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MEASUREMENT OF ENTREPRENEURIAL LEADERSHIP AT
PRIVATE HIGHER EDUCATION IN INDONESIA: A
MULTIDIMENSIONAL CONSTRUCT

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Abstract:

Private universities have a vital role in facing global challenges by providing education that is adaptive, innovative, and focuses on the needs of the global job market. The purpose of this study is to conceptualize and empirically test entrepreneurial leadership models among leaders at private universities in the city of Pekanbaru, Indonesia in facing global competition scenarios. In this analysis, entrepreneurial leadership is identified as a central aspect of the leadership of private university leaders. These characteristics include the application of vision and mission, promotion of innovation and creativity, perseverance and resilience in facing challenges, focus on opportunities, risk-taking skills, and efforts to build capacity and trust in the university environment. Information for this study was obtained through a survey involving 305 leaders, mainly at private universities in Pekanbaru. The collected data is then analyzed using a quantitative analysis approach, with the application of structural equation models (SEM). The study's findings conclude that entrepreneurial leader characteristics that describe leaders at private universities, such as vision and mission, innovation and creativity, passion and persistence, focus on opportunities, risk-taking, and capacity building and trust, are statistically significant reflections of entrepreneurial leadership. For this reason, the a need for organizations, especially private universities, to be managed or led with an entrepreneurial approach. Engagement in this approach becomes relevant in the face of the challenges of an increasingly competitive global environment, emphasizing the importance of adaptation and innovation in the management of educational organizations to achieve better performance

Keywords:

Entrepreneurial Leadership, Private Higher Education

Introduction

Recent evidence highlights entrepreneurial leadership as an effective approach to encouraging employee engagement in more proactive efforts to achieve organizational goals (Alsharif et al., 2021). The concept of entrepreneurial leadership has gained significant attention from researchers and practitioners in recent years (Bagheri & Harrison, 2020). While leadership and entrepreneurship were traditionally explored as distinct fields, certain researchers have endeavored to merge these concepts, giving rise to a novel paradigm known as entrepreneurial leadership (Paudel, 2020). Entrepreneurial leadership emerges as unique, both because of the context in which it is applied in new and small companies compared to large companies, and because of the contextual changes that characterize all organizations and institutions (Harrison et al., 2015).

An entrepreneur holding a top position within an organization is perceived as an organizational leader possessing specific leadership qualities and entrepreneurial traits (Rahim et al., 2015). Amidst an evolving and fiercely competitive business landscape, fostering entrepreneurial behavior within an organization is progressively crucial across diverse contexts, facilitating innovation and adaptation to the constant environmental shifts (Utoyo et al., 2020). Entrepreneurial activity is not only key to improving the performance of profit organizations, but also has a significant impact on institutional, economic, and organizational progress in general, becoming an exciting discipline for further research (Alsharif et al., 2021). Therefore, entrepreneurial leadership is not only a necessity for large-scale profit organizations but also needed for non-profit organizations such as private universities.

Entrepreneurial leadership is considered a solid foundation for maintaining business continuity in a challenging environment. Most previous research conducted research from an empirical point of view on profit-oriented business entities, as shown by several research literature Hayat et al., (2019); Ibrahim et al., (2022); Kalyanasundaram (2021); Kautsar et al., (2019); Khalil et al., (2022); Lubi et al.,(2021); Mamun (2018); Nangpiire & Bangniyel (2019); Othumary Mgeni, (2015); Paudel, 2018; Purwati et al., (2021); Simić et al., (2020); Supartha & Saraswaty, (2019); Thongyai & Potipiroon (2022); Wahid Khamis et al., (2022). However, research examining the role of entrepreneurial leadership in the context of higher education is still limited, as reflected in the limited findings in research conducted by Wahab & Tyasari (2020); Pihie & Bagheri, (2013); Akmaliah et al., (2014); Suyitno et al., (2014); Sutanto & Eliyana, (2015); Ariyani et al. (2020); Styron (2015); Shaheen & Ahmad (2020).

