

THE IMPACT OF ENTREPRENEURIAL LEADERSHIP ON INNOVATIVE EMPLOYEE BEHAVIOR: A MULTI-GROUP ANALYSIS COMPARING THE UNITED STATES, SERBIA, AND BOSNIA AND HERZEGOVINA

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In the research of this paper, the center of events is entrepreneurial leadership as a new concept for the work behavior of associates. This study aims to determine the entrepreneurial self-efficiency and inclination of entrepreneurs towards innovation and creativity of entrepreneurs. The research aims to achieve results that reveal the relationship between entrepreneurial leadership and the work behavior of employees. The study tested 360 individuals - subordinates in small and medium enterprises operating in the United States - California, Serbia - Vojvodina, and Belgrade, and Bosnia and Herzegovina - Republika Srpska. Based on the obtained results, a model was made and hypotheses were tested. It was a big problem to harmonize the results of research from these three regions. Careful processing of the data resulted from these results. The results obtained have a significant effect on innovative entrepreneurship, which again aims to determine whether there is entrepreneurial leadership and in what form. The research found that innovative entrepreneurs mediate between entrepreneurial leadership and the innovative behavior of associates. The results obtained in this study confirm the hypothesis that entrepreneurial self-efficiency has an adequate effect on the connection between entrepreneurial leadership and the innovative behavior of employees in the companies in which they work. The results of this research work are intended to achieve the originality of entrepreneurship and small and medium enterprises dealing with innovation and a challenging business environment. According to the findings of numerous authors who deal with this issue, this research is not the first attempt to develop innovative behavior of employees in entrepreneurial small and medium enterprises, but it certainly has a great impact on increasing the effectiveness of entrepreneurial leadership on innovative behavior.

Keywords: Entrepreneurial leadership; Innovative environmental; Innovative work behavior; Innovative employee behavior.

INTRODUCTION

Crites et al. (1994) and Breckler (1984) suggest individual creative self-sufficiency and team beliefs about creative efficiency. Crites et al. (1994) in their study examine the reliability of their results. According to the results, Crites et al. (1994) claim that scales can distinguish people whose attitudes differ from the information

obtained. Breckler (1984) assessed individual creativity and formed a model with three components: affect, and behavioral cognition. Breckler (1984) in his research researched and identified five conditions for proper testing of the established model, and effective mediation between entrepreneurial leadership and the creativity of the individual in the team.

Fernald et al. al. (2005) state in their paper observing the overall state of entrepreneurial action and the ability of entrepreneurs as bearers of progress both in each country and in the world. Fernald et al. al. (2005) state in their interesting work that entrepreneurial ventures and the current literature on entrepreneurship devote a significant discussion to the role that entrepreneurs have in their newly created businesses and in new market niches, which they create themselves. Fernald et al. al. (2005) state in their paper that ideas in a special type of people appear so that they become innovators and create a nucleus of new products, which they later refine and thus become visionaries and bearers of the future. When creating a product, they want to create a product that does not exist on the market, they want it not to have a high production cost, so that they have a big profit, at least in the beginning. With all these characteristics of entrepreneurs, whose imperative is to apply good management practice, they apply in their new company. In this paper, Fernald et al. (2005) engage in a very difficult thing and that is the discovery of important abilities whose bearers are entrepreneurs as leaders, the circumstances in which entrepreneurial leaders are created are very changeable and must take care of the survival of their company at all times. Also, Fernald et al. (2005) attempt to essentially create a new style of entrepreneur who is evolving, offering a change from the past and moving into the future. There are new ideas about modern business characterized by the fourth industrial revolution. The role of technology in entrepreneurial leadership is growing and the application of information and communication technologies and the entrepreneurial need for sustainable development of their companies. All these changes and global challenges for entrepreneurial leaders are becoming an important driver of technology development, innovation, and overall economic growth and development.

A review of the literature so far is not relatively new, some authors are controversial in their data on entrepreneurial leadership. Entrepreneurship is according to Sajfert et. al. (2012) studied since Aristotle. According to the authors Sajfert and Čóckalo (2009), entrepreneurship is an internal feature of the open economy, the company's "Natural" organizational form. Entrepreneurship and enterprise cannot be successful without adequate leaders, regardless of who holds these functions - the owner, entrepreneur, manager, or worker in a different or the same person. Sajfert

and Čóckalo (2009) state that in the world of business people, leaders at different levels in companies, especially those who are just planning to start their own business, are future promising entrepreneurs. Sajfert and Čóckalo (2009) state that small business owners often work and operate from remote poorly equipped workshops, a small business owner has to make business decisions most often alone, so he becomes a leader entrepreneur. Sajfert and Čóckalo (2009) state in their work that this is the time of small businesses, i.e. entrepreneurship, in other words, it is the small entrepreneur on whom the whole world is based for the most part bases his hopes for economic development, then we can say that he is a small entrepreneur still a restrained person. Sajfert and Čóckalo (2009) state that the skill of entrepreneurship is a process of directing, where an individual directs himself or a group of people towards goals that he has already achieved or towards goals that he wants to achieve with his like-minded people.

