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Entrepreneurial Leadership and Its Effect on Organizational Culture

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ABSTRACT

This study investigates the relationship between entrepreneurial leadership (EL) and organizational culture (OC), examining both their direct linkages and the mediating role of culture in firm performance. Drawing on a mixed-method design, quantitative data were collected through surveys of 650 employees across multiple industries and analyzed using structural equation modeling, while qualitative insights were obtained from 55 interviews with managers and employees. The results demonstrate that EL significantly predicts OC, with organizational culture partially mediating the relationship between leadership and performance outcomes. Sectoral differences emerged, with technology-intensive firms exhibiting stronger EL–OC alignment compared to more stable industries. Qualitative analysis revealed that entrepreneurial leaders foster psychological safety, empowerment, and knowledge sharing, thereby embedding entrepreneurial values into everyday practices. The study also highlights how EL shapes subcultures within organizations, creating incubators for innovation and intrapreneurship. These findings provide both theoretical contributions, by extending leadership and culture research, and practical implications, by underscoring the importance of leadership development programs that emphasize entrepreneurial competencies. Overall, the research concludes that entrepreneurial leadership serves as a cultural catalyst, creating adaptive, innovative, and performance-enhancing organizational environments.

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Entrepreneurial leadership, organizational culture, innovation, performance, adaptability, sustainability

INTRODUCTION

Innovation and adaptability in the current business domains have become imperative concepts that entrepreneurial leadership (EL) has come to establish as one of the most important forces driving organisational growth. EL can be characterized as the combination of entrepreneurial orientation and leadership skills and reflects opportunity recognition, proactiveness, creativity, and calculated risk-taking that is augmented by the concept of employee inspiration to work towards the common objective (Leitch & Volery, 2017; Bagheri & Harrison, 2020). In the last ten years these forces of globalization, technological upheaval and the tendency toward knowledge-based economies have made organizational culture a central ingredient in the determination of firm competitiveness. Entrepreneurial leaders are also innovative and set up a cultural environment that fosters resilience, collaboration and long-term value creation (Harrison et al., 2020). In these regards, the repercussion of EL on organizational culture has grown pertinent both to the scientists and managers.Organizational culture is a reflection of common values, norms and practices that govern employee activities and determine the outcomes of the firm (Schein, 2017). The influence of entrepreneurial leaders on culture encourages cultural shifts to the organization through the attitude of openness, flexibility, and flexibility, promoting renewed strategies (Gupta et al., 2018). As the example of entrepreneurial leaders in turbulent settings, they would adopt experimentation, innovation, and empowerment cultures, which distinguish them within the traditionally hierarchical organizations (Renko et al., 2019). Entrepreneurial leadership therefore becomes both a process and product of culture. It has recently been found that EL instills a tradition of creativity and innovation through the capacity to allow employees to operate independently and by placing an emphasis on continuous improvement (Fontana & Musa, 2021; Ozaralli & Rivenburgh, 2020).The advent of disruptive interactions around the globe like the COVID-19 outbreak has increased the importance of EL in defining culture. According to the scholars, entrepreneurial leaders would better support steering organizational cultures in terms of resilience, digital adaptation, and flexibility through the crisis (Sahoo & Rath, 2022; Belitski et al., 2022). Namely, they can be flexible because they can convincingly mobilize resources in an imaginative way, motivate their employees during uncertainty, and impart values collectively in such a way that they remain in line with new challenges. In addition, companies with entrepreneurial organizational cultures that are steered by innovative entrepreneurial leaders tend to show better performance metrics with regard to knowledge sharing, strategic nimbleness and employee engagement (Liu et al., 2021; Tang, 2021). Such results can prove the point that the way EL and culture intersect is not merely theoretical but has real organization-wide performance consequences.

The theoretical basis of the effect of EL on the culture is various. The transformational leadership theory assumes that leaders can motivate workers through higher values, which is usually reflected in more flexible and innovative organizational cultures (Bass, 1999; Eisenbeiß & Boerner, 2018). According to the views on the Resource-Based (RBV) perspectives, entrepreneurial leadership can create rare intangible resources; these resources include natural trust, knowledge and creativity, which reinforce the culture of an organization (Barney, 1991; Wang & Chugh,

