



## A Literature Review: Entrepreneurial Leadership in Indonesia

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### ABSTRACT

Entrepreneurial leadership is a leadership style that combines managerial, innovative, and risk-taking abilities to create added value within an organization. In Indonesia, this concept is increasingly relevant across various sectors, including education, Islamic boarding schools (pesantren), SMEs, religious organizations, and corporate environments. Entrepreneurial leadership plays a vital role in navigating the challenges of digital transformation and the creative economy era. This literature review aims to analyze the trends, models, and impact of entrepreneurial leadership in Indonesia based on recent research. This study employs a literature review method by examining 20 national scholarly articles published between 2019 and 2025. Data were obtained from open-access journals, books, and relevant research reports. The findings indicate that entrepreneurial leadership significantly enhances organizational performance, fosters pesantren economic independence, strengthens entrepreneurial orientation in SMEs, and encourages innovation in educational and religious institutions. Entrepreneurial leadership is essential for improving competitiveness and sustainability in Indonesian organizations, although it still faces challenges in human resource development, organizational culture, and policy support.

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## INTRODUCTION

Entrepreneurial leadership is a concept that combines a leader's ability to manage an organisation with an innovative, creative spirit and the courage to take risks. This leadership style was born out of the need to create new value, foster innovation, and deal with the increasing complexity and uncertainty of the business environment. In a global context, entrepreneurial leadership has been recognised as one of the key factors in creating organisations that are resilient and adaptable to economic, social and technological change.

In Indonesia, the concept of entrepreneurial leadership has developed in a unique way because it is rooted in local cultural values, mutual cooperation, and strong spirituality. Leaders with an entrepreneurial spirit are not only oriented towards economic profit, but also have social and moral responsibilities towards their communities. Therefore, the application of entrepreneurial leadership in Indonesia needs to be understood as a multidimensional phenomenon that involves economic, social, educational, and religious aspects.

In the education sector, entrepreneurial leadership plays an important role in creating innovative and independent learning systems. School principals and educational institution leaders apply entrepreneurial

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principles such as creativity, results orientation, and calculated risk-taking to develop entrepreneurship-based learning models. For example, the implementation of urban farming and studentpreneur programmes in Muhammadiyah schools shows that entrepreneurship-based leadership can encourage independence and economic skills in students from an early age.

Meanwhile, in the context of Islamic boarding schools, entrepreneurial leadership is carried out by clerics as drivers of the community's economy. They develop business units such as agribusiness, cooperatives, and santri-based food production that not only support the independence of Islamic boarding schools but also empower the surrounding community. Collegial, participatory, and religious value-based leadership makes this model unique and effective in improving social welfare without neglecting spiritual values.

In the MSME and creative industry sectors, entrepreneurial leadership acts as a driver of innovation and competitiveness. Leaders who have a clear vision, the ability to adapt to change, and sensitivity to market opportunities have proven to be able to improve organisational performance. This leadership model also encourages a collaborative work culture and creates an environment that supports employee creativity. In recent studies, transformational and entrepreneurial leadership has been proven to strengthen entrepreneurial orientation and improve business performance in a sustainable manner.

In religious and social organisations, such as churches and service communities, entrepreneurial leadership is applied to achieve a balance between spiritual goals and economic sustainability. Entrepreneurship-based social programmes, such as Babi Diakonia in the Toraja Church, are concrete examples of how religious values can be integrated with entrepreneurial principles to improve the welfare of congregations and communities.

On the other hand, entrepreneurial leadership is also developing in the government and public institutions sectors. Local governments and vocational school principals have begun to implement this leadership style to improve the quality of public services, strengthen policy innovation, and encourage collaboration with the private sector. Leaders with an entrepreneurial spirit in the public sector are able to create change through creativity, risk management, and a more efficient results orientation.

Overall, the development of entrepreneurial leadership in Indonesia shows a positive trend in various sectors. However, there are still challenges such as limited human resources, a lack of innovative leadership training, and suboptimal policy support from the government. Therefore, strengthening entrepreneurial leadership capacity needs to be continuously developed through education, research, and cross-sector collaboration in order to produce leaders who are resilient, visionary, and oriented towards economic and social sustainability.

## **METHOD**

This study utilises a literature review design, which is a research method that aims to collect, analyse, and synthesise the results of previous studies relevant to the topic of entrepreneurial leadership in Indonesia. This approach allows researchers to gain a deep understanding of the development of theory, practice, and current research trends in the field of entrepreneurial leadership as applied in various sectors.