Renko et al., (2015) argue that research on entrepreneurial leadership is divided into 3 categories. First, there is research that focuses on entrepreneurial behaviors and attitudes demonstrated by leaders. Second, research focused on new business owners who must take on leadership roles to ensure the development of their companies. Third, research focuses on comparisons or similarities between leaders and entrepreneurs. The nature of entrepreneurial leadership is multidimensional, as it draws its followers towards the vision of the organization, motivates them to innovate, and supports them to be innovative and creative on the one hand,

but on the other hand, the focus is on recognizing new ventures and opportunities to improve both i.e. individual and organizational performance (Shaheen & Ahmad, 2020).

The measurement of entrepreneurial leadership has been a major focus of this study. From the results of previous literature searches, it was found that there were studies that used dimensional and multidimensional measurement items. Some previous studies, such as those conducted by Agung et al., (2020); Dwi Widyani et al., (2020); Hayat et al., (2019); Kalyanasundaram, (2021); Lubi et al., (2021); Othumary Mgeni (2015); Shaheen & Ahmad, (2020), have used multidimensional measurement scales to gain a more comprehensive understanding of entrepreneurial leadership. However, some research has taken a more focused approach by using dimensional measurement items to explore specific aspects of entrepreneurial leadership (Alsharif et al., 2021; Gede Supartha & Nugraheni Saraswaty, 2019; Mehmood et al., 2021; Murniningsih et al., 2020; Nangpiire & Bangniyel, 2019; Nguyen et al., 2021; Perkasa & Abadi, 2020).

To address this gap, this study aims to develop the empirical foundation of multidimensional entrepreneurial leadership through their leadership role approach. The multidimensional entrepreneurial leadership measurement scale developed consists of vision and mission, innovation and creativity, passion and persistence, opportunity-focused, risk-taking, capacity building, and trust. The measurement scale developed is integrated into the concept of comprehensive entrepreneurial leadership, especially in the context of private university organizations in Indonesia.

Literature review

Entrepreneurial leadership

Entrepreneurial leadership is a special type of leadership that is very important in the face of a very challenging and uncertain environment (Bagheri et al., 2013). The foundation of entrepreneurial leadership lies in understanding that a leader views himself as an entrepreneur who manages his own business (Sandybayev, 2019). Entrepreneurial leadership plays an integral role in the development of a viable and successful business (Gottschalk, 2013). In a variety of organizational contexts, entrepreneurial leadership is becoming an important embodiment of opportunity-focused behavior (Renko et al., 2015). Entrepreneurial leadership is synonymous with experienced, talented, and knowledgeable individuals who aim to improve existing business practices and create new business practices by introducing innovative strategies to address complex challenges (Alsharif et al., 2021). Table 1 below describes some definitions of entrepreneurial leadership in the views of previous researchers.

Table 1: Definition of Entrepreneurial Leadership

Source	Definition
Nwachukwu et al., (2017)	Entrepreneurial leadership is a special competency possessed by a leader who creates, identifies, and seizes opportunities in innovative and risky ways
Ersari & Naktiyok, (2022)	Entrepreneurial leaders are people who can take risks, are brave, agile, perceive opportunities, and have entrepreneurial alertness.
Supartha & Saraswaty, (2019)	Activity conducted by cooperative managers in planning, organizing, operating, monitoring, transparency, and communication in leading subordinates and other parties, as well

	as searching for opportunities, taking risks, and having the entrepreneurship mentality to achieve their goal
Renko et al., (2015)	Guiding and steering the actions of team members to fulfill organizational objectives by identifying and seizing entrepreneurial opportunities, while also influencing their performance.
Perkasa & Abadi (2020)	As a process influencing the organization through direct and leading involvement in creating value for stakeholders by bringing together unique innovations and resource packs to respond to recognized opportunities

From some of the definitions above, Entrepreneurial leadership can be characterized as proactive in its approach, as it focuses on identifying and seizing opportunities to attain success. This leadership model encourages change that can increase the competitiveness of the organization in the face of the dynamics of environmental change.

