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Gender Differences towards Entrepreneurship Leadership

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Abstract

Entrepreneurial leadership is the whole process of influencing others to follow suit with the ability of innovators, creators, and the courage to take risks in taking advantage of opportunities to achieve their goals. Entrepreneurship can make success, but low leadership skills result in limited business effectiveness. Gender differences between men and women lead to different types of leadership. But that doesn't mean only men or women can lead a company well. Many factors can form entrepreneurial leadership, namely Visionary, Creative, Achievement Orientated, Patient, Flexible, Risk taker, Persistent and Able to motivated. Therefore, this research aims to find out determine the gender differences of the 8 differences that make up entrepreneurial leadership. Researched number of creative product SME's spread across the province of Banten. The study used purposive sampling. The data collection technique was by distributing questionnaires. Analysis using t test through SPSS program. The results showed that the entrepreneurial leadership Visionary, Achievement Orientated, Patient, Flexible, Risk taker, Persistent and Able to motivated all have differences between men and women. However, there is no difference between the creative leadership of men and women.

Keywords: Leadership, Entrepreneur, Gender, SME's

Introduction

Leadership has an important role for an entrepreneur in creating more innovative creative products. Al Mamun (2018) emphasizes the importance of entrepreneurial leadership as a real role in achieving business success in an organization. A business that is built without strong leadership will only be a small business that does not develop. Someone who does not have a leadership spirit will only be able to lead a few people from a small business and no business growth. Without leadership there will be no employees who will feel at home working in the company, the knowledge and experience those entrepreneurs already have will be lost along with the transfer of employees. Without leadership, there is no big vision that can be built into a big business (Kasali, 2010). Researchers define leadership according to an individual perspective, Yukl (2013) which is able to improve and encourage businesses to be more advanced.

Entrepreneurial leadership is the whole process of influencing others to follow suit with the ability of innovators, creators, and the courage to take risks in taking advantage of

opportunities to achieve their goals. Northouse (2010) defines leadership as a process by which an individual influences a group of individuals to achieve a common goal. There are several central components in the leadership phenomenon. Some of these are as follows: (a) Leadership is a process (b) leadership involves influencing others, (c) leadership occurs within group boundaries, (d) leadership involves achieving goals, and (e) these goals are shared. by their leaders and followers. The very act of defining leadership as a process shows that leadership is not a characteristic or trait that only a select few are born with. Defining leadership as a process means that leadership is a transactional event that occurs between leaders and their followers. Dhladhla, (2011), the key to understanding path-goal theory of leadership is think about the path that subordinates should follow to achieve the goals set. Subordinates are motivated by their leader to achieve this goal when the leader clearly setting goals, clarifying the path to accomplishing goals, removing obstacles to accomplish goals, and provide support to help achieve the goals set.

As a leader, an entrepreneur is responsible for developing staff. In the organization, employees are one of the most important assets in the organization, a leader must also be able to design opportunities for them to develop and improve their individual abilities. The more a person is a leader, the greater the owner's dependence on staff to support and assume responsibility Konhausne (2021); A leader is someone who by initiating social behavior by regulating, directing, organizing or controlling the efforts of others or through prestige, power and position. Esmer (2017) A view of gender-determined leadership. Many people think that male leaders are better able to develop the company in a better direction than female leaders. Leadership has always been an issue that is very concerned from the beginning when people join an effort to achieve something, so this is what encourages conducting research on entrepreneurial issues. related to gender differences.

A leader is someone who actively makes plans, in achieving common goals. The reality is hard to find someone with leadership talent. Many factors affect the formation of the characteristics of a leader. A leader is someone who guides, leads with the help of his persuasive qualities and voluntary acceptance by his followers. There are several factors that affect leadership ability: (Abernethy, 2010; Visionary, Creative, Flexible, Achievement Orientated, Patient, Risk taker, Persistent and Able to motivated Fernald et al., 2005)

Gender differences between men and women lead to different types of leadership. But that doesn't mean only men or women can lead a company well. Many factors can form a leadership style. Leadership attitudes can be formed with practice and continuous learning. Leadership attitude is important in entrepreneurship. Without leadership, success and entrepreneurship will limit your dreams. Konhausner (2021); stressed, entrepreneurship can make you successful, but low leadership skills result in limited effectiveness of your business. Several social factors (gender) that affect gender leadership abilities as forming entrepreneurial leadership, namely Visionary, Creative, Achievement Orientated, Patient, Flexible, Risk taker, Persistent and Able to motivated. For this reason, this study aims to determine the gender differences of the 8 differences that make up entrepreneurial leadership.