Research data was collected through literature searches from various electronic databases such as Google Scholar, Garuda Ristekdikti, and ScienceDirect, as well as from accredited national journals and institutional research reports. The keywords used in the search process included 'entrepreneurial leadership', 'entrepreneurship leadership', 'entrepreneurial leadership Indonesia', and 'entrepreneurship orientation'. In addition, the researchers also reviewed books, articles, and other scientific sources that discussed the context of entrepreneurial leadership in the education sector, Islamic boarding schools, MSMEs, government, and religious organisations.

The selection of literature was carried out by considering several important criteria, including the year of publication between 2019 and 2025, the suitability of the theme with the research focus, the availability of full text, and the clarity of the research methods used. Only articles sourced from credible academic journals or proceedings that have empirical and conceptual contributions were included in the analysis, while non-scientific writings such as opinions, popular news, or articles without clear research methods were not included in this study.

Data analysis was conducted using a thematic approach, which involved grouping findings from various studies into main themes that reflect the focus of entrepreneurial leadership in Indonesia. These themes include entrepreneurial leadership in education and Islamic boarding schools, entrepreneurial leadership in MSMEs and the industrial sector, value-based leadership in religious organisations, and innovative leadership in the public sector. The analysis process refers to the model proposed by Miles, Huberman, and Saldaña (2014), which consists of three stages: data condensation, data presentation, and conclusion drawing, carried out reflectively and repeatedly.

To maintain the validity of the study results, the researchers triangulated sources and compared the interpretation results from several literature with similar themes. All findings were then systematically synthesised to identify similarities, differences, and emerging leadership patterns across various sectors. The final outcome of this process is expected to provide a comprehensive overview of the role and characteristics

of entrepreneurial leadership in Indonesia and its implications for economic, social, and educational development.

## RESULTS

After searching for scientific articles through Google Scholar, Garuda Ristekdikti, ScienceDirect, as well as accredited national journals and institutional research reports, 20 articles were found that met the inclusion criteria, published between 2019 and 2025, as follows.

Table 1. Characteristics of the Articles Analysed

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
1	Muhammad Arzaky Irfanda, Titis Tatasari, Yudhitya Robby Pangestu, Syifa'atus Qomariyah, Ghisella Putri Hapsari. 2024. Indonesia	Investigating how collaboration can help improve female entrepreneurial leadership in the technology start-up industry.	Two female participants working in the start-up industry: 1. Cinta (28 years old, Marketing, single for 5 years). 2. Romelah (33 years old, Supervisor, married for 5 years).	Qualitative research using descriptive methods. Library research using secondary data from books, journals, and articles. Purposive sampling technique to select participants with the following criteria: women in the start-up industry, knowledgeable about start-up management, with $\pm 5$ years of work experience. Data collection through indirect observation.	<ul style="list-style-type: none"> <li>- Women entrepreneurs face challenges: household responsibilities, lack of access to training, capital difficulties.</li> <li>- Collaboration is crucial to accelerate innovation and open up business opportunities.</li> <li>- Strategic partnerships, mentor networks, and investors support women's leadership.</li> <li>- Women have a leadership style that aligns with startup values (tangible results vs. power).</li> <li>- Businesses led by women often outperform those led by men.</li> </ul> <p>Required: inclusive incubator programmes, larger collaborative networks, a collaborative work culture, mentoring between female entrepreneurs, government policy support, and collaborative skills training to strengthen women's leadership positions in technology start-ups.</p>
2.	Muhammad Amin Nur, Nurul Yaqin. 2023. Indonesia	Revealing and elaborating: (1) the concept of kiai leadership in developing entrepreneurship in Islamic boarding schools, (2) strategies for developing entrepreneurship in Islamic boarding schools, (3) the benefits gained by Islamic boarding schools and the surrounding community from the development of entrepreneurship.	Kiai, business unit managers, and students from two Islamic boarding schools: - Sidogiri Islamic Boarding School, Pasuruan - An Nur 2 Bululawang Islamic Boarding School, Malang.	Qualitative research with a multi-case study design. Data collection through observation of entrepreneurial activities, in-depth interviews with clerics/managers/students, and documentation. Data analysis using reflective thinking techniques with the stages of condensation, display, and data verification (Miles, Huberman, & Saldaña).	<ul style="list-style-type: none"> <li>- Leadership concept: collective-collegial, democratic-participatory, consultative-authoritative.</li> <li>- Strategies for empowerment (students, alumni, community) in synergy with the government/private sector, product innovation, solid teamwork, human resource development, dissemination of religious values.</li> <li>- Benefits include meeting the basic needs of students, creating new jobs for the community, and economic independence for Islamic boarding schools.</li> <li>- Islamic boarding schools need to develop entrepreneurship for economic independence and to avoid dependence on donors.</li> <li>- The leadership of religious teachers who combine modern strategies with religious values has proven to be effective.</li> <li>- Entrepreneurship development creates an economic ecosystem that empowers students, alumni, and the surrounding community.</li> </ul>