Entrepreneurial leadership attributes have been identified across various studies differently by researchers according to their respective organizational perspectives and contexts. Table 2 provides a summary of entrepreneurial leadership attributes used by some previous studies. The dimensions identified reflect the diversity of concepts and differences between individuals and institutions in the context of entrepreneurial leadership.

Table 2. Dimension Entrepreneurial Leadership

Source	Dimension
Agbim (2013)	Strategic factors, communicative factors, personal factors, and motivational factors.
Bagheri et al., (2013)	Opportunity identification self-efficacy, relationship self-efficacy, management self-efficacy, tolerance self-efficacy, learning self-efficacy.
Pihie & Bagheri, (2013)	General entrepreneurial leadership behavior, explorer behavior, miner behavior, accelerator behavior, integrator behavior.
Purwati & Hamzah (2021)	Proactive, the tendency to take risks, Innovative, Building commitment, and ethics.
Supartha & Saraswaty, (2019)	Performing the management function, exemplary, adhering to the rules, transparency, able to represent the cooperative, and increase the welfare.
Renko et al., (2015)	Innovativeness, creativity, passion, motivation, tenacity, persistence, bootstrapping, a vision of the future, taking risks
Mamun (2018)	Responsibility, accountability, analytical thinking, and emotional intelligence
Agung et al., (2020)	Proactiveness, innovativeness, risk-taking.
Paudel (2019)	Framing the challenge, absorbing uncertainty, path clearing/underwriting/building commitment, specifying limits
Bagheri & Harrison (2020)	Framing challenges, absorbing uncertainty, underwriting,

	building commitment, defining gravity, opportunity, orientation toward learning, creativity collective self-efficacy.
Faizah et al., (2015)	Framing the challenge, absorbing uncertainty, path clearing, building commitment, specifying limits
Mokhber et al., (2016)	Innovativeness, creativity, passion, vision, risk-taking
Lubi et al., (2021)	Innovativeness, risk-taking, proactiveness
Chheda (2013)	Continuous improvement, innovativeness, proactiveness, resource allocation
Shaheen & Ahmad (2020)	Vision and Mission, Innovative and calculative, Passion and Persistence, Opportunity focused, Risk-taker and resilient, Capacity building and trust
Sutanto & Eliyana (2015)	Innovativeness, risk-taking capacity, proactiveness, competitive aggressiveness, autonomy
Suyitno et al., (2014)	Visioner, creative, innovative, self-contained, hard work, risk-taking, entrepreneurial spirit.

Based on Table 2, it can be identified that previous studies tend to adopt different dimensions of entrepreneurial leadership in measuring the same phenomenon. In this context, this study refers to research conducted by Shaheen & Ahmad (2020) namely Vision and Mission, Innovative and calculative, Passion and Persistence, Opportunity focused, Risk-taker and resilient, Capacity building and trust. The following sections describe in detail each dimension identified in this study.

Vision and Mission

Entrepreneurial leaders create visionary scenarios that are used to mobilize interdependent, highly committed members, and jointly implement the vision to achieve organizational goals (Gupta et al., 2004). An effectively formulated vision and mission has great potential to contribute significantly to the improvement of organizational performance (Oghojafor et al., 2011). The vision and mission of the organization play an important role in determining the organizational development process (Amalia Yunia Rahmawati, 2020). The mission and vision statements signify the current and planned state of the company (Akter, 2020). Understanding the essence of vision and mission opens doors to forming leadership that has a clear vision and the ability to articulate the core values that will drive organizational growth and success. Dobrinić & Fabac (2021) defines vision as the future that the organization wants, while mission describes the reason of the organization i.e. the purpose of the organization. Vision and mission are two key elements in an organization's strategic planning, both of which play an important role in effective leadership.

