

Entrepreneurial Leadership: A Systematic Literature Review

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Abstract:

This study aimed to supply an inventory framework for existing research in this field. Provide a systematic review of the main characteristics, dimensions taken by researchers, and what the literature focused on in this process, highlighting and main gaps. To this end, the researchers conducted an in-depth literature review to assess the situations and statuses of entrepreneurial leadership styles among the concerned community. Findings indicated that the characteristics and features such as able to motivate, risk taking, and achievement oriented were mostly common in previous studies while the dimensions were innovation, proactivity, and risk-taking in majority of studies. The focus of studies vary depending on the conceptualization of entrepreneurial leadership to its relations with other dynamics in organizations from macro to micro. Furthermore, 47 articles have been taken in this study in order to attain main strategies of the article. Ultimately, this effort could open the way as the first point for future research by combining and collecting the findings.

Keywords: Entrepreneurial Leadership, Systematic Review, Dimensions.

Introduction

Business climate factors are transferring rapidly, requiring organizations to adapt and cope with the sharp-promote in the economy, technology, and opportunities. In this regard, contemporary business managers who hold only leadership or entrepreneurial traits are not adequate to sustainably compete in the current business streams (Pauceanu et al., 2021). Likewise, Esmer & Dayi (2018) stated that only processing leadership traits or entrepreneurial traits are not enough to implement managerial opportunism and survive in the rapidly changing of environmental factors.

Thus, managers must have both entrepreneurial and leadership features to create, seize opportunities, and take risks to achieve entrepreneurial advantage for the organization. Furthermore, entrepreneurial leadership is considered as the definitive factor for organizations in the recent business climate (Leitch and Harrison, 2018). Accordingly, entrepreneurial leadership is stated as the start point for organizational survival and success. Besides, the occurrence of entrepreneurial

leadership in various aspects, such as small businesses, start-up businesses, large enterprises, and public administration contexts (Kuratko et al., 2011), adds importance to this study and further motivates scholars to investigate the critical dimensions of entrepreneurial leadership.

Studies over the past two decades have provided important information on entrepreneurial leadership and its area association (Miller & Briton, 2011; Rauch et al., 2009). In particular, since the mid-1980s, a considerable amount of literature has been published on entrepreneurial leadership aims and its influence on the opportunism behavior of the firm. Although studies have recognized entrepreneurial leadership factors influencing opportunism process in the firm (Conner and Prahalad, 1996; Hill, 1990; Chen et al., 1998), research has yet to investigate the effect of entrepreneurial leadership on organizational overall performance as the critical issues of the organization.

The research data in this study are drawn from sixty-two sources related to the determination process of entrepreneurial leadership's dimension. By employing these sources, this study attempts to illuminate the characteristics, dimensions, and focusing areas of entrepreneurial leadership.

The main arena to take this study in order to concentrates on the selected criteria and previous studies as a subject and method of entrepreneurial leadership which examines the terms of characteristics, its dimensions and focusing area. Then main findings of current study were presented and explained in literature review part. Finally the findings were discussed and exhibited in discussion and conclusion part. It was expected examined studies within the context of current study would give us a better understanding of entrepreneurial leaders' characteristics and main dimensions in current business conditions and knowledge about the main effect of entrepreneurship activities. Furthermore, to the best of our knowledge, there is a lack of systematic literature review made comprehensive and adequate preparation within various views and several perspectives to provide a complete image of entrepreneurial leadership and its dimensions. Hence, this research aims to implement and cover this scientific gap, which provides a review that adds value by combining numerous un-associated articles from different practices, theoretical frameworks from several disciplines, and published webs. In addition, this article opens space for the creative opportunity of related knowledge for future research.

Method

Based on the systematic literature review, this study aimed to produce an in-depth systematic review of entrepreneurial leadership with associated concepts. The literature's systematic review is centric and focuses on academic issues, which can be dependable for any research that gives researchers a high ability to map and possibly assess the updated body of knowledge (Harrison & Burnard, 2019).

Also, to determine the research questions, realize the gap that aimed to fulfill (Tranfield et al., 2003). As such, the study depends on inclusion and exclusion criteria for the studies to be reviewed logically and specific by better available proofs and evidence (Lacerda et al., 2019).