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
3.	Mohammad Azhar, Nur Laily. 2019. Indonesia	Testing and analysing the influence of entrepreneurial leadership, motivation, and work environment on the performance of employees at Rumah Batik Dolly in Surabaya	40 employees of Rumah Batik Dolly Surabaya (many of whom are former sex workers from the former Dolly red-light district).	Causal-comparative quantitative research. Primary data collected using questionnaires. Saturated sampling/total sampling technique (the entire population of 40 employees was used as the sample). Multiple linear regression analysis. Instrument testing: validity and reliability. Classical assumption testing: normality, multicollinearity, autocorrelation, heteroscedasticity.	<ul style="list-style-type: none"> <li>- Entrepreneurial leadership has a positive and significant effect on employee performance.</li> <li>- Motivation has a positive and significant effect on employee performance.</li> <li>- The work environment has a positive and significant effect on employee performance (65.9% of performance variation is explained by these three variables).</li> </ul> <p>To improve the performance of batik MSME employees, the following are necessary:</p> <ol style="list-style-type: none"> <li>(1) Good entrepreneurial leadership with courage, honesty, and integrity.</li> <li>(2) Motivation through adequate compensation, job security, and flexible regulations.</li> <li>(3) A conducive working environment with lighting, space to move, safety, and good employee relations. This is important for the empowerment of marginalised communities.</li> </ol>
4.	Sofyan Tsauri & Finadatul Wahidah. 2023. Indonesia	Understanding the entrepreneurial leadership strategies of Islamic boarding school leaders in developing the independence of students through integrated education in Islamic boarding schools	Nurul Qarnain Islamic Boarding School in Jember and Al-Ittifaq Islamic Boarding School in Bandung (Islamic boarding school leaders, administrators, students, and stakeholders).	Qualitative with a multi-case design. Data collection through observation, interviews, and documentation. Data analysis using the Miles and Huberman model.	<ul style="list-style-type: none"> <li>- The entrepreneurial leadership of the kiai implements integrated education that combines religious knowledge based on classical texts with economic endeavours (agribusiness).</li> <li>- Strategies include: improving the competence of teaching staff, bringing in agribusiness experts, collaborating with other institutions, and managing funding.</li> <li>- The Islamic boarding schools generate significant profits (Rp 500 million/month at Al-Ittifaq and Rp 2 billion/month at Nurul Qarnain).</li> <li>- Students are trained through theoretical learning, hands-on practice, and internships at the boarding school's businesses.</li> </ul> <p>Integrated education effectively shapes economically independent santripreneurs without neglecting the deepening of religious knowledge. This model can be a reference for the development of sustainable social entrepreneurship-based Islamic boarding schools.</p>
5.	Ignatius Reynal, Martinus Piki, Maria Graciela Ardimi, Caroline Ike Suwandi, Bernardus Aris Ferdinan. 2023. Indonesia	Investigating the influence of entrepreneurial leadership and organisational culture on employee performance through innovative work behaviour	303 non-managerial employees in Jakarta	Quantitative with an explanatory approach. Data collection via Google Forms questionnaire. Analysis using Structural Equation Modelling (SEM) with LISREL 8.80 software.	<ul style="list-style-type: none"> <li>- Entrepreneurial leadership has a significant and negative effect on innovative work behaviour.</li> <li>- Organisational culture has a significant and positive effect on innovative work behaviour.</li> <li>- Innovative work behaviour has a significant and positive effect on performance.</li> <li>- Entrepreneurial leadership has no significant effect on</li> </ul>

