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Impact of Transactional Entrepreneurial Leadership Style on Organisational Innovation in Medium Scale Enterprises

(*with special reference to auto ancillary enterprises located in Pune, India*)

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Abstract:

Background: This research paper has emerged as a part of doctoral research study conducted by the researcher on "Impact of Entrepreneurial Leadership Styles on Organisational Innovations in Enterprises" with a special reference to medium scale auto-ancillary manufacturing enterprises located in Pune, India.

Purpose: This research study aims to examine, if there is any relationship exists between the Transactional Entrepreneurial Leadership Style and Organisational Innovations in medium scale auto-ancillary manufacturing enterprises. Also, to find out if the Organisational Innovativeness has any mediating effect between Transactional Entrepreneurial Leadership Style and Organisational Innovations.

Methodology: This is a quantitative research, where Transactional Entrepreneurial Leadership Style is presented as independent variable, Organisational Innovativeness as mediating variable and Organisational Innovations as dependent variable. The primary data was collected through clustered random sampling method with a sample size of 116 and the respondents were administered through a structured questionnaire based on five-point Likert scale.

Statistical Analysis: Descriptive Statistics, Frequency Distribution, Mean, Standard Deviation, Normality Test, Cronbach Alpha Reliability Test, T-Test, P-Value, F-Test, Bootstrapping, ANOVA, Model Fit and Regression Analysis. Furthermore, the collected data was processed through Hayes Process Macro 4.2, IBM SPSS 23.

Findings: The research result show that there is a significant and positive relationship exists between independent variable: Transactional Entrepreneurial Leadership Style and dependent variable: Organisational Innovations in the presence of mediating variable: Organisational Innovativeness. Based on the research outcomes, it is observed that there is a partial mediation in this model, furthermore the null hypothesis is rejected, and alternate hypothesis is accepted.

Implication: The research study suggests that all the three path effects i.e. direct, indirect and total path effects are positive and significant. This research has also made use of simple mediation model to predict the research outcomes. The research outcomes indicate that Transactional Entrepreneurial Leadership Style is effective in impacting and generating Organisational Innovations in medium scale enterprises. More over the impact is increased, when both direct and indirect effects are combined to create the total effect.

Limitations: The medium scale enterprises and their Organisational Innovations can be restricted by different internal as well as external factors, where the leadership is not a dominant factor. In some cases, entrepreneurs due to lack of theoretical understanding about the entrepreneurial leadership styles, can create a complex-mix of self-styled entrepreneurial leadership, which is difficult to capture by a specific leadership style.

Future Research: This research study is focused on finding the impact of Transactional Entrepreneurial Leadership Style on Organisational Innovations in auto ancillary medium scale enterprises, similarly this research study can be extended to other leadership styles as well.

Keywords: Transactional Entrepreneurial Leadership Style, Organisational Innovativeness, Organisational Innovations, Auto Ancillary Medium Scale Enterprises.

I. INTRODUCTION

An entrepreneur is described as a person who take initiative by converting concepts into realisations by way of innovation, risk-taking, and management to achieve the identified aims. Further the entrepreneur requires to be aware of his corporate - and community environment as well as political customs (Ordu, 2020). Entrepreneurship and innovation are practically identical. Innovation is more than just the generating of original processes or products, it includes the competency to resourcefully understand technology, while the entrepreneur is the individual who react to the prospects, pressures, doubts, restrictions and motivations emitting from the economic situation they function in. therefore entrepreneurship is at the centre of economic development and progression (Szirmai *et al*., 2011). Although companies are normally unable to attain their objectives exclusive of efficient leadership, many companies are missing the sort of leadership which inspires creativity and creates victory. Most of the difficulties and malfunctions that companies encounter derive from the absence of inspired leadership. Therefore, creative and efficient leadership is essential for company success and exclusive of it, the approach, the technology, and innovation will not help. Entrepreneurial leaders do not focus on altering individuals' viewpoints but rather on searching for possibilities. It is more crucial for them to discover concurring individuals to help attain their ideas (Selvaraja and Pihie, 2017). Innovation is believed to be necessity for uninterrupted financial improvement in the industrialist structure, which consisted of the alteration of existing principles and up-to-date skill conception. Innovation is a complex occurrence and often problematic to structure and complied by researchers (Martins *et al*., 2012). Entrepreneurship needs to be the foundational link between innovation and the need of the society (Talebi, 2007). Innovation is a process as well as a result simultaneous. It is the improvement of the marketplace, concepts, conducts, and additional components which convert to advantage an enterprise (Alharbi *et al*., 2019). Even though organisational innovation is overlooked in scientific studies, enterprises are being become more aware of the significant of organisational innovation (Jovana, 2019). Organisational innovation is depending on various understandings within the numerous components of literature. Organisation innovation focusses on the growing the enterprises performance through decreasing administrative cost, adjusting work satisfaction and consequently employee's efficiency or lessening the resource costs (Jovana, 2019).