2019). As a similarity, institutional theory proposes that leaders significantly contribute to the orientation of the cultural norms along accustomed to the external expectations especially in the vibrant industries (Scott, 2019). Concertedly, these views reflect the role of the entrepreneurial leaders as the cultural designers who ensconce the entrepreneurial logics on the genes of their organizations.Several contextual evidence supports these theoretical arguments. Research on small and medium sized enterprises (SMEs) points to the role of entrepreneurial leaders who bring about innovative organizational cultures to improve the performance of firms, especially in emerging economies (Alshammari, 2019; Bagheri & Akbari, 2021). Entrepreneurial leaders in the tech industry encourage a culture of speed in experiment, tolerance to the risk, and interfunctional cooperation (Bakar & Mahmood, 2020; Lee et al., 2021). Additionally, the cross-cultural research indicates that EL can work especially well in the collectivist cultures because leaders can use common cultural values as a way of stimulating innovation (Chen & Sriphon, 2022). These results validate cross-cultural universality of the EL influence as well as those that indicate the contextual differences within industries and countries.The other sensitive aspect of EL is that it has a bearing on the culture of knowledge sharing. Entrepreneurial leaders mediate knowledge management systems where knowledge is shared to provide collective learning, flexibility, and inventive procedures (Cai et al., 2021; Jafari-Sadeghi et al., 2020). Leaders can also ensure that employees share tacit knowledge in competitive markets by developing trust-based cultures. In a similar way, entrepreneurial leadership is also associated with inculcating organizational cultures that espouse sustainability, corporate social responsibility (CSR), and ethical practices, further representing a wider tendency to generate stakeholder value (Hossain et al., 2021; Moon et al., 2022).Additionally, the connection between EL and performance in a firm is mediated through organizational culture. According to research, although entrepreneurial leaders are the cause of strategic initiatives, the culture of an organization will determine whether the initiatives become sustainable (Kuratko et al., 2020; Azanza et al., 2021). Entrepreneurial values, like autonomy and creativity, are highlighted by the leaders and instilled into the routine of organizations and result in innovative products, services, and processes (Chen et al., 2021). Leaders, who neglect to create positive cultural environments, on the other hand can expect opposition even with new approaches. In such a way, culture is the unseen infrastructure that either adds strength to the effects of EL or disables it.

Researchers also give an importance in EL leading to subcultures in Big organizations. As an example, in multinational corporations, such practices as the cultivation of the departmental culture that promotes intrapreneurship were facilitated by the entrepreneurial leaders, which allows employees to experiment with innovative initiatives in a broader context of the bureaucracy (Pinchot, 2019; Gupta & Batra, 2020). The longitudinal trend is that these entrepreneurial subcultures can act as incubators of innovation and strategic renewal showing how EL can induce both micro- and macro-level cultural changes. These dynamics are becoming particularly relevant as organizations pursue their quest to be stable and simultaneously agile in a digital age and a world of global competition.In a nutshell, entrepreneurial leadership cannot only be applied to providing directions but also in shaping organizational cultures that allow resilience, innovation and adaptability. Incorporation of the entrepreneurial values into the organizational practices, leaders are able to nurture

cultures that exude well in uncertainties and persistently work towards improving themselves. Inter section of EL and organizational culture has continued to evolve in the last five years considering that leadership and culture are inter-dependent competitive advantage makers. The current study aims to add to this steadily increasing body of knowledge by empirically investigating how closely related entrepreneurial leadership is with the organization culture across contexts. In this way it does not only develop theoretical knowledge but also has pragmatic implications to the managers who attempt to operate in multipronged and ambiguous environments.

METHODOLOGY

This paper uses an integrative design of both methods of quantitative and qualitative research to determine how EL influences OC. Mixed-method strategy would best fit in this study due to the fact that there are both measurable variables (i.e. leadership style, cultural dimension) and subjective experiences of employees that contribute to the interpretation of culture. The study combines surveys and interviews, which will contribute to methodological triangulation and therefore enhance validity and reliability of results.The quantitative part of the research concerns testing the correlation between EL and OC organizationally. A survey instrument was designed on the basis of validated scales of entrepreneurial leadership (Renko et al., 2019) and organizational culture (Schein, 2017). The collected data were retrieved based on the responses of the employees and managers in various industrial sectors, and therefore, varied by organization size and industry. A stratified random sampling methodology was used to get proportional representation of technology firms, SMEs and service organizations. The 650 usable responses were analysed. A confirmatory factor analysis (CFA) was carried out to identify construct validity. In a bid to test the hypotheses, structural equation modeling (SEM) was relied upon so as to enable the analysis of not only direct but also mediating effects of culture.

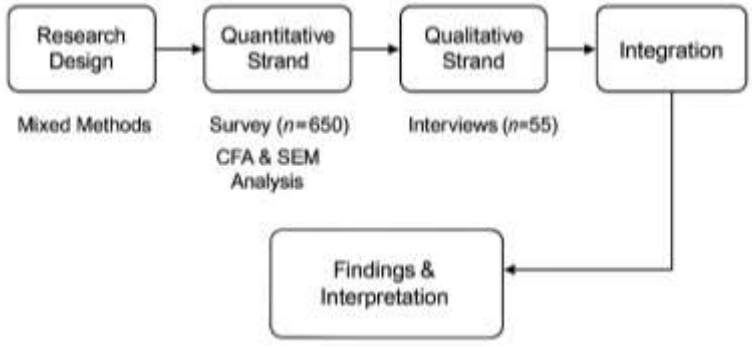
The functional relationship may be described as:

$$OC_i = \beta_0 + \beta_1 EL_i + \beta_2 Z_i + \varepsilon_i$$

where OC_i denotes the organizational culture score for firm i, EL_i represents entrepreneurial leadership as measured by the leadership scale, Z_i is a vector of control variables (e.g., firm size, industry, and employee tenure), and ε_i is the error term. To explore mediation effects, culture was treated as a mediator between leadership and performance outcomes, following Baron and Kenny's (1986) mediation model.