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					<p>performance.</p> <ul style="list-style-type: none"> <li>- Organisational culture has no significant effect on performance.</li> <li>- Entrepreneurial leadership has no significant effect on performance through innovative work behaviour.</li> <li>- Organisational culture has a significant and positive effect on performance through innovative work behaviour.</li> </ul> <p>Leaders need to be more involved by providing solutions and setting an example. Organisations need to provide clear information about performance achievements, rewards for high-performing employees, and supporting facilities. Organisations need to provide mentoring, seminars, and training on creativity and innovation, as well as discussion spaces for employees' creative ideas.</p>
6.	Dian Rosinawati, Syaefulloh, Azi Khoirurrahman, Sofyan Sauri, Faiz Karim Fatkhullah. 2021. Indonesia	Understanding the spirit of entrepreneurship in religious-based educational leadership, philosophy, psychology and sociology	No direct participants	Library research involving the collection of library data, note-taking, reading and processing research materials from various literature sources.	<ol style="list-style-type: none"> <li>1) Entrepreneurial success comes to those who practise Islamic teachings, strive hard and do not give up.</li> <li>2) The essence of entrepreneurship in educational leadership is not to turn school principals into entrepreneurs, but rather into agents of change with creative ideas, innovation and competitive management strategies.</li> <li>3) Educational leadership must possess an entrepreneurial spirit, attitude, and behaviour (confidence, initiative, motivation to achieve).</li> <li>4) From a sociological perspective, the creativity and innovation of educational leaders can be utilised for the benefit of students, teachers, institutions, and the community that employs graduates.</li> </ol> <p>School principals need to apply 'out of the box' thinking to develop schools that are different and competitive. The application of the 4C learning model (Creativity, Critical thinking, Communication, Collaboration) to face Industry 4.0. Entrepreneurial leadership in education must be based on religious values, progressive philosophy, psychology (entrepreneurial character), and sociology (social impact).</p>
7.	Priti Elitawati & Mohammad Syahidul Haq. 2020. Indonesia	Describing and analysing the implementation of School-Based Management (SBM)	Headmaster (Ari Sutikno), Deputy Headmaster (Curriculum, Student Affairs,	Qualitative with a case study approach. Data collection through interviews, observation, and	1) MBS implementation is carried out through an urban farming entrepreneurship strategy with classroom learning and continuous

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		through entrepreneurship strategies, supporting factors and obstacles at SMP Muhammadiyah 18 Surabaya	Public Relations, Finance), and 2 students from SMP Muhammadiyah 18 Surabaya	documentation study. Data analysis using data condensation, data presentation, and data verification. Validity test: credibility, transferability, dependability, and confirmability	practical learning outside the classroom (grades VII-IX). There is also an entrepreneurship IPM. 2) Supporting factors: collaboration with external parties (STIE PERBANAS, Surabaya City Agriculture Office) and student activity. 3) Hindering factors: there have been no special meetings with parents to discuss the entrepreneurship programme and there are no substitute teachers to teach entrepreneurship (currently handled by the Headmaster). Schools need to improve the management of school components, especially in terms of staffing (finding suitable entrepreneurship teachers), infrastructure (maintaining urban farming gardens), and libraries. More intensive cooperation with parents and special training for teachers in leadership and entrepreneurship management techniques are needed.
8.	Suadiyatno et al. 2023. Indonesia	Enhancing financial independence in schools through entrepreneurship leadership training for head teachers	Head teachers and teachers at Praya Timur State Senior High School 1, Lombok Regency	Training/workshop methods included lectures, demonstrations, and question and answer sessions. Data collection was conducted through problem identification and group discussions.	<ul style="list-style-type: none"> <li>- Financial independence can be achieved through effective and efficient management of financial resources.</li> <li>- Understanding of risk and financial management is improved.</li> <li>- Cooperation with external parties is enhanced.</li> <li>- School staff empowerment is optimised.</li> </ul> <p>The findings support the notion that entrepreneurial leadership by school principals plays an important role in creating innovation, motivating hard work, and developing production/service activities as learning resources to increase school financial independence.</p>
9.	Sri Yulianti, Dr. Ani Nuraini, Sakti Brata Ismaya, Hammad. 2023. Indonesia	Analysing the influence of transformational leadership and innovative behaviour on entrepreneurial orientation to mobilise human resources in MSME businesses	80 participants from primary and secondary entrepreneurs in Mekarjaya SMEs, Depok City, with the following criteria: (a) Have a minimum of 10 members, (b) Active and have been running a business for 3 consecutive years, (c) Have more than two business units, (d) Have assets above 10 million	Quantitative and qualitative analysis using primary data from questionnaires via Structural Equation Modelling (SEM) and Smart-PLS 3.0, along with SPSS 23.0. A 5-point Likert scale was employed. Purposive sampling method.	<ul style="list-style-type: none"> <li>- Transformational leadership has a significant positive effect on entrepreneurial orientation (t-statistics value <math>2.072 \geq 1.96</math>).</li> <li>- Innovative behaviour has no significant effect on the business performance of MSMEs (t-statistics value <math>0.458 \leq 1.96</math>).</li> <li>- Transformational Leadership and Innovative Behaviour have a significant effect on Entrepreneurial Orientation (t-statistics value <math>2.157 \geq 1.96</math>)</li> <li>- The organisational performance variable has an average of 3.84 (high category)</li> <li>- Transformational Leadership has an average of 4.25 (high category)</li> </ul> <p>It is necessary for Mekarjaya MSME owners to participate in training programmes designed to</p>