Renko, et. al. (2015) state in their research that entrepreneurial leadership is very interesting for scientists and their research. Renko, et. al. (2015) come to the conclusion, which they present in their work and analysis that papers of this type appear in professional journals on the SCI list, as well as in the popular press, and among doctoral students in doctoral studies. Renko, et. al. (2015) in their research concluded that entrepreneurial leadership has great application in theory and practice and the creation of entrepreneurial opportunities. Authors Renko, et. al. (2015) in their research state the specific circumstances that may affect the success of entrepreneurial leadership, and test the reliability and validity of empirical measures for this construction (ENTRELEAD scale). Renko, et. al. (2015) developed the ENTRELEAD scale for assessing entrepreneurial leadership style, including identifying opportunities, taking risks, proactively, being visionary, and innovatively, and leading leaders in generating ideas. Using this new measuring tool, Renko et. al. (2015) arrive at valid results, that entrepreneurial leadership is predominant among founders rather than among non-founders, indicating constructive validity.

Most people want to do their jobs well. They don't need commands, threats, or ultimatums. What they can use more productively are direction, support, encouragement, and rewards, Haim (2002). Haim (2002) reveals how to increase commitment, competency, and productivity by stimulating each

employee's intrinsic desire to excel. Iqbal et al. (2020) in their research seek to establish the relationship between entrepreneurial leadership and employee innovative behavior and examine the mediating role of affective commitment, creative self-efficacy, and psychological security in this. A study conducted by Chen (2007) tests the view that the innovative ability of a new venture is influenced by the interaction of the leadership of the leading entrepreneur and the creativity of the members of the entrepreneurial team, measured by the creation of patents. Čóckalo et al. (2020) state that youth unemployment rates are high in both developing and developed countries, improving the environment for entrepreneurial activities is a necessity to increase the potential of youth entrepreneurship. Global entrepreneur Sir Richard Branson (2006) has built a business empire and made billions, yet is renowned for his approachability, and ability to challenge and succeed against the odds. *Screw It, Let's Do It: Lessons in life and Business* that have helped him through his business and personal life such as, believe it can be done and that, if others disagree with you, try and try again until you achieve your goal; or that you must love what you do. Malik et al. (2020) conducted a study that focused on the impact of entrepreneurial leadership on employee innovative behavior while using organizational change, employee commitment, and commitment toward change as a mediator. When people start a job for which they are experts, they want to do it with quality. In the workplace, people try to do their job correctly. According to Haim (2002), it is important for employees to be guided by someone, to give them support, and to stimulate them in order to receive rewards. Haim (2002) in his research concludes that employees need to increase their commitment, to be as competent and productive as possible, if in the production process. Every employee should be given a chance to stand out. In their research, Iqbal et al. (2020) seek to establish the possibility for an entrepreneur-leader to be as innovative and creative as possible. A study conducted by Chen (2007) tests the view that the innovative ability of a new venture is influenced by the interaction of the leadership of the leading entrepreneur and the creativity of his members of the entrepreneurial team, measured patent creation. Čóckalo et al. (2020) state in their research conducted in the Central Banat District that it is necessary to create an entrepreneurial environment for youth entrepreneurship. The great leader entrepreneur Sir Richard Branson (2006) is a very direct businessman. His idea is to create a

very profitable airline Virgin Atlantic. As a very creative businessman, he did a very unusual thing. There is a hairdresser on all flights, so passengers can get a haircut without wasting time. Branson (2006) states in his very interesting book: try and try again until you reach your goal; or that you have to love what you do. Malik et al. (2020) conducted a study that focused on entrepreneurial leadership on their innovative behavior and organizational change, employee commitment, and commitment to change as intermediaries.

Fahad et. al. (2020) cite in their comprehensive research a model they have developed that integrates entrepreneurial leadership, instructing people to be innovative and creative in their future work. According to Fahad et. al. (2020) and research, they found out how much influence entrepreneurs have on small and medium enterprises. Fahad et. al. (2020) state that their research, which has been empirically confirmed, has a significant impact on the quality attitude towards innovation, which can benefit the owners of new companies. Sarwoko (2020) stated before embarking on research that many studies test the relationship between leadership and innovative behavior at work. Sarwoko (2020) therefore decided to examine the mediating role of creative efficiency and the relationship that exists between entrepreneurial leadership and innovative behavior at work in start-ups. Sarwoko (2020) states that this research has compensated for the impact of effects on people with new ideas who are innovative and have the ability to realize their ideas and make them a good business. According to Sarwoko (2020), a person who possesses creative self-efficiency is well on his way to achieving great business ventures with innovation. The results obtained by Sarwoko (2020) show that entrepreneurial leadership increases the innovative work behavior of employees. In addition, Sarwoko (2020) argues in their research that entrepreneurial leadership increases creative self-efficacy