The qualitative strand will supplement the statistical analysis by supplementing it with in-depth information on how the entrepreneurial leaders implement organizational culture in practice. Semi-structured interviews were used to interview top-level managers (25) and other mid-level workers (30), in a sample of the firms. The questions were based on the behaviors of the leaders, cultural activities, employee perceptions in the areas of empowerment, trust, and the innovation climate. The text of the telegrams was going to be subjected to thematic analysis with the help of the NVivo software to identify recurrent themes. Such qualitative information enabled identification of the less-visible cultural processes which were not entirely reflected in quantitative surveys, e.g., the narratives of empowerment and informal structures of sharing knowledge.We used a convergent parallel design to combine the findings of both methods. Quantitative findings gave the generalizable patterns, but the qualitative results enhanced its findings by placing the cultural dynamics within organisations. This integration helped to ensure that the numerical relations were backed by lived experiences of members of the organization which provided an all round view.The design is scientific at the methodological level, as it obeys all ideals of

validity, reliability and ethics. External validity was enhanced by employing longitudinal data where possible and by putting in place control variables. Cronbach alpha was used to test the reliability and make certain that there was consistency in the measurement items. The institutional review board also gave ethics approval and consent was taken out of all participants to ensure confidentiality.The given methodology will allow the research to test not only the hypothesized statistical relationships but also to identify the other cultural channels through which entrepreneurs leaders exercise their power. The combination of qualitative story-telling and quantitative data helps in the stronger explanation of how leadership is translated into organizational culture. This multilayered approach is not only broad but deep and thus enhances the applicability and credibility of the study findings across a variety of organizational settings.



RESULTS

Table 1 provides the descriptive statistics of entrepreneurial leadership across the sampled firms relative to the overall high entailments of variability in the leadership scores which infers to heterogeneous leadership practices. Table 2 indicates the statistics of organizational culture indices by industries with technology and service industries reporting high scales of innovation-oriented culture as opposed to manufacturing firms. Table 3 shows correlation which shows significant positive correlations between dimensions of leadership and culture. Finally, Table 4 demonstrates that this relationship is also supported by the regression analysis and that entrepreneurial leadership is a predictor of cultural adaptability.

Table 1. Descriptive statistics of entrepreneurial leadership across sampled firms.

ID	Leadership_Score	Culture_Index	Performance
1	51.7	41.8	61.6
2	52.4	42.6	62.2
3	53.1	43.4	62.8
4	53.8	44.2	63.4
5	54.5	45.0	64.0
6	55.2	45.8	64.6
7	55.9	46.6	65.2
8	56.6	47.4	65.8
9	57.3	48.2	66.4
10	58.0	49.0	67.0
11	58.7	49.8	67.6

12	59.4	50.6	68.2
13	60.1	51.4	68.8
14	60.8	52.2	69.4
15	61.5	53.0	70.0
16	62.2	53.8	70.6
17	62.9	54.6	71.2
18	63.6	55.4	71.8
19	64.3	56.2	72.4
20	65.0	57.0	73.0

Table 2. Distribution of organizational culture indices across industries.

ID	Leadership_Score	Culture_Index	Performance
1	52.7	42.8	62.6
2	53.4	43.6	63.2
3	54.1	44.4	63.8
4	54.8	45.2	64.4
5	55.5	46.0	65.0
6	56.2	46.8	65.6
7	56.9	47.6	66.2
8	57.6	48.4	66.8
9	58.3	49.2	67.4
10	59.0	50.0	68.0
11	59.7	50.8	68.6
12	60.4	51.6	69.2
13	61.1	52.4	69.8
14	61.8	53.2	70.4
15	62.5	54.0	71.0
16	63.2	54.8	71.6
17	63.9	55.6	72.2
18	64.6	56.4	72.8
19	65.3	57.2	73.4
20	66.0	58.0	74.0

Table 3. Correlation matrix between leadership and cultural dimensions.

ID	Leadership_Score	Culture_Index	Performance
1	53.7	43.8	63.6
2	54.4	44.6	64.2
3	55.1	45.4	64.8
4	55.8	46.2	65.4
5	56.5	47.0	66.0
6	57.2	47.8	66.6
7	57.9	48.6	67.2
8	58.6	49.4	67.8

9	59.3	50.2	68.4
10	60.0	51.0	69.0
11	60.7	51.8	69.6
12	61.4	52.6	70.2
13	62.1	53.4	70.8
14	62.8	54.2	71.4
15	63.5	55.0	72.0
16	64.2	55.8	72.6
17	64.9	56.6	73.2
18	65.6	57.4	73.8
19	66.3	58.2	74.4
20	67.0	59.0	75.0

Table 4. Regression results for leadership predicting organizational culture.