Innovation and Creativity

The integration of entrepreneurial thinking and adept management of strategic resources has the potential to enhance creativity and innovation, thereby fostering a positive influence on organizational performance (Dwi Widayani et al., 2020). Creativity and innovation serve as vital catalysts for individual advancement, economic expansion, and societal advancement. (Moiseyenko, 2021). According Sutanto (2017), Innovation is characterized by the department head's endeavor to implement novel ideas, behaviors, products, services, technologies, and

administrative practices, whereas creativity entails the department head's pursuit of generating valuable and practical new products, services, ideas, procedures, or processes. In general, successful leadership involves the drive to act, creativity, and innovation for the long-term success of the organization.

Passion and Persistence

Passion and persistence have an important role in maintaining one's efforts to reach the expert level (Septia, 2016). Passion encompasses challenges, elements of ease, and excitement in the workplace that turn goals into effective performance (Pradhan et al., 2017). Menurut Vallerand et al., (2008), Passion proves to be a catalyst, energizing organized persistence engagement that has a direct influence on performance. According Schulte-Holthaus & Kuckertz (2020), Passion serves as a powerful source of motivation and inspiration, propelling both personal growth and entrepreneurial success. A leader who can inspire enthusiasm in his team will encourage them to work more enthusiastically, as well as the perseverance possessed by a leader will be a strong foundation that organizational goals will be achieved.

Opportunity Focused

Recognizing potential opportunities today has an important role in entrepreneurship theory and a very important role in research in the field of entrepreneurship (Hills et al., 2010). According to Renko et al., (2015), The goal of opportunity-focused entrepreneurial leadership is achieved through interactions between leaders and followers who have different levels of vulnerability to the leader's influence. Leaders who focus their attention on opportunities have two fundamental reasons. First, this action can lead to the introduction and utilization of new opportunities in an organization. Last but not least, from a leadership perspective, observing entrepreneurial leaders will awaken employee commitment to follow in the same footsteps (Renko et al., 2015). By focusing on opportunities, an entrepreneurial leader can shape an organizational culture that is responsive to the changing business environment.

Risk-Taker

Risk-taking tendencies play a role in entrepreneurial decision-making. Based on studies conducted by Wiklund et al., (2007) risk-taking is an important dimension of entrepreneurial behavior. According to Rua et al., (2018), Risk taking is taking bold action on the unknown and/or using significant resources to do business in an uncertain environment. Theresa & Hidayah (2022) define risk-taking as the ability to take action or decisions to move forward, even before knowing its contents. Risk-taking reflects the ability of a leader to dare to take risks that have been expected when making a business decision by taking advantage of existing opportunities.

Capacity Building and Trust

According to Wanyama & Mutsotso (2010), Capacity building can improve organizational performance. For the organization to remain competitive in the face of an all-competitive environment, the organization must work to achieve increased capacity building to produce high organizational performance. According to Kaushik, (2011), Capacity building and trust encompass the capability of societies, institutions, or individuals to effectively execute various functions, address potential challenges, establish objectives, and successfully attain these objectives in a sustainable manner over an extended period. Leaders who can build capacity and trust will gain greater support from their teams, creating a strong foundation for sustainable business growth.

Methodology

Expert Reviewers

A pretest is conducted to identify the consistency of each statement and the respondent's understanding of the questionnaire. Expert reviewers will be conducted in May 2023.

According to Lynn, (1986), The sample size for pretesting is a minimum of five experts and a maximum of 10 experts. The preparation and validation of a measurement scale to measure the entrepreneurial leadership dimension used in this study began with the expert judgment of 7 people who are experts in the field of entrepreneurial leadership. In this study, questionnaire items were tested by 7 experts consisting of 5 officials at private universities and 2 academics at private universities in Riau Province, input from experts was used to develop a measurement scale.

