

The Exploration Study of Entrepreneurial Leadership as Strategic Asset in Ciputra Group

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ABSTRACT

In the era of the Industrial Revolution 4.0, which is full of uncertainty, a leader who has a combination of leadership qualities and entrepreneurial spirit is needed for organizational growth, development, and sustainability. The research explored the dimensions of entrepreneurial leadership exemplified by Ciputra, the founder of Ciputra Group. It explored how these dimensions influenced the behavior of leaders who interacted directly with him. The research applied a post-positivist qualitative approach with a Simple Research Design (SRD) and the Coding Color Analysis Procedure (CCAP) to analyze the data. The primary data collection method was conducted through interviews with five informants. The results identify 10 dimensions of entrepreneurial leadership, including resilience, which has yet to be highlighted in previous related research. Resilience, in particular, is notably present among Ciputra Group leaders. Additionally, the results reveal five influences of Ciputra in entrepreneurial leadership dimensions on the behavior of leaders who interact directly with him. The findings are intended to inspire and provide valuable insights to leaders, especially founders, seeking to enhance their organizational performance and sustainability. By understanding and adopting these entrepreneurial leadership dimensions, leaders can better navigate the complexities of today's business environment and drive their organizations toward tremendous success.

Keywords: exploration study, entrepreneurial leadership, strategic asset, Ciputra Group

INTRODUCTION

It is important for organizations to promote leadership development at all levels of the organization to ensure that management and innovation processes are effectively managed (Alblooshi et al., 2020). Strategic leadership is one of the intangible resources that is positively related to organizational performance (Wahjudono, 2017). Leadership plays a crucial role in improving performance and driving the organization toward success by influencing and motivating others to follow the organization's vision and strategy (Channuwong et al., 2023). Conversely, if an organization practices destructive leadership, it will significantly impact the decline in organizational performance (Li et al., 2024).

In the Fourth Industrial Revolution era, the industrial environment experiences intense turbulence, triggering unstoppable and continuous

changes (Sutanto, 2021). Each change inevitably leads to disruption for both individuals and organizations, bringing significant transformations with all their consequences. Therefore, it is emphasized that an extraordinary leader who combines leadership qualities with an entrepreneurial spirit is necessary to maintain an organization's growth, development, sustainability, and success. This combination of leadership and entrepreneurship is called entrepreneurial leadership (Ajayi & Olaniyan, 2019; Harrison et al., 2023).

Experts define entrepreneurial leadership in various ways. According to Mehmood et al. (2021), entrepreneurial leadership is a new leadership style believed to be capable of addressing the arising challenges that organizations must face. Based on Renko et al. (2015), entrepreneurial leadership is defined as a distinctive leadership style that can be present in organizations regardless of size, type, or age. Then, according to Alblooshi et al. (2020),

entrepreneurial leadership is where leaders are responsible for creating the organization's strategic value by encouraging employees to be more innovative in responding to business opportunities, uncertainties, or prospects. Entrepreneurial leadership creates a visionary scenario to gather and mobilize supporters committed to the vision to create and leverage the organization's strategic value. According to Dhakal et al. (2022), entrepreneurial leaders are individuals who identify and exploit opportunities and create added value by influencing and mobilizing internal and external stakeholders to support the organization's vision. Meanwhile, according to Harrison et al. (2017), entrepreneurial leadership is defined as a leadership role that utilizes various skills to develop opportunities in challenging situations.

It is crucial for organizations to encourage the development of entrepreneurial leadership at all levels to ensure that innovation management/processes are managed effectively (Fontana & Musa, 2017). Entrepreneurial leadership has a significant impact on the phases of idea creation, selection, development, and diffusion. It underlines that entrepreneurial leadership plays a vital role as a catalyst for having an innovative organization. According to Mehmood et al. (2021), entrepreneurial leadership can inspire frontline employees to align their performance with organizational goals by enhancing psychological resources (e.g., self-esteem and self-efficacy). Entrepreneurial leadership flows through the organizational level to influence behavior, motivate, and stimulate followers to produce creative behaviors and outcomes (Hou et al., 2024; Mehmood et al., 2021; Mehmood et al., 2020).