Manufacturing Industry in Pune Region: The emergence of industrial Pune began in the early 1960's with mechanical engineering industries, pharmaceutical and other industries. Pune has Chambers of Commerce (MCCA), Maharashtra State Industrial Development Corporation (MIDC) to guide and provide industrial infrastructural facilities to new and existing business enterprises. Today Pune has a diverse industrial population which is the premier industrial centre of India and one of India's most important automotive centres. According to Indo-German chamber of commerce, Pune has been the single largest hub for German companies for the last 60 years, where over 225 German companies have set up their business in Pune. In the recent years the Maratha Chambers of Commerce in Pune had also a role to play in the growth of industries in these areas. Pune-city consist of various industries such as Information Technology parks and Auto-parts manufacturing companies etc. The industrial development in these surrounding areas stretched over the past three decades. This started with constructing mechanical engineering industries in Pune region after that the settlement of a huge number of small units that provide for the large-scale industries started to occur. Consequently, an immense number of large-scale industries were set up in the surrounding of Pune-city and this was the beginning of the region leaning toward a quick growing of industrialization**.** Giant auto-makers depend up on small & medium scale auto-ancillary enterprises to provide support their production activities continuously (Ministry of MSME, 2010).

Problem statement: Pune has become one the largest industrial belts in India as well as in Asia, that is to say Pune region is attracting many global auto-makers from around the world to set up their plants here. Pune has the presence of global giant auto-makers like Volkswagen Ltd, Daimler Chrysler Ltd, Premier Automobile Ltd, Fiat Automobile Ltd, Mahindra Navistar Ltd Ford Motor Ltd, Mercedes Benz Ltd, Fiat Motors Ltd, Mahindra & Mahindra Ltd, Bajaj Auto Ltd, Force Motors Ltd, Kinetic Engineering Ltd, Kirloskar Cummins Ltd, General Motors Ltd and Tata Motors Ltd. Furthermore, support companies such as Forbes Marshall, Thyssen Krupp Ltd, Alfa Laval and Sandvik Asia Ltd have their manufacturing units in this area. Giant auto-makers depend up on small & medium scale auto-ancillary enterprises to provide support their production activities continuously. All these small scale & medium scale auto-ancillary enterprises have one thing in

common, that is they are headed by an entrepreneur leader supported by a management team. The enterprise existence and growth largely depend on this entrepreneurial leadership style. The major aspect of entrepreneurial leadership style is responding to as how to adopt and implement organizational innovation in an enterprise, which is sometimes very challenging. Not all enterprises are equally innovative hence the researcher is of the opinion that, this can be due to lack of entrepreneurial leadership skills or use of wrong entrepreneurial leadership style in a given situation. It is observed that some medium-scale auto-ancillary enterprises are more innovative than other. Therefore, the researcher had conducted a study on transactional entrepreneurial leadership style and the impact on organisational innovation.

II. LITERATURE REVIEW

2.1 Entrepreneurship – Entrepreneurial Leadership

Gartner in Cunningham and Lischeron (1991) stated that "an entrepreneur is the founder of a new business, or a person who started a new business where there was none before". This definition then excludes anyone who inherits or buys an enterprise. There are those who feel an entrepreneur can be who develops a niche in the market or develop a strategy to satisfy some needs. Some definitions of entrepreneur indicate that he is the owner of a small enterprise, while other definition indicate that entrepreneurs might not automatically be the owner. Furthermore, entrepreneurs are leaders, however not all leaders are entrepreneurs (El- Annan, 2013). Drucker describe the entrepreneur as a person who generates newfound fortune or provides resources which have greater possibility to generate fortune (Demirbas, 2011). Peterson in Cunningham and Lischeron (1991), describes entrepreneurship as "the identification and exploitation of an opportunity as entrepreneurial." Entrepreneurship "is a dynamic process of vision, change, and creation. It requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions. Essential ingredients include the willingness to take calculated risks - in terms of time, equity, or career; the ability to formulate an effective venture team; the creative skill to marshal the needed resources; the fundamental skill of building a solid business plan; and, finally, the vision to recognize opportunity where other sees chaos, contradiction and confusion" according to Kuratko and Hodgetts in Kuratko (2007). The Modern school of thought concurred with Schumpeter view on function of entrepreneur as innovator (Demirbas, 2011). There is an association linking leadership and entrepreneurship, with some research indicate that leadership have an instrumental impact on entrepreneurship. A leader is an individual who exercise his authority on people to give guidance in attaining an objective whereas an entrepreneur is an individual who involves in the company and administration of any enterprise, particularly if a company with significant risks taking and creativities (El- Annan, 2013). A leader has the ability to inspire company's innovation, its strategy and implementation equally to the ability to align mutual objectives within the company and therefore influencing innovation's ability via morals and conducts (Costa *et al*., 2023). Leadership can be described in broad terms of behaviour, method of motivating, communications, individual features, and rank in the company and insights of authentic connections. Leadership is the aptitude "to move, influence, motivate, encourage, direct, advise foster, guide, train, order, order, ban, and even punish" every company resource to attain required targets successfully and proficiently (Arifin and Gunawan, 2020). Leadership is deemed to be one of the key providers to innovation notwithstanding their various styles (Costa *et al*., 2023). The leadership formation in company can assist in creating consequences which can inspire creativity and innovation, while not all leadership style is applicable for generating these prospects (Agbor, 2008) According to Northouse in Bolden (2004), there are four themes in which leadership today are perceived, namely: 1) It is seen as a process, 2) Leadership involves influence, 3) Leadership occurs in a group context and 4) It prioritises for goal achievement. A core point of leadership is that it involves an individual aspect of personal leadership on the one hand and on the other hand, an interpersonal aspect or networking to bring others, individuals and the organisation, together (Beinecke, 2009). Out of all the different definitions and descriptions of leadership, there are three points all have in common, namely: 1) "A process of influence, 2) At least two people are involved, in most cases a group and 3) The purpose of influencing is to attain goals" (Croes, 2011). It is clear even out of these definitions and descriptions that leadership is complex and comprises different processes, such as personal, social and organisational. Companies struggle to comprehend which leadership style is most appropriate with a company (Costa *et al.,* 2023) though a leadership style fashioned on equality and involvement enable imagination together with a leaders' vision is crucial aspect dealing with imaginative individuals (Fillis and Rentschler, 2010).