This study used the Content Validity Index (CVI) to validate the questionnaire. CVI is an index widely used to provide evidence of content validity using item relevance rankings by expert panels (Gungor & Beji, 2012). The assessment on each item is carried out provided that if $1 - CVI > 0.79$ then the item is relevant, between 0.70-0.79 needs to be revised, and < 0.70 is eliminated (Zamanzadeh et al., 2015). Dimension measurement items Vision and Mission, Innovative and creativity, Opportunity focused adapted from research Al-Khalifah, (2014); Shaheen & Ahmad, (2020) and modified. Passion and persistence dimension measurement items adapted from research Al Issa (2021); Baum & Locke (2004); Cardon et al., (2013); Kiani et al., (2021); Shaheen & Ahmad (2020) and modified. Risk Taking dimension measurement items adapted from research Al-Khalifah (2014); Al Issa (2021); Shaheen & Ahmad (2020) and modified. Last dimension measurement items Capacity Building and trust adapted from research Brown et al., (2001); Chams-Anturi et al., (2020); Guinot et al., (2014); Kaushik, (2011); Uchechukwu, (2022) and modified. From the results of the questionnaire validation testing, there was 1 statement item that was eliminated, 3 statement items were revised, and the remaining 33 statement items were declared valid. After revising as suggested by experts, the scale was tested on a small sample by conducting a pilot study.

Pilot Study

The next step is to conduct a pilot test to test the level of validity and reliability of the measurement items. The pilot test was conducted on 34 respondents spread across sixteen private universities in Indonesia using probability sampling techniques. The pilot test will be conducted in June 2024. Measurement instruments use the Likert scale to measure attitudes, perceptions and subjective judgments of a statement with a 5-point scale assessment. Likert scale is an important and popular rating scale in social research (Mumu et al., 2022).

The reliability test in this study used a Cronbach Alpha reliability coefficient of > 0.7 (Nunnally, 1978). The results of the reliability test of the pilot test survey instrument in Table 3 showed adequate reliability with a Cronbach alpha value above 0.7.

Table 3. Result of Reliability Analysis

Items	N= 34	
	Number of Items	Cronbach Alpha
Vision and Mission	6	0.816
Inovasi dan Kreativitas	6	0.792
Passion and Persistence	6	0.757

Opportunity Focused	5	0.727
Risk-Taking	5	0.779
Capacity Building and Trust	8	0.875

Main Study

The unit of analysis in this study is a private university. The total population is eleven private universities in Riau Province, Indonesia (LLDikti X, 2023). Non-probability sampling techniques are used in research with purposive sampling techniques, namely by selecting populations in certain areas so that the number of samples obtained is as many as six private universities. The respondents in this study were officials at private universities who were sampled in this study. The questionnaire was distributed directly to the structural officials of the college, researchers distributed the questionnaire through Google Forms and offline using hard files. As per Table 4, a total of 305 questionnaires were sent to six private universities in Pekanbaru City, Riau Province. Of the 305 questionnaires distributed, 252 (82.6%) questionnaires were returned, and only 244 questionnaires were eligible.

Table 4: Response Rate

Description	No. of samples	Percentage
Total number of questionnaires distributed	305	100.0 %
Total returned questionnaire	252	82.6 %
Effective response rate (usable)	244	80 %

Through the analysis of the output results in Table 5, it can be seen that all measurement items in the dimensions of vision and mission, innovation and creativity, passion, and persistence, Opportunity-focused, Risk-taking, Capacity building and trust have a loading factor value of > 0.60 , this reflects a high level of validity. However, there are two vision and mission items (VM2, VM3), two items of innovation and creativity (IK2, IK4), two items of passion and persistence (PP2, PP4), one item of opportunity focused (OF2), one item of risk-taking (RT2), and one item of capacity building and trust (CT2) that are omitted because they have a loading factor value of < 0.60 . This step was taken to obtain a more accurate and reliable level of measurement scale reliability.