Entrepreneurial leadership is also crucial in fostering trust and goodwill among frontline employees towards the organization and its goals. Through the interaction between leaders and employees, the activities carried out which contribute to the success of the department and the organization by employees can be communicated. Entrepreneurial leadership reduces uncertainty in the work environment, thus enhancing employees' proactive work behavior (Bilal et al., 2021). According to Herlina et al. (2021), entrepreneurial leadership also significantly influences overall organizational performance, both in financial and non-financial dimensions. The positive relationship between entrepreneurial leadership and performance across various sectors and organizational levels has also been confirmed by previous studies (Kautsar et al., 2018; Paudel, 2019; Pu et al., 2022; Sandybayev, 2019).

Entrepreneurial leadership is more prevalent among founders than non-founders (Renko et al., 2015). Entrepreneurial leaders enhance the organization's readiness to adopt innovations. They create an environment conducive to change and can adapt the organization to those changes (Ricard et al., 2017). They also articulate a compelling vision for the organization's future, fostering engagement and pride among followers toward that vision. They empower

followers to interpret their identities as responsible agents for innovation and the organization's future success (Renko et al., 2015). Moreover, they serve as role models within the organization, individuals who become the foundation for learning and social identification. Their behavior can foster similar characteristics among the organization's followers (Naushad, 2021). Entrepreneurial leaders, particularly in the context of founders, also play a role in shaping the organizational culture towards a scale and leadership methodology that facilitates growth (Jauch, 2020).

Various conceptualizations of entrepreneurial leadership dimensions have been established, providing a foundation for empirical constructs of the phenomenon. Previous research has developed and empirically tested the *Entrelead* scale, consisting of eight items to measure employees' perceptions directly influenced by a leader (Renko et al., 2015). Meanwhile, the dimensions of entrepreneurial leadership have been updated to eight by Bagheri and Harrison (2020): framing challenges, absorbing uncertainty, underwriting, building commitment, defining gravity, identifying opportunity and exploitation, providing orientation towards learning, and providing creative collective self-efficacy, with 43 items used as the measurement scale. According to Widyani et al. (2020), the dimensions of entrepreneurial leadership consist of pro-activeness, innovativeness, and risk-taking, with 11 measurement indicators. Then, three main attributes of entrepreneurial leadership are also identified to overcome the challenges in managing a business: risk-taking, opportunity recognition and exploitation, and vision (Harrison et al., 2016). Moreover, four entrepreneurial leadership skills items are developed and used to enhance the organization's chances of success (Harrison et al., 2017). Previous research has used five entrepreneurial leadership items to examine the relationship between managerial competency and learning orientation on leaders' performance (Wahab & Tyasari, 2020).

From the explanation, it is evident that entrepreneurial leadership plays a crucial role in maximizing performance and supporting organizational success (Imran & Aldaas, 2020; Khalil et al., 2022; Pauceanu et al., 2021). Entrepreneurial leadership is a rapidly evolving field of research with diverse definitions and measurement tools. Therefore, further research and development are needed to explore the dimensions of entrepreneurial leadership that a leader should possess, tailored to the organization's current conditions.

Unlike previous research, the research aims to conceptualize the dimensions of entrepreneurial leadership based on the figure of Ciputra, the founder of Ciputra Group. He is considered to possess the characteristics of an entrepreneurial leader who has successfully established and laid the foundation for effective entrepreneurial management at Ciputra Group. Although Ciputra is no longer with the Ciputra Group, the group is proven to remain sustainable and expanded, with over 140 projects spread across

more than 45 cities and three countries (see Figure 1). Additionally, the research explores the impact of entrepreneurial leadership on employee behavior, particularly leaders who interact directly with Ciputra. According to Renko et al. (2015), it is important because observing an entrepreneurial leader's behavior can foster commitment among employees to replicate such behavior. This statement is supported by Albert Bandura's Social Learning Theory, which suggests that employees learn from their experiences (Bandura, 1986). By observing others' behavior in social interactions, they integrate the learned behaviors and the information gained into their thoughts and actions.