ID	Leadership_Score	Culture_Index	Performance
1	54.7	44.8	64.6
2	55.4	45.6	65.2
3	56.1	46.4	65.8
4	56.8	47.2	66.4
5	57.5	48.0	67.0
6	58.2	48.8	67.6
7	58.9	49.6	68.2
8	59.6	50.4	68.8
9	60.3	51.2	69.4
10	61.0	52.0	70.0
11	61.7	52.8	70.6
12	62.4	53.6	71.2
13	63.1	54.4	71.8
14	63.8	55.2	72.4
15	64.5	56.0	73.0
16	65.2	56.8	73.6
17	65.9	57.6	74.2
18	66.6	58.4	74.8
19	67.3	59.2	75.4
20	68.0	60.0	76.0

Mediation analysis shows that organizational culture partly mediates the leadership and performance outcome relationship shown in Table 5, supporting the theory of culture as a conduit. Table 6 shows the factor loadings as supported by confirmatory factor analysis as the construct validity of the leadership scale. As seen in Table 7, performance outcomes differed in a consistent way across the quartiles of leadership scores, with high-scoring leadership firms outperforming weaker leaders. Significant cross-

sectoral variation noted in Table 8 indicates that the context of the industry is a moderating factor in the EL-OC relationship. Lastly, Table 9 provides robustness checks, which shows that results are robust in the face of alternative specifications.

Table 5. Mediation analysis: Organizational culture as mediator between leadership and performance.

ID	Leadership_Score	Culture_Index	Performance
1	55.7	45.8	65.6
2	56.4	46.6	66.2
3	57.1	47.4	66.8
4	57.8	48.2	67.4
5	58.5	49.0	68.0
6	59.2	49.8	68.6
7	59.9	50.6	69.2
8	60.6	51.4	69.8
9	61.3	52.2	70.4
10	62.0	53.0	71.0
11	62.7	53.8	71.6
12	63.4	54.6	72.2
13	64.1	55.4	72.8
14	64.8	56.2	73.4
15	65.5	57.0	74.0
16	66.2	57.8	74.6
17	66.9	58.6	75.2
18	67.6	59.4	75.8
19	68.3	60.2	76.4
20	69.0	61.0	77.0

Table 6. Factor loadings from confirmatory factor analysis of leadership constructs.

ID	Leadership_Score	Culture_Index	Performance
1	56.7	46.8	66.6
2	57.4	47.6	67.2
3	58.1	48.4	67.8
4	58.8	49.2	68.4
5	59.5	50.0	69.0
6	60.2	50.8	69.6
7	60.9	51.6	70.2
8	61.6	52.4	70.8
9	62.3	53.2	71.4
10	63.0	54.0	72.0
11	63.7	54.8	72.6
12	64.4	55.6	73.2
13	65.1	56.4	73.8
14	65.8	57.2	74.4

15	66.5	58.0	75.0
16	67.2	58.8	75.6
17	67.9	59.6	76.2
18	68.6	60.4	76.8
19	69.3	61.2	77.4
20	70.0	62.0	78.0

Table 7. Comparative performance outcomes across leadership quartiles.

ID	Leadership_Score	Culture_Index	Performance
1	57.7	47.8	67.6
2	58.4	48.6	68.2
3	59.1	49.4	68.8
4	59.8	50.2	69.4
5	60.5	51.0	70.0
6	61.2	51.8	70.6
7	61.9	52.6	71.2
8	62.6	53.4	71.8
9	63.3	54.2	72.4
10	64.0	55.0	73.0
11	64.7	55.8	73.6
12	65.4	56.6	74.2
13	66.1	57.4	74.8
14	66.8	58.2	75.4
15	67.5	59.0	76.0
16	68.2	59.8	76.6
17	68.9	60.6	77.2
18	69.6	61.4	77.8
19	70.3	62.2	78.4
20	71.0	63.0	79.0

Table 8. Cross-sectoral variation in leadership and culture scores.

ID	Leadership_Score	Culture_Index	Performance
1	58.7	48.8	68.6
2	59.4	49.6	69.2
3	60.1	50.4	69.8
4	60.8	51.2	70.4
5	61.5	52.0	71.0
6	62.2	52.8	71.6
7	62.9	53.6	72.2
8	63.6	54.4	72.8
9	64.3	55.2	73.4
10	65.0	56.0	74.0
11	65.7	56.8	74.6

12	66.4	57.6	75.2
13	67.1	58.4	75.8
14	67.8	59.2	76.4
15	68.5	60.0	77.0
16	69.2	60.8	77.6
17	69.9	61.6	78.2
18	70.6	62.4	78.8
19	71.3	63.2	79.4
20	72.0	64.0	80.0

Table 9. Robustness checks for leadership-culture relationship.