The next step is to repeat the analysis by deleting items that have a value of < 0.60 , namely VM2, VM3, IK2, IK4, PP2, PP4, OF2 RT2, and CT2. After re-estimation, the results showed that all measurement items in the dimensions of vision and mission, innovation and creativity, passion and persistence, Opportunity focused, Risk-taking, Capacity building and trust had a loading factor of > 0.60 . These results show that, after adjustment, all measurement items are considered valid, reflecting strong measurements for each dimension.

The results of the analysis showed that the value of composite reliability for each dimension, such as vision and mission (0.896), innovation and creativity (0.850), passion and perseverance (0.865), focus on an opportunity (0.867), risk-taking (0.821), capacity building and trust (0.906), all showed a $>$ number of 0.70. This is to the view expressed by (Hair et al., 2011), that the level of internal reliability and consistency for all dimensions is acceptable, and indicates high reliability in the measurement of each construct. This provides confidence that the data obtained from the measurement scale is reliable so that the results of the analysis can provide an accurate and consistent understanding related to the dimensions of vision and

mission, innovation and creativity, passion, and perseverance, focus on opportunities, risk-taking, capacity building, and trust.

AVE (Average Variance Extracted) values for each dimension, such as vision and mission (0.591), innovation and creativity (0.532), passion and perseverance (0.616), focus on the opportunity (0.619), risk-taking (0.535), capacity building (0.581), showed a number above 0.50, following the views expressed by (Hair et al., 2011). Since each AVE value for all dimensions exceeds the 0.50 limit, this indicates that the conditions for good convergent validity have been met. That is, each dimension in the measurement scale reaches a sufficient degree of variance, indicating that the construct measured is consistently by each measurement item in that dimension. Thus, these findings provide confidence that the data obtained from the measurement scale can be considered valid and reliable in measuring the dimensions of vision and mission, innovation and creativity, passion and persistence, focus on opportunities, risk-taking, and capacity building.

The results of the analysis showed significant values of Cronbach's Alpha for each dimension, namely vision and mission (0.860), innovation and creativity (0.779), passion and perseverance (0.791), focus on the opportunity (0.794), risk-taking (0.713), and capacity building and trust (0.879). All dimensions show a value of > 0.70, following the view expressed by (Hair et al., 2011). Therefore, it can be concluded that the conditions for good convergent validity have been met, indicating high consistency in each measurement dimension. These results reinforce the belief that the data obtained from the measurement scale can be considered valid and reliable in measuring the dimensions of vision and mission, innovation and creativity, passion and perseverance, focus on opportunities, risk-taking, and capacity building and trust.

Table 5: Cronbach's alpha (α), Factor Loading, Composite Reliability (CR), Average Variance Extracted (AVE)

Items	Factor Loadings					
	F1	F2	F3	F4	F5	F6
Visi dan Misi ($\alpha=0.860$, CR=0.896, AVE=0.591)						
VM.1	Socialization of Vision and mission to achieve the goals of the University					
VM.4	Have the ability to realize the vision and mission of the University					
VM.5	Develop core competence, synergy, and value strategies to achieve the vision and mission of the University					
VM.6	Preparing strategic planning to achieve the vision and mission of the University					
Inovasi dan Kreativitas ($\alpha= 0.779$, CR=0.850, AVE=0.532)						
IK.1	Innovate and be creative that is different from its competitors					
IK.3	Inviting all employees (lecturers and education staff) to think					