The research emphasizes the importance of entrepreneurial leadership, particularly for founders. It provides insights into the dimensions and impact of entrepreneurial leadership on leader behavior to support performance improvement and organizational sustainability. The research highlights ten key dimensions of entrepreneurial leadership that are unique, offering valuable insights to guide leaders, particularly founders, in effectively managing their

businesses. The exploration results are not limited to start-ups but can also serve as a model recommendation for family business leaders, showcasing how to effectively harness both "family" and "non-family" strengths in business operations.

METHODS

The research employs a qualitative approach using the Simple Research Design (SRD) model. According to Bungin (2024), the SRD model involves seven main steps in research as seen in Figure 2. The SRD model is flexible, following the post-positivist/naturalistic paradigm, allowing the data analysis process to be used freely according to field needs. When the research begins, the design is entirely quantitative, with the positivist aspect evident in the use of theory and a deductive way of thinking. However, when analyzing the data, the research design shifts to qualitative, adopting an inductive way of thinking (Bungin, 2024).



Figure 1 Profile of Ciputra Group

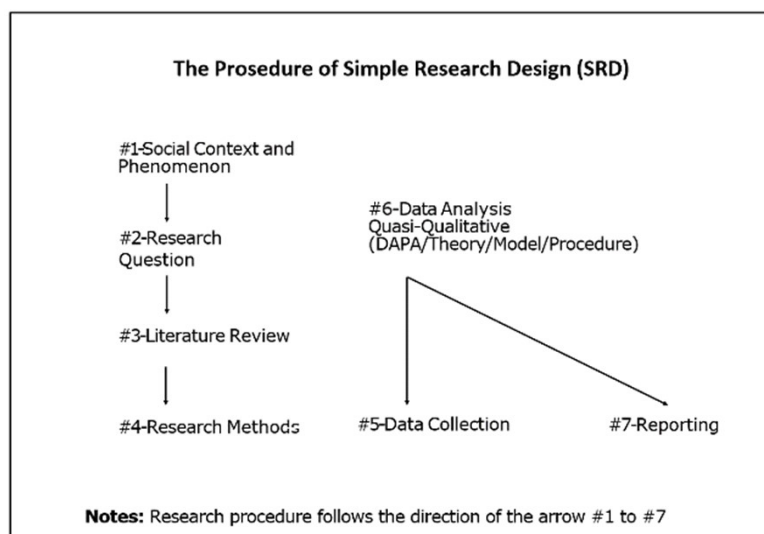


Figure 2 Simple Research Design Analysis Model

The initial stage of the research starts with the social context and phenomenon. It utilizes Methods of Scientific Thinking (MST), which involves exploring research problems through discussions with leaders who interact directly with the founder (Bungin, 2024). This step is carried out to explore which phenomena can be elevated to research topics. In addition to discussions, observation and in-depth analysis are conducted through documentary exploration related to the dimensions of entrepreneurial leadership associated with Ciputra.

Next, a literature review is conducted, delving into previous research related to the topic of entrepreneurial leadership. The theoretical foundation is derived from books, national journals, international journals, and other sources to address research questions related to the social context. The review highlights the importance of entrepreneurial leadership roles within an organization. The research investigates the specific leadership dimensions that leaders should adopt to meet the needs of contemporary organizational environments, focusing on Ciputra, a figure renowned for exemplifying entrepreneurial leadership. It is crucial because observing the entrepreneurial behavior of a leader can foster commitment among employees to emulate such behavior. The research also examines how entrepreneurial leadership influences leader behavior, particularly those who interact directly with him, to encourage leaders to support performance improvement and organizational sustainability.