Literature Review

Kempster (2010) defines entrepreneurial leadership as influencing and coordinating performance employees towards the achievement of organizational goals, which include: perceive and abuse entrepreneurial opportunities (Renko, 2013). Entrepreneurial leadership can be defined as a leader who brings entrepreneurial skills. Overall, entrepreneurial

leadership alludes to managers who can face challenges, assess opportunities, take advantage of opportunities, seek development and being inventive, creating, exchanging, and strategic. Leadership Entrepreneurship refers to the entrepreneurial status of a leader. Entrepreneurial leadership is a combination of leadership and entrepreneurship (Esmer, 2017) which includes:

- 1). Visionary, is a mission statement outlining what an organization basically has to do (Johnson et al., 2017). Visionary management is essential for ethical decision making. business based on a clear vision of what business should be, considering the changing business environment (Holstius & Malaska, 2014). Corinne McLaughlin (2001) defines visionary leaders as those who are able to build a 'new dawn' working with intuition and imagination, appreciation and boldness.
- 2). creative, Stobbeleir, (2010), creativity is an act of creative ideas to produce a product based on three stages, namely: idea generation, idea promotion and idea implementation. Creativity is the ability to create or present something new, whether a new solution to a problem, a new method or device, or a new artistic object (Howkins, 2013).
- 3). Achievement Orientated, refers to the extent to which an individual "maintains high standards" and "aspires to complete difficult tasks"
- 4). patients, Renko , 2013) interprets Patient as the attitude of remaining calm and focused no matter what is happening around us.
- 5) Flexible, flexibility is the ability to handle fluctuations request, equipment failures, the complexity of the production process and the implementation of new products and technologies. Flexibility is a property characterized by the ability to readily adopt different requirements or changed recently.
- 6) Risk Taking, empower leadership confess importance profession employees, and empowering employees, including by psychological, so help they get trust in leader them and achievements they (Zhang, 2010). If employees believe that they can achieve high performance and trust their leaders, they are more likely to take risks and do their work more creatively and innovatively Lee (2017).
- 7) Persistent, Persistence is a multidimensional construct consisting of three related attitudes namely commitment, control and challenges (Maddi, 2009).
- 8) Able to motivated, motivation is giving or generating motives, it can also be interpreted as things or circumstances become motives. Constantine (2011) states that motivation represents psychological processes, which lead to the emergence, direction, and persistence of voluntary activities that are directed towards certain goals. is a number of processes, which are internal, or external to an individual, that lead to an attitude of enthusiasm and persistence, in carrying out certain activities. motivation _ related to three things which are at once aspects of motivation. These three things are: conditions that encourage behavior (motivating states), behavior that is driven by these conditions (motivated behavior), and the goals of such behavior (goals or ends of such behavior). Constantine 2011.

Research Methods

The population in this study are SME owners in South Tangerang. The sample used in this study is non-probability sampling. The technique used is purposive sampling, with the criteria for the same type of business, at least 5 years of age. This is a data collection technique by distributing questionnaires, using the criteria strongly agree (score 5), agree (4) neutral (3), disagree (2) and strongly disagree (1)

Research Results and Discussion

Validity and Reliability Analysis

Validity test show that all statements have a Corrected Item-Total Correlation > 0.3, so it can be concluded that all statements are valid.

Normality Test

The first step in the analysis of the difference test is to determine whether the data are normally distributed or not. If the data is normally distributed, then the data analysis uses a parametric test (Independent Sample t-test), but if the data is not normally distributed, then the data analysis uses a non-parametric test (Mann-Whitney). Smirnov Test with the following conditions: if the value of sig is greater than 0.05, then the data is declared normally distributed, and vice versa if the value is asymp. Sig is less than 0.05, it can be stated that the data is not normally distributed. Here are the results of the data normality test for each variable/perspective.