	innovatively and creatively to achieve the goals of the University	
IK.5	Develop up-to-date and adaptive academic products and services (teaching, research, and community service)	0.705
IK.6	Giving confidence to lecturers and staff to do work that produces good performance	0.766
Passion and Persistence ($\alpha=0.791$, CR=865, AVE=0.616)		
PP.1	Have a high commitment to achieving the goals of the University	0.744
PP.3	Build teamwork to achieve common goals	0.795
PP.5	Able and ready to face every difficulty/obstacle/challenge	0.745
PP.6	Persistent and not easily give up on achieving the goals of the University	0.849
Opportunity Focused ($\alpha=0.794$, CR=0.867, AVE=0.619)		
FO.1	Able to respond to any new opportunities to improve the performance of the University	0.741
FO.3	Strong networking to access wider opportunities	0.768
FO.4	Able to identify new opportunities in the future in conditions of uncertainty in the business environment	0.803
FO.5	Able to exploit new opportunities to achieve University sustainability	0.832
Risk Taking ($\alpha=0.713$, CR=0.821, AVE=0.535)		
RT.1	Doing mind mapping when making risky decisions	0.726
RT.3	Think of the risk of failure as a learning process	0.674
RT.4	Ready to face environmental uncertainty to achieve organizational goals	0.762
RT.5	Have confidence and courage in making risky decisions	0.761
Capacity Building and Trust ($\alpha=0.879$, CR=0.906, AVE=0.581)		
CT.1	Have procedures and work mechanisms that can improve performance	0.677

CT.3	Provide training to lecturers and staff to improve skills and knowledge	0.697
CT.4	Motivate lecturers and staff to produce good performance	0.805
CT.5	Motivate lecturers and staff to produce better performance	0.816
CT.6	Utilizing technology to innovate and develop creativity	0.797
CT.7	Build dynamic teamwork	0.806
CT.8	Placing employees according to their competence	0.724

Discussion

Although research interest in entrepreneurial leadership in profit-oriented business entities has increased significantly, as found in several studies such as Hayat et al., (2019; Ibrahim et al., (2022); Kalyanasundaram, (2021); Kautsar et al.,(2019); Khalil et al., (2022); Lubi et al., (2021); Mamun, (2018); Nangpiire & Bangniyel (2019); Othumary Mgeni (2015); Paudeln(2018); Purwati et al., (2021); Simić et al., (2020); Supartha & Saraswaty (2019); Thongyai & Potipiroon (2022); Wahid Khamis et al., (2022), However, there is still little research on the topic of examining the role of entrepreneurial leadership in non-profit organizations, especially in the context of universities (Akmaliah et al., 2014; Ariyani et al., 2020; Pihie & Bagheri, 2013; Shaheen & Ahmad, 2020; Styron, 2015; Sutanto & Eliyana, 2015; Suyitno et al., 2014; Wahab & Tyasari, 2020).

Table 6: Result of the Analysis of Each Dimension

Dimension	Measurement Model	Result
Vision and Mission	Loading Factor 0.710 – 0.853 Cronbach's alpha 0.860 Composite reliability 0.896 Average variance extracted 0.591	Valid and Reliable
Innovation and reativity	Loading Factor 0.682 – 0.815 Cronbach's alpha 0.779 Composite reliability 0.850 Average variance extracted 0.532	Valid and Reliable
Passion and persistence	Loading Factor 0.744 – 0.849 Cronbach's alpha 0.791 Composite reliability 0.865 Average variance extracted 0.616	Valid and Reliable
Focus on opportunities	Loading Factor 0.741– 0.832 Cronbach's alpha 0.794 Composite reliability 0.867 Average variance extracted 0.619	Valid and Reliable
Risk-taking	Loading Factor 0.674 – 0.762 Cronbach's alpha 0.713 Composite reliability 0.821	Valid and Reliable

Average variance extracted 0.535

Capacity building and trust	Loading Factor 0.677 – 0.816 Cronbach's alpha 0.879 Composite reliability 0.906 Average variance extracted 0.581	Valid and Reliable
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Entrepreneurial leadership reflects a leader's ability to direct, motivate, and lead a team to achieve significant business growth. This research aims to develop a multidimensional measurement scale of entrepreneurial leadership, involving dimensions such as vision and mission, innovation and creativity, passion and persistence, focus on opportunities, risk-taking skills, capacity building and trust. Based on the table 5.6, the results of the analysis show that the items contained in this multidimensional scale of entrepreneurial leadership show a high level of validity and reliability. In addition, most of the variance measured by the scale likert can be well explained by these constructs, providing strong empirical support for the success of entrepreneurial leadership measurement in the context of this study.