The inclusion criteria of the research are based on:

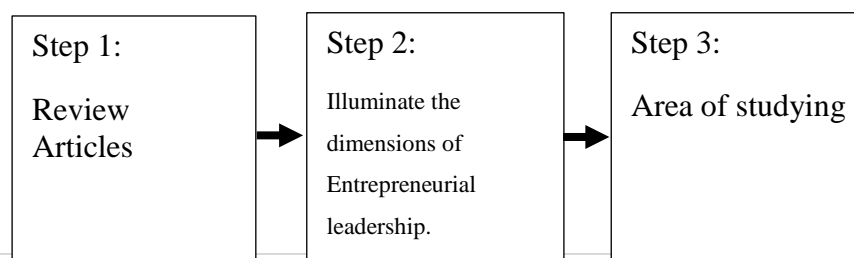
- Studies that are relevant to the research.
- Studies should be oriented with an analysis of entrepreneurial leadership, main dimensions, and significant characteristics.
- Studies matched the concept of entrepreneurial leadership with different criteria.
- Studies should be in English.
- Studies carried out in scientific journals and databases of Scopus, Social Science Citation Index, Web of Science or having impact factors journals or books.

The exclusion criteria of the research are based on:

- Studies focused on other kinds of entrepreneurship styles.
- Unreliability studies (i. e. not included in databases or without impact factor index)
- Exclude studies of objectives of the study.

Furthermore, determining and selecting the studies and research required generic expressions among “entrepreneurial” and “leadership,” which applied to the research topic and keywords. Moreover, for a proper systematic review of the literature, it’s paramount to determine and define specific items of the study to the fullest that provide value to the subject of the study (Linde & Willich, 2003). We concentrated mainly on studies that deeply embraced the conceptualization of the construct of entrepreneurial leadership to explain the responses to the research question, “What are the main dimensions of entrepreneurial leadership?”. The question aims to explain the dilemma of main dimensions among literature and the standard dimensions among studies. Hence, dimensions of innovation, creativity, proactivity, vision, risk-taking, and decision-making are the critical components of entrepreneurial leadership.

On the other hand, this review taken place through regular steps in as shown in the given diagram below:



LITERATURE REVIEW

Entrepreneurship

The literature contains various expressions and statutes of entrepreneurial leadership statements. Moreover, many scholars explained that entrepreneurial leadership exists as a combination between “leadership ”and “entrepreneurship,” which has become a crucial statute and a desirable topic in literature (Cai et al., 2018; Renko et al., 2013; Pauceanu et al., 2021).

More importantly, Zahra and Mike (2016) give evidence that entrepreneurship is an intersection junction of the leader and the opportunity within a highly unpredictable business environment, arguing that entrepreneurship is a conclusive way to economic growth and technological development of social institutions. According to Leitch et al. (2012), entrepreneurship is the tendency that is considered the powerful driving force behind organizational development, success, and achievements. In contrast, entrepreneurial leadership has been reviewed as the central concept in economics, labor, organizational capital, finance, and other era related to the organization’s current and future existence. Additionally, entrepreneurial leadership is essential for understanding economic development (Weissbrod, 2019). On the other hand, entrepreneurship can be described as utilizing various facets and circumstances in private (Simba & Thai, 2018) and public institutions according to social and cultural contexts (Kuratko et al., 2011).

Suriyankietkaew (2019) stated that entrepreneurship is managing the firm’s suitability through creative analysis. For his part, Gartner (1990) concluded that entrepreneurship is a global phenomenon that demonstrate the strength of a new sector of business with various components towards the inner aims of entrepreneurs to set-up new creations and thought. On the other hand, an entrepreneur is a visionary person with wisdom who can access and assess the opportunities and take risks toward success within various markets (Simba & Thai, 2018). In addition, in their study, Shane and Venkataraman (2000) defined entrepreneurship as the mechanism of discovering a profitable opportunity and exploiting it through a creative approach and high performance.