Table 1
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Visionary	Creative	Achievement Orientated	Patient	Flexible	Risk Taking	Persistence	Able to Motivated
N		96	96	96	96	96	96	96	96
Normal Parameters ^{a,b}	mean	4.3750	4.4565	4.3229	4.4409	4.4766	4.3720	4,4260	4.4688
	Std. Deviation	,56893	,43312	,55241	,43348	,53567	,53374	,42704	,57497
Most Extreme Differences	Absolute	,149	,126	,147	,123	,169	,170	,122	,260
	Positive	,136	,105	,110	0.099	,164	,120	,089	,178
	Negative	-,149	-,126	-,147	-,123	-,169	-,170	-,122	-,260
Test Statistics		,149	,126	,147	,123	,169	,170	,122	,260
Asymp. Sig. (2-tailed)		,000 ^c	,001 ^c	,000 ^c	,001 ^c	,000 ^c	,000 ^c	,001 ^c	,000 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the table above, it can be seen that of the eight variables tested, the asymp.sig value is less than 0.05 (not normally distributed), so that further analysis is used in the form of Mann Whitney.

Hypothesis Testing Results

Based on the Mann-Whitney test is used to determine the acceptance or rejection of the hypothesis. The test is based on a gender perspective , analyzed the level of differences in perceptions of aspects of Visionary, Creative, Achievement Orientated, Patient, Flexibel, Risk Taking, Persistence, Able to Motivated. Testing the differences from each aspect as follows:

Table 2

Visionary Difference Test in terms of Gender

Mann-Whitney U	579,000
Wilcoxon W	1.755,000
Z	-4,270
asymp. Sig. (2-tailed)	,000

a. Grouping Variable: Gender

From table 2 seen the Asymp value. Sig. (2-tailed) = 0.000 or less than 0.05. So, it can be concluded that there is a significant difference in assessing the visionary between male and female SME owners . This means that male and female SME owners have different visionaries in doing SME business . Thus the hypothesis (H_1) is accepted at the 5 % level.

Table 3

Creative Difference Test in terms of Gender

Mann-Whitney U	897,000
Wilcoxon W	2,073,000
Z	-1,877
asymp. Sig. (2-tailed)	,061

a. Grouping Variable: Gender

Refer to Table 3 seen the Asymp value. Sig. (2-tailed) = 0.061 or greater than 0.05. So, it can be concluded that there is no significant difference in assessing Creative between male and female SME owners . Thus the hypothesis (H_2) is rejected at the 5% significance level.

Table 4

Different Test of Achievement Orientated in terms of Gender

Mann-Whitney U	854,500
Wilcoxon W	2,030,500
Z	-2.204
asymp. Sig. (2-tailed)	0.028

Grouping Variable: Gender

Refer to Table 4 seen the Asymp value. Sig. (2-tailed) = 0.028 or less than 0.05. So, it can be concluded that there is a significant difference in assessing Achievement Orientated between male and female SME owners . This means that male and female SME owners have different Achievement Orientated in conducting SME business in an effort to achieve the desired goals and face various existing obstacles. Thus the hypothesis (H_3) is accepted at the level of significance 5 %.

Table 5
Different Patient Test in terms of Gender

Mann-Whitney U	752,000
Wilcoxon W	1,928,000
Z	-2,942
asymp. Sig. (2-tailed)	,003

a. Grouping Variable: Gender

Refer to Table 5 seen the Asymp value. Sig. (2-tailed) = 0.003 or less than 0.05. So, it can be concluded that there is a significant difference in assessing patient between male SME owners and female SME owners . Thus the hypothesis (H₄) is accepted at the level of significance 5 %.

Table 6
Flexible Difference Test in terms of Gender

Mann-Whitney U	861,000
Wilcoxon W	2,037,000
Z	-2,189
asymp. Sig. (2-tailed)	0.029

a. Grouping Variable: Gender

Refer to Table 6 seen the Asymp value. Sig. (2-tailed) = 0.029 or less than 0.05. So, it can be concluded that there is a significant difference in assessing flexible between male and female SME owners . Thus the hypothesis (H₅) is accepted at the level of significance 5 %.