Research indicates that there is a connection amongst the key features of entrepreneurs with various features of leadership which now been known as entrepreneurial leadership (El- Annan, 2013). The theory of entrepreneurial leadership is applicable to theoretical information since it is a latest strategy which are being

improved and research on this subject matter keep on expanding. Furthermore, entrepreneurial leadership is relevant to occupation establishment and economic expansion. In addition, it is pertinent to acquire differ abilities to cope with the revolution enterprise setting as well as to confirm the continued endurance of the company (Ordu, 2020). Renko *et al.,* (2012) define entrepreneurial leadership can be seen as the joining of entrepreneurship and leadership. Entrepreneurial leadership as "influencing and directing the performance of group members towards that achievement of organisational goals that involve recognizing and exploiting entrepreneurial opportunities." Entrepreneurship is described in actions, processes and attributes and that are usually part of entrepreneurial leadership. Entrepreneurial leadership can be used at all stages of decision-making since its concentrations on possibilities.

2.2 Transactional Entrepreneurial Leadership

Transactional leadership was first explained by Weber (1947) while he was exploring transformational leadership. Transactional leadership are categorized in the manner that leaders can gain from employees based on the manner employees obey with their leader as substitute of rewards (Costa *et al.,* 2023). Hassan *et al*., (2016) explain this leadership style as a social exchange practice where the leader outlines the expected job to the employees which need to be completed successfully to respect the transaction with the purpose of obtaining a reward or to escape punishment. Obiwuru *et al*., (2011) and Chen (2006) describe transactional leadership as "exchange process", where the leader gives the instructions and the followers need to obey but the enthusiasm and commitment will be missing. Transactional leaders use the organisational culture to run the business according to the existing rules and producers in the direction of their goals. Furthermore, this is leader is usually extremely regulating and critical of severe obedience to procedures, work approaches and modus operandi (Ekiyor and Dapper, 2019). According to Arifin and Gunawan (2020) as well as Nave (2005), this leadership style can be called a leader- follower relationship based on sequential exchanges between the leader and the followers. This transaction is supposed to benefit both parties. In this relationship the subject matter and position between the groups is distinctly outlined and positions are acknowledged and accepted, which is established on arranged methods of reimbursement (Ekiyor and Dapper, 2019). The transactional leader demonstrates constructive as well as corrective behaviour. Thus, if the follower's expectation and gratitude of leader match then the goal would be reached (Nave, 2005; Hoyle, 2006; Creighton, 2011). According to Costa *et al.,* (2023) transactional leaders strive to retain dominion to prevent jeopardies in plans and or daily tasks. This leadership style is of significance in attaining short term objectives in organisations. The transactional leaders are focused on the present and know how to make an organisation run effectively on a day-to-day basis and they are excellent in the traditional management functions and the impersonal tasks (Chen, 2006). The leader makes sure that there are clear structures in place as well as what is required of the followers. Although punishment is not mentioned, it is clearly understood that discipline systems are in place. In the beginning stage there will be a contract and negotiations regarding salary, working hours and other benefits. As soon as the contract is signed the person needs to submit to the transactional leader (Croes, 2011; Anon, 2013). Bass in Nave (2005) is of the opinion that transactional leaders prefer to avoid risks, are at times efficiency - conscious, and prefer tedious jobs more than other activities. Arifin and Gunawan (2020) summarize the features of a transitional leader as follows: (i) the leader clarifies for the employees the terms of the contract and expectations of job performance. (ii) the leader is responsible to endorse work processes, organisation rules and work standards which must be met by their employees. (iii) the leader is requiring to inspect employees work and its quality to determine if bonus will be granted. (iv) the leader is obliging to supervise their employees while working to increase effectiveness. (v) the leader focusses only on the work decided by organisation and do not attempt to examine the altering business environment. (vi) the leader uses extrinsic motivation with his employees. (vii) the leader attempt to be reasonable in allocating rewards to employees. Martinette (2002) is of the opinion that although transactional leadership is about a transaction between the leader and the follower, there are also these leaders that care for their followers and will do more than their part. Mayberry (2011); Hamidifar (2009) and Bass in Yew (2012) describe the 2 factors that define transactional leadership: (i) Contingent Reward: Rewards are used to motivated people. (ii) Management- by - Exception: Correction in behaviour is made when there are mistakes. Agbim (2013), Hassan *et al*., (2016) and Hamidifar (2009) makes a distinction between active management - by - exception (the leader examines for possible deviance and errors to take counteractive actions before or when they occur) and passive management - by - exception (the leader intervenes after mistake or wrong behaviour and then find the resolution). This leadership demands that there needs to be a close monitor of task for any mistakes, and correct that error as soon as possible. It seems that this kind of leadership is still a very popular style to be used and that people get motivated by money as a reward. Transactional leadership style can be an obstruction to innovation. The style is projected to generate less innovation performance when creativity is restricted

because the objectives are previously congealed (Costa *et al*., 2023). Transactional leaders are continually eager to provide employees with benefits in response for abide by them and the difficulty with this leader are their expectations (Germano, 2010).

