

INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP

WWW.CIKD.CA

journal homepage: <https://www.ijol.cikd.ca>



Unlocking Intrapreneurial Success: The Interplay of Entrepreneurial Leadership and Orientation in Established Organizations

Abdullah M. Aljarodi^{1*}, Safiya Mukhtar Alshibani², Naeem Ali Albihany³

¹Department of Marketing, College of Business, King Abdulaziz University, Rabigh, Saudi Arabia

²Department of Administration, College of Business Administration, Princess Nourah bint Abdulrahman University, Riyadh, Saudi Arabia

³Department of Business Administration, College of Business and Economics, Umm Al-Qura University, Makkah, Saudi Arabia

ABSTRACT

Keywords:

Leadership, Innovation, Corporate entrepreneurship, Mediating effect, Quantitative research

Received

18 March 2025

Received in revised form

11 April 2025

Accepted

15 April 2025

*Correspondence:

aaljarodi@kau.edu.sa

This study investigates the interplay between Entrepreneurial Orientation (EO), Entrepreneurial Leadership (EL), and intrapreneurship success in established organisations. It examines the mediating role of EO and highlights gender-based differences in the pathways linking EL and intrapreneurship success. A quantitative research approach was adopted, with data collected from 456 participants attending professional development workshops in the Saudi hospitality and tourism industry. Structural Equation Modelling (SEM) was employed to test the hypothesised relationships. A reverse causality test was also conducted to confirm the robustness of the model. The results show EO significantly predicts intrapreneurship success, while EL indirectly influences intrapreneurship success through EO, underscoring the mediating role of EO. Gender differences reveal that EL indirectly impacts intrapreneurship success for both males and females, though structural barriers may limit female outcomes. Reverse causality testing confirms the unidirectional relationship from EO to EL, supporting the robustness of the model. Thus, this study contributes to the growing body of research on intrapreneurship by providing empirical evidence from Saudi Arabia, a rapidly transforming emerging market. The paper emphasizes the importance of fostering EO and EL to drive intrapreneurship success and provides practical insights for policymakers and organisational leaders in emerging economies. Future studies can build upon the limitations identified in this research to incorporate more diverse perspectives.

While the concept of Entrepreneurial Leadership (EL) highlights the characteristics of leaders who adopt a proactive mindset to foster entrepreneurial initiatives within organisations (Gupta et al., 2004), entrepreneurial orientation (EO)—encompassing innovativeness, risk-taking, and proactiveness—is recognised as a complementary organisational element to identify opportunities (Covin & Lumpkin, 2011; Lumpkin & Dess, 1996; Satar et al., 2024). Together, EL and EO are fundamental, interrelated drivers of organisational success (Harsanto & Roelfsema, 2015; Kajalo & Lindblom, 2015).

Existing research demonstrates that EO positively impacts firm performance and that leadership strategies enhance organisational outcomes (Abdulmuhsin & Tarhini, 2022; Engelen et al., 2014; Kraus et al., 2018). However, there is a critical gap in understanding how the interplay between EL and EO influences intrapreneurial success within organisations. Most studies focus on either the direct relationship between EO and organisational performance or the influence of EL on shaping organisational culture. Few address how these two constructs interact to drive intrapreneurship outcomes, particularly in the context of emerging markets. Additionally, this gap is especially relevant in emerging economies such as Saudi Arabia, where rapid economic transformation, government-led diversification initiatives, and the growing tourism sector present unique opportunities and challenges. Understanding this dynamic relationship is essential for fostering intrapreneurship in a rapidly evolving organisational environment (Antoncic & Hisrich, 2001; Pinchot III, 1985).

Tourism is a significant economic driver in many nations, influenced by cultural and contextual factors (Dias et al., 2023). Recent literature has explored entrepreneurship in the hospitality industry, examining aspects such as entrepreneurship as a career choice (Andringa et al., 2016), religion and entrepreneurship (Farmaki et al., 2020), and entrepreneurial orientations and innovation capabilities (Elgarhy & Abou-Shouk, 2023). This study adds to this growing body of work by focusing on the Saudi context, particularly the relationship between EL, EO, and intrapreneurial success.

Saudi Arabia's Vision 2030 initiative aims to diversify economic income beyond natural resources and large organisations (Saudi Council of Economic and Development Affairs, 2016). As part of this initiative, the government has eased visa restrictions and promoted public-private partnerships to attract non-religious visitors to experience the nation's cultural heritage (Alsouloum et al., 2024). Tourism and hospitality, especially for non-religious purposes, are relatively new to the country. The government has invested heavily in entrepreneurial ventures and the education of local talent to prepare for this sector, resulting in tourism revenue of 36.45 billion USD in 2023 alone (Statista, 2024).

Despite growing interest in the relationship between EL and EO (Harsanto & Roelfsema, 2015; Luu et al., 2019; Staub et al., 2019), their connection to intrapreneurial success remains underexplored (Kuratko, 2017; Martens et al., 2018). Prior studies have examined intrapreneurship at various levels: macro-level institutional economics (Bogatyreva et al., 2022; Urbano et al., 2023), meso-level organisational developments (Alpkan et al., 2010; Falola et al., 2018), and micro-level individual behaviours or gender dynamics (Ruiz et al., 2023; Turro et al., 2020). However, empirical research addressing the intricate interplay of EL, EO, and intrapreneurship success in Saudi Arabia's emerging market context is sparse. This study fills this gap by examining these relationships within the rapidly transforming tourism and hospitality sector.

This paper investigates how EL and EO drive intrapreneurial success, with EO as a mediator. The study aims to address two specific objectives: first, to assess the direct relationship between EL and intrapreneurial success; second, to examine EO's mediating role in this relationship. These objectives contribute to the literature in several ways. First, by applying social cognitive theory (Bandura, 1986), the study provides a theoretical lens to understand how leadership and orientation behaviours shape intrapreneurial outcomes. Second, the study offers practical insights for organisational leaders and policymakers aiming to foster intrapreneurship. Finally, it provides empirical evidence from Saudi Arabia, a rapidly transforming economy investing heavily in tourism and hospitality.

Literature Review and Hypothesis Development:

Intrapreneurship Definition and Merits

Intrapreneurship refers to fostering entrepreneurial behaviour and innovation within an organisation. It enables employees to act as "intrapreneurs," who drive innovation, create new ventures, and generate novel ideas while operating within their organisational roles (Gupta et al., 2004; Shaik et al., 2024). These individuals exhibit proactive mindsets, innovative thinking, and a calculated risk-taking approach to identify and seize opportunities for organisational growth.

Unlike traditional entrepreneurs, who independently establish new ventures, intrapreneurs leverage existing organisational resources, capabilities, and structures (Rivera, 2017). This access provides security and support not available to independent entrepreneurs, especially during the early stages of ventures (Turro et al., 2020). In this context, intrapreneurs are instrumental in driving internal innovation and sustaining competitiveness, especially in dynamic markets such as tourism and hospitality.

In this study, intrapreneurship success is defined as the extent to which intrapreneurial activities lead to positive organisational outcomes, such as product or service innovation, process improvements, and enhanced financial performance. These outcomes are measured through self-reported indicators reflecting employees' contributions to organisational innovation and their preparedness to initiate entrepreneurial initiatives. Organisations fostering intrapreneurship can unlock significant creative potential, translating into adaptability and competitiveness in evolving industries.

A range of factors influences intrapreneurial success. At the individual level, attributes such as motivation, creativity, proactiveness, and risk-taking are critical (Kraus et al., 2019). At the organisational level, leadership plays a pivotal role by encouraging experimentation, tolerating failure, and creating a culture of innovation (Staub et al., 2019). External factors, including market opportunities, competitive pressures, and technological advancements, also shape intrapreneurial outcomes (Urbano et al., 2023).

By embedding intrapreneurial practices into their culture, organisations can enhance employee engagement and foster innovation, contributing to long-term success (Amabile & Pratt, 2016). This study builds on this premise by investigating how entrepreneurial leadership and orientation interact to promote intrapreneurial success.

Theoretical Farming: Social Cognitive Theory

Social Cognitive Theory (SCT) posits a reciprocal relationship between individuals' behavior, cognitive and personal characteristics, and environmental factors, which continuously influence one another (Bandura, 1986). According to Bandura, individuals' thoughts and actions are shaped by goal-directed rules acquired through observation and participation in social contexts. SCT emphasizes that behaviors, thoughts, and interpretations collectively determine how individuals interact with their environment, and these interactions are, in turn, shaped by dynamic feedback loops between cognitive, personal, and environmental factors. Furthermore, social influences and environmental arrangements consistently shape human beliefs and cognitive capacities through interactions with surroundings (Malibari & Bajaba, 2022). This mutual interplay allows SCT to serve as a comprehensive lens for understanding entrepreneurial behaviors within organizational contexts.