Table 7
Different Test of Risk Taking in terms of Gender

Mann-Whitney U	858,000
Wilcoxon W	2,034,000
Z	-2,199
asymp. Sig. (2-tailed)	0.028

a. Grouping Variable: Gender

Refer to Table 7 seen the Asymp value. Sig. (2-tailed) = 0.028 or less than 0.05. So, it can be concluded that there is a significant difference in assessing risk taking between male and female SME owners . Thus the hypothesis (H₆) is accepted at the level of significance 5 %.

Table 8
Persistence Difference Test seen from Gender

Mann-Whitney U	872,500
Wilcoxon W	2,048,500
Z	-2.055
asymp. Sig. (2-tailed)	0.040

a. Grouping Variable: Gender

Refer to Table 7 seen the Asymp value. Sig. (2-tailed) = 0.040 or less than 0.05. So, it can be concluded that there is a significant difference in assessing persistence between male and female SME owners. Thus the hypothesis (H₇) is accepted at the 5% level.

Table 9
Able to Motivated Difference Test in terms of Gender

Mann-Whitney U	849,000
Wilcoxon W	2.025,000
Z	-2,361
asymp. Sig. (2-tailed)	0.018

a. Grouping Variable: Gender

Refer to Table 9 seen the Asymp value. Sig. (2-tailed) = 0.018 or less than 0.05. So, it can be concluded that there is a significant difference in assessing Able to Motivated between male and female SME owners . Thus the hypothesis (H₈) is accepted at the 5 % level.

Discussion

The results of the average difference test from the gender perspective on the visionary aspect. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the visionary aspect. Johnson (2017) men tend to focus more on external growth strategies and women more pursue strategies focused on customer service and other internal factors such as employee and customer relationships. Based on this theory, there will be different views on the vision that occurs between women and men. This is supported by the results of data analysis which states that there are significant differences from visionary to men and women, therefore it is concluded that hypothesis 1(H₁) is not rejected. The views created between men and women are not expected to be an obstacle. Each party has their own reasons for their views. A good leader will combine the two views into a single unit so that the business that is initiated can develop for the better.

The result of the average difference test from a gender perspective on the Creative aspect. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there will be no difference when determining the perception of the Creative aspect. This thing no in accordance with the theory put forward Stobbeleir (2010) which states that Women have higher creativity than men. Flaherty's theory (1989) also concludes that women are more able to create profits by experimenting and innovating than men. This theory is not in line with the results of hypothesis 2 (H₂) which shows there is no significant difference in creativity between men and women, therefore it is concluded that hypothesis 2 (H₂) is not accepted, there is no significant difference in assessing Creative between male and female SME owners . This means that between male and female SME owners there is no difference in business creativity , or in other words, both men and women may have almost the same creativity in managing their businesses . The average difference test results from a gender perspective on the Achievement Orientated aspect. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the Achievement Orientated aspect. between male and female SME owners. This means that male and female SME owners have different Achievement Orientated in conducting SME business in an effort to achieve the

desired goals and face various existing obstacles. Thus the hypothesis (H3) is accepted at a significance level of 5%. agree with what was stated in the Hong Kong Preservice teacher's Achievement Goal Orientation journal (2002) which stated that women are significantly different from men in achieving their performance goals. Men are perceived to be more varied and higher in achieving their work goals than women.

The result of the average difference test from the gender perspective on the aspect of patients. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the Patient aspect. This means that male and female SME owners have different patients in conducting SME businesses, namely female SME owners will look patient with other people, women are also willing to listen to other people and are able to show empathy and sympathy better than men. Thus the hypothesis (H₄) is accepted as . Renko (2013) found that woman tend to have higher patience (sensitivity to others, the ability to listen and to develop effective relationships with peers and with coworkers). Based on the above theory, it can be concluded that hypothesis 4 (H₄) is not rejected. Women are considered to be better able to communicate (express new thoughts and ideas to other employees, and maintain communication between employees even though there are problems) than men.