2.3 Innovation and Organisational Innovation

Innovation is mainly an "inter-individual social process", while creativity is a degree an "intra-individual cognitive process." Creativity can also be explained as "the ideation component of innovation and innovation as encompassing both the proposal and applications of the new ideas" (Rank *et al.*, 2004). Innovation is a vigorous procedures concentrating on the invention and application of original or adjusted products and services, courses, perceptions and standards. Efficacious innovation is that which bring about enhancements in productivity, efficacy, superiority, and social results. In the organisation, innovation assist in the existence and expansion via differentiation and choosing of fresh components which aid with succeeding a specific setting (Ramalingam *et al*., 2009). Through innovation the entrepreneur has the ability to produce a new resource or process which can increase the possible value to create capital. In addition, innovation takes place when there is development or progress in known technology that has the prospect for economic growth (Setyawati *et al.,* 2011: 151). Innovation can be described as the pursuit for new and better results for individual and operational problems or needs. Schumpeter was of the opinion that innovation needs the act of will not of intelligence. Furthermore, it depends on leadership and not intelligence (Talebi, 2007; Holmgren, 2011). Innovation in accordance with well-defined management and approaches to progress the company towards an innovative company as well as with obvious perseverance and obligation of the leadership to influence and initiate innovation inside the company. One of the first phases in producing an ethos of innovation is by releasing the creativity inside an individual self. The problem is to perceive his sphere of influence with new concepts and to acquire renewed clarifications. Creative concepts are not sufficient for a company to continue to exist. A company need procedure and values which will assist in making the most of creative resources. Continuous and prevalent innovation is strategic for long–term sustainability Progress and expansion cannot continue lacking further innovation, generally through product/ services or marketing. Presenting original products is generally understood as an element of the procedure of innovation, which is understood as the instrument pushing constant growth and development (Okpara, 2007). A recommended procedures of innovation in management by means of having an understanding of invention or conception, is formulated by Birkinshaw and Mol (2006) in Martins *et al*., (2012). It is explained in four phases and explained as follows: The first phase is known as "dissatisfaction with the status quo." It is associated with discovering and confronting an imminent risk of a problem, which emerge at operating to strategic stage. The second phase is "inspiration from other sources." This phase stress on the pursuit for enquiries which have operated in various situations, aimed at similarities of numerous public schemes or concepts, however not verified. The third phase is "invention", which merges the fundamentals of displeasure among the current situation and creativeness through additional resources in the course of invention. The fourth phase is "internal and external validation." It bears a resemblance to the expansion of additional kinds of innovations. In this phase authentication is serious and should pursue recognition of innovation internally and externally, attained through an impartial spectator.

Innovation is described as a "nonroutine, significant, and discontinuous organizational change that embodies a new idea that is not consistent with the current concept of the organization's business," while an innovative organisation is creative, knowledgeable, competent to acquire efficiently and constructing improved information. Innovative productions be subject to previous accretion of information which allows innovators to integrate and make use of different knowledge (Lam, 2006). Innovation is an independent theory and even if an action will be eligible as innovative rest on the standpoint of the spectator (Van Hemmen *et al.,* 2015). Each company are capable to generate innovation through creations or unique conceptions which leads to added value and use it for the advantage of the company. The adaptable company are able at the applicable stage to influences the generating on innovation in the company. Innovative organization appreciate the vital of operational situation by generating the company philosophy to value the significance of innovation (Wingwon, 2012). Whereas innovation is crucial for the progress of company, organizational innovations define management innovation as "the invention and implementation of a management practice, process, structure or technique that is new to the state of the art and is intended to further organizational goals" (Martins *et al.,* 2012). There is a difference between organisational innovation and organisational change. Where organisational change might not automatically include innovations while several enterprises replace their structure or approach with not really remaining innovative in the implementation of the supposed change, while organisational innovation is constantly the outcome of deliberate choices made by management (Jovana, 2019). Organisational innovations include a broad field of innovations, like innovations in management

procedures, in administrative methods and in official organisational construction. There is a difference between invention and innovation. Invention is the initial occasion of a concept for new product, method or while a concept made evidence. Furthermore, invention can be defined as the formation of fresh varieties, components of essence, or procedures. On the other hand, innovation is the original effort to relate an idea, an adjustment, or an enhancement as well as successfully produce a public or business restructuring (Francis, 2021).

III. RESEARCH METHODOLOGY

This is a quantitative research study to examine the impact of Transactional Entrepreneurial Leadership Style on the Organisational Innovations through a mediating variable: Organisational Innovativeness in medium scale auto-ancillary enterprises located in Pune, India. Linear Regression Analysis was used to test the Hypotheses through SPSS version 23.

3.1 Conceptual Framework and Hypothesis

Based on the literature review, the following conceptual framework with hypotheses was developed for the present study.