Extensive research has linked entrepreneurial leadership and behavior to SCT, focusing on key areas such as entrepreneurial self-efficacy (Bagheri et al., 2022; Cai et al., 2019; Newman et al., 2020), problem-solving (Gupta et al., 2004), and team performance development (Afsar & Masood, 2018; Mittal & Dhar, 2015). For instance, a leader in a hospitality company might observe competitors successfully launching eco-friendly tourism packages and, through observation and self-reflection, decide to implement similar innovative practices. In this scenario, SCT explains how the leader's behavior is influenced by external social factors and their cognitive evaluation of observed outcomes, such as customer satisfaction or profitability. This example underscores SCT's role in translating environmental stimuli into actionable strategies, especially in competitive sectors like tourism and hospitality.

SCT also provides insight into how entrepreneurial leadership behaviors, such as fostering team innovation, are cultivated through observation and interaction. For example, an employee observing a manager proactively identifying market trends and integrating customer feedback into product designs may internalize the manager's behavior. Over time, this employee could adopt similar proactive behaviors, ultimately proposing innovative solutions to enhance the company's services. This learning process, grounded in SCT, emphasizes the power of modeled leadership in promoting a culture of innovation within organizations.

Entrepreneurial Orientation (EO) similarly aligns with SCT by highlighting how organizational culture and structures foster innovation, risk-taking, and proactiveness. For instance, a startup might establish an open innovation forum where employees observe and discuss successful intrapreneurial projects from other teams. Such platforms enable social learning, encouraging employees to adopt entrepreneurial behaviors through exposure to successful initiatives. In this context, SCT provides a framework for understanding how organizational environments shape collective entrepreneurial orientation, fostering behaviors critical for innovation and growth.

Through the lens of SCT, this study explores how entrepreneurial leadership and orientation interact to drive intrapreneurial success. By examining how individuals learn through observation, interaction, and self-regulation, SCT offers a robust framework for understanding the mechanisms underlying these entrepreneurial behaviors. For example, when a tourism company's CEO publicly recognizes and rewards innovative projects during company meetings, it creates a social context where employees are motivated to emulate entrepreneurial

behaviors. This reinforces SCT's assertion that positive reinforcement in social settings encourages individuals to replicate desired actions.

This theoretical perspective underpins the hypothesis that entrepreneurial leadership indirectly impacts intrapreneurial success by shaping entrepreneurial orientation within organizations. It further emphasizes how effective leadership can create an environment where employees feel empowered to innovate, take calculated risks, and act proactively. For instance, clear recognition of intrapreneurial contributions can establish a feedback loop where individual efforts reinforce organizational culture, driving both individual and collective outcomes.

By elucidating how environmental arrangements and modeled leadership behaviors enhance intrapreneurial outcomes, SCT provides both theoretical and practical pathways for fostering corporate growth. This perspective aligns with the study's goal of identifying actionable strategies that leverage entrepreneurial leadership and orientation to sustain innovation and competitive advantage in rapidly evolving industries.

Entrepreneurial Leadership and Intrapreneurship Success

No one can deny that leadership is one of the vital skills for entrepreneurs and businesspeople to adopt when targeting success. Recently, a growing interest among researchers and practitioners has been focused on how leadership styles affect the performance of organizations (Abdulmuhsin & Tarhini, 2022; Harsanto & Roelfsema, 2015; Luu et al., 2019). Entrepreneurial leadership requires organizing companies' operations, motivating workers, and ensuring that the company practices align with the core values of risk-taking, pursuing opportunities, innovation, and developing competitive advantages to achieve success (Gupta et al., 2004). This new paradigm, entrepreneurial leadership, is a developing concept that can be found within the areas of entrepreneurship and leadership (Fernald et al., 2005; Hashim, 2019).

Several studies have delved into various aspects of Entrepreneurial Leadership (EL). For instance, Hejazi et al. (2012) proposed that EL contains four dimensions: strategic, personal, communicative, and motivational. Renko et al. (2015) added a variety of several dimensions such as patience, flexibility, resilience, risk-taking, proactiveness, tolerance for ambiguity, creativity, and achievement. Entrepreneurial leadership focuses on inspiring team members to adapt to risk-taking, change, and innovation and encouraging innovation and experiments to achieve growth and success (Addy et al., 2024). Leaders should be entrepreneurs and vice versa. Therefore, leaders in different organizations should be adaptable and flexible to succeed in today's changing business environment by making smart decisions and motivating their employees to achieve goals. This requires encouraging people to possess an entrepreneurial way of thinking and creating a workplace that values creativity, trying new things, and taking calculated risks (Joel & Oguanobi, 2024).

There is an academic argument that the complex term, success, is often related to monetary or non-monetary aspects (Hussain & Li, 2022). In business and entrepreneurship, success is linked to financial and economic measures (Zhou et al., 2019), while Fisher et al. (2014) considered a success as a market leader in your segment for a longer time. Other scholars proposed that success is related to entrepreneurial opportunities (Renko et al., 2015; Zaleznik, 1990). However, growth and monetary factors may not be targeted in social entrepreneurship.

Undoubtedly, every leader and entrepreneur is targeting success, especially when it is known that a high proportion of startups fail. Related to this, it is agreed that leaders influence their followers to achieve goals and visions (Zaleznik, 1990), and entrepreneurs also influence participants to help them towards the attainment of vision and goals (Fernald et al., 2005). Although entrepreneurial leadership has no consensual meaning, researchers emphasize success factors (Omeihe et al., 2023). Research has shown that the success of small and medium enterprises often depends on the leadership style adopted, whether it is by entrepreneurs or managers (Chaniago, 2023; Hejazi et al., 2012).

The study of Ruvio et al. (2010) revealed that entrepreneurial leadership has a positive relationship with progress in either profit or non-profit organizations. However, these qualities and characteristics can be challenging and negative in some cases and situations. Especially, as mentioned earlier, a high percentage of companies fail, and the question can be (Do not they adopt an entrepreneurial leadership approach?). A very recent study's findings showed that small and medium organizations suffer from high failure levels due to the lack of entrepreneurial leadership competencies (Mhlongo & Daya, 2023). As a result, the study proposes the following hypothesis:

H1: Entrepreneurial leadership (EL) is positively associated with intrapreneurship success.

Entrepreneurial Orientations and Intrapreneurship Success

Entrepreneurial Leadership (EL) and Entrepreneurial Orientation (EO) are closely related concepts, yet they represent distinct dimensions of entrepreneurial behavior within organizations. Clarifying their differences is essential to understand their unique roles in fostering intrapreneurial success. EL focuses on the behaviors and traits of leaders who inspire, empower, and guide their teams toward innovation and entrepreneurial activities. Leaders exhibiting EL possess characteristics such as vision communication, risk-taking, adaptability, and creativity (Gupta et al., 2004; Renko et al., 2015). EL emphasizes influencing others and creating a climate conducive to entrepreneurial action by fostering collaboration, motivation, and empowerment. It is inherently a people-centric approach, with leaders acting as catalysts for organizational entrepreneurship. EO, in contrast, refers to the strategic posture or mindset of the organization as a whole. It is characterized by specific dimensions such as innovativeness, proactiveness, and risk-taking (Lumpkin & Dess, 1996). EO reflects the organizational culture and policies that encourage employees to pursue opportunities, develop innovative solutions, and take calculated risks to achieve competitive advantage. Unlike EL, EO is not limited to leadership behaviors but is embedded in the organization's structures, strategies, and decision-making processes.

Birley (1985, p. 110) defined the concept of Entrepreneurial orientation as "the ability to do work creatively with high risk-taking propensity." A considerable amount of literature has been published on Entrepreneurial orientations (e.g., Ahmed et al., 2014; Hayat et al., 2019; Hussain & Li, 2022; Nwachukwu et al., 2017). In the study of Ahmed et al. (2014) conducted on a mixture of IT leaders and employees, the authors concluded that the presence of diverse organizational factors and leaders with an entrepreneurial orientation could foster entrepreneurial orientations among individuals, which ultimately leads to greater project

success. However, Jia et al. (2014), in their study on Chinese companies, found that entrepreneurial orientations did not improve the performance of these organizations.