Leadership

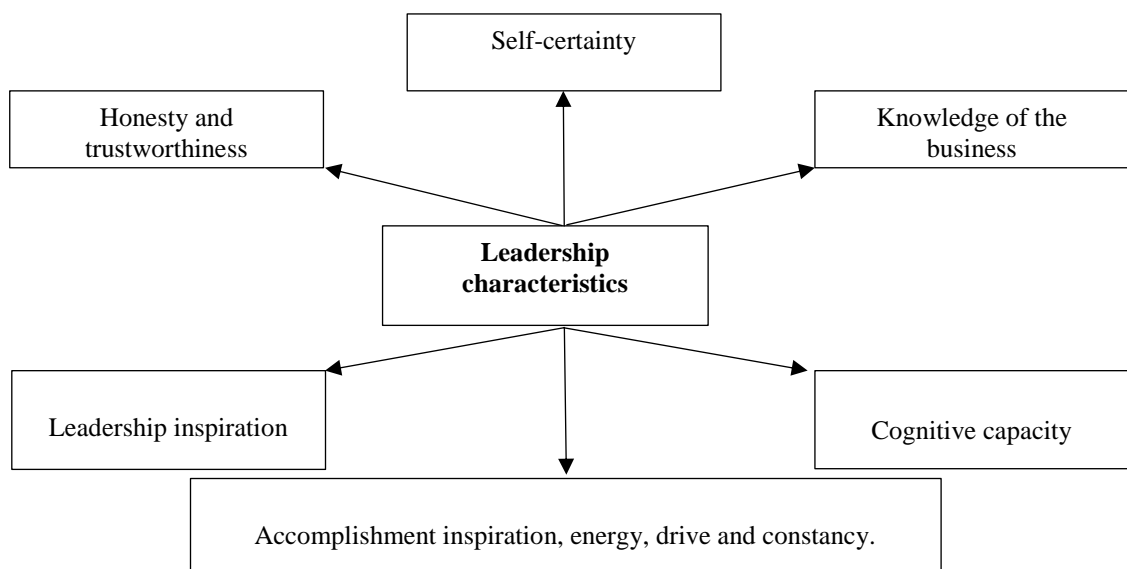
Leadership is the influencing process (Renko et al., 2013; Cai et al., 2013). More deeply, (Lin and McDonough, 2011; Stone et al., 2004; Antonakis and Day, 2017) agreed that leadership is basically about the social influence approach. As a result, the leadership process focuses on the effects of leaders on the activities and behaviors of people pursuing goals.

Furthermore, Harrison et al. (2018) demonstrates leaders’ comprehensive work in three main anchors and missions. First, establish and build up vision directions and view the future’s collective picture. Second, connecting and jointing with individuals which alliances group of people towards

their aims—third, concentrating and motivating on practical outcomes and from various introductions and definitions of the concept of leadership are underlined in the literature. At the same time, there is a mutual point and common thought which focuses that leadership is the impact approach on a team or group of people and orienting them in the right direction through utilizing the leader’s inner qualities and emotions to implement organizational aims (Bettis, & Hitt, 1995; Fontana & Musa, 2017).

Nonetheless, Pauceanu et al. (2021); Luthans (2002); Macik-Frey et al. (2009) elaborate that only one feature or element alone is not able to ensure the success of the leadership process, which is proof of the argument that influential leaders build relations and traits to motivate others through major characteristics as shown in Figure 1.

Figure 1: Leadership characteristics



Sources: (Pauceanu et al., 2021; Luthans, 2002; Macik-Frey et al., 2009)

Entrepreneurial Leadership

Noteworthiness, The process of entrepreneurship is associated and overlapped with organizational activities such as; planning, scanning, and decision-making (Lumpkin et al., 2013; Lumpkin et al., 2009).

These all aim to sustain and survive opportunism. The literature provides various definitions for entrepreneurial leadership per their objectives and the organizational context. Ireland et al., (2003) stated entrepreneurial leadership as opportunity-seeking behaviour. The literature on entrepreneurial leadership is still in its infancy and requires more proof. Meanwhile, the studies have become widely emerged in the literature quantitatively and qualitatively to accomplish business-associated

obstacles and challenges through adapting various dimensions to characterize the theme of entrepreneurial leadership in a variety of organizational fields (Lacerda et al., 2019; Voss et al., 2005), but Furthermore, the main dimensions of innovative proactivity and risk-taking of entrepreneurial leadership concept have gain more interesting and attention among studies (Dwi Widayani et al., 2020; Zyl & Mathur, 2007; Lumpkin & Dess 1996; Dess et al., 2011; Tarabishy et al., 2005).

Success in seizing opportunities depends on efficient leadership skills to a large extent (Esmer & Dayi 2018), especially within highly unpredictable and unstable business environments. Thus, scholars such as Alvarez & Busenitz (2001) consider entrepreneurial leadership as the efficient skill of leadership that includes several actions to seize and obtain benefits from the opportunities through innovativeness at the organizational level. Cognisant of this, scholars have various views on entrepreneurial leadership in the field of study.

As such, Kuru (2016) explained that entrepreneurship emerged as blending from leadership capabilities and entrepreneurial behaviours towards successful opportunism. Confirming with that, Currie et al. (2008) stated that entrepreneurial leadership is the vital capacity to recognize and capture the opportunities. Additionally, Harrison et al., (2016) stated that entrepreneurial leadership is completed with a leader's ability to address the opportunity within obstacles of conditions to developing economic perspective; this is in line with (Okpara's 2011) studies. On the other hand, there are agreement views among Yang et al., 2019; Mcgrath & MacMillan, 2000) agreed that entrepreneurial leadership influences leaders' behavior and explores value through initiating opportunities, mobilizing resources, and building commitment. Consistently, Gupta et al., (2004) defined entrepreneurial leadership as a unique type of leadership responsible for creating visions through participating the entire organization towards exploration and exploitation opportunities.