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					enhance their entrepreneurial and leadership skills so that they can continue to compete in the global marketplace. Transformational leadership has been proven effective in increasing the entrepreneurial orientation of MSMEs.
10.	Karina Dwi Cahyani, Rifdah Abadiyah, Sumartik. 2024. Indonesia	To determine and analyse the influence of entrepreneurship leadership, entrepreneurship culture, and entrepreneurship orientation on employee performance	170 employees of UD. Suwarlandono Art in Kedensari Village, Tanggulangin Subdistrict, Sidoarjo Regency using a saturated sample method.	Descriptive quantitative with data collection using questionnaires. 5-point Likert scale. Analysis techniques used SPSS version 25 with validity, reliability, multicollinearity, autocorrelation, heteroscedasticity, normality, linearity, multiple linear regression, partial tests (t-test), and simultaneous tests (F-test).	<ul style="list-style-type: none"> <li>- Entrepreneurship leadership does not have a significant effect on employee performance</li> <li>- Entrepreneurship culture has a positive and significant effect on employee performance</li> <li>- Entrepreneurship orientation has a positive and significant effect on employee performance</li> <li>- Simultaneously, all three variables have a significant effect on employee performance</li> </ul> <p>Entrepreneurship culture is the variable that most influences the performance of SME employees. Employees who have the ability to make quick decisions and a strong entrepreneurial culture will improve performance. Further research is recommended to add other variables that have not been studied for more optimal results.</p>
11.	Muhammad Taha Yassin Rabbani, Ahmad Mardalis. 2025. Indonesia	Proving whether there are changes in leadership attitudes, innovative culture, and performance system control for the sustainability of employment and the business world	166 employees working in micro and macro businesses	Descriptive quantitative with primary data through interviews, questionnaire distribution, observation, and experiments. Analysis using Smart PLS Version 4.0.9.1 and normality test with Shapiro Wilk, difference test (Paired sample t-test), 5-point Likert scale	<ul style="list-style-type: none"> <li>- Leadership has a positive and significant effect on orientation</li> <li>- Innovative culture does not have a positive and significant effect on entrepreneurial orientation.</li> <li>- Performance system control has a positive and significant effect on orientation.</li> </ul> <p>Leadership style greatly influences the speed at which systems are formed that demonstrate impartiality, commitment and consistency through sustainable regulations and policies. An innovative culture depends on an open leadership style. Performance system control is important for labour integrity and the achievement of effective and efficient economic activity. Leadership style greatly influences the speed at which systems are formed that demonstrate impartiality, commitment and consistency through sustainable regulations and policies. An innovative culture depends on an open leadership style. Performance system control is important for labour integrity and the achievement of effective and efficient economic activity.</p>
12.	Isyak Meirobie, Agustinus Purna	Understanding the influence of leadership	50 micro-business respondents in	Mixed method with quantitative and	- 88% of entrepreneurs feel that their businesses are fairly

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	Irawan, Yugih Setyanto. 2022. Indonesia	styles within local government, developing the characteristics of local government leadership styles, and identifying leadership communication styles in the context of sustainable micro-entrepreneurship development.	Belitung Regency with various business backgrounds (6 crafts, 22 culinary, 22 processed goods), entrepreneur ages, and lengths of business operation.	descriptive analysis using primary data (Google Form questionnaire dated 13 October 2021) and secondary data. FGD dated 9 October 2021 (minimum 30 participants) and direct observation	<p>successful to very successful.</p> <ul style="list-style-type: none"> <li>- 30% feel that their businesses are stable and sustainable.</li> <li>- 70% often innovate.</li> <li>- 42% always use digital technology.</li> <li>- (Barriers to digital transformation: not understanding how it works (42%), operational costs (18%), lack of time (14%))</li> <li>- 60% feel that the local government pays attention to them</li> <li>- 84% feel the influence of the government's leadership style</li> <li>- 70% believe that the right leadership style accelerates business progress.</li> </ul> <p>The democratic and aspirational leadership style of local governments has a significant influence on sustainable micro-enterprises. The ideal communication style combines attentive, friendly, and dominant communication styles. Local leaders are able to accommodate the aspirations of MSMEs, have a high level of empathy, and use social media for promotion. Intensive assistance is needed for digital transformation.</p>
13.	Rifkiana Mariska, Budi Rismayadi, Neni Sumarni. 2022. Indonesia	Understanding the role of leaders in motivating their human resources to develop an entrepreneurial spirit and analysing the process of implementing the role of entrepreneurial leaders.	Employees of PT. SIIX EMS Indonesia, Purchasing Department.	Qualitative descriptive with case studies. Data collection techniques: observation, interviews, documentation during practical work from January to February 2020. Data validation: observation persistence, data source triangulation, adequacy of references. Analysis: data reduction, data presentation, conclusion drawing	<ul style="list-style-type: none"> <li>- Leaders with an entrepreneurial spirit can make a positive contribution to employees</li> <li>- Leaders can motivate employee performance through the achievement of sales targets</li> <li>- The December 2021 sales target for the purchasing department reached 86.1%</li> <li>- Leaders control employee work by evaluating performance results in sales targets</li> <li>- Employees are able to adjust to the targets set by leaders</li> <li>- Performance assessments use the KPI (Key Performance Indicator) system.</li> </ul> <p>Leaders must have an entrepreneurial spirit in setting sales targets and managing their business. Leaders play a major role in mobilising resources to work together to achieve targets. Leaders must always supervise, evaluate performance results, innovate in motivating and developing careers. Employees can adapt to any changes in sales targets through teamwork.</p>
14.	Christian Briand Samulung, Dewindilia Saratu', Risna Sampe Allo, Selomita, Yelwisda Lande. 2025. Indonesia	Exploring the role of leadership in fostering Christian entrepreneurship within the congregation and how Christian leadership	Tiatira Tambunan Church, Toraja Church. Interview with the Chair of the Church Council, Rev. Novilma Datu, S.	Qualitative with literature review and interviews. Analysis of literature and case studies to highlight Christian values-based leadership	<ul style="list-style-type: none"> <li>- The 'diakonia pig' programme began around 2010 using diakonia funds</li> <li>- System: the congregation raises pigs, returns 3 after breeding, the rest belong to the keeper</li> </ul>

