attitudes and behaviour of employees". A parallel viewpoint, defines "administrative innovation" as those correlated to alterations in "recruitment policies, resource allocation, task structuring, authority and rewards" (Martins et al., 2012). Hamel (2006) in Alharbi et al., (2019) explain organisational innovation as the "changes in the methods and practices and policies of traditional management that leads to changes in management performance" and state that organisational innovation includes fresh methods, systems and marketing to the enterprises. Core characteristics which are ascribed to organisational innovation are: (i) Uncertainty: innovation is an uncertain process, as the presence of difficulties or chances does not unmistakably indicate the effective answers to resolve or accomplish it. (ii) Ubiquity: innovation is a universal occurrence in economies. Brand- new products, processes and markets are continuously originated in all elements of the economy and likely to deem innovation as a crucial element of economic structures. (iii) Cumulativeness: organisational innovation can be considered as a cumulative practice which advances gradual and is founded on the current technological and knowledge basis (Francis, 2021).

Innovation in itself is continuously re-invented and therefore "sustain of organisation innovation" can highlight that an organisation needs to stick to specific organisation innovation for a time, which could be a sign of inactivity. Therefore, it is essential to understand what is meant by "sustainability". According to the literature sustainability rather focus on the upgrading path than to a specific organisation innovation. There are four sets of factors that have a role to play and that are intertwined: The internal context; the external

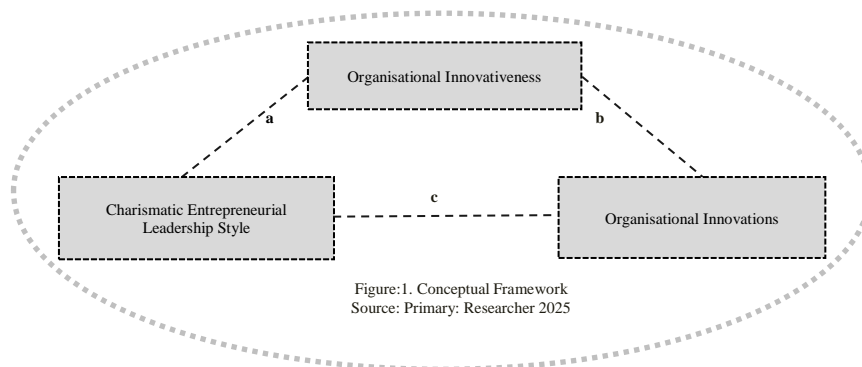
context; the substance of change, the change process and its timing; organisational factors (leadership, management, culture, organisational, individual, political and financial) (Streiber, 2012:23-24). Organisational innovation on its own can have an impact on productivity. Organisation innovation can boost the quality and value of work, progress the sharing of information as well as the aptitude of organisation to use new technologies and thus enhancing the productivity of venture in knowledge (Lopez, 2009:2). The foundation of organizational innovation is the need to improve or change a product, process, or service. It is necessary to understand that all innovation rotate around change, but not all change is innovative.

3. RESEARCH METHODOLOGY

This is a quantitative research study to examine the impact of Charismatic 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 Charismatic 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 Charismatic Entrepreneurial Leadership Style and Organisational Innovations.

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

3.2 Model Specification

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

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

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

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

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

β_0 = The Intercept

β = Slope of Regression Line / Regression Coefficient

ε = Error Term

X = Independent Variable: Charismatic 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: $n = \frac{N}{1 + N(e)^2}$, 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 Charismatic 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. 160 questionnaires were administered, out of which 132 (82%) 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.

4. 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 Table 1. The descriptive analysis revealed the following: The respondents based on gender: 93% were male and remaining 7% were female entrepreneurs. Whereas, the age group of the entrepreneurs consists of 69% are below the age of thirty years and 31% were above the age of thirty. Similarly, 71% of entrepreneurs have educational qualification up to graduation and 29% above graduation. Furthermore, 32% of entrepreneurs have up to 10 years of experience and 68% have more than 10 years of experience in running the enterprise.