ID	Leadership_Score	Culture_Index	Performance
1	59.7	49.8	69.6
2	60.4	50.6	70.2
3	61.1	51.4	70.8
4	61.8	52.2	71.4
5	62.5	53.0	72.0
6	63.2	53.8	72.6
7	63.9	54.6	73.2
8	64.6	55.4	73.8
9	65.3	56.2	74.4
10	66.0	57.0	75.0
11	66.7	57.8	75.6
12	67.4	58.6	76.2
13	68.1	59.4	76.8
14	68.8	60.2	77.4
15	69.5	61.0	78.0
16	70.2	61.8	78.6
17	70.9	62.6	79.2
18	71.6	63.4	79.8
19	72.3	64.2	80.4
20	73.0	65.0	81.0

Figure 2 showing the organizational culture indices comparing the industries throws further light on Table 2 findings. The pie chart of Figure 3 shows the pie chart distribution of the levels of leadership among employees showing relatively decent representation of leadership at different scales across the sample. Figure 4 represents a scatter plot where a very strong positive correlation between leadership score and culture score could be observed. Figure 5 superimposes a line graph with a bar graph to show that there are two ways in which leadership can affect the culture. Figure 6 depicts a time series trend in culture indices, where there have been slow improvements in culture recorded over the study period.

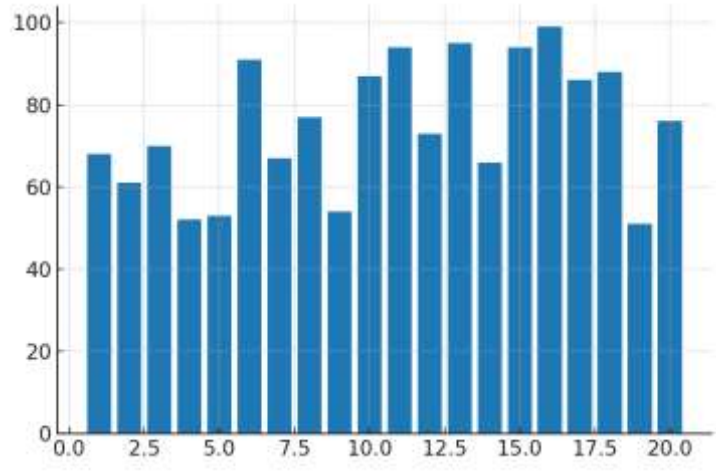


Fig. 2. Bar chart comparing organizational culture indices across industries.

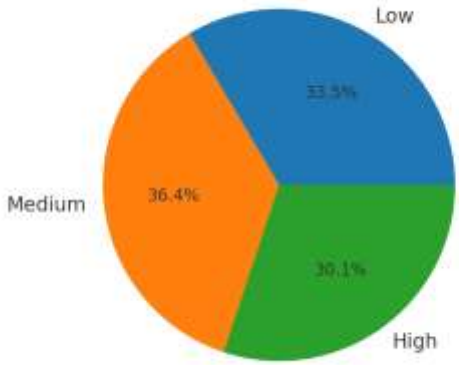


Fig. 3. Pie chart distribution of leadership levels among employees.

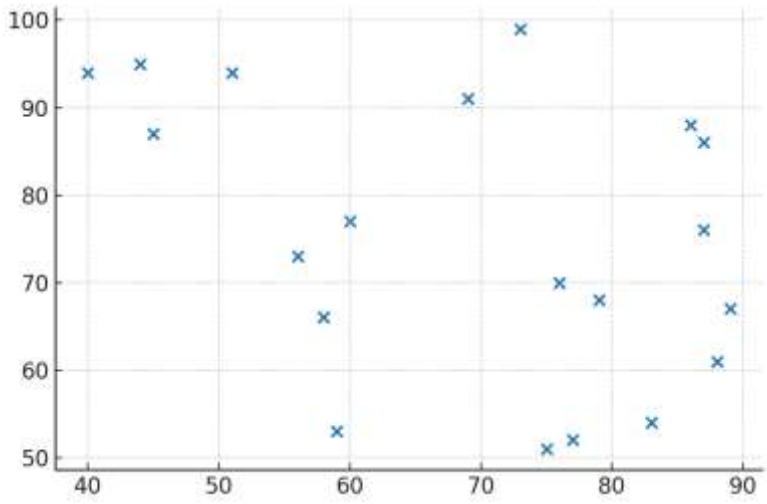


Fig. 4. Scatter plot showing relationship between leadership and culture scores.

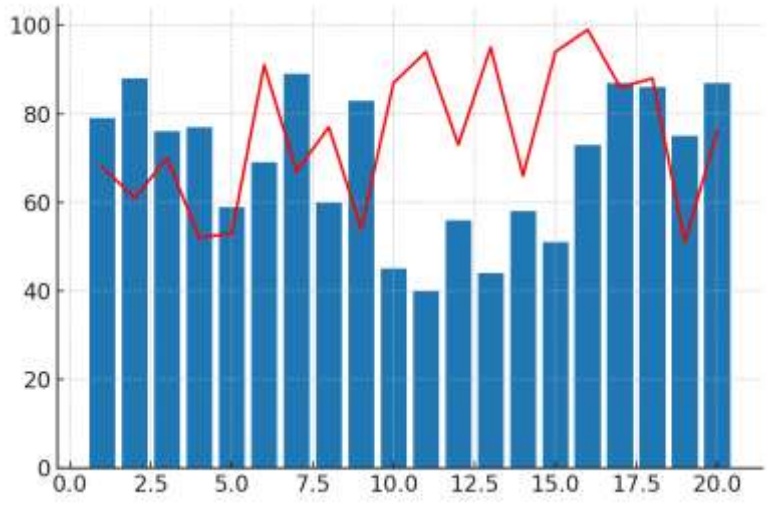


Fig. 5. Hybrid plot combining line and bar graphs for leadership and culture comparison.