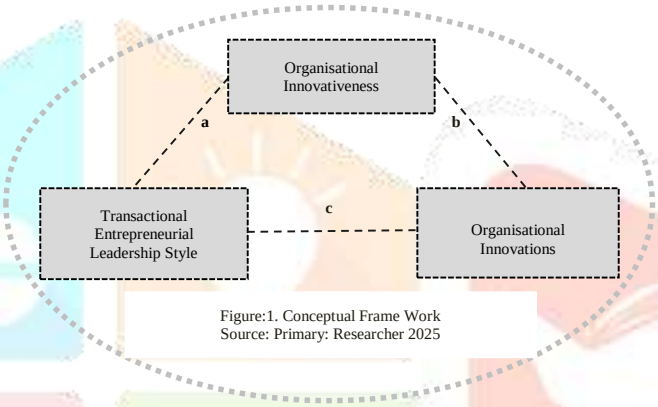

Figure:1. Conceptual Frame Work
Source: Primary: Researcher 2025

Hypotheses Setting

H_1: There is a significant and positive relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovativeness.

H_2: There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.

H_3: There is a significant and positive relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovations.

H_4: Organisational Innovativeness mediates the relationship between Transactional Entrepreneurial Leadership Style and Organisation Innovations.

3.2 Model Specification

Linear Regression Analysis was used in this study to identify the impact of Transactional Entrepreneurial Leadership Style on the Organizational Innovations through a mediating variable: Organisational Innovativeness in medium scale enterprises. The model specifications are presented as follows:

$\boldsymbol{m} = \beta_0+\beta_1 X+\varepsilon$ *(Path a) Regress M on X*
$\boldsymbol{y} = \beta_0+\beta_1 m+\varepsilon$ *(Path b) Regress Y on M*
$\boldsymbol{y} = \beta_0+\beta_1 X+\varepsilon$ *(Path c) Regress Y on X*
$\boldsymbol{y} = \beta_0+\beta_1 x+\beta_2 m+\varepsilon$ *(Path d) conducting multiple regression analysis with X and M predicting Y*
$\boldsymbol{\beta_0}$ = The Intercept
$\boldsymbol{\beta}$ = Slope of Regression Line / Regression Coefficient
$\boldsymbol{\varepsilon}$ = Error Term
X = Independent Variable: Transactional Entrepreneurial Leadership Style
M = Mediating Variable: Organisational Innovativeness
Y = Dependent Variable: Organisational Innovations

3.3 Data Collection and Questionnaire

The data collection was done through a questionnaire, which was distributed by using the clustered random sample method. The demographic focus for this research study was on Maharashtra Industrial Development Corporation (MIDC) area in Pune, India. This area is further divided into ten sub-regions such as Bhosari, Chinchwad, Chakan, Hadapsar, Hinjewadi, Karadi, Pimpri, Pirangut, Ranjangoan and Talegaon, areas. From the given population of 1270 enterprises. The required 120 samples to be drawn equally from all the ten sub-regions. Based on this scenario, to determine the sample size, following formula was used: n=N/ 1+ N (e) 2, where n=sample size; N=predetermined population size and e= maximum acceptable error margin which is 5%. Therefore n=120. The questionnaire was divided in to four parts namely; Part A consists of respondent's information; Part B questions related to Transactional Entrepreneurial Leadership Style; Part C related to Organisational Innovativeness; and Part D related to Organisation Innovations in medium scale auto auto-ancillary manufacturing enterprises. The questionnaire structure was based on five-point Likert scale, from 1= "strongly disagree" to 5= "strongly agree" with the statement. A pilot test was conducted on 10 randomly selected enterprises to test the feasibility and find out test-results of the questionnaire. Based on the feedback received and after a careful analysis, changes were made accordingly. The updated questionnaire was administered to selected medium scale enterprises located in all the 10 sub-regions. The questionnaire was developed in English and also translated into Marathi, the local language. The purpose of this study was clearly specified in the questionnaire and participation was voluntary and confidential. 140 questionnaires were administered, out of which 116 (83%) questionnaires were complete and useable for the research study. The response rate is deemed high, moreover it is recommended that approximately 30 participants per predictor. In the current study there are two predictors, therefore the 116 complete questionnaires are considered acceptable on the above recommendations.

IV.DATA PRESENTATION AND ANALYSIS

4.1 Demographic Analysis

The respondent's information regarding gender, age, educational background and the number of years of experience in enterprise were collected for the analysis in Table 1. The descriptive analysis revealed the following: majority of the respondents based on gender 86% were male and remaining 14% were female entrepreneurs. Whereas, the age group of entrepreneurs consists of 77% are below the age of thirty and 23% are above the age of thirty. Similarly, 32% of entrepreneurs have educational qualification up to graduation and 68% are above graduation. Furthermore, 70% of entrepreneurs have less than 10 years of experience and 30% of them have more than 10 years of experience of running the enterprise.

Table 1. Demographic Characteristics of Respondents

PARTICULARS	DETAILS	FREQUENCY	PERCENTAGE
Gender of Entrepreneur	Male	99	86
	Female	17	14
	TOTAL	**116**	**100%**
Ages of Entrepreneur (years)	Age up to 30 years	89	77
	Age above 30 years	27	23
	TOTAL	**116**	**100%**
Highest Educational Status of Entrepreneur	Education up to Graduation	38	32
	Education above Graduation	78	68
	TOTAL	**116**	**100%**
Experience in the Enterprise	Experience up to 10 years	81	70
	Experience above 10 years	35	30
	TOTAL	**116**	**100%**

Source: Primary Data, 2025

4.2 Reliability Test

The first step in the data measurement process is reliability test. In this study, Cronbach's Alpha was used to measure the internal consistency and reliability. Alpha values above 0.7 are widely accepted as an adequate measure of reliability for a construct. In Table 2, the calculated alpha values for the 4 items of construct: Transactional Entrepreneurial Leadership Style is 0.824, 8 items of construct: Organizational Innovativeness is 0.744 and 12 items of construct: Organisational Innovations is 0.866. Based on the data analysis, all constructs strongly support internal consistency and reliability for the 24 items.