Table 1. Demographic Characteristics of Respondents

PARTICULARS	DETAILS	FRQUENCY	PERCENTAGE
Gender of Entrepreneur	Male	123	93
	Female	9	7
	TOTAL	132	100%
Ages of Entrepreneur (years)	Age up to 30 years	91	69
	Age above 30 years	41	31
	TOTAL	132	100%
Highest Educational Status of Entrepreneur	Education up to Graduation	94	71
	Education above Graduation	38	29
	TOTAL	132	100%
Experience in the Enterprise	Experience up to 10 years	42	32
	Experience above 10 years	90	68
	TOTAL	132	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: Charismatic Entrepreneurial Leadership Style is 0.830, 8 items of construct: Organisational Innovativeness is 0.733 and 12 items of construct: Organisational Innovations is 0.869. 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	Items	Critical Value	Cronbach's Alpha Value	Reliability
Charismatic Entrepreneurial Leadership Style	4	0.7	0.830	Supported
Organisational Innovativeness	8	0.7	0.733	Supported
Organisational Innovations	12	0.7	0.869	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: Charismatic Entrepreneurial Leadership Style (M = 2.484; SD = 0.7203); the Mediating Variable: Organisational Innovativeness (M = 2.658; SD = 0.4874). The dependent variable: Organisational Innovations (M = 2.754; SD = 0.5375). 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*
Charismatic Entrepreneurial Leadership Style	132	4	2.484	0.7203	Medium Level
Organisational Innovativeness	132	8	2.658	0.4874	High Level
Organisational Innovations	132	12	2.754	0.5375	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; $mean\ square = 26.985$, $df=1$, $f\text{-value} = 847.495$, $p\text{-value} = 0.000$. A larger f -value (847.495) and lower p -value ($0.000 < 0.05$) indicates more significance of the model. This implies that independent variable: Charismatic 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	26.985	1	26.985	847.495	0.000 ^b
Residual	4.139	130	0.032		
Total	31.124	131			

a. Dependent Variable: Organisational Innovativeness.

b. Predictor (Construct): Charismatic 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: $R = 0.931$, $R^2 = 0.867$, Adjusted $R^2 = 0.866$, $SE = 0.17844$. Data interpretation includes; $R\text{ Squared} (R^2) = 0.867$, indicates that the proportion of 86% variance in the dependent variable: Organisational Innovativeness is explained by the independent variable: Charismatic Entrepreneurial Leadership Style and remaining 14% variance is contributed by unexplained components. Adjusted R Squared = 0.866, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.17844, 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	0.931 ^a	0.867	0.866	0.17844

a. Predictor (Construct): Charismatic Entrepreneurial Leadership Style

b. Dependent Variable: Organisational Innovativeness

Model 2: $Y = \beta_0 + \beta_1 M + \epsilon$ (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* = 34.026, *df* = 1, *f*-value = 1154.290, *p*-value = 0.000. A larger *f*-value (1154.290) 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	34.026	1	34.026	1154.290	0.000 ^b
Residual	3.892	130	0.029		
Total	37.858	131			

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 (R²) 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 = 0.948, R² = 0.899, Adjusted R² = 0.898, SE = 0.17169. Data interpretation includes; R Squared (R²) 0.899, indicates that the proportion of 89% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Organisational Innovativeness and remaining 11% variance is contributed by unexplained components. Adjusted R Squared = 0.898, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.17169, 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	0.948 ^a	0.899	0.898	0.17169

a. Predictor (Construct): Organisational Innovativeness

b. Dependent Variable: Organisational Innovations

Model 3: $Y = \beta_0 + \beta_1 X + \epsilon$ (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* = 34.906, *df* = 1, *f*-value = 153.687, *p*-value = 0.000. A larger *f*-value (153.687) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Charismatic 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	34.906	1	34.906	1536.687	0.000 ^b
Residual	2.953	130	0.023		
Total	37.858	131			

a. Dependent Variable: Organisational Innovations

b. Predictor (Construct): Charismatic 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: $R = 0.960$, $R^2 = 0.922$, Adjusted $R^2 = 0.921$, $SE = 0.15071$. Data interpretation includes; R Squared (R^2) 0.922, indicates that the proportion of 92% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Charismatic Entrepreneurial Leadership Style and remaining 8% variance is contributed by unexplained components. Adjusted R Squared = 0.921, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.15071, 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	0.960 ^a	0.922	0.921	0.15071

a. Predictor (Construct): Charismatic 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 Table 10, the calculated values are; $mean\ square = 34.906$, $df = 1$, f -value = 1536.687, p -value = 0.000. A larger f -value (1536.687) and lower p -value ($0.000 < 0.05$) indicates more significance of the model. This implies that independent variable: Charismatic Entrepreneurial Leadership Style is significant in assessing the dependent variable; Organisational Innovations. The calculated values are: $mean\ square = 17.867$, $df = 2$, f -value = 1085.071, p -value = 0.000. A larger f -value (1085.071) 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	34.906	1	34.906	1536.687	0.000 ^b
Residual	2.953	130	0.023		
Total	37.858	131			
Regression	35.734	2	17.867	1085.071	0.000 ^c
Residual	2.124	129	0.016		
Total	37.858	131			

a. Dependent Variable: Organisational Innovations.