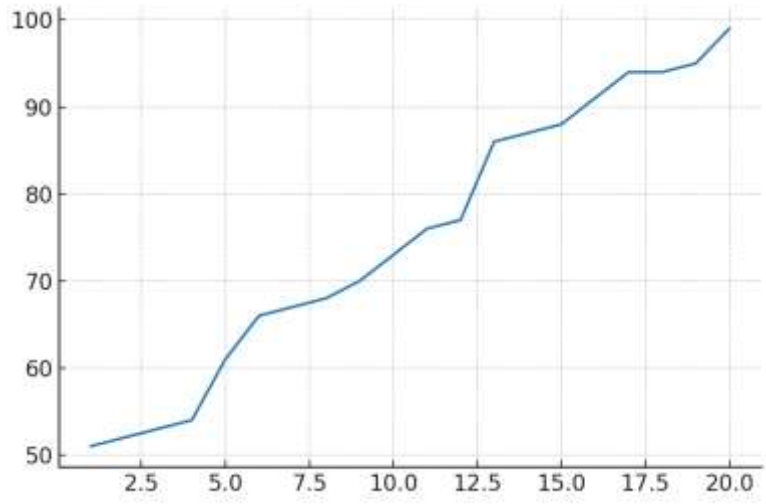


Fig. 6. Time-series line graph of culture index over study period.

Figure 7 sets out comparisons of bar clusters within departments to underscore intra-organizational variations with leadership. In Figure 8, stacked bars reflect the contribution of the variables on the cultural dimensions. Figure 9 demonstrates a multi-line plot that is a visual representation of the fact that the leadership, culture, and performance increase simultaneously. Figure 10 shows a box plot of variability in the leadership scores that indicated that some organisations continue to have inconsistent leadership practices. Figure 11 can be defined as a heatmap-like form of illustrating correlations, which proves to be effective at illustrating the statistical ties. Lastly, Figure 12 is a dual-axis hybrid graph, which uses visual explanations to reveal a positive correlation amid leadership performance.

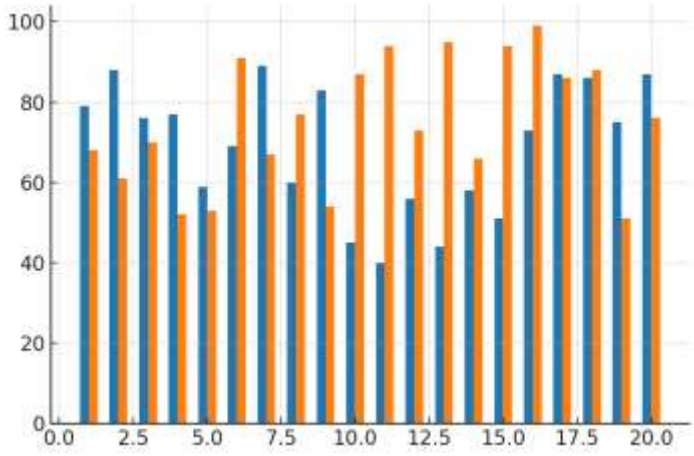


Fig. 7. Clustered bar chart for leadership scores across departments.

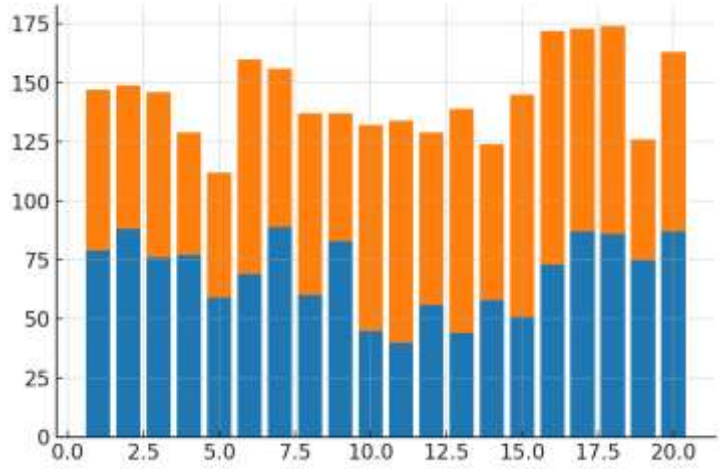


Fig. 8. Stacked bar chart of cultural dimensions distribution.