Researchers have different opinions regarding the dimensions of EO. Lumpkin & Dess (1996) mentioned that the components of EO are five: risk-taking, innovativeness, proactiveness, autonomy, and competitive aggressiveness. Knight (1997) recommended that autonomy, a factor within organizational elements, is a crucial determinant of entrepreneurial orientation. Additionally, Knight (1997) understood that competitive aggressiveness is a component of proactive factors.

Several writers asserted that companies without innovativeness, proactiveness, and risk-taking are not entrepreneurial (Covin & Slevin, 1989; Miller & Friesen, 1982; Wiklund & Shepherd, 2003). These three components of entrepreneurial orientations have been investigated as a unitary dimension (Covin & Slevin, 1989; Dess et al., 1997) or independently of one another (Krauss et al., 2005; Lumpkin & Dess, 1996; Lyon et al., 2000). Thus, this study applied these term dimensions as one and proposed the following hypothesis:

H2: Entrepreneurial orientation (EO) is positively associated with intrapreneurship success.

Entrepreneurial Orientations, Entrepreneurial Leadership, and Intrapreneurship Success

Related to this, the study of Hayat et al. (2019) found that entrepreneurial leadership has a mediating role in the relationship between entrepreneurial orientation and the firm performance of SMEs. Engelen et al. (2014) suggest that no matter where an organization is located, specific leadership actions can significantly improve the connection between entrepreneurial orientations and the company's success. In contrast, another study revealed that entrepreneurial orientations do not mediate the relationship between entrepreneurial leadership and companies' performance. Karimi et al., (2021) found that entrepreneurial leadership plays a mediating role in the relationship between entrepreneurial orientations and companies growth. The implementation of effective leadership requires entrepreneurial orientations from managers and employees. With the scarce of research exploring the mediating role of entrepreneurial orientations in the relationship between entrepreneurial leadership and success, this study proposes the following hypothesis:

H3: Entrepreneurial orientation (EO) mediates the relationship between entrepreneurial leadership (EL) and intrapreneurship success.

EO and EL: Synergistic Effects

The role of gender in intrapreneurship is a vital area of inquiry, as research suggests that men and women may approach and experience intrapreneurial activities differently (Ruiz et al., 2023; Turro et al., 2020). While both genders are capable of contributing significantly to innovation within organizations, there is evidence suggesting that variations in motivations, leadership styles, and perceptions of success can influence their intrapreneurial journey (Aljarodi et al., 2023; Gupta et al., 2014). Cliff's (1998) seminal work highlighted a key distinction in how men and women define success. His research indicated that women tend to focus on intrinsic criteria, such as personal growth, learning, and making a positive impact, while men often prioritize more objective, extrinsic measures like financial gain and career

advancement. This difference in perspective can influence how men and women approach intrapreneurial activities and what they consider a successful outcome. Aljarodi et al. (2023), and Gupta et al. (2014) present evidence from different contexts that women face unique challenges in the workplace, such as implicit bias, stereotypes, and a lack of access to networks and mentors, which can hinder their intrapreneurial endeavors. However, women also possess unique strengths, such as strong collaboration skills, empathy, and a focus on building relationships, which can be valuable assets in driving innovation and leading intrapreneurial initiatives (Turro et al., 2020).

Entrepreneurial leadership is critical in fostering an inclusive and supportive environment where both men and women can thrive as intrapreneurs (Ruiz et al., 2023; Turro et al., 2020). This study proposes that leaders who recognize and value all employees' diverse perspectives and contributions and who actively work to eliminate barriers and biases can create a more equitable and fertile ground for intrapreneurship to flourish. Therefore, we propose the following hypothesis:

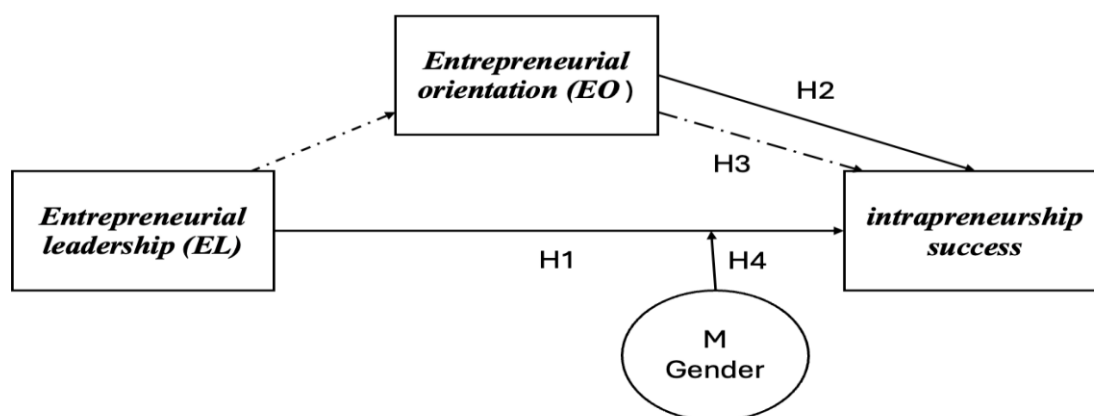
H4: Gender moderates the relationship between entrepreneurial leadership (EL) and intrapreneurship success. The relationship between EL and intrapreneurship success is different for men and women.

Research Conceptual Model

As shown in Figure 1 This research conceptual model examines the relationships between Entrepreneurial Leadership (EL), Entrepreneurial Orientation (EO), and intrapreneurship success, with EO acting as a mediator between EL and intrapreneurship success. Additionally, the model incorporates gender as a moderator to explore its influence on the relationship between EL and intrapreneurship success.

Figure 1

Research Conceptual Model



Method

The study participants consisted of 456 individuals from Saudi Arabia attending a professional development workshop focused on the hospitality and tourism industry. This group represented a relatively homogeneous sample in terms of industry and professional background. Ethical

approval for the study was obtained before data collection (NO: GBXS170923), and all participants provided informed consent. To ensure accuracy and cultural relevance, all survey items were translated into Arabic using the back-translation method, which aligns with best practices for cross-cultural research. Additionally, a panel of bilingual experts, including academic researchers and industry professionals familiar with both English and Arabic cultural contexts, reviewed the translated scales. This review ensured the appropriateness of wording, phrasing, and cultural alignment with the constructs being measured.

Participants were recruited through workshop invitations sent by the Ministry of Tourism and local universities. Attendance was voluntary, and no monetary incentives were provided. The workshop was part of a three-week training course in tourism and hospitality, featuring 64 hours of theoretical and applied education covering topics such as hotel management, hospitality protocols, and customer service skills. The program aimed to qualify national cadres for the tourism labor market.

Data for the study were collected through self-administered digital questionnaires distributed during the workshop. The questionnaire included validated scales for EO (Bolton & Lane, 2012), EL (Ahmed & Harrison, 2023), and intrapreneurship success (Scott, 2008). The EO scale captured dimensions such as innovativeness, proactiveness, and risk-taking, while the EL scale measured traits like vision communication, empowerment, and fostering a supportive climate. The intrapreneurship success scale assessed outcomes such as new product/service development, process improvement, and financial performance. No modifications were made to the original EO and EL scales, which were administered on 5-point Likert scales. Intrapreneurship success was operationalized through a composite score derived from three self-reported items developed by the authors. These items examined prior application of business ideas, involvement in developing new activities for employers, and perceived preparedness to start a new business. Intrapreneurship success encompasses multiple dimensions, including innovation outcomes (e.g., new product or service development), process improvements, and entrepreneurial readiness. Combining these dimensions into a composite score provides a holistic measure that reflects the overall contribution of intrapreneurial activities to organizational outcomes.

The mean intrapreneurship success score was .47 ($SD = .31$), with a range of 0 to 1, where higher scores indicate greater perceived intrapreneurial success. Given the cross-sectional nature of the data collection, concerns about Common Method Bias (CMB) were proactively addressed. Methodologically, a cover letter accompanied the questionnaire, explaining the study's purpose and assuring participants of confidentiality and anonymity to reduce evaluation apprehension and encourage honest responses. To minimize item ambiguity, the survey was pre-tested, and items were organized into sections corresponding to the constructs of EO, EL, and intrapreneurship success. Statistically, Harman's single-factor test was conducted to assess CMB, with results indicating that the largest variance explained by a single factor was 36.42%, well below the 50% threshold, suggesting no substantial risk of CMB.