Data collection is conducted through in-depth interviews with informants. The technique for selecting informants as data sources uses purposive sampling, where the informants are chosen based on specific considerations, as not all informants meet the criteria relevant to the research topic. A key person approach is used to identify individuals considered “key” possessing knowledge or expertise relevant to the research topic (Bungin, 2021). Several key qualifications are required to ensure the reliability and validity of the informants, which are: (1) having direct interaction with the founder, (2) being deeply rooted in Ciputra Group, with an understanding of the founder’s vision, mission, work methods, and way of thinking, and (3) accompanying the founder on the journey of building the business. Based on these qualifications, five informants are selected, consisting of one Commissioner, one Senior Director, one Director, and two General Managers.

Then, data analysis is conducted using the Coding Color Analysis Procedure (CCAP), which involves coding the data from informants using colors (Bungin, 2024). This approach aids the researchers in understanding the meaning of each word and short phrase that has been color-coded. The steps of CCAP include preparing notes, creating research transcripts, coding words and phrases, assigning colors to the coded words and phrases, categorizing, and developing themes and memos. After exploring the dimensions of entrepreneurial leadership exhibited by Ciputra, a comprehensive comparison is made with

previous studies to ensure that Ciputra’s characteristics align with the entrepreneurial leadership dimensions outlined in the scientific literature.

Last, triangulation is conducted to confirm and enhance the research findings (Bungin, 2021). The research utilizes data source triangulation, where the data obtained is verified by other informants with similar positions, knowledge, competencies, and experiences as the previous informants. Toward the end of the research, expert triangulation is carried out with specialists in entrepreneurial leadership to receive feedback on the draft of the research, thereby increasing the accountability of the research findings. In the final stage, the research results are reported after incorporating experts’ feedback.

RESULTS AND DISCUSSION

Information is gathered from interviews with the five selected informants. The initial exploration involves delving into Ciputra’s profile as the founder of Ciputra Group, which is crucial for understanding how his background and life experiences contribute to shaping him into a great leader (Kelly & Hashemi, 2022). Ciputra was born as the youngest of seven siblings in a modest family in Parigi, Central Sulawesi. At the age of 12, he was “forced” to become self-reliant after his father, the primary breadwinner of the family, was arrested by colonial forces and never returned home. Despite this, he decided not to give up despite life’s hardships. His difficulties during his teenage years shaped young Ciputra into a resilient individual. He grew up as a village teenager with big dreams and a hard worker who was eager to learn (Endah, 2019). The challenges and difficulties Ciputra faced further forged his entrepreneurial spirit and resilience.

According to Nanere et al. (2020) and Alloush and Al-Haddad (2022), entrepreneurship is a key element that impacts performance and enhances competitiveness, leading to organizational success. Ciputra’s business instincts have been finely honed. He possesses vision, enthusiasm, and the courage to try new things or face challenges that have not been encountered before. “The Pioneer” is one of the best descriptions of Ciputra. Despite frequently facing significant risks and challenges by pushing beyond conventional thinking, his actions have often had a substantial impact and paved the way for others to follow in his footsteps. Ciputra is renowned for his achievements in the real estate industry. He is known as “The Father of Indonesian Real Estate” and has numerous successful large-scale projects that have established Ciputra as a prominent name in the architecture sector. Beyond real estate, Ciputra has multidimensional capabilities. He is also associated with education, sports, and the arts. Despite his extensive achievements, Ciputra remains humble, enjoys interacting with others, spreading enthusiasm and energy, and staying dynamic.

Ciputra’s background and experiences from

childhood through adulthood have significantly shaped him into an individual with the competencies of an entrepreneurial leader, capable of sustaining the organization to this day. It aligns with McCarthy et al. (2023) that the personality traits of a founder are crucial for an organization's success. The founder's personality is linked to achievements across all phases of an organization's life cycle (Freiberg & Matz, 2023).