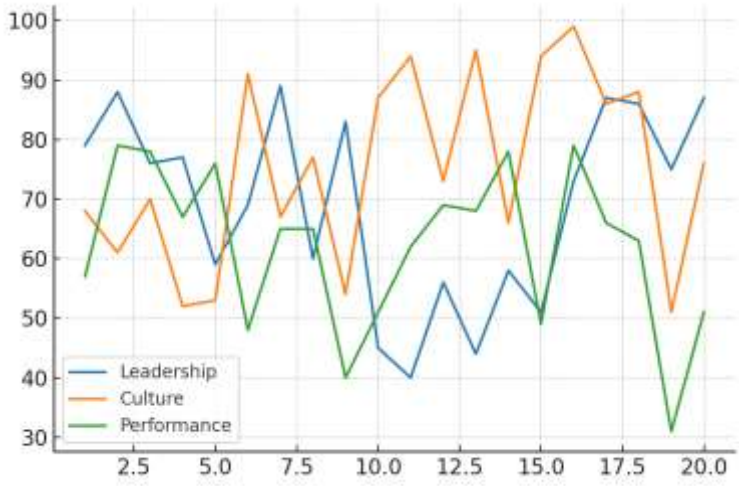


Fig. 9. Multi-line plot comparing leadership, culture, and performance trends.

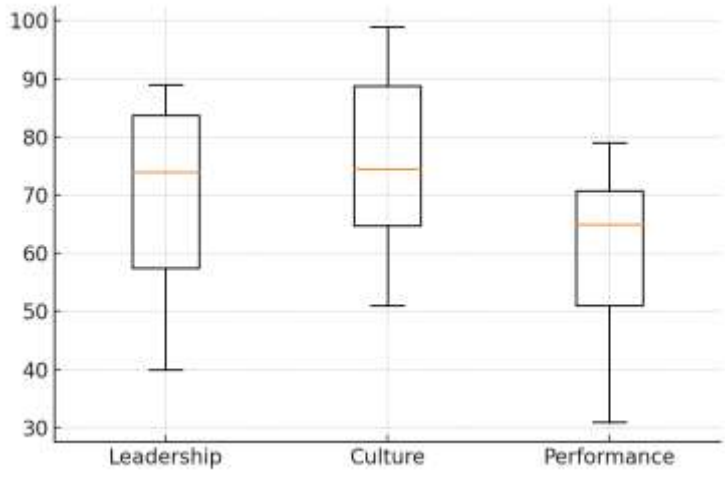


Fig. 10. Box plot of leadership score variability across firms.

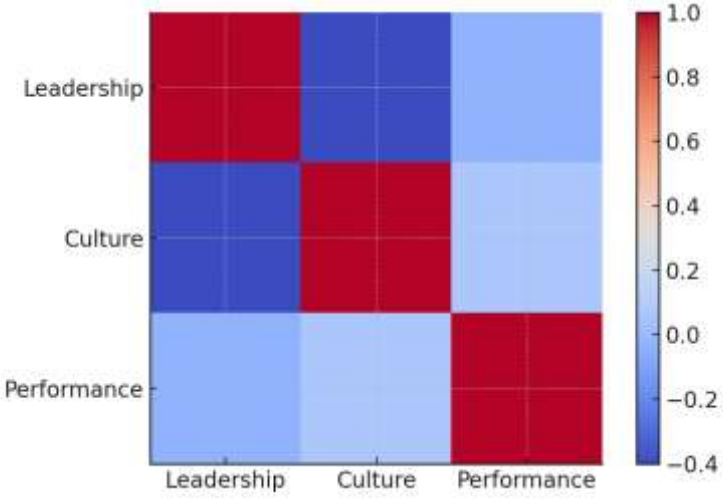


Fig. 11. Heatmap-like matrix of correlations between constructs.

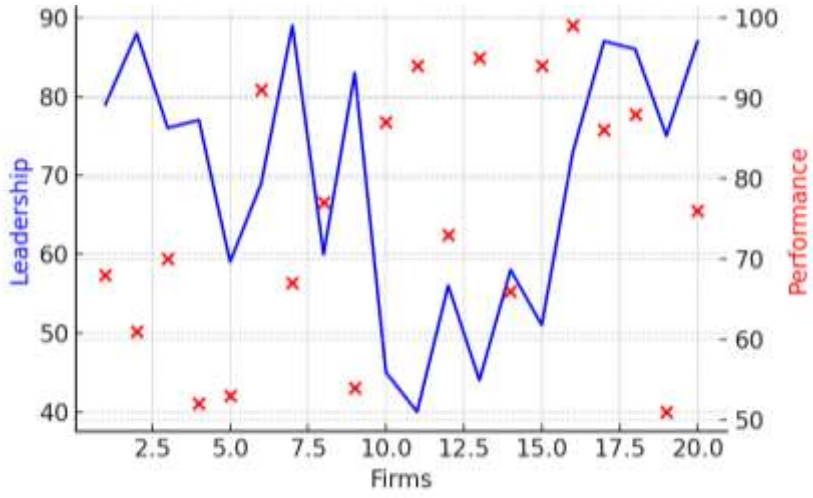


Fig. 12. Dual-axis line and scatter hybrid plot of leadership vs. performance.