To address potential nonresponse bias, two tests were conducted. First, early and late responses were compared across demographic variables and key constructs using independent sample t-tests, which revealed no significant differences. Second, respondent characteristics (e.g., gender distribution, education level) were compared with workshop attendance records to identify potential discrepancies. No statistically significant differences were found, suggesting

nonresponse bias was not a concern in this study. Additionally, no missing data were reported, eliminating the need for imputation techniques or exclusion criteria.

Structural Equation Modeling (SEM) served as the primary analytical technique to examine the hypothesized relationships between EO, EL, and intrapreneurship success. SEM was chosen for its ability to simultaneously estimate multiple relationships and test complex models (Bowen & Guo, 2011). To ensure robust data analysis, assumptions of univariate and multivariate normality were tested, with skewness and kurtosis values within acceptable ranges (-2 to +2). Outliers were assessed using Mahalanobis distance and Cook's distance, and no influential outliers were detected. Control variables, such as industry tenure, firm size, and organizational hierarchy, were incorporated into the analysis at a later stage to account for their potential impact. Reliability and validity assessments confirmed the robustness of the measurement instruments, with all scales achieving Cronbach's alpha values exceeding .70.

Model adequacy was evaluated using fit indices, including chi-square (χ^2), RMSEA (cutoff < .08), CFI (cutoff > .90), TLI (cutoff > .90), and SRMR (cutoff < .08), all of which demonstrated acceptable fit to the data. The analyses were conducted using STATA (StataCorp, 2023).

By combining rigorous methodological safeguards and statistical analyses, this study provides credible and reliable insights into the relationships among entrepreneurial leadership, entrepreneurial orientation, and intrapreneurship success in the Saudi Arabian hospitality and tourism sector.

Results

Table 1 provides a snapshot of the sample's demographic characteristics, revealing a predominantly male, relatively young, and well-educated group primarily from the West Region of Saudi Arabia. This information is essential for understanding the context of the study and interpreting the findings regarding the relationships between entrepreneurial orientation, entrepreneurial leadership, and intrapreneurship success within this group. The majority of participants were male (300 individuals, 65.79%), while females comprised a smaller proportion (156 individuals, 34.21%). This suggests a potential gender imbalance in the workshop's attendance. The average age of participants was 35.07 years, with a standard deviation of 10.33 years. This indicates a relatively wide age range among attendees, suggesting the workshop attracted individuals at different career stages. The majority of participants were from the West Region (376 individuals, 82.46%), followed by the Central Region (37 individuals, 8.11%), the South Region (15 individuals, 3.29%), the East Region (12 individuals, 2.63%), and the North Region (16 individuals, 3.51%). This distribution highlights a significant regional concentration, with most attendees originating from the West Region.

Table 1*Descriptive Statistic of the Sample*

<i>Factor</i>	<i>Frequency or Mean</i>	<i>% or (SD)</i>
<i>Gender</i>		
<i>Female</i>	156	34.21
<i>Male</i>	300	65.79
<i>Age</i>	35.08	10.34
<i>Location</i>		
<i>West Region</i>	376	82.46
<i>North Region</i>	16	3.51
<i>Central Region</i>	37	8.11
<i>South Region</i>	15	3.29
<i>East Region</i>	12	2.63
<i>Education</i>		
<i>High school or below</i>	61	13.38
<i>Bachelor's degree</i>	218	47.81
<i>Master's degree</i>	89	19.52
<i>PhD degree</i>	88	19.3

Table 2 provides strong evidence for the validity and reliability of the Entrepreneurial Orientation (EO) and Entrepreneurial Leadership (EL) scales used in this research. The factor analysis of the Entrepreneurial Orientation (EO) scale revealed a unidimensional structure, with one dominant factor explaining 90.51% of the total variance. However, the model fit indices (CFI = .95, TLI = .90) suggest that the model's fit to the data could be improved. Despite this, all ten items (EO_1 to EO_10) loaded significantly on the factor, indicating that they all contribute meaningfully to the measurement of entrepreneurial orientation.

Internal consistency reliability for EO was acceptable, with Cronbach's alpha reported at 0.88 and an average inter-item correlation of .27, indicating moderate interrelatedness among the items. The Composite Reliability (CR) was calculated at .71, exceeding the recommended threshold of .70, and the Average Variance Extracted (AVE) was .81, indicating strong convergent validity (Hair et al., 2019). The overall Kaiser-Meyer-Olkin (KMO) measure was high (.86), suggesting sampling adequacy for factor analysis.

Table 2*Validity and Reliability of the Scales*

	<i>ITEMS</i>	<i>LOADING</i>	<i>CFI</i>	<i>TLI</i>	<i>AIC</i>	<i>RMSEA</i>
EO_1	I like to take bold action by venturing into the unknown	.87	.95	.90	10342.05	.126
EO_2	I am willing to invest a lot of time and/or money on something that might yield a high return	.62				
EO_3	I tend to act "boldly" in situations where risk is involved	.74				
EO_4	I often like to try new and unusual activities that are not typical but not necessarily risky	.77				
EO_5	In general, I prefer a strong emphasis in projects on unique, one-of-a-kind approaches rather than revisiting tried and true approaches used before	.61				
EO_6	I prefer to try my own unique way when learning new things rather than doing it like everyone else does	.83				
EO_7	I favour experimentation and original approaches to problem solving rather than using methods others generally use for solving their problems	.68				
EO_8	I usually act in anticipation of future problems, needs, or changes	.65				
EO_9	I tend to plan ahead on projects	.69				
EO_10	I prefer to "step up" and get things going on projects rather than sit and wait for someone else to do it	.55				
EL_1	Often comes up with radical improvement ideas for the products/services we are selling.		.94	.91	7504.55	.14
EL_2	Often comes up with ideas of completely new products/services that we could sell.	.75				
EL_3	Takes risks.	.68				
EL_4	Has creative solutions to problems	.67				
EL_5	Demonstrates a passion for his/her work	.86				
EL_6	Has a vision of the future of our business	.78				
EL_7	Challenges and pushes me to act in a more innovative way.	.88				

For Entrepreneurial Leadership (EL), the principal factor analysis with a minimum eigenvalue of 1 extracted one dominant factor, explaining 101.29% of the total variance in the observed variables. This indicates that the seven items effectively measure a single underlying construct, which is interpreted as entrepreneurial leadership. All items load strongly on the single factor, ranging from .67 to .88. This suggests that each item significantly contributes to the measurement of entrepreneurial leadership. The Cronbach's alpha coefficient for the scale is .91, exceeding the commonly accepted threshold of .70. This demonstrates excellent internal consistency, indicating that the items are highly correlated and measure the same construct reliably. The average inter-item correlation of .60 further supports the strong internal consistency of the scale. The overall KMO value is .90, which is considered excellent. This indicates that the sample size is adequate and the correlations between variables are suitable for factor analysis. All individual KMO values for each item are above .88, suggesting that each item is well-represented in the factor analysis.

CFA results confirmed the one-factor structure of the EL scale. Model fit indices (RMSEA = .14, CFI = .94, TLI = .91) supported an acceptable model fit. Further validity checks indicated a CR value of .91, exceeding the recommended .70 threshold, and an AVE of .61, which confirms acceptable convergent validity (Hair et al., 2019).

Discriminant validity was assessed using the Heterotrait–Monotrait ratio (HTMT). The HTMT values between EO and EL constructs were all below the threshold of .85, indicating adequate discriminant validity and suggesting that EO and EL are empirically distinct constructs (Hair et al., 2019).

The SEM results shown in Table 3 indicate a significant and positive relationship between EO and intrapreneurship success ($\beta = .19, p < .001$). This finding supports Hypothesis 2, suggesting that individuals with a stronger entrepreneurial orientation are more likely to achieve success in intrapreneurial activities. However, the hypothesized direct effect of EL on intrapreneurship success (H1) was not supported ($\beta = -.03, p > .05$), leading to the rejection of Hypothesis 1. Despite this, the analysis reveals a significant and positive relationship between EL and EO ($\beta = .26, p < .001$), indicating that entrepreneurial leadership may indirectly influence intrapreneurship success by fostering an entrepreneurial orientation among individuals.