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

c. Predictor (Construct): Charismatic 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: $R = 0.960$, $R^2 = 0.922$, Adjusted $R^2 = 0.921$, $SE = 0.15071$. Data interpretation includes: R Squared (R^2) 0.922, indicates that the proportion of 92% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Charismatic Entrepreneurial Leadership Style and remaining 8% variance is contributed by unexplained components. Adjusted R-Squared = 0.921, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.15071, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Similarly, the calculated model values are: $R = 0.972$, $R^2 = 0.944$, Adjusted $R^2 = 0.943$, $SE = 0.21765$. Data interpretation includes: R Squared (R^2) 0.944, indicates that the proportion of 94% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Charismatic Entrepreneurial Leadership Style and remaining 6% variance is contributed by unexplained components. Adjusted R Squared = 0.943, 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	0.960 ^a	0.922	0.921	0.15071	130	0.000
	0.972 ^b	0.944	0.943	0.21765	129	0.000

a. Predictor (Construct): Charismatic Entrepreneurial Leadership Style

b. Predictor (Construct): Charismatic 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 Charismatic 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 $\beta = 0.6301$, $t\text{-value} = 29.111$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.6301$ is positive, $t\text{-value} (29.111 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Charismatic Entrepreneurial Leadership Style will result in 0.6301 units of increase in Organisational Innovativeness. All these statistical results with the given regression: $M = \beta_0 + \beta_1 X + \varepsilon$, support that H_{11} ; about the significant and positive impact of Charismatic 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 $\beta = 0.4475$, $t\text{-value} = 7.094$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.4475$ is positive, $t\text{-value} (7.094 > 1.96)$, $p\text{-value} (0.000 < 0.05)$. This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase Organisational Innovativeness will result in 0.4475 units of increase in Organisational Innovations. All these statistical results with the given regression: $Y = \beta_0 + \beta_1 M + \varepsilon$, support H_{21} ; 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 Charismatic 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 $\beta = 0.4347$, $t\text{-value} = 10.184$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.4347$ is positive, $t\text{-value}$ ($10.184 > 1.96$), $p\text{-value}$ ($0.000 < 0.05$). This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Charismatic Entrepreneurial Leadership Style will result in 0.4347 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 Charismatic Entrepreneurial Leadership Style in achieving Organisational Innovations in medium scale enterprises.

Hypothesis 4: Organisational Innovativeness mediates the relationship between Charismatic 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 $\beta = 0.7166$, $t\text{-value} = 39.200$, $p\text{-value} = 0.000$. Interpretation: coefficient or $\beta = 0.7166$ is positive, $t\text{-value}$ ($39.200 > 1.96$), $p\text{-value}$ ($0.000 < 0.05$). This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Charismatic Entrepreneurial Leadership Style and Organisational Innovativeness will result in $\beta = 0.7166$ 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 Charismatic 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 Charismatic Entrepreneurial Leadership Style and Organisational Innovativeness.	M Regress X	0.6301	29.111	0.000	Supported
H ₂ : There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.	Y Regress M	0.4475	7.094	0.000	Supported
H ₃ : There is a significant and positive relationship between Charismatic Entrepreneurial Leadership Style and Organisational Innovations.	Y Regress X	0.4347	10.184	0.000	Supported
H ₄ : Organisational Innovativeness mediates the relationship between Charismatic Entrepreneurial Leadership Style and Organisation Innovations	Y Regress X, M	0.7166	39.200	0.000	Supported

5. CONCLUSIONS

As per the literature review the Charismatic Entrepreneurial Leader is a visionary and one that can encourage people to perform above expectation. The followers believe that the leader knows what is right and they are

willing to obey him and are emotionally involved in the organisation goals. Three characteristics of these charismatic leaders are high confidence, dominance, and strong convictions in his beliefs. Furthermore, do demonstrate determination, optimism, have the ability to achieve their goals, can take risk and have confidence in their followers. The Charismatic Entrepreneurial Leader attracts the full attention to himself and other employees are not highlighted. While other studies still show that the Charismatic Entrepreneurial Leadership Style is the most effective leadership style. The vision of leader as well as his relationship with the followers motivates them to fulfil the goals. Furthermore, this leadership encourages innovation and creativity which are needed for the enterprise. The charisma of the leader increase as the vision of the leader becomes more admirable in the follower's mind and the vision has a central part in charismatic leadership. 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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