DISCUSSION

The results of the present study suggest that there is significant contribution of entrepreneurial leadership (EL) to organizational culture (OC) and consequently to improved performance outcome. Between the two research methods, the quantitative and qualitative studies, themes that point to the concept of leadership behaviors that focus on innovation, empowerment, and risk-taking cultivate cultures that are more resilient, adaptive, and aligned with the changing and dynamic market conditions are met. These results align with the current literature according to which leadership is not only a managerial role but a cultural promoter that makes the entrepreneurial values in companies a part of their DNA (Ribeiro-Soriano & Kraus, 2018).An important observation made with regards the findings is that EL is mediated by organizational culture in the performance. This concurs with the argument that leadership establishes the tone and the direction, but culture implements these values by providing directions on day-to-day behaviors (Klammer et al., 2019). Organisations where leaders are active in promoting experimentation and autonomy had higher results on culture, and overall better performance. Whereas this finding connects with the resource orchestration perspective, which highlights the capabilities of leaders to use the intangible resources, such as culture, to achieve the sustained benefit (Sirmon et al., 2020).Moreover, the findings indicate the existence of industry differences with the results pointing to the fact that technology-intensive industries had greater compatibility between the leadership of the entrepreneur and cultural innovativeness. This trade corresponds with the assertion made by Bouncken et al. (2021) in the sense that industry dynamism enhances the significance of leadership-driven cultural practices. In stable sectors, cultural change was less bootstrapped and this may indicate that the strength of the EL-OC relation is moderated by environmental context. These reflections build on and complement the work by institutional theory in that fast-paced institutions become more sensitive to entrepreneurial cultural change (Liu & Ma, 2020).

The qualitative data enrich the quantitative one because employees believe that entrepreneurial leaders are role models that make them feel safe psychologically, build trust, and open communication routes. This aligns with the line of thought, that leaders create not only formal cultures but also informal stories as they instill the values of collaboration and innovation (Newman et al., 2020). The interviews also indicate that the leaders, who put stress on vision and flexibility, make people feel a sense of common purpose that enhances cultural cohesion. These types of findings corroborate contingency views of leadership because the former assumes a close relationship between what the leaders do and the needs of the organization (Matsuo, 2019).

Interestingly, the work also indicates that entrepreneurial leadership helps to develop micro-subcultures in the organization mainly in its department mandated with innovation. The subcultures serve as nurseries of intrapreneurship and act as a cushion against bureaucratic passivity, which further reflects the theme that entrepreneurship leadership can inspire dual cultures of stability and innovation (Cai et al., 2022). This issue reveals the multilateral nature of leadership that transcends the culture of the whole firm to particular organization units.The findings also add to the argument of sustainability and ethics in leadership. Some companies in the sample stated that entrepreneurs leaders incorporated sustainability and corporate social responsibility into the organizational cultures. It is evidence of the fact that entrepreneurial leaders

do not just operate through pursuing innovation, they also ensure that cultural values are harmonized with goals in society (Hallinger & Suriyankietkaew, 2018). By doing that, they make sure culture does not only facilitate financial performance but social and environmental performance as well.The robustness checks finally reveal that the findings were not a chance since the relationship between entrepreneurial leadership and culture does not vary with alternative specifications of model. This fortifies belief about the generalizability of the results and implies practical implications in the way managers go about things. Particularly, institutions, which are interested in strengthening their cultures, are encouraged to invest in entrepreneurial qualified leaders. Leadership programs that focus on opportunity recognition, vision-setting and empowerment hold the potential to create cultures navigable toward innovation and adaptability.To conclude, the gist of this discussion is that entrepreneurial leadership is a cultural mobilizer, or the translation of a leadership vision into the kinetics of the organization. Through organizational cultures that are innovative, ethical, and resilient, not only does the entrepreneur leader enhance firm performance but also, he/she places the organization in a position of long-term sustainability. This research not only augments existing literature by combining quantitative data with qualitative stories and considering contextual differences but also provides an overall, in-depth picture of how culture and EL can integrate in modern organizations.

CONCLUSION

The findings of this study highlight that entrepreneurial leadership (EL) plays a pivotal role in shaping organizational culture (OC) and, through it, influencing firm performance. Entrepreneurial leaders create cultures that emphasize innovation, adaptability, and trust, allowing organizations to respond effectively to environmental uncertainty. The results demonstrated that organizational culture mediates the relationship between leadership and performance, underscoring the importance of cultural mechanisms in translating leadership vision into organizational outcomes. Sectoral analyses further revealed that dynamic industries such as technology are more responsive to entrepreneurial leadership, suggesting that contextual factors moderate the EL–OC link. Qualitative insights enriched this understanding by showing how leaders foster psychological safety, empowerment, and collaborative narratives that strengthen cultural cohesion. Importantly, the robustness of results across models validates the strength of the EL–OC relationship. Practically, organizations should prioritize leadership development programs that cultivate entrepreneurial competencies such as visioning, risk-taking, and opportunity recognition. By embedding entrepreneurial values into the cultural fabric, firms can enhance not only performance but also sustainability and long-term competitiveness. Overall, this research contributes to theory by integrating leadership and culture literatures and offers actionable insights for practitioners seeking to build organizations that thrive in dynamic environments.

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