The data analysis identifies various items of entrepreneurial leadership possessed by the founder of the Ciputra Group. These items are mapped to establish the dimensions of entrepreneurial leadership. The dimensions of entrepreneurial leadership attributed to Ciputra include aspects related to leading oneself (1-5) and others (6-10), as shown in Figure 3. The detailed discussion is as follows.

The first dimension of entrepreneurial leadership that belongs to Ciputra is big dreamers. Ciputra not only has dreams but also possesses a passion for achieving them. In his book, *The Entrepreneur: The Passion of My Life*, Ciputra also states:

“Among the pressures of life, there is one thing I hold onto: a stubborn dream. I do not care about my worn-out shoes. I don't care about my limited pocket money. For me, a future dream is a right for everyone. And I don't want that dream to just linger in my mind. I want it to become reality.” (Endah, 2019)

Many assume that Ciputra is born successful and has never experienced hardship. In reality, his transformation into a successful businessman is achieved through a rocky path and extraordinary struggle. He has stated, “My primary capital is not money, but the energy driven by aspirations and dreams.” That is why Ciputra refers to it as “The Power of Dreams,” meaning he has to fight to achieve all the great aspirations and dreams in his mind. Even in his old age, he continues to inspire his successors to realize dream after dream to achieve something even better, in line with what he once said: “My best project is my next project.”

“That great hardship has cultivated an extraordinarily strong dream—the dream to overcome difficulties and to become a person of dignity. I refuse to surrender to fate. I refuse. I nurture the dream of achieving success in life, and with that as my capital, I move forward. The power of the dream.” (Endah, 2019)

The second dimension of entrepreneurial leadership that belongs to Ciputra is resilience. Ciputra is a leader with strong willpower, which is evident from his enthusiasm and efforts to always strive for excellence. He consistently encourages leaders to see the positive aspects of every difficult situation they face. According to Yu et al. (2022), resilience is defined as a leader's capacity to recover from difficulties and



Figure 3 Entrepreneurial Leadership Dimensions by Ciputra

failures. This factor is crucial in leadership because it can significantly impact performance improvement.

The third dimension of entrepreneurial leadership that belongs to Ciputra is the true learner. Ciputra is a person who is strongly willing to learn and reflect on past experiences (Endah, 2019). He acknowledges that building work character requires learning from others. Through learning by doing, personnel within the organization become increasingly skilled over time. Ciputra is also a leader who stays updated with current conditions. His enthusiasm for acquiring the latest information both directly (through seminars, workshops, or discussions with experts) and indirectly (via television channels, business magazines, or books) enables him to leverage this knowledge for the advancement of his organization. Even in technology, he remains current. For instance, around 2013, he requested his education team to research online learning methods for effective implementation at Universitas Ciputra. At that time, online learning was not widespread, and platforms such as Learning Management System (LMS) and Zoom Meetings were yet to be commonly used. According to De Meuse (2019), learning agility strongly correlates with leadership performance and potential, indicating the importance of learning agility for leadership effectiveness.

The fourth dimension of entrepreneurial leadership that belongs to Ciputra is acting innovatively. It is innovative behavior. Ciputra understands the needs of others and keenly identifies them as opportunities. Starting with intriguing ideas he presents, these ideas continue beyond there but continue to evolve. His creative and innovative behavior turns these ideas into actionable projects. In managing projects, Ciputra is a leader who optimally utilizes limited resources to build and expand his business. This is evident in his establishment of Universitas Ciputra, which was born from a desire to create a university representing his vision. Despite the constraints in resources, Ciputra effectively leverages them so that with just personal branding and awareness, around 250 students were admitted as the first cohort out of 1,000 applicants. This exemplifies entrepreneurial bricolage, which refers to the ability to use limited resources innovatively to overcome obstacles and seize opportunities (Piwowar-Sulej & Iqbal, 2023; Poornima & Rajini, 2021; Xueling et al., 2020).