Table 2. Reliability Test of the Research Variables

Construct	Number of Items	Critical Value	Cronbach's Alpha Value	Reliability
Transactional Entrepreneurial Leadership Style	4	0.7	0.824	Supported
Organisational Innovativeness	8	0.7	0.744	Supported
Organisational Innovations	12	0.7	0.866	Supported

4.3 Descriptive Statistical Analysis

The objective of the descriptive statics is to describe the distribution of certain variables within a specific dataset. The mean (M) value indicates the location centre of the data and the standard deviation (SD) is the spread of the data. Furthermore, the standard deviation indicates the variability of values in the data set, it is a measure of dispersion, showing how spread out the data points are around the mean. The standard deviation together with the mean also indicates percentiles for a normally distributed population. According to the respondents in this study, in Table 3, the mean value and standard deviation for the variables are as follows: for the Independent Variable: Transactional Entrepreneurial Leadership Style (M = 2.577; SD = 0.8051); the Mediating Variable: Organizational Innovativeness (M = 2.662; SD = 0.5074). The dependent variable: Organizational Innovations (M = 2.910; SD = 0.6261). Based on the descriptive statistics of the computed variables, the standard deviation value is lower than 1, indicated that data is clustered closely around the mean value, therefore the data is more reliable.

Table 3. Frequency Distribution

Construct	Observations	Number of Items	Mean Value	Standard deviation	Interpretation*
Transactional Entrepreneurial Leadership Style	116	4	2.577	0.8051	High Level
Organisational Innovativeness	116	8	2.662	0.5074	High Level
Organisational Innovations	116	12	2.917	0.6261	High Level

*Mean Range Interpretation: 1.00-1.75 Low Level; 1.76-2.50 Medium Level; 2.51-3.25 High Level; 3.26-4.00 Very High Level.

4.4 Regression Analysis

Model 1: $M = \beta_0 + \beta_1 x + \varepsilon$. ***(Path a) Regress M on X***

Analysis of variance (ANOVA) indicates the variance between the variables. The *p*-value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 4, the calculated values are; *mean square* = 24.317, *df* =1, *f*-value = 523.861, *p*-value = 0.000. A larger *f*-value (523.861) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Transactional Entrepreneurial Leadership Style is significant in assessing the dependent variable: Organisational Innovativeness.

Table 4. Analysis of Variance (ANOVA)[a]

Model 1	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	24.317	1	24.317	523.861	0.000[b]
Residual	5.292	114	0.046		
Total	29.609	115			

a. Dependent Variable: Organisational Innovativeness
b. Predictor (Construct): Transactional Entrepreneurial Leadership Style

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error (SE) indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 5, the calculated model values are: R = 0.906, R^2 = 0.821, Adjusted R^2 = 0.820, SE = 0.21545. Data interpretation includes; R Squared (R^2) = 0.821, indicates that the proportion of 82% variance in the dependent variable: Organisational Innovativeness is explained by the independent variable: Transactional Entrepreneurial Leadership Style and remaining 18% variance is contributed by unexplained components. Adjusted R Squared = 0.821, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.21545, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 5. Model Summary [b]

Model	R	R^2	Adjusted R^2	Std. Error. Estimate
1	0.906[a]	0.821	0.820	0.21545

a. Predictor (Construct): Transactional Entrepreneurial Leadership Style
b. Dependent Variable: Organisational Innovativeness

Model 2: $Y = \beta_0 + \beta_1 m + \varepsilon$ ***(Path b) Regress Y on M***

Analysis of variance (ANOVA) indicates the variance between the variables. The *p*-value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 6, the calculated values are; *mean square* = 38.967, *df* =1, *f*-value = 726.020, *p*-value = 0.000. A larger *f*-value (726.020) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Organisational Innovativeness is significant in assessing the dependent variable: Organisational Innovations.

Table 6. Analysis of Variance (ANOVA)[a]

Model 2	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	38.967	1	38.967	726.020	0.000[b]
Residual	6.119	114	0.054		
Total	45.086	115			

a. Dependent Variable: Organisational Innovations
b. Predictor (Construct): Organisational Innovativeness

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 7, the calculated model values are: R = 0.930, R^2 = 0.864, Adjusted R^2 = 0.863, SE = 0.23167. Data interpretation includes; R Squared (R^2) 0.864, indicates that the proportion of 86% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Organisational Innovativeness and remaining 14% variance is contributed by unexplained components. Adjusted R Squared = 0.863, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.23167, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 7. Model Summary [b]

Model	R	R^2	Adjusted R^2	Std. Error. Estimate
2	0.930[a]	0.864	0.863	0.23167

a. Predictor (Construct): Organisational Innovativeness
b. Dependent Variable: Organisational Innovations

Model 3: $Y = \beta_0+\beta_1x+\varepsilon$. ***(Path c) Regress Y on X***

Analysis of variance (ANOVA) indicates the variance between the variables. The *p*-value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table 8, the calculated values are; *mean square* = 35.955, *df* =1, *f*-value = 448.934, *p*-value = 0.000. A larger *f*-value (448.934) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Transactional Entrepreneurial Leadership Style is significant in assessing the dependent variable: Organisational Innovations.