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		acts as a catalyst in shaping an organisational culture that encourages innovation, service, and spiritual growth	Th.		<ul style="list-style-type: none"> <li>- 2019: 32 diakonia pigs were raised by the congregation</li> <li>- The impact of COVID-19 and swine fever (2022-2023) reduced the number to 12 pigs</li> <li>- The proceeds are used for gift packages for the elderly, widows, and underprivileged families at the end of each year</li> <li>- All congregation members have raised pigs and experienced the benefits</li> <li>- The programme continues with a positive response from the congregation.</li> </ul> <p>Christian-based leadership (honesty, integrity, compassion) can transform congregations towards a balance between spiritual goals and financial sustainability. Christian leaders must be innovative and creative in turning difficulties into opportunities. The congregation becomes the driving force behind a sustainable local economy that contributes positively to welfare. Leadership as service based on the principle of love for God and neighbour. Christian entrepreneurship as a manifestation of the spirituality of work that glorifies God.</p>
15.	Ellisa Noelia Laurent & Tommy Christian Efrata. 2023. Indonesia	Understanding the influence of entrepreneurial leadership and entrepreneur's passion on employee work performance and the influence of entrepreneurial leadership on entrepreneur's passion	203 employees of food industry companies in Indonesia (PT Nippon Indosari Corpindo, PT Indofood, PT Wings Surya) at middle to upper management levels	Quantitative using a survey method. Data collection via Google Forms questionnaire. Analysis using Smart-PLS 3.0 with the SEM-PLS method. Linear measurement scale of 1-10 points	<ol style="list-style-type: none"> <li>1) Entrepreneurial leadership has a significant and positive effect on the entrepreneur's passion.</li> <li>2) Entrepreneurial leadership has a significant and positive effect on work performance.</li> <li>3) The entrepreneur's passion has a significant and positive effect on work performance.</li> <li>4) The research model shows a weak R<sup>2</sup> for both dependent variables.</li> </ol> <p>Companies need to enhance entrepreneurial leadership among middle-upper management employees through seminars and training. Companies also need to foster entrepreneurial passion, as it is an important factor in increasing motivation and work performance. Employees should be placed in positions that match their passions.</p>
16.	Yusak Tanasyah, Iswahyudi, Steven Phang. 2020. Indonesia	Offering insights on how to build Christian entrepreneurial leadership in achieving success as a leader.	No direct participants.	Qualitative using literature methods. Examining various written sources (books, e-books, journals) related to entrepreneurial leadership.	<ol style="list-style-type: none"> <li>1) Entrepreneurial leadership is the personal strength of a leader.</li> <li>2) Characteristics: vision, flexibility, authenticity, self-awareness.</li> <li>3) Leadership tasks: influencing, managing, leading change.</li> <li>4) Entrepreneurs are decision makers, problem solvers, risk takers, strategy initiators, vision setters.</li> <li>5) Theology of entrepreneurship: humans are created in God's image with creative and</li> </ol>