Entrepreneurial leadership has a significant impact on individual and team performance, particularly in terms of creativity and innovative behavior (Herlina et al., 2021). As an entrepreneurial leader, Ciputra plays a crucial role in driving business innovation by building a culture and creating an ideal climate for innovation (Yas et al., 2022; Hoang et al., 2021; Koziół-Nadolna, 2020; Malibari & Bajaba, 2022). According to Hoang et al. (2022), intrinsic motivation and trust in the leader mediate the relationship between entrepreneurial leadership and employees' innovative behavior. When employees work under a strong entrepreneurial leader within

a team, the effect of Creative Self-Efficacy (CSE) influences their innovative behavior, enabling them to generate and implement creative and innovative ideas effectively (Bagheri, Akbari, & Artang, 2022; Bagheri, Newman, & Eva, 2022; Ravet-Brown et al., 2023; Sarwoko & Nurfarida, 2021).

The fifth dimension of entrepreneurial leadership that belongs to Ciputra is a well-connected person. Ciputra is an entrepreneurial leader with a broad network and strong partnerships. Networking is the effort to build effective relationships and communication with others. According to Zheng et al. (2020), a leader's ability to relate and partner is crucial for the company's development in the early stages of establishing a business. Networking provides access to resources, market opportunities, and support from third parties such as investors. Meanwhile, strategic partnerships can extend the company's reach (Joel & Oguanobi, 2024). Ciputra's networking skills have connected him with many elements, both in government and the private sector. This skill has been very beneficial for the organization in running its business. In his later years, Ciputra has partnered with over 100 entrepreneurs to develop business projects across various regions in Indonesia. Ciputra finds meaning in being able to build success collaboratively.

The sixth dimension of entrepreneurial leadership that belongs to Ciputra is visionary. Ciputra is a visionary with a forward-thinking mindset. He is a dreamer who dares to set goals others may not even consider (Endah, 2019). He has the ability to see opportunities far into the future, while other leaders may still need to recognize them. According to Lestari et al. (2023), a visionary leader not only has a long-term perspective but also the capability to identify and address challenges that may arise during the pursuit of that vision. Like a chess player, the steps to achieve the goal are already mapped out in his mind. When assessing project sites, even when others doubt that a muddy and rugged area can become a sought-after residential area, he consistently says, "Building is not just for today. Look into the future and think about what will happen in the coming years. That is what it means to be a visionary." According to Mardizal et al. (2023), a visionary leader can inspire others to achieve common goals by creating a highly positive emotional environment. Therefore, organizations need a visionary leader who is committed to directing and effectively developing organizational strategies (Pottag et al., 2023). A visionary leader tends to consider the long-term impact of every decision and action on the organization's sustainability.

The seventh dimension of entrepreneurial leadership that belongs to Ciputra is fostering human capital development. Ciputra has a strong desire to see every new employee grow and advance (Endah, 2019). For him, it is a great joy when those who work alongside him also achieve progress in their business and personal lives. At Ciputra Group, there is a concept known as the founders' mentality. According to Zook and James (2016), founders' mentality does not only

refer to the company's founder and their qualities but also the attitude, behavior, procedures, and planning practices manifested through the collaboration and engagement of employees in supporting the development and sustaining the growth of the business. Ciputra believes in and respects his employees, viewing them as partners in achieving success for the Ciputra Group. He always entrusts employees with their tasks, trusting that they can handle them, while he supports and handles the aspects that fall outside their responsibilities. According to Anwar and Abdullah (2021), human resources are crucial for an organization's overall success. Human resources are key to supporting an organization's competitive advantage (Banmairuroy et al., 2022). Additionally, human resources play a significant role in an organization's strategic implementation (Darmawan & Grenier, 2021). Therefore, it is essential for leaders to create an environment that supports and encourages growth and continuous learning for human resources.