Importance of Entrepreneurial Leadership

Entrepreneurial leadership strongly impacts and influences entrepreneurial actions derived from intentions through creating various explanatory opportunities (Chen et al., 1998). Furthermore, Currie et al. (2008) proved that the importance of this process emerges in the first step of identifying the opportunities that organizations are looking for, arguing that entrepreneurial leadership enables identifying the risk that must be taken as the first step in the opportunism process. Likewise, entrepreneurial actions have become extremely important in today's business era, as they support organizations to create and achieve organizational goals as a predictor of firm performance (Suriyankietkaew, 2019).

At the expense of others, combining leadership and entrepreneurial traits has been extremely important as the critical capability that motivates teams towards better outcomes attracts and engages them in collaborative creativity. Furthermore, entrepreneurial leadership plays a credible role in the global environment of business, especially in increasing competitive rates, complicated forecasting, disappearing industry lines, and abundance of new business (Bettis & Hitts, 1995; Fontana & Musa, 2017). Otherwise, Leitch et al. (2012) explained the importance of entrepreneurial leadership when it participates in social and institutional capital cohesion.

On the other hand, the vital essence is under the dimensions encompassing entrepreneurial leadership, which is different among literature (Dess et al., 2011; Jones & Crompton, 2009; Kuratko, 2007; Dwi Widayani et al., 2020; Esmer & Dayi, 2018). After all, Entrepreneurial leadership is the capital and infrastructure through fulfilling opportunism's current and future needs (McCallum and Connell, 2009).

Characteristics of Entrepreneurial Leadership

The entrepreneurial leadership field is a relatively young area of study among literature; it is still in progress. Predominantly, entrepreneurial leadership, which performs the main characteristics of entrepreneurs and leaders, has manifested as a new leadership style in the literature on entrepreneurship. Many researchers have considered these characteristics critical to organizational survival and performance (Fernald et al., 2005; Surie, 2004). Fundamentally, Gupta et al., (2004) believed that leaders in current times should be characterized by high entrepreneurship traits in their opportunism process. More specifically, the importance of the entrepreneurial leadership characteristics' has become notably perceived and highly manifesting among literature as per the significant impacts of entrepreneurial leadership on the organizational overall value chain process in the marketplace (Mitchell et al., 2004).

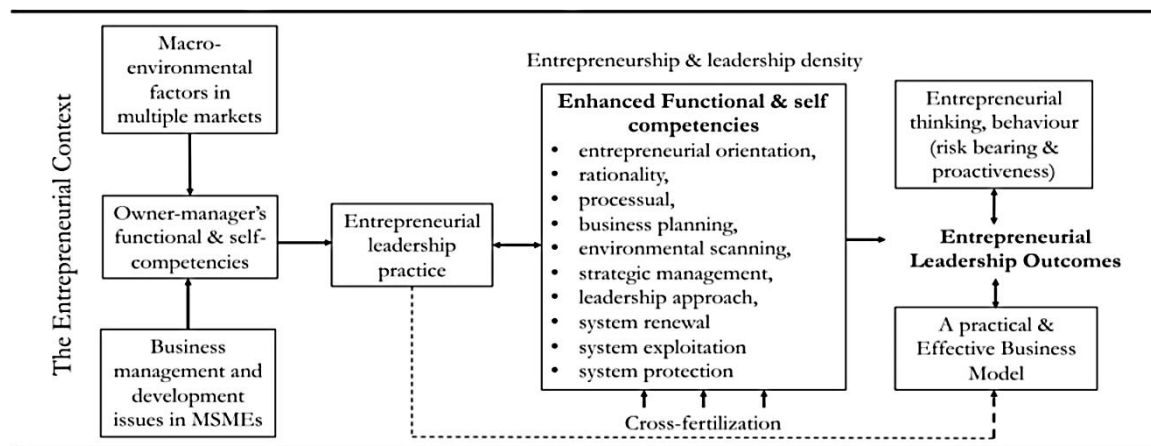
However, some studies in the literature called for various characteristics, but the extraordinary characteristic of entrepreneurial leadership is the process of opportunism, which encourages the subordinates to exploit an opportunity; and be creative in new business processes (Gupta et al., 2004; Cai et al., 2018). This process has not been presented in the descriptive models that indicate the inability to comfort others (Mccallum and O' Connell, 2008; Hunter and Lean, 2014).