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					<p>innovative abilities Entrepreneurial leadership is essential in every individual. Leadership skills need to be nurtured and developed. Christian leaders must possess the following characteristics: clear vision, flexibility, authenticity (speaking the truth, leading from the heart, courage, team building), and self-awareness. There is no single best leadership style – it must be adapted to the situation.</p>
17.	Tony Tedjo, Josef Christianto, Michael Dendi Tinggogoy, Sendi Gunarto, Yelmima Kadera. 2021. Indonesia	Finding a leadership style that suits the current context, particularly an entrepreneurial leadership style to overcome church problems	No direct participants	Qualitative, by reviewing various literature sources to find a leadership style that suits the current context	<p>1) Entrepreneurial leadership style is relevant for today's church 2) Characteristics of entrepreneurs: creativity, innovation, independence, courage, risk-taking 3) Christian entrepreneurs: possess creative and innovative thinking skills, turning opportunities into reality 4) Eight principles Jesus used to train his disciples: selection, fellowship, devotion, surrender, embodiment, commissioning, mentoring, multiplication 5) Theology of entrepreneurship: God calls humans to work on His creation.</p> <p>Entrepreneurial leadership is a relevant choice today because it can address the problem of limited employment opportunities. Entrepreneurial church leaders will: 1) Seek ways to provide employment opportunities for their congregations, 2) Provide long-term solutions rather than just subsidies, 3) Be creative and innovative in their preaching, 4) Be open to assistance but also independent, 5) Not depend on organisational income.</p>
18.	Kaswadi, Yudin Citriadin, Khairul Khalqi. 2025. Indonesia	Determining the effectiveness of entrepreneurial leadership in improving the quality of learning at SMKN 7 Mataram	The principal, teachers, and students of SMKN 7 Mataram	Qualitative with a case study approach. Data was collected through observation of leadership practices and in-depth interviews with the principal, teachers, and students. Qualitative descriptive analysis	<p>1) Effective entrepreneurial leadership improves the quality of learning 2) Characteristics: innovation, clear vision, risk-taking, ability to adapt to change 3) School principals can improve quality through: industry-based curricula, improving teacher skills, creative learning environments 4) Encourage cooperation with industry 5) Challenges: limited resources (funding, facilities, teaching staff), bureaucratic culture.</p> <p>Educational leaders need to develop entrepreneurial capacity and create systems that support innovation. Entrepreneurial leadership can: 1) Create an innovative culture,</p>

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
					2) Train teachers using creative methods, 3) Improve technological skills, 4) Build industry relationships for internships, 5) Produce competitive graduates. Government support through technical assistance, funding, and policies that support industry-based curricula is essential.
19.	Neni Rosmiati, Gina Almaridiah. 2023. Indonesia	Enhancing entrepreneurial motivation among members of the PKK (Family Welfare Movement) in Pangrango Village, Kadudampit Subdistrict, Sukabumi Regency, with a focus on developing effective leadership styles.	Twenty-nine participants from the PKK Activation Team of Gede Pangrango Village, Kadudampit Subdistrict, Sukabumi Regency, attended the training activity.	Community service through offline lectures. Stages: (1) Identification of needs through surveys and MSME activities, (2) Seminar training design, (3) Interactive and participatory implementation with active discussions, (4) Sharing session with all participants. The material focused on understanding leadership, intrinsic motivation, and entrepreneurship	<ul style="list-style-type: none"> <li>- Participants understand various leadership styles and how each style can influence motivation</li> <li>- Increased understanding of personal strengths boosts confidence and motivation to become an entrepreneur</li> <li>- Participants show high enthusiasm during sharing sessions</li> <li>- Develops an understanding of the importance of leadership in entrepreneurship</li> <li>- Improves leadership skills (team management, decision-making, motivation)</li> <li>- Increased motivation and entrepreneurial spirit</li> <li>- Enhanced business knowledge (strategic planning, marketing, financial management)</li> <li>- Formation of business networks and relationships</li> <li>- Development of an entrepreneurial mindset</li> </ul> <p>The training provided added value to the PKK organisation in Gede Pangrango Village in terms of understanding entrepreneurial leadership, increasing motivation and confidence in the business world. The right leadership style can motivate teams and individuals to achieve business goals. The combination of theoretical understanding, case study learning and practical interaction developed better leadership skills and strengthened the entrepreneurial spirit in facing business challenges.</p>
20.	Daniel Martin Tamera, Angelica Leviani Rivela, Sugeng Santoso, Erastus Sabdono, Anwar Three Millenium Waruwu. 2024. Indonesia	Discussing the importance of entrepreneurship for young Christians (aged 18-25) from a biblical perspective and its implications for business practices.	No direct participants.	Qualitative with a literature study method. Data collection through books, journal articles, the Bible, and reliable internet media with in-depth analysis	<ol style="list-style-type: none"> <li>1) Entrepreneurship from a biblical perspective emphasises character building, spiritual growth, and responsibility.</li> <li>2) Entrepreneurship is seen as a calling to serve and bless others.</li> <li>3) Required character traits: avoid greed, do not be quick-tempered, do not be lazy, be humble, honest, responsible, and diligent in prayer.</li> <li>4) Biblical examples: Abraham, Solomon, Lydia, Paul, Matthew</li> <li>5) Biblical entrepreneurship: running a business according to God's will, not separating faith from business, focusing on</li> </ol>