The eighth dimension of entrepreneurial leadership that belongs to Ciputra is being a role model. A leader with entrepreneurial qualities can inspire followers to engage in processes related to opportunities and recognize and seize new business prospects (Renko et al., 2015). With Ciputra's entrepreneurial leadership qualities, he indirectly fosters trust and influences the behavior of employees (especially leaders who interact directly with him) in their work. According to Bakker et al. (2023), a leader who acts as a role model can positively impact the performance of their subordinates. The detailed impact of entrepreneurial leadership can be seen in Figure 4.

The ninth dimension of entrepreneurial leadership that belongs to Ciputra is problem-solving. Leaders often face challenges when running a business. Therefore, problem-solving skills are essential to developing their business (Davis et al., 2021). Ciputra is an entrepreneurial leader who supports and solves every obstacle. He does not let problems linger but addresses them swiftly. Ciputra is also known for his generosity in sharing knowledge, making himself available to discuss and share his expertise. According to Endah (2019), unlike many family businesses built by the first generation and then continued by the second generation, Ciputra does not pass down the business to his children and their spouses. Instead, he invites them to start the business from scratch together. He takes on the role of mentor while the younger generation becomes mentees. Through his unique approach, Ciputra passes on his vision, spirit, character, and entrepreneurial skills, including strategies for handling problems to younger family members through direct interactions, as they work together on entrepreneurial projects for the Ciputra Group.

The tenth dimension of entrepreneurial leadership that belongs to Ciputra is calculated risk-taking. Ciputra is known for his courage when taking risks. A leader's willingness to take risks is crucial to business development (Postigo et al., 2021). Calculated risk-taking is defined as a leader's bravery in taking risks carefully considering organizational activities (Widyani et al., 2020). Not only is he swift in decision-making, but he also possesses sharp analysis and thoughtful consideration, ensuring that his decisions benefit the organization. This is reflected



Figure 4 Entrepreneurial Leadership Impact

in his prompt decision regarding the location of the CitraLand project in Surabaya. During a site visit with Purnomo Kasidi (the former Mayor of Surabaya), he expressed a desire to manage a residential project on a city scale with a long life cycle from a helicopter. While others considered choosing a location near the highway for accessibility, he opted for the far western part of Surabaya, reasoning that the vacant land could be developed. His decision proves to be accurate. The area has become a self-sufficient city, land acquisition is easier, and development is still ongoing to this day.

Compared to previous studies, one dimension has yet to be previously discussed among the 10 dimensions of entrepreneurial leadership attributed to Ciputra. It is resilience. This dimension encompasses the ability to view challenging situations positively, have a drive for achievement, and consistently strive to be the best. The interviews reveal that this dimension is prominently observed in the leaders of the Ciputra Group. The comparison of research results with previous research can be seen in Table 1.

In its implementation, entrepreneurial leadership positively impacts employee behavior (particularly leaders who interact directly with him). Specifically, the impact of entrepreneurial leadership can be seen in Figure 4. An exciting aspect seen in Figure 4 is that the dimensions of entrepreneurial leadership possessed by Ciputra have been “transmitted” to his followers, causing them to behave like Ciputra, who serves as their

role model. Not only has this transmission occurred, but they have also developed a sense of belonging to the organization, which motivates them to be “part of creating pride” in the Ciputra Group. Ciputra has successfully spread the spirit, awareness, and work enthusiasm not only to family members involved in the business but also to employees (particularly leaders who interact directly with him), inspiring them to contribute their best potential and work together to achieve the organization’s goals. Under his leadership, he has successfully combined the strengths of both “family” and “non-family” members into a synergistic combination in the management of the Ciputra Group.