Hence, our article contributes to the research by fulfilling the literature gap by adding a characteristic that has not been mentioned clearly in the literature on entrepreneurial leadership. Consistently, Renko et al. (2013) Entrepreneurial leadership is characterized by attributes that are interrelated to each other and intertwined roles in performing, which separated it from other leadership styles. Several studies highlighted the characteristics that belong to entrepreneurial leadership. Ates et al.

(2013) mentioned that entrepreneurial leadership holds managerial characteristics for the adequate performance of the whole organization, arguing that entrepreneurial leadership's tendency carefully undermines the firm's development and growth.

Also, to link management activities and practices to the firm's capabilities. In the same line, Simba and Thai (2019) explained that the feature of entrepreneurial leadership emerges through the outcomes of practices and functions that are related to various management tasks and multiple operations of the organization, combining them all to business effective's development as explained in Figure 2.

Figure 2: Characteristics of the outputs of the entrepreneurial leadership



Source: Simba & Thai, (2018, p. 10)

Furthermore, Fuller (2006) added that entrepreneurial leadership is multi-roles as holding various tasks through taking charge of operational activities and strategic objectives in the firm. Additionally, according to Fernald et al., (2005) and the research of the Young Entrepreneur Council, they have clarified the five most significant features of entrepreneurial leadership out of 12 as below:

1. Vision: dreaming and imagining are the fundamental characteristics of leaders to create a new era. Likewise, developing an organization's deserved future is the initial character of leaders within opportunity-oriented tasks in formulization and determines vision and mission. Similarly, Harrison et al., (2016) considered that vision is the crucial attribute of entrepreneurial leadership to face the upcoming obstacles.
2. Decisiveness: the role of developing and determining superior strategies that are profitable for the firm.
3. Consciousness: the entrepreneurial leaders should be aware of changes and utilize their qualities sustainably.

4. Concentrate: the prevailing principles of entrepreneurial leadership to focus on effective implementation of the labour.
5. Opportunity-oriented and opportunity-interpretation.

Theoretically, Galloway et al. (2015:p.4) have identified the characteristics of five main features that are related to the emotional intelligence of entrepreneurial leadership, which adapted from Nixon et al. (2012:12), namely Goleman's five features of emotional intelligence in the context of entrepreneurship, which including empathy, self-regular, self-aware, social skills, and motivated as explained in table 1.

Table 1: Goleman's five main features of Entrepreneurs' as emotional intelligence

	Features	Considerations
1	Empathy	Considered as the capability of understanding the emotions and felling of others.
2	Self-regular	Stated as ability to think before reactions and reorganize moods.
3	Self-aware	Ability to realize and understand self-emotions and moods and recognize how others are influenced.
4	Social skills	Ability to develop and establish needed relations and manage them with others
5	Motivated	Ability to strive for the aims with total energy.

Source: Galloway et al., (2015:4)

In contrast, Pauceanu et al. (2021) explained entrepreneurial leadership as a conception that emerges and grows through a combination of the possibility of leadership and the essence of entrepreneurship. Since then, it has been given as the high adventure characteristics of leaders to obtain opportunities and influence individuals (Ma and Jiang, 2018). Consequently, at that point, the researchers are collecting the mutual characteristics to compare the leadership and entrepreneurial behaviors in table 2. Additionally, in table number 4, the researchers collected the mutual characteristics that joint to both leadership and entrepreneurship can move, achievement-oriented, creative, flexible, patient, persistent, risk-taking, and visionary, which adapted from Pauceau et al. (2021) that have been taken by Ferland et al., (2005). Besides the investigation of Pauceau and Ferland, and after surveying the literature, the researchers also added "positive" as a new characteristic of entrepreneurship to the table that has been explored in articles of Zhao et al., 2010; Esmer and Dayi, 2018; Hunter and Lean, 2014; Wilson et al., 2007; Young Entrepreneur Council, 2013).

Table 2: Comparing the leadership and entrepreneurial characteristics.