Table 8. Analysis of Variance (ANOVA)[a]

Model 3	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	35.955	1	35.955	448.934	0.000[b]
Residual	9.130	114	0.080		
Total	45.086	115			

a. Dependent Variable: Organisational Innovations
b. Predictor (Construct): Transactional Entrepreneurial Leadership Style

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 9, the calculated model values are: R = 0.893, R^2 = 0.797, Adjusted R^2 = 0.796, SE = 0.28300. Data interpretation includes; R Squared (R^2) 0.797, indicates that the proportion of 79% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transactional Entrepreneurial Leadership Style and remaining 21% variance is contributed by unexplained components. Adjusted R Squared = 0.796, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.28300, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 9. Model Summary [b]

Model	R	R^2	Adjusted R^2	Std. Error. Estimate
3	0.893[a]	0.797	0.796	0.28300

a. Predictor (Construct): Transactional Entrepreneurial Leadership Style
b. Dependent Variable: Organisational Innovations

Model 4: $Y = \beta_0+\beta_1x+\beta_2m+\varepsilon$. ***(Path d) Regress Y on X and M***

Analysis of variance (ANOVA) indicates the variance between the variables. The *p*-value (Sig. meaning significance) is link to null hypothesis and coefficient of independent variable. In Table10, the calculated values are; *mean square* = 35.955, *df* =1, *f*-value = 448.934, *p*-value = 0.000. A larger *f*-value (448.934) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable: Transactional Entrepreneurial Leadership Style is significant in assessing the dependent variable; Organisational Innovations. The calculated values are: *mean square* = 19.805, *df* =2, *f*-value = 408.774, *p*-value = 0.000. A larger *f*-value (408.774) and lower *p*-value (0.000 < 0.05) indicates more significance of the model. This implies that independent variable; Organisational Innovativeness is significant in assessing the dependent variable: Organisational Innovations.

Table 10. Analysis of Variance (ANOVA)[a]

Model 4	Sum of Squares	df.	Mean Squares	F-value	Sig.
Regression	35.955	1	35.955	448.934	0.000[b]
Residual	9.130	114	0.080		
Total	45.086	115			
Regression	39.611	2	19.805	408.774	0.000[c]
Residual	5.475	113	0.048		
Total	45.086	114			

a. Dependent Variable: Organisational Innovations
b. Predictor (Construct): Transactional Entrepreneurial Leadership Style
c. Predictor (Construct): Transactional Entrepreneurial Leadership Style, Organisational Innovativeness

When the R value is closer to 1.0 it means there is a stronger linear relationship between the independent and dependent variable. Adjusted R Squared (R^2) if greater than 0.5 indicates, it is a more conservative measure of fit. Standard Error indicates the precision of coefficient estimate and smaller standard error suggests a more precise estimate. In Table 11, the calculated model values are: R = .893, R^2 = 0.797, Adjusted R^2 = 0.796, SE = 0.28300. Data interpretation includes: R Squared (R^2) 0.797, indicates that the proportion of 79% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transactional entrepreneurial leadership style and remaining 21% variance is contributed by unexplained components. Adjusted R Squared = 0.796, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.28300, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Similarly, the calculated model values are: R = 0.937, R^2 = 0.879, Adjusted R^2 = 0.876, SE = 0.22011. Data interpretation includes: R Squared (R^2) 0.879, indicates that the proportion of 87% variance in the dependent variable: Organisational Innovations is explained by the independent variable: Transactional Entrepreneurial Leadership Style and remaining 13% variance is contributed by unexplained components. Adjusted R Squared = 0.876, which is over 0.5 indicates it is more conservative measure of fit. Standard Error (SE) = 0.22011, indicates the precision of the coefficient estimate and smaller standard error suggests a more precise estimate. Based up on the above data analysis this model has a good fit.

Table 11. Model Summary [c]

Model	R	R^2	Adjusted R^2	Std. Error. Estimate	df	Sig.
4	0.893[a]	0.797	0.796	0.28300	114	0.000
	0.937[b]	0.879	0.876	0.22011	113	0.000

a. Predictor (Construct): Transactional Entrepreneurial Leadership Style
b. Predictor (Construct): Transactional Entrepreneurial Leadership Style, Organisational Innovativeness
c. Dependent Variable: Organisational Innovations

4.5 Hypothesis Test Results

Hypothesis 1: There is a significant and positive relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovativeness.

As shown in Table 12, **t**he research study shows path *"a"* where dependent variable *M* regress on independent variable *X* with the results for $\beta = 0.5711$, *t-value = 22.8880, p-value = 0.000.* Interpretation: coefficient or $\beta = 0.5711$ *is positive, t-value (22.8880 >1.96), p-value (0.000 < 0.05).* This is in line with the priori expectation that $\beta > 0$ and *1* unit of increase in Transactional Entrepreneurial Leadership Style will result in *0.5711* units of increase in Organisational Innovativeness. All these statistical results with the given regression: $M = \beta_0 + \beta_1 x + \varepsilon$, support that H_1; about the significant and positive impact of Transactional Entrepreneurial Leadership Style in achieving Organisational Innovativeness in medium scale enterprises.