The result of the average difference test from the gender perspective on the aspect of Flexible. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining perceptions of the Flexible aspect. This means that male and female SME owners have different flexibility in doing SME business. Women are more flexible about small mistakes that are considered not to cause harm to the company. Kabacoff (1998) Women were also rated as having work flexibility, being able to recognize people's feelings better (showing active concern for people and their needs, forming close supportive relationships with others) than men. This is in accordance with hypothesis 5 (H₅) which states that there are significant differences in the attitude of flexibility for men and women so that it can be concluded that H₅ is not rejected.

The result of the average difference test from the gender perspective on the aspect of Risk-Taking. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the Risk-Taking aspect. This means that male and female SME owners have different risk taking in conducting SME business and in taking risks related to business progress. Thus the hypothesis (H₆) is accepted in favor of opinion Sánchez (2010), states that women are less willing to take risks and the perception that they have greater household responsibilities makes them less willing to start their own businesses. This makes men more willing to take risks than women. This theory is in line with the results of hypothesis 6 (H₆) so that it is stated that H₆ is not rejected. Men will be more willing to take risks because men's mindsets are not as complicated as women's thoughts. Men will immediately make decisions by thinking about the risks involved. While women will consider many things before making important decisions, women often review their decisions before actually making a final decision. This on the one hand can promote business or may cause business setbacks. The consideration of women can make the woman save the business that is being run from the risk of loss, but the consideration that many women make is slower to make decisions that causes other competitors to precede her.

The result of the average difference test from the gender perspective on the aspect of Persistence. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the Persistence aspect. This means that male and female SME owners have different persistence in doing SME business . Men will be judged to have the resilience to face existing obstacles than women. Women will tend to give up more quickly in the face of barrage of obstacles, but not all female SME owners have this attitude. Many female SME owners are equally persistent and willing to continue to try the opportunities that exist, it depends on the environment. Thus the hypothesis (H₇) is accepted. Fernald et al (2005) the man who has determined to prove their competence, they will strive to achieve it despite facing tough challenges, while women will choose to give up more quickly or cannot withstand many challenges. The theory is in accordance with the results of data analysis which states that there is a significant difference in the persistence of men and women and it is concluded that H₇ is not rejected. Persistence in facing challenges will be more visible in men. Men will be more resistant to challenges and problems than women. Women tend to be more prone to problems, if women's beliefs and experiences are lacking, it will cause women to quickly give up facing competitors

The result of the average difference test from the gender perspective on the aspect of Able to Motivated. In terms of the average rating, it can be seen that the mean rank of the male SME owner group is greater than that of women, so it is possible that there are differences when determining the perception of the Able to Motivated aspect. This means that male and female SME owners have different Able to Motivated in doing SME business . In other words, male and female SME owners have differences in the ability to motivate their employees. Both men and women have their own way of motivating their employees, either by providing incentives or by treating employees better so that employees feel more comfortable working in the business. Thus the hypothesis (H₃) is accepted. Constantine (2011) states that woman tend more able to socialize and motivate employees. Paying attention to employees and socializing with employees is a separate motivation for employees, because employees will feel cared for and needed in their work

Conclusion

There is a significant difference in assessing the visionary between male and female SME owners. This means that male and female SME owners have different visionaries in doing business. There is no significant difference in assessing Creative between male and female SME owners. This means that between male and female SME owners there is no difference in business creativity, or in other words, both men and women may have almost the same creativity in managing their businesses. There is a significant difference in assessing Achievement Orientated between male and female SME owners. This means that male and female SME owners have different Achievement Orientated in conducting SME business in an effort to achieve the desired goals and face various existing obstacles. There is a significant difference in assessing patient between male SME owners and female SME owners. This means that male and female SME owners have different patients in conducting SME businesses, namely female SME owners will look patient with other people. There is a significant difference in assessing flexible between male and female SME owners. This means that male and female SME owners have different flexibility in doing SME business. Women are more flexible about small mistakes that are considered not to cause harm to the company. There is a significant difference in assessing risk taking between male and female SME owners.

This means that male and female SME owners have different risk taking in conducting SME business and in taking risks related to business progress. There is a significant difference in assessing persistence between male and female SME owners. This means that male and female SME owners have different persistence in doing SME business. Men will be judged to have the resilience to face existing obstacles than women. There is a significant difference in assessing Able to Motivated between male and female SME owners. This means that male and female SME owners have different Able to Motivated in doing SME business.

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