Table 3

Summary of Hypotheses Testing Results

Hypothesis	Relationship	Effect (β)	Significance (p)	Conclusion
H1	EL → Intrapreneurship Success	-.03	$p > .05$	Not supported.
H2	EO → Intrapreneurship Success	.19	$p < .001$	Supported.
H3 (Indirect Effect)	EL → EO → Intrapreneurship Success (NIE)	.05	$p = .03$	Supported.
H3 (Direct Effect)	EL → Intrapreneurship Success	-.03	$p = .61$	Not supported.
H3 (Total Effect)	EL → Intrapreneurship Success	.02	$p = .67$	Not significant.
H4 (Females)	EL → Intrapreneurship Success (Direct)	-.05	$p > .05$	Not supported.
H4 (Females)	EL → EO → Intrapreneurship Success (Indirect)	.23	$p < .01$	Supported.
H4 (Males)	EL → Intrapreneurship Success (Direct)	-.01	$p > .05$	Not supported.
H4 (Males)	EL → EO → Intrapreneurship Success (Indirect)	.27	$p < .001$	Supported.

The mediation analysis results further underscore the role of EO in this relationship. The natural indirect effect of EL on intrapreneurship success through EO was significant ($\beta = .05, p = .03$), confirming that EO mediates the relationship between EL and intrapreneurship

success. The natural direct effect of EL on intrapreneurship success was not significant ($\beta = -.03, p = .61$), suggesting that the impact of EL on intrapreneurship success is primarily indirect through EO. The total effect (TE) of EL on intrapreneurship success was also not significant ($\beta = .02, p = .67$), reinforcing the importance of EO as a mediator (Hypothesis 3).

For Hypothesis 4, which examined the moderating effect of gender on the relationship between EL and intrapreneurship success, the multi-group SEM analysis presents an interesting contrast between females and males. For female participants, the direct effect of EL on intrapreneurship success was not statistically significant ($\beta = -.05, p > .05$), indicating that EL does not directly influence their intrapreneurial outcomes. However, the indirect effect of EL on intrapreneurship success, mediated through EO, was significant ($\beta = .23, p < .01$). This indicates that EL positively influences EO among females, leading to greater success in intrapreneurship. The negative intercept for intrapreneurship success ($\beta = -.25, p < .01$) suggests that, on average, females in this sample reported lower levels of intrapreneurship success compared to males. This could reflect broader societal or organizational factors, such as fewer opportunities or structural barriers faced by women in entrepreneurial roles, which influence their ability to translate EO into tangible outcomes.

For male participants, the direct effect of EL on intrapreneurship success was also not statistically significant ($\beta = -.01, p > .05$), mirroring the findings for females. The indirect effect of EL on intrapreneurship success through EO was significant ($\beta = .27, p < .001$), similar to the pattern observed for females. This reinforces the notion that EL's influence on intrapreneurship success is primarily channeled through its impact on EO. The positive intercept for intrapreneurship success ($\beta = .13, p < .05$) suggests that, on average, males in this sample reported higher levels of intrapreneurship success compared to females. This may suggest that males in the sample benefit from organizational or social structures that more readily support the expression of EO into intrapreneurial outcomes. However, the lack of significant difference in the strength of the indirect effect between genders implies that EL fosters EO similarly across genders.

Although the direct effect of EL on intrapreneurship success was not significant for either gender, the indirect impact through EO was significant for both. However, the difference in the strength of this indirect effect between genders was not statistically significant. This implies that while gender may influence the overall levels of intrapreneurship success, it does not significantly moderate the mediation effect of EO in the relationship between EL and intrapreneurship success. Therefore, Hypothesis 4 was not supported.

The overall model fit indices (RMSEA = .000, CFI = 1.000, TLI = 1.000) indicate a perfect model fit to the data. However, the coefficient of determination (CD = .08) suggests that the model explains only a small portion of the variance in intrapreneurship success, implying that other factors not included in the model may also play a significant role.

To ensure model robustness, two additional tests were conducted. First, a bootstrap analysis with 5,000 resamples confirmed the mediation effect of EO, which significantly predicts Intrapreneurship Success, while EL significantly predicts EO. The direct effect of EL on Intrapreneurship Success was not significant, underscoring EO's critical mediating role.

Second, a reverse causality test examined Intrapreneurship Success as the exogenous variable. Results showed that IS does not significantly predict EL but significantly predicts EO, highlighting IS's potential role in fostering EO. EO, in turn, significantly predicts EL,

confirming a unidirectional relationship. Model fit statistics (RMSEA = .000, CFI = 1.000, TLI = 1.000, SRMR = .000) demonstrated excellent fit, while the coefficient of determination (CD = .03) suggested limited explained variance. These findings affirm the robustness of the original model and emphasize EO's pivotal role in the hypothesized relationships.

Discussion

This article extends the present views of the intricate relationship between entrepreneurial orientation, entrepreneurial leadership, and the success of intrapreneurship initiatives within established organizations by using a sample of employees within the hospitality and tourism industry in Saudi Arabia. This analysis took two steps: first, seeking the direct relationship between EO, EL, and intrapreneurship success, and then examining the moderation effect of EO and Gender to strengthen or weaken the relationship between EL and intrapreneurship success.

The findings strongly support the hypothesized mediating role of EO in the relationship between EL and intrapreneurial success. While EL did not directly affect intrapreneurship, it significantly influenced EO, which, in turn, positively impacted intrapreneurial outcomes. This suggests that EL indirectly fosters intrapreneurship by cultivating an organizational climate characterized by innovativeness, proactiveness, and risk-taking. This finding aligns with previous research emphasizing the importance of EO in facilitating intrapreneurial activities (e.g., Kraus et al., 2019; Moustaghfir et al., 2020).

Contrary to our hypothesis, gender did not significantly moderate the relationship between EL and intrapreneurial success. Although there were differences in the reported levels of intrapreneurial success between men and women (with men reporting higher levels), the indirect effect of EL through EO was significant for both genders. This suggests that while gender may play a role in overall intrapreneurial outcomes, the process by which EL influences intrapreneurship through EO appears similar for both men and women. This finding contributes to the ongoing debate on gender and intrapreneurship, suggesting that the mechanisms linking leadership and intrapreneurial behavior may be less gender-specific than previously thought.

Theoretical Contribution

This study makes several theoretical contributions. First, it reinforces the importance of EO as a critical link between EL and intrapreneurial success. This highlights the need for organizations to foster EO as a means of promoting intrapreneurship. Second, it adds to the growing body of literature on the role of leadership in promoting intrapreneurship, emphasizing the indirect influence of EL through organizational climate.

By utilizing Social Cognitive Theory (SCT) as the theoretical framework, this research deepens our understanding of the mechanisms through which EL and EO interact to drive intrapreneurial success. SCT emphasizes the dynamic interplay between individuals' behaviors, cognitive characteristics, and environmental factors, allowing for a nuanced exploration of how leaders foster an organizational climate that encourages intrapreneurial behaviors. Future studies could expand this contribution by exploring how other SCT constructs, such as observational learning and self-efficacy, specifically mediate or moderate the relationship between EL, EO, and intrapreneurial outcomes.

Additionally, this study highlights the mediating role of EO within SCT's framework, demonstrating how entrepreneurial behavior is shaped by leaders' influence on organizational orientation. Future research could build on this by integrating complementary theories, such as Self-Determination Theory, to explore how intrinsic and extrinsic motivators interact with SCT constructs in shaping entrepreneurial leadership and orientation.

Finally, it contributes to understanding gender dynamics in intrapreneurship, suggesting that while gender differences may exist, the underlying mechanisms linking EL and intrapreneurship may be similar across genders. To strengthen this contribution, future research could employ SCT to investigate how gendered social norms and environmental influences affect the development of intrapreneurial behaviors, providing a culturally contextualized perspective on SCT's application in gender studies.

By employing SCT as the core theoretical framework, this study not only advances leadership and intrapreneurship literature but also provides actionable insights into fostering entrepreneurial behavior within organizations. Integrating SCT with additional theoretical perspectives in future research could further enhance the robustness and applicability of these findings.

Practical Implications

The findings of this study offer valuable insights for organizational leaders and policymakers in Saudi Arabia. To foster EL and EO within organizations, specific training programs should be designed and implemented. These programs should include leadership development workshops focused on enhancing visionary communication, adaptability, and risk-taking among managers and team leaders. Additionally, organizations should provide skill-building sessions aimed at encouraging innovation, proactiveness, and a strategic mindset among employees at all levels. Establishing mentorship programs where experienced leaders guide emerging intrapreneurs can also foster a supportive environment for entrepreneurial initiatives.

From a policy perspective, the Saudi government can integrate these findings into its broader strategy to drive entrepreneurship within the tourism sector. Policymakers should prioritize creating and funding innovation hubs tailored to the tourism and hospitality industry. These hubs can act as incubators for intrapreneurial ideas, providing resources, expertise, and funding to support projects. Furthermore, government-led initiatives such as tax incentives or grants for companies demonstrating strong EL and EO practices can encourage broader adoption of these approaches. By embedding entrepreneurship-focused leadership training in tourism-related academic curricula, policymakers can also prepare the next generation of professionals to contribute effectively to this growing sector.