Characteristics of entrepreneurship	Characteristics of leadership
Able to move (3)	Able to communicate (12)
Achievement-oriented (15)	Able to listen (9)
Autonomous (6)	Able to motivate (15)
Creative (10)	Able to work with others (7)
Flexible (2)	Achievement-oriented (7)
Highly tolerance of ambiguity (5)	Charismatic (13)
Passionate (3)	Committed to mission (7)
Patient (1)	Creative (5)
Persist (3)	Flexible (6)
Risk-taking (24)	Honest and sound (12)
Visionary (6)	Patient (3)
	Persistent
	Risk-taking (6)
	Strategic thinking (5)
	Trustworthy (12)
	Visionary (29)
	Positive (6)

Source: Ferland, et al., 2005; Pauceau et al., 2021; Researchers

Table 3: Mutual characteristics

Characteristics	Entrepreneurship	Leadership
Able to motivate	3	15
Achievement oriented	15	7
Creative	10	5
Patient	1	3
Persistent	3	2
Risk-taking	24	6
Visionary	6	29

Source: Ferland, et al. (2005)

Dimensions of Entrepreneurial Leadership

In fact, determining the dimensions of entrepreneurial leadership statutes is one of the most critical aims for scholars in the literature. Also, it is an essential task of researchers to figure out the real purpose of their articles. Consequently, this research will review all the dimensions according to literature design to provide a widely thought and actual image of the dimensions of entrepreneurial leadership.

Importantly, dimensions are sometimes overlapped among scholars' in specific sectors and tended to be comprehensive. There are different ideations and conceptions of the dimensions of entrepreneurial leadership (Lumpkin & Dess 1996). Nevertheless, the dimensions of entrepreneurship are much-explored in literature. They have been highlighted as the leadership

contexts, significant influences, and particular roles in different aspects of an organization's performance and productivity, especially in opportunity-focused strategies (Miller & Briton, 2011; Green et al., 2008).

Otherwise, the difference in these dimensions among literature came from different situations. As such, the size of a firm affects the components of entrepreneurial leadership. While small companies concentrate on the capacity of their employees and community aspects in their opportunity tasks (Sageder et al., 2018; Marques et al., 2014), big size firms focus on the larger contexts and circumstances to establish their activities, including their character in the market through diversity, unstable and volatile environmental factors (Block and Wagner, 2014; Baron and Tang, 2011), which have been a focal point to many researchers in the last few decades.

On the other hand, each of the researchers in the literature measured the dimensions of entrepreneurial leadership separately for different purposes. Each of these dimensions participates in the rate of opportunism and contributes to an organization's behavior, causing divergence in the literature on the manifestation of entrepreneurial leadership (Baron and Tang, 2011; Miller and Briton, 2011). Currie et al. (2008) examined the paradox of the English public sector using three primary dimensions: innovativeness, proactivity, and risk-taking. Similarly, Lacerda et al. (2019) defined these dimensions by adding two more components (autonomy and competitive aggressiveness) adapted from Miller (2011). This technique helped gauge entrepreneurship by clearly reflecting entrepreneurial orientations on an organization's future aspects. Otherwise, the study of Byrne (2013) is underpinned by five dimensions of vision, strategic vision, problem-solving, decision making, risk-taking, and power of negotiating to elaborate the entrepreneurial leadership model as the pathway in higher education. Notably, after surveying and reviewing the related studies on the dimensions of entrepreneurial leadership in the literature, some are overlapping among the terms that refer to the dimensions of entrepreneurial leadership under the determination of researcher objectives, such as (variables), (characteristics), (activities), and (features). In a sense, we included the inconsistency dimensions encompassing 11 categories. Table 4 shows the process of matching determined and observed dimensions with the authors in the literature. As well as the rate of dimensions differ among literature based on the total number of determined articles.

Table 4: Construction of dimensions of EL within literature

Dimensions of Entrepreneurial Leadership	The sources	N of Studies	The rates
Innovativeness Proactivity Risk-Taking	(Covin & Slevin, 1998; George & Marino 2011; Covin, Green and Sliven 2006; Dess et al., 2011; Kuratko, 2007; Darling & Beebe, 2007; Dwi Widayani et al., 2020; Jagdale and Bhola, 2014; Kenneth et al., 2013 ; Ashley & Gita, 2007; Mateus et al., 2019; and Zyl & Mathur, 2007; Tarabishy et al., 2005; Zyl and Manthur, 2007; Widyan et al., 2020; Currie et al., 2008; Morris and Jones:1999; Chen, 2007; Ireland, et al., 2006)	19	40.426 %
Innovativeness, Creativity Risk-Taking	(Cai et al., 2018; Abdalla and Nakagawa, 2022; Bagheri, and Pihie, 2011)	3	6.383 %
Visionary Opportunity Seeking Proactivity Risk-Taking	(Sawaeen and Mohd, 2020). Moreover, Becherer et al., 2008 stated that the critical factors and characteristics are the main dimensions of the entrepreneurial leadership process in the organization	2	4.255 %
Innovation Opportunity-Oriented, Proactivity Risk-Taking Strategic Factors	(Schmelter, et al., 2010; Shafique and Kalyar, 2018)	2	4.255 %
Autonomy Innovativeness Taking Risks Pro-Activeness, Competitive Aggressiveness	(Lumpkin and Dess, 1996; Miller, 1983; Lumpki et al., 2009; Li et al., 2009). Again, both (Kollmann and Stokman 2010; took the exact dimensions of the effects of entrepreneurial orientating as a function of the leadership on exploratory innovation and seized opportunities as well, in the specific type of SMEs firms, which is an adolescent organization. Meanwhile, both Eresia-Eke et al., (2019, p. 2), and Dess & Lumpkin (2005, p. 148) determined these dimensions as the indicator of the orientation role of the leaders in the marketplace to exploratory and exploitative tasks as a prediction of upcoming opportunities	7	14.893 %
Visionary Problem-Solving Decision-Making Risk-Taking Strategic Policies	(Yang, Pu & Guan, 2019; Tarabishy et al., 2005; Pauceau et al., 2021; Ireland et al., 2003; Hussain & Li, 2022). Ferland et al. (2005) also stated that strategic initiatives achieve long-term plans per the organizational leadership's strategic policies.	6	12.765 %