At the end of the research, a triangulation process with experts is conducted to validate the research results. Expert triangulation involves Eddy Madioono Sutanto, author of the book ‘*Entrepreneurial Leadership*’. The second expert is Thomas Suharja, a business development specialist who currently serves as Chief of Human Capital at Halodoc ID. These experts provide critical feedback on presenting the literature review and research findings in an engaging and accessible way, highlighting the unique contributions of the research compared to prior one, and ensuring proper reference formatting. The expert triangulation leads to several adjustments to the research results. The feedback provided enriches and complements the results of the entrepreneurial leadership research conducted by the researchers.

Table 1 Comparison of Research Results with Previous Research

Entrepreneurial Leadership Dimension	Research Result	Previous Research						
		Renko et al. (2015)	Harrison et al. (2016)	Harrison et al. (2017)	Bagheri and Harrison (2020)	Widyani et al. (2020)	Wahab and Tyasari (2020)	Sutanto (2021)
Big dreamers and have passion to achieve	Green	Yellow			Purple			
Resilience	Green							
True Learner	Green	Yellow	Light Blue	Light Orange	Purple			
Behave innovatively	Green	Yellow		Light Orange	Purple	Light Green	Light Purple	Light Cyan
Well-connected person	Green			Light Orange	Purple			
Fostering human capital development	Green			Light Orange				
Be the role model	Green				Purple			
Visionary	Green	Yellow	Light Blue	Light Orange				Light Cyan
Problem solver	Green	Yellow		Light Orange		Light Green		
Calculated risk-taking	Green	Yellow	Light Blue	Light Orange	Purple			Light Cyan
Other				Technical /Business Skill				Productive

CONCLUSIONS

Entrepreneurial leadership is crucial for organizations, not only playing a role in ensuring that innovation processes are effective but also fostering trust and creating commitment among “followers” to emulate the same behavior. The research explores the dimensions of entrepreneurial leadership implemented by Ciputra during his tenure with the organization, which extends beyond the real estate sector to synergize with many other sectors under the Ciputra Group. From the exploration with informants, various items are identified and mapped into 10 dimensions of entrepreneurial leadership possessed by Ciputra, namely: (1) having big dreams and passion for achieving them; (2) having perseverance; (3) willingness to learn; (4) exhibiting innovative behavior; (5) having a broad network and good partnerships; (6) encouraging human resource development; (7) being a role model; (8) being visionary; (9) being problem solver; and (10) having calculated risk-taking.

The research reveals one dimension of entrepreneurial leadership that is not evident in previous studies. It is resilience. This dimension stands out in the leader of Ciputra Group, characterized by a leader who sees the positive aspects of difficult situations, has a strong drive to achieve, and always strives to be the best.

When implementing entrepreneurial leadership dimensions in Ciputra Group, at least five impacts are felt by employees (particularly leaders interacting with him): (1) exhibiting innovative behavior; (2) having a spirit to do their best; (3) being persistent; (4) having a sense of belonging to the organization; (5) serving as a role model for other employees. It indicates that the entrepreneurial leadership dimensions inherent in the founder have been transmitted to his followers, in this case, leaders who have interacted with Ciputra.

The managerial implications of the research provide insights into the dimensions of entrepreneurial leadership that are crucial for leaders, especially founders, to sustain and expand their businesses. Once tested, these dimensions of entrepreneurial leadership can serve as a measurement scale for assessing entrepreneurial leadership. Additionally, the portrayal of entrepreneurial leadership embodied by Ciputra can serve as a recommended role model for family businesses that successfully integrate the strengths of both “family” and “non-family” members in business management. Observing the positive impact of implementing entrepreneurial leadership at Ciputra Group is expected to inspire other organizations to adopt these practices, enabling them to grow and sustain through future generations.

Given the time constraints, informants in the research are leaders who have directly interacted with Ciputra. Therefore, it is recommended that the impact is explored on employees who do not have direct interactions with him. Additionally, considering that the dimensions of entrepreneurial leadership can be

used as a measurement scale, it is suggested that future research should test these dimensions to validate their applicability.

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