Hypothesis 2: There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.

The research study shows path *"b"* where dependent variable *Y* regress on independent variable *M* with the results for $\beta = 0.8311$, *t-value = 8.8590, p-value =0.000*. Interpretation: coefficient or $\beta = 0.8311$ *is positive, t-value (8.8590 >1.96), p-value (0.000 < 0.05).* This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase Organisational Innovativeness will result in *0.8311* units of increase in Organisational Innovations. All these statistical results with the given regression: $Y = \beta\ 0+\beta 1m+\varepsilon$, support H_2; about the significant and positive impact of Organisational Innovativeness in achieving Organisational Innovations in medium scale enterprises.

Hypothesis 3: There is a significant and positive relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovations.

The research study shows path "*c*" where dependent variable *Y* regress on independent variable *X* with the results *for* $\beta = 0.2198$, *t-value =3.6449, p-value =0.000*. Interpretation: coefficient or $\beta = 0.2198$ *is positive, t-value (3.6449 >1.96), p-value (0.000 < 0.05).* This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Transactional Entrepreneurial Leadership Style will result in *0.2198* units of increase in Organisational Innovativeness. All these statistical results with the given regression: $Y = \beta\ 0+\beta 1x+\varepsilon$, support that H_3; about the significant and positive impact of Transactional Entrepreneurial Leadership Style in achieving Organisational Innovations in medium scale enterprises.

Hypothesis 4: Organisational Innovativeness mediates the relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovations.

The research study shows path "*d*" where dependent variable *Y* regress on independent variable and mediating variable *X* and *M*; with the results for $\beta = 0.6945$, *t-value =21.1881, p-value = 0.000*. Interpretation: coefficient or $\beta = 0.6945$ *is positive, t-value (21.1881 >1.96), p-value (0.000 < 0.05).* This is in line with the priori expectation that $\beta > 0$ and 1 unit of increase in Transactional Entrepreneurial Leadership Style and Organisational Innovativeness will result in $\beta = 0.6945$ units of increase in Organisational Innovations. All these statistical results with the given regression: $Y = \beta_0+\beta_1x+\beta_2m+\varepsilon$., support that H_4; about the significant and positive impact of Organisational Innovativeness mediating Transactional Entrepreneurial Leadership Style in achieving Organisational Innovations in medium scale enterprises.

Table 12. Multiple Regression Analysis Summary

Hypothesis	Path	β Coefficient	t-value	p-value	Decision
H_1: There is a significant and positive relationship between Transactional Entrepreneurial Leadership-Style and Organisational Innovativeness.	*M Regress X*	0.5711	22.8880	0.000	Supported
H_2: There is a significant and positive relationship between Organisational Innovativeness and Organisational Innovations.	*Y Regress M*	0.8311	8.8590	0.000	Supported
H_3: There is a significant and positive relationship between Transactional Entrepreneurial Leadership Style and Organisational Innovations.	*Y Regress X*	0.2198	3.6449	0.000	Supported
H_4: Organisational Innovativeness mediates the relationship between Transactional Entrepreneurial Leadership Style and Organisation Innovations.	*Y Regress X, M*	0.6945	21.1881	0.000	Supported

V. CONCLUSIONS

As per the literature review the Transactional Entrepreneurial Leadership Style is categorised in a manner that leaders can gain from employees based on the manner in which employees obey their leader as substitute of rewards. Transactional Entrepreneurial Leadership Style is a social exchange practice where the leader outlines the expected job to the employees which need to be completed successfully to respect the transaction with the purpose of obtaining a reward or to escape punishment, where the leader gives the instructions and the followers need to obey but the enthusiasm and commitment will be missing. Transactional leaders use the organisational culture to run the business according to the existing rules and producers in the direction of their goals. Transactional leader is usually extremely regulating and critical of severe obedience to procedures, work approaches, and modus operandi. Although punishment is not mentioned, it is clearly understood that discipline systems are in place. In the beginning stage there will be a contract and negotiations regarding salary, working hours and other benefits. Factors that define transactional leadership: (i) Rewards are used to motivated people. (ii) Correction in behaviour is made when there are mistakes. This leadership demands that there needs to be a close monitor of task for any mistakes, and correct that error as soon as possible. It seems that this kind of leadership is still a very popular style to be used and that people get motivated by money as a reward. Transactional Leadership Style can be an obstruction to innovation. Transactional Entrepreneurial Leadership Style operates on short-term and temporary-work contracts with no commitments, rather than stable and permanent work force.

In spite of all above-mentioned negative traits associated with the Transactional Entrepreneurial Leadership Style, it has gained some success in bringing about innovations in enterprises located in the given region. This Transactional Entrepreneurial Leadership Style has been around in this region for a long time and matched with the local give and take policy of the work force to create a dynamic combo effect to obtain the needed innovations. It is also noted that, these innovations were although visible, however restricted to the short-term basic level innovations as these enterprises are short sighted and also operate under the direct scrutiny or supervision of the large-scale manufacturing enterprises, who place manufacturing orders in medium-scale auto-ancillary manufacturing enterprises located in Pune, India. Based on the research in H_1, H_2, H_3, H_4 there is a significant and positive relationship between exists between the independent, mediating, and dependent variables.

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