Note: Total examined studies are 48.

Table 4 (Continued)

Dimensions of Entrepreneurial Leadership	The sources	N of Studies	The rates
Vision Innovation Creation Decision Making Organizational Culture	The study of Coliser et al. (2004), which is aimed to compare reviews of entrepreneurship and leadership, admits that there is an overlap with the study of Flamholtz (2011, p.23) in dimensions of vision, innovation, and creativity. The second one added organizational culture to the context of entrepreneurship in overseeing the development and change	2	4.255 %
Strategic Factors Communicative Factors Personal Factors Motivational Factors	Hejazi et al., 2012	1	2.127 %
Innovation Vision Risk-Making Decision-Taking	(D'intino et al., 2008:41; Serling 1992:13)	2	4.255 %
Proactivity Innovativeness Risk-taking Cast including Enactment Building Commitment and Specifying Limits	Bagheri and Pihie, 2011; Gupta et al., 2004; Swiercz and Lydon, 2002)	3	6.382 %

Note: Total examined studies are 47.

Focus of the Articles

Twelve studies were examined and analysed to address the focused area of entrepreneurial leadership that can be summarized in an inclusive view (table number 5). According to the studies, various fields have been focused on different variables. Unsurprisingly, there is a general view concerning the significant role of entrepreneurial leadership in the current and long-term actions and processes of organizational survival.

Table 5: Focuses area of articles

Name of Author	Type of study	Focusing area
Ewald et al. (2015)	Conceptual	The study reviews the consistent entrepreneurship journey through emotional and instrumental approaches. The dynamic approach uses a high degree of social legitimacy, whereas the instrumental approach requires a low degree of legitimacy. Additionally, sustainable entrepreneurship faces the law of social legitimacy.
Lacerda et al. (2019)	Analysed	Lacerda et al. analyses 17 studies that focus on EO in a non-profit context and the main factors of manifestation of EO. He concluded that adopting EO behavior in non-profit organizations enhances entrepreneurial tasks, managerial issues, and strategic decisions.
Bagheri and Pihie (2010)	Empirical	This study focuses on family impacts in developing entrepreneurial leadership capabilities and talents among university students.
Carpenter (2012)	Empirical	This study examines the main attributes that belong to entrepreneurial leadership, which is determined as opportunity oriented, visionary, master strategic.
Chen (2007)	Empirical	This article adapts dimensions of innovation, proactivity, and risk taking to explain the entrepreneurial leadership and variations and dissimilarity amongst literature about the number and type of those dimensions.

Table 5 (Continued)