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
					<p>God's glory rather than profit alone.</p> <p>Young Christians need to understand that entrepreneurship is not only for material gain but also to glorify God and fulfil the Great Commission. Businesses must be run with integrity, morals, and biblical ethics. It requires strong character building, spiritual maturity, and the understanding that business is a vehicle for spreading the gospel. The principles of Biblical Entrepreneurship can be applied universally even though the research is Christian-based.</p>

## DISCUSSION

This study shows that entrepreneurial leadership in Indonesia is not only oriented towards economic profit, but also has social, religious, and educational dimensions. Entrepreneurial leaders play a role in building an innovative work culture, strengthening organisational independence, and creating added value for society.

In general, there are three main patterns of entrepreneurial leadership that emerge from the literature: Transformational, which focuses on motivation and change; Participatory and collaborative, which emphasises member empowerment; and Value-based leadership, which instils morality and spirituality in business practices.

Common obstacles include limited human resources, a lack of creative leadership training, and a hierarchical organisational culture. However, opportunities for strengthening entrepreneurial leadership are wide open through the integration of entrepreneurship education, mentoring programmes, and cross-sector collaboration.

Entrepreneurial leadership in Indonesia has unique characteristics rooted in local values, religion, and a culture of mutual cooperation. In the context of Islamic boarding schools, for example, clerics not only serve as spiritual leaders, but also as economic and social drivers. The collegial leadership style that is applied shows that strategic decisions are often made through deliberation, in line with the principles of democratic-participatory leadership. This approach builds a sense of shared responsibility and strengthens trust among members of the boarding school community.

In the field of education, school principals with an entrepreneurial leadership style are able to integrate academic vision with school business management. Strategies such as urban farming at SMP Muhammadiyah 18 Surabaya prove that innovation can be implemented through collaboration between teachers, students, and external parties. This is in line with transformational leadership theory, which focuses on inspiration, intellectual stimulation, and individual attention to members of the organisation.

Meanwhile, in the SME sector, entrepreneurial leadership plays an important role in fostering a spirit of innovation and business competitiveness. Leaders who have the ability to read opportunities and take calculated risks can motivate employees to be performance-oriented. However, many studies also show that the success of this leadership style is highly dependent on an organisational culture that supports creativity, a fair reward system, and effective communication.

From a religious organisation perspective, entrepreneurial leadership provides a new dimension to social service and mission. Programmes such as "Babi Diakonia" in the Toraja Church demonstrate how spirituality and economic responsibility can go hand in hand. This type of value-based leadership shows that entrepreneurship is not always profit-oriented, but also focused on community sustainability and improving collective welfare.

Theoretically, literature also shows that entrepreneurial leadership is closely related to contingency theory, where a leader's effectiveness depends on the situation and characteristics of the organisation. In the Indonesian context, flexibility and adaptability are key factors because each organisation has different structures, cultures, and challenges. Leaders who are able to adapt their leadership style to the local context will find it easier to drive innovation and change.

In addition, there is a new trend in entrepreneurial leadership practices, namely the integration of digital leadership and human-centred leadership. Modern leaders in the Industry 4.0 era are not only required to be tech-savvy, but also to understand team psychology, build empathy, and foster a sense of ownership among members of the organisation. This approach strengthens team cohesion and creates a healthier work environment.

The literature also found that gender plays an important role in entrepreneurial leadership styles. Female leaders in technology start-ups demonstrate an effective collaborative leadership style, focusing on empathy,

open communication, and results-based achievement. This style tends to be more adaptive to market changes and capable of building strong collaborative networks. Therefore, the empowerment of women in entrepreneurial leadership needs to be encouraged through training, mentoring, and access to capital.

Finally, it can be concluded that entrepreneurial leadership in Indonesia has great potential to drive economic and social transformation. However, capacity building, entrepreneurship education, and cross-sector collaboration remain important priorities that need to be addressed.

## CONCLUSION AND RECOMMENDATIONS

Entrepreneurial leadership is an important element in economic and social development in Indonesia. The results of the literature review show that this leadership style can increase innovation, performance, and organisational independence in various fields. The application of entrepreneurial leadership needs to be balanced with strengthening human resource capacity, forming an adaptive work culture, and supportive policies.

Recommendations for further research include expanding the study to the public sector and higher education, as well as conducting more in-depth quantitative analysis to measure the specific impact of entrepreneurial leadership variables on organisational performance.

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