Conclusion

Undoubtedly, intrapreneurship success is a fundamental element of organizations and economic development (Antonicic & Hisrich, 2001; Turró et al., 2014); understanding the related factors around it is still an issue of ongoing research. This study responds to this issue by exploring how entrepreneurial leadership and orientation lead to the success of intrapreneurship initiatives. In doing so, this article analyzes the interaction of entrepreneurial leadership, entrepreneurial orientation, and intrapreneurship. Using primary data collected in 2022 from the hospitality and tourism industry in Saudi Arabia with a total sample of 456 participants, the

main findings outline the importance of entrepreneurial leadership who applied entrepreneurial orientation practice presented by risk-taking, proactiveness, and innovation. Overall, entrepreneurial leadership did not directly influence Intrapreneurship success but behaved significantly and positively through mediators as entrepreneurial orientation practiced risk-taking proactiveness and innovation involved. This result should contribute to managers' knowledge to apply entrepreneurial leadership style within their role and policymakers to promote policies that should foster the country's tourism and hospitality sectors.

The findings of this study hold broader implications for rapidly evolving sectors like tourism, which rely heavily on innovation and adaptability. As industries worldwide face increasing demands for sustainability, digital transformation, and customer-centric innovation, fostering EL and EO becomes even more critical. Policymakers and organizational leaders should invest in training programs, innovation hubs, and inclusive strategies that leverage EL to cultivate EO, thereby unlocking the full potential of intrapreneurship. By creating environments that encourage entrepreneurial behaviors, industries such as tourism can remain competitive, resilient, and future-ready in the face of global economic and societal shifts.

Limitations and Future Research

This study faces several limitations that should be considered for future research. First, the construct factors in our study are limited to individual behaviors, while it noticed the absence of contextual factors as organizational culture. Future research should explore the additional factors contributing to intrapreneurship success, including organizational culture, resource availability, and external environmental conditions (Martens et al., 2018). A deeper understanding of these factors can provide a more comprehensive picture of the complex interplay of elements that influence the success of intrapreneurship initiatives. Second, the findings suggest that the relationship between EL and intrapreneurship success is primarily indirect, mediated by EO, for both females and males. While gender seems to play a role in the overall levels of intrapreneurship success (Ruiz et al., 2023; Turro et al., 2020), it does not appear to moderate the effect of EO significantly. Further research with larger and more diverse samples is warranted to confirm these findings and explore other potential moderators. Finally, this study collected data from the individuals at a single point in time, and there is a possibility that the observed relationships could be inflated due to common method variance. Even though we perform different statistical techniques recommended in the previous literature such as validity and reliability test, KMO test, Conformity Factor Analysis test to minimize the common method bias, the risk of common method bias cannot be completely eliminated given the cross-sectional nature of the data collection. Future studies could benefit from adopting a longitudinal design or collecting data from multiple sources (e.g., supervisors, and subordinates) to provide a more robust test of the relationships and further mitigate concerns about common method bias.

Declarations

Acknowledgements

Not applicable.

Disclosure Statement

No potential conflict of interest was reported by the authors.

Ethics Approval

The authors confirm that all research was performed in accordance with relevant guidelines and regulations and ethical approval from the Director of the Biomedical Ethics Committee, Umm Al-Qura University, with Approval No. (HAPO-02-K-012-2023-10-1800)

Citation to this article

Aljarodi, A. M., Alshibani, S. M., & Albihany, N. A. (2025). Unlocking intrapreneurial success: The interplay of entrepreneurial leadership and orientation in established organizations. *International Journal of Organizational Leadership*, 14(2), 321-341. <https://doi.org/10.33844/ijol.2025.60485>

Rights and Permissions



© 2025 Canadian Institute for Knowledge Development. All rights reserved.

International Journal of Organizational Leadership is published by the Canadian Institute for Knowledge Development (CIKD). This is an open-access article under the terms of the [Creative Commons Attribution](#) (CC BY) License, which permits use, distribution, and reproduction in any medium, provided the original work is properly cited.

Reference

- Abdulmuhsin, A. A., & Tarhini, A. (2022). Impact of wise leadership, workplace friendships on open innovation in family firms: A developing country perspective. *Journal of Family Business Management*, 12(1), 1–23. <http://dx.doi.org/10.1108/JFBM-04-2020-0028>
- Addy, W. A., Ajayi-Nifise, A. O., Bello, B. G., Tula, S. T., Odeyemi, O., & Falaiye, T. (2024). Entrepreneurial leadership in high-tech industries: A review of key traits and success strategies. *GSC Advanced Research and Reviews*, 18(2), 286–296. <https://doi.org/10.30574/gscarr.2024.18.2.0071>
- Afsar, B., & Masood, M. (2018). Transformational leadership, creative self-efficacy, trust in supervisor, uncertainty avoidance, and innovative work behavior of nurses. *The Journal of Applied Behavioral Science*, 54(1), 36–61. <https://doi.org/10.1177/0021886317711891>
- Ahmed, F., & Harrison, C. (2023). Entrepreneurial leadership skills and competencies: A systematic literature review. *International Review of Entrepreneurship*, 21(2), 255–294. <https://research.ebsco.com/linkprocessor/plink?id=c19f998e-cb60-356f-ab9a-9e4596919646>
- Ahmed, I., Ali, G., & Ramzan, M. (2014). Leader and organization: The impetus for individuals' entrepreneurial orientation and project success. *Journal of Global Entrepreneurship Research*, 2(1), 1. <https://doi.org/10.1186/2251-7316-2-1>
- Aljarodi, A., Thatchenkery, T., & Urbano, D. (2023). The influence of institutions on early-stage entrepreneurial activity: A comparison between men and women in Saudi Arabia. *Journal of Entrepreneurship in Emerging Economies*, 15(5), 1028–1049. <http://dx.doi.org/10.1108/JEEE-02-2021-0076>
- Alpkan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010). Organizational support for intrapreneurship and its interaction with human capital to enhance innovative performance. *Management Decision*, 48(5), 732–755. <http://dx.doi.org/10.1108/00251741011043902>
- Alsalam, M., Romagosa, F., & Alotaibi, S. (2024). Residents' perceptions of the benefits and costs of tourism development: A case study of Riyadh City (Saudi Arabia). *Tourism and Hospitality*, 5(3), 753–781. <http://dx.doi.org/10.3390/tourhosp5030044>

- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157–183. <http://dx.doi.org/10.1016/j.riob.2016.10.001>
- Andringa, S., Poulston, J., & Pernecky, T. (2016). Hospitality entrepreneurship: A link in the career chain. *International Journal of Contemporary Hospitality Management*, 28(4), 717–736. <http://dx.doi.org/10.1108/IJCHM-05-2014-0247>
- Antoncic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of Business Venturing*, 16(5), 495–527. [https://doi.org/10.1016/S0883-9026\(99\)00054-3](https://doi.org/10.1016/S0883-9026(99)00054-3)
- Bagheri, A., Akbari, M., & Artang, A. (2022). How does entrepreneurial leadership affect innovation work behavior? The mediating role of individual and team creativity self-efficacy. *European Journal of Innovation Management*, 25(1), 1–18. <http://dx.doi.org/10.1108/EJIM-07-2020-0281>
- Bandura, A. (1986). Social foundations of thought and action. *Englewood Cliffs, NJ*, 1986(23–28), 2. <http://dx.doi.org/10.4135/9781446221129.n6>
- Birley, S. (1985). Encouraging entrepreneurship: Britain's new enterprise program. *Journal of Small Business Management (Pre-1986)*, 23(000004), 6. <https://www.proquest.com/scholarly-journals/encouraging-entrepreneurship-britains-new/docview/210709548/se-2?accountid=43793>
- Bogatyрева, K., Laskovaia, A., & Osiyevskyy, O. (2022). Entrepreneurial activity, intrapreneurship, and conducive institutions: Is there a connection? *Journal of Business Research*, 146, 45–56. <http://dx.doi.org/10.1016/j.jbusres.2022.03.062>
- Bolton, D. L., & Lane, M. D. (2012). Individual entrepreneurial orientation: Development of a measurement instrument. *Education+ Training*, 54(2–3), 219–233. <https://doi.org/10.1108/00400911211210314>
- Bowen, N. K., & Guo, S. (2011). *Structural equation modeling*. Oxford University Press. [https://books.google.com/books?hl=en&lr=&id=VN9oAgAAQBAJ&oi=fnd&pg=PP1&dq=Bowen,+N.+K.,+%26+Guo,+S.+\(2011\).+Structural+equation+modeling.+Oxford+University+Press.&ots=bg8innorKW&sig=n22IHTmbxmjCiWxXnchj0eSqNvY](https://books.google.com/books?hl=en&lr=&id=VN9oAgAAQBAJ&oi=fnd&pg=PP1&dq=Bowen,+N.+K.,+%26+Guo,+S.+(2011).+Structural+equation+modeling.+Oxford+University+Press.&ots=bg8innorKW&sig=n22IHTmbxmjCiWxXnchj0eSqNvY). <http://dx.doi.org/10.1093/acprof:oso/9780195367621.001.0001>
- Cai, W., Lysova, E. I., Khapova, S. N., & Bossink, B. A. G. (2019). Does entrepreneurial leadership foster creativity among employees and teams? The mediating role of creative efficacy beliefs. *Journal of Business and Psychology*, 34(2), 203–217. <https://doi.org/10.1007/s10869-018-9536-y>
- Chaniago, H. (2023). Investigation of entrepreneurial leadership and digital transformation: Achieving business success in uncertain economic conditions. *Journal of technology management & innovation*, 18(2), 18–27. <http://dx.doi.org/10.4067/S0718-27242023000200018>
- Cliff, J. E. (1998). Does one size fit all? Exploring the relationship between attitudes towards growth, gender, and business size. *Journal Of Business Venturing*, 13(6), 523–542. [https://doi.org/10.1016/S0883-9026\(97\)00071-2](https://doi.org/10.1016/S0883-9026(97)00071-2)
- Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship Theory and Practice*, 35(5), 855–872. <https://doi.org/10.1111/j.1540-6520.2011.00482.x>
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75–87. <https://doi.org/10.1002/smj.4250100107>
- Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational models. *Strategic Management Journal*, 18(9), 677–695. [https://doi.org/10.1002/\(SICI\)10970266\(199710\)18:9<677::AID-SMJ905>3.0.CO;2-Q](https://doi.org/10.1002/(SICI)10970266(199710)18:9<677::AID-SMJ905>3.0.CO;2-Q)
- Dias, Á., González-Rodríguez, M. R., & Hallak, R. (2023). Nascent entrepreneurship: A critical perspective and research agenda in tourism and hospitality. *International Journal of Contemporary Hospitality Management*, 35(7), 2527–2544. <http://dx.doi.org/10.1108/IJCHM-07-2022-0853>
- Elgarhy, S. D., & Abou-Shouk, M. (2023). Effects of entrepreneurial orientation, marketing, and innovation capabilities, on market performance: The mediating effect of sustainable competitive advantage. *International Journal of Contemporary Hospitality Management*, 35(6), 1986–2004. <https://doi.org/10.1108/IJCHM-04-2022-0508>
- Engelen, A., Schmidt, S., Strenger, L., & Brettel, M. (2014). Top management's transformational leader behaviors and innovation orientation: A cross-cultural perspective in eight countries. *Journal of International Management*, 20(2), 124–136. <http://dx.doi.org/10.1016/j.intman.2013.04.003>
- Falola, H. O., Salau, O. P., Olokundun, M. A., Oyafunke-Omoniyi, C. O., Ibidunni, A. S., & Oludayo, O. A. (2018). Employees' intrapreneurial engagement initiatives and its influence on organisational survival. *Verlas: Teorija Ir Praktika/Business: Theory and Practice*, 19, 9–16. <https://hdl.handle.net/10419/247922>

- Farmaki, A., Altinay, L., Christou, P., & Kenebayeva, A. (2020). Religion and entrepreneurship in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 32(1), 148–172. <http://dx.doi.org/10.1108/IJCHM-02-2019-0185>
- Fernald, L. W., Solomon, G. T., & Tarabishy, A. (2005). A new paradigm: Entrepreneurial leadership. *Southern Business Review*, 30(2), 1–10.
- Fisher, R., Maritz, A., & Lobo, A. (2014). Evaluating entrepreneurs' perception of success: Development of a measurement scale. *International Journal of Entrepreneurial Behavior & Research*, 20(5), 478–492. <http://dx.doi.org/10.1108/IJEBr-10-2013-0157>
- Gupta, V. K., Goktan, A. B., & Gunay, G. (2014). Gender differences in evaluation of new business opportunity: A stereotype threat perspective. *Journal of Business Venturing*, 29(2), Article 2. <http://dx.doi.org/10.1016/j.jbusvent.2013.02.002>
- Gupta, V., MacMillan, I. C., & Surie, G. (2004). Entrepreneurial leadership: Developing and measuring a cross-cultural construct. *Journal of Business Venturing*, 19(2), 241–260. [http://dx.doi.org/10.1016/S0883-9026\(03\)00040-5](http://dx.doi.org/10.1016/S0883-9026(03)00040-5)
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning
- Harsanto, B., & Roelfsema, H. (2015). Asian leadership styles, entrepreneurial firm orientation and business performance. *International Journal of Entrepreneurship and Small Business*, 26(4), 490. <https://doi.org/10.1504/IJESB.2015.072759>
- Hashim, A. B. (2019). Leadership behaviour, entrepreneurial orientation and organisational performance in Malaysian small and medium enterprises [Unpublished doctoral dissertation, Sultan Idris Education University]. https://tr.ups.edu.my/files/docs/2020/4796_1583729009.Pdf. <http://dx.doi.org/10.5539/ibr.v11n9p37>
- Hayat, A., Latif, A., Humayon, A. A., Ahmed, M., & Azeem, M. (2019). The mediating role of entrepreneurial leadership in the relationship between entrepreneurial orientation and firm performance of ICTs SMEs. *Journal of Multidisciplinary Approaches in Science*, 5(1), 16–23. <https://jmas.biz/index.php>
- Hejazi, S. A. M., Malei, M. M., & Naeji, M. J. (2012). Designing a scale for measuring entrepreneurial leadership in SMEs. *International Conference on Economics, Marketing and Management, IPEER*, 28(2), 71–77. <https://api.semanticscholar.org/CorpusID:198938296>
- Hussain, N., & Li, B. (2022). Entrepreneurial leadership and entrepreneurial success: The role of knowledge management processes and knowledge entrepreneurship. *Frontiers in Psychology*, 13, 829959. <http://dx.doi.org/10.3389/fpsyg.2022.829959>
- Jia, J., Wang, G., Zhao, X. N., & Yu, X. (2014). Exploring the relationship between entrepreneurial orientation and corporate performance: The role of competency of executives in entrepreneurial-oriented corporations. *Nankai Business Review International*, 5(3), 326–344. <http://dx.doi.org/10.1108/NBRI-05-2014-0024>
- Joel, O. T., & Oguanobi, V. U. (2024). Entrepreneurial leadership in startups and SMEs: Critical lessons from building and sustaining growth. *International Journal of Management & Entrepreneurship Research*, 6(5), 1441–1456. <https://doi.org/10.51594/ijmer.v6i5.1093>
- Kajalo, S., & Lindblom, A. (2015). Market orientation, entrepreneurial orientation and business performance among small retailers. *International Journal of Retail & Distribution Management*, 43(7), 580–596. <http://dx.doi.org/10.1108/IJRDM-04-2014-0044>
- Karimi, A., Daryani, M. A., & Rahmani, S. (2021). The influence of entrepreneurial orientation on firm growth among Iranian agricultural SMEs: The mediation role of entrepreneurial leadership and market orientation. *Journal of Global Entrepreneurship Research*, 11(1), 519–531. <https://doi.org/10.1007/s40497-021-00282-1>
- Knight, G. A. (1997). Cross-cultural reliability and validity of a scale to measure firm entrepreneurial orientation. *Journal of Business Venturing*, 12(3), 213–225. [http://dx.doi.org/10.1016/S0883-9026\(96\)00065-1](http://dx.doi.org/10.1016/S0883-9026(96)00065-1)
- Kraus, S., Breier, M., Jones, P., & Hughes, M. (2019). Individual entrepreneurial orientation and intrapreneurship in the public sector. *International Entrepreneurship and Management Journal*, 15, 1247–1268. <http://dx.doi.org/10.1007/s11365-019-00593-6>
- Kraus, S., Niemand, T., Besler, M., Stieg, P., & Martinez-Ciment, C. (2018). The influence of leadership styles on the internationalisation of 'born-global' firms and traditionally global-expanding firms. *European Journal of International Management*, 12(5–6), 554–575.
- Krauss, S. I., Frese, M., Friedrich, C., & Unger, J. M. (2005). Entrepreneurial orientation: A psychological model of success among southern African small business owners. *European Journal of Work and Organizational Psychology*, 14(3), 315–344. <https://doi.org/10.1080/13594320500170227>
- Kuratko, D. F. (2017). Corporate entrepreneurship 2.0: Research development and future directions. *Foundations and Trends® in Entrepreneurship*, 13(6), 441–490. <http://dx.doi.org/10.1561/03000000082>

- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *The Academy of Management Review*, 21(1), 135. <https://doi.org/10.2307/258632>
- Luu, T. T., Dinh, K., & Qian, D. (2019). Ambidextrous leadership, entrepreneurial orientation and job crafting. *European Business Review*, 31(2), 260–282. <http://dx.doi.org/10.1108/EBR-06-2015-0061>
- Lyon, D. W., Lumpkin, G. T., & Dess, G. G. (2000). Enhancing entrepreneurial orientation research: Operationalizing and measuring a key strategic decision making process. *Journal of Management*, 26(5), 1055–1085. <http://dx.doi.org/10.1177/014920630002600503>
- Malibari, M. A., & Bajaba, S. (2022). Entrepreneurial leadership and employees' innovative behavior: A sequential mediation analysis of innovation climate and employees' intellectual agility. *Journal of Innovation & Knowledge*, 7(4), 100255. <http://dx.doi.org/10.1016/j.jik.2022.100255>
- Martens, C. D. P., Machado, F. J., Martens, M. L., & de Freitas, H. M. R. (2018). Linking entrepreneurial orientation to project success. *International Journal of Project Management*, 36(2), 255–266. <http://dx.doi.org/10.1016/j.ijproman.2017.10.005>
- Mhlongo, T., & Daya, P. (2023). Challenges faced by small, medium and micro enterprises in Gauteng: A case for entrepreneurial leadership as an essential tool for success. *The Southern African Journal of Entrepreneurship and Small Business Management*, 15(1), 591. <http://dx.doi.org/10.4102/sajesbm.v15i1.591>
- Miller, D., & Friesen, P. H. (1982). Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic Management Journal*, 3(1), 1–25. <https://doi.org/10.1002/smj.4250030102>
- Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: Mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision*, 53(5), 894–910. <http://dx.doi.org/10.1108/MD-07-2014-0464>
- Moustaghfir, K., Ramid, S., & Touhs, K. (2020). Linking human resource management, entrepreneurial orientation, and firm performance: An integrative theoretical framework. *International Journal of Innovation and Learning*, 28(3), 394–414. <https://doi.org/10.1504/IJIL.2020.109843>
- Newman, A., Round, H., Wang, S., & Mount, M. (2020). Innovation climate: A systematic review of the literature and agenda for future research. *Journal of Occupational and Organizational Psychology*, 93(1), 73–109. <https://doi.org/10.1111/joop.12283>
- Nwachukwu, C., Chládková, H., & Žufan, P. (2017). *The relationship between entrepreneurial orientation, entrepreneurial competencies, entrepreneurial leadership, and firm performance: A proposed model*. <https://otik.uk.zcu.cz/handle/11025/26245>
- Omeihe, I., Harrison, C., Simba, A., & Omeihe, K. (2023). The role of the entrepreneurial leader: A study of Nigerian SMEs. *International Journal of Entrepreneurship and Small Business*, 49(2), 187–215. <https://doi.org/10.1504/IJESB.2023.132439>
- Pinchot III, G. (1985). Intrapreneuring: Why you don't have to leave the corporation to become an entrepreneur. *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1496196
- Renko, M., El Tarabishy, A., Carsrud, A. L., & Brännback, M. (2015). Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management*, 53(1), 54–74. <https://doi.org/10.1111/jsbm.12086>
- Rivera, M. J. (2017). Leveraging innovation and intrapreneurship as a source for organizational growth. *International Journal of Innovation Science*, 9(2), 137–152. <http://dx.doi.org/10.1108/IJIS-12-2016-0057>
- Ruiz, L. E., Amorós, J. E., & Guerrero, M. (2023). Does gender matter for corporate entrepreneurship? A cross-countries study. *Small Business Economics*, 60(3), 929–946. <https://doi.org/10.1007/s11187-022-00617-6>
- Ruvio, A., Rosenblatt, Z., & Hertz-Lazarowitz, R. (2010). Entrepreneurial leadership vision in nonprofit vs. For-profit organizations. *The Leadership Quarterly*, 21(1), 144–158. <http://dx.doi.org/10.1016/j.leaqua.2009.10.011>
- Satar, M. S., Alshibani, S. M., & Alarifi, G. (2024). Effects of firm-level entrepreneurship orientation on digital transformation in SMEs: The moderating role of strategic agility. *Entrepreneurship Research Journal*. <https://doi.org/10.1515/erj-2023-0267>
- Saudi Council of Economic and Development Affairs (2016) “Saudi vision 2030”, available at: <http://vision2030.gov.sa/download/file/fid/417> (accessed 1 October 2024)

- Scott, W. R. (2008). *Institutions and organizations: Ideas and interests*. Sage. [https://books.google.com/books?hl=en&lr=&id=7Y-0bDCw_aEC&oi=fnd&pg=PR7&dq=Scott,+R.W.+\(2008\),+Institutions+and+Organizations:+Ideas+and+Interests,+3rd+ed.,+Sage+Publications,+Thousand+Oaks,+CA&ots=8W7fGq_z1v&sig=HfT8iE7Lg0eYKf6dVJwyUfB0Kyw](https://books.google.com/books?hl=en&lr=&id=7Y-0bDCw_aEC&oi=fnd&pg=PR7&dq=Scott,+R.W.+(2008),+Institutions+and+Organizations:+Ideas+and+Interests,+3rd+ed.,+Sage+Publications,+Thousand+Oaks,+CA&ots=8W7fGq_z1v&sig=HfT8iE7Lg0eYKf6dVJwyUfB0Kyw)
- Shaik, A. S., Alshibani, S. M., Mendiratta, A., Jain, D. M., & Costanzo, B. (2024). How do knowledge management practices, intellectual property protection and management innovation nurture the entrepreneurial leadership to attain sustainable growth? *Journal of Knowledge Management*. <https://www.emerald.com/insight/content/doi/10.1108/JKM-04-2023-0311/full/html>
- StataCorp. (2023). *Stata Statistical Software: Release 18*. College Station, TX: StataCorp LLC.
- Staub, S., Nart, S., & Dayan, H. (2019). The role of supportive leader in influencing intrapreneurship and innovation: A study on the printing houses in Topkapi, Istanbul. *International Journal of Innovation and Technology Management*, 16(04), 1940008. <https://doi.org/10.1142/S021987701940008X>
- Tourism Industry in Saudi Arabia & Statistics & Fact (Statista) (2024). Available at: <https://www.statista.com/topics/9808/tourism-industry-in-saudi-arabia/>
- Turro, A., Noguera, M., & Urbano, D. (2020). Antecedents of entrepreneurial employee activity: Does gender play a role? *International Journal of Entrepreneurial Behavior & Research*, 26(8), 1685–1706. <http://dx.doi.org/10.1108/IJEBR-09-2019-0529>
- Turró, A., Urbano, D., & Peris-Ortiz, M. (2014). Culture and innovation: The moderating effect of cultural values on corporate entrepreneurship. *Technological Forecasting and Social Change*, 88, 360–369. <http://dx.doi.org/10.1016/j.techfore.2013.10.004>
- Urbano, D., Orozco, J., & Turro, A. (2023). The effect of institutions on intrapreneurship: An analysis of developed vs developing countries. *Journal of Small Business Management*, 1–41. <http://dx.doi.org/10.1080/00472778.2022.2161556>
- Wiklund, J., & Shepherd, D. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24(13), 1307–1314. <https://doi.org/10.1002/smj.360>
- Zaleznik, A. (1990). The leadership gap. *Academy of Management Perspectives*, 4(1), 7–22. <https://doi.org/10.5465/ame.1990.4274698>
- Zhou, M., Zhou, Y., Zhang, J., Obschonka, M., & Silbereisen, R. K. (2019). Person–city personality fit and entrepreneurial success: An explorative study in China. *International Journal of Psychology*, 54(2), 155–163. <https://doi.org/10.1002/ijop.12451>