Name of Author	Type of study	Research area
Choi (2009)	Conceptual	This conceptual article discusses the role of entrepreneurial leadership in global competitiveness, and it suggests that obvious and constant vision is the essence in practices of entrepreneurial leadership to groundbreaking -as mentioned in the article- the competitiveness in global business
Cogliser and Brigham (2004)	Comparative Review	The main object of this article is the comparison review of the concepts of entrepreneurship and leadership. Explained that both entrepreneurship and leader are intersecting and overlap in four fields of influence, creation, innovation, planning, and vision
Coyle (2014)	Empirical	This study demonstrates entrepreneurial leadership's influences in conforming to and sharing the entrepreneurial culture of universities. The study also focuses on the positive and beneficial implications of this culture to universities through five sectors; strategic commutations, connecting with day-to-day roles of staff, creation, HR policies, and sharing of entrepreneurial value among leaders and staff.
Freeman (2014)	Conceptual	This research studies entrepreneurial leadership as the process which consists of six steps: new business idea, setting validity vision, setting team, executing the model to creation, and changing the circumstance.
Currie et al., (2008)	Empirical	This study concentrates on the public sector and explains the perception of three axes: how to manage various stakeholders' issues, the capability to determine and utilize opportunities in the public sector as an essential part of entrepreneurial function, and the required skills for managing political factors.
Hoang et al., (2022)	Empirical	This study examines the role of entrepreneurial leadership on the employee's innovative behavior in an ethical matter. The study investigates 178 small and medium-sized hotels. The study concluded that entrepreneurial leadership significantly impacts innovation through the motivation related to inner behaviour.
Dixit et al., (2022)	Empirical	This article shows the real impact of social entrepreneurial leadership on women empowerment conditions and the benchmarking process. This study determined seven themes for exploring this impact: financial independence, autonomy, self-confidence, mobility, innovation, and creativity. The result explained that social entrepreneurial leadership significantly influences women empowerment through benchmarking.
Leitch et al., (2012)	Conceptual	The study entails evolution and development of entrepreneurial leadership as social process starting from small entrepreneurial firms, taking in to account the real role of social resources in this process.

Finding and Discussion

Findings: This study separately focuses on entrepreneurship and leadership to show the whole perception of these two concepts, which eventually become entrepreneurial leadership. Findings of the review explain that the dimensions of entrepreneurial leadership have been demonstrated through several articles; dimensions such as creation, innovation, risk-taking, and proactivity, visionary have been determined and identified from the review. More specifically, this review concluded that the dimensions of innovation, proactivity, and risk-taking had been taken by the vast majority of articles which is 19 articles out of 47 articles. Consequently, these dimensions are considered very strong, if not deterministic, factors encompassing entrepreneurial leadership. Meanwhile, one key finding

of this review is that researchers share mutual characteristics and features. In other words, some of the various characteristics of entrepreneurial leadership in literature have been reviewed.

This review also resulted prime focus of the research with different subjects, which state that entrepreneurial leadership is affected by other factors and will affect other fields of the organization. In contrast, some studies focus on the implications of entrepreneurial practices and activities on organizational aspects.

Discussion: Entrepreneurial leadership is a sector that is increasingly gaining attention from researchers. Furthermore, it has been one of the most attractive and salient topics in literature following the increased rates of papers, publications, and research on this subject. To the best of our knowledge, the current review is considered to add value to the entrepreneurial leadership literature according to the table number 4 and 5. It is based on the contributions and suggestions of many earlier research studies that have been conducted on entrepreneurial leadership and its impacts on various fields. As explained that most of the investigated articles have taken three dimensions to shape the concept of entrepreneurial leadership this review enriches the perception and understanding of entrepreneurial leadership by also highlighting the scope of entrepreneurial leadership dimensions, characteristics, and, accordingly, the overall business implications of entrepreneurial leadership have influenced.

Limitations and Suggestions for Future Research

A team of researchers neglected some of influencing dimensions in their criteria which have been selected by others that caused to overlap among those dimensions in this field. This has been crucial of the legitimacy process of entrepreneurship. From this view, future studies could examine the specific dimensions according to the requirements of their purpose rather than randomly. Moreover, researchers should test how entrepreneurial leaders be ready for opportunism process in their organizations in accordance to the provided dimensions and characteristics. More logically, firms should eliminate the over-tasks that may damage seizing opportunities within the current organizational resources (Ieland et al., 2003: p. 16).

Accordingly, future studies must deeply investigate the core role of each task of entrepreneurial leadership in opportunism process. More generally, as the leaders are images that represent the entire organizational activities and steer other employees to their performance under uncertain environment (Leitch & Harrison 2018: p. 12). In addition, to bridge the gaps as a term of research methodology, future research must have further focused on vacuum area. A few research investigated leader's image when they performed entrepreneurially, to logically investigate the influence of leaders on individuals, group, and teams in their activities. Therefore, the effects and images that remain in employee minds through their practices with entrepreneurial leaders should

be explored by future studies. Lastly, usually the majority of studies discussed entrepreneurial leadership as the seizing process towards opportunities and providing sustainable labour regardless of the advanced impacts on the social aspects (Lumpkin et al., 2013; Zahra and Mike, 2016), and governmental benefits that could lead to further prosperity. Thus, future studies should be entailed how economic and financial crisis, organizational issues, and sustainable development can be changed through implications of entrepreneurial leadership.

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