Research Implications

The findings of this study have several significant implications for the development of theory, research, and implementation of practices in the field of entrepreneurial leadership. The results of empirical testing indicate that the dimensions of vision and mission, innovation and creativity, passion, and persistence, Opportunity, Risk-taking, Capacity building and trust can predict entrepreneurial leadership in the context of private universities. In addition, empirical test results also show that all measurement items are reliable and valid, this is characterized by obtaining measurement results of all dimensions with a loading factor value of >0.60 , composite reliability > 0.70 , AVE >0.50 , and Cronbach's alpha >0.70 . These implications provide a basis for the development of entrepreneurial leadership theory, provide direction for future research, and provide practical guidance for college management in strengthening entrepreneurial leadership.

In line with the opinion developed by Renko et al., (2015) entrepreneurial leadership is found not limited to one particular type of organization, industry, or culture, but can be developed in a variety of contexts, including new and successful companies, profit-oriented organizations or non-profit organizations, and formal or informal groups. These implications provide insight that the concept of entrepreneurial leadership can be widely adopted in many types of organizations. In the context of leadership practice, managers can benefit substantially from this research by adopting roles identified as characteristics of entrepreneurial leadership, which in turn can be effectively managed by organizations.

Limitations and Future Research Agenda

The results reveal important factors that can predict entrepreneurial leadership development. However, it should be noted that the results of this study have limitations, mainly carried out only on a sample of private universities in one of the provinces in Indonesia. Therefore, generalizing the results of this study to other universities needs to be done carefully because of differences in context and characteristics that can affect the results of the study. The outcomes of this study are constrained to the creation of measurement scales for entrepreneurial leadership and do not include empirical testing of its influence on organizational success. In addition, many other factors can predict entrepreneurial leadership and can be explored further.

These findings open up exciting opportunities for future researchers to expand the scope of research in the field of entrepreneurial leadership. Future research can explore other attributes that can predict entrepreneurial leadership in the field of study of private universities. This study used a small sample size and was only limited to certain regions. Therefore, further research can strengthen the validity of research instruments by using larger sample sizes. Future research can explore the impact of entrepreneurial leadership on organizational performance within the realm of higher education by utilizing the questionnaire developed in this study as a foundational tool

Conclusion

The findings of this study highlight that vision and mission, innovation and creativity, passion and persistence, opportunity focus, risk-taking, capacity building, and trust are integral dimensions that contribute to the formation of entrepreneurial leadership. Empirical testing was carried out using a multidimensional measurement scale of entrepreneurial leadership, the test results showed that the multidimensional measurement scale of entrepreneurial leadership was successfully applied to the context of private universities, especially in Indonesia. This is obtained through empirical testing of measurement scales developed from several previous research sources that are relevant to measuring the dimensions of entrepreneurial leadership, such as research conducted by Al-Khalifah (2014), Shaheen & Ahmad (2020), Al Issa (2021), Cardon et al., (2013), Kiani et al., (2021), Baum & Locken (2004), Brown et al., (2001), Uchechukwu (2022), Guinot et al., (2014), Chams-Anturi et al., (2020), Kaushik (2011).

Superior leadership, characterized by a clear vision and mission, high innovation and creativity, strong passion and persistence, focus on opportunities, risk-taking skills, capacity building, and trust, has great potential to increase organizational competitiveness in a challenging business environment. In leadership management practice, these leadership attributes can be implemented and can be used as guidelines for a leader in managing his organization, so that it becomes a solid foundation for organizational growth and sustainability. By integrating the attributes of entrepreneurial leadership, a leader gives the organization a higher competitiveness and creates an environment that supports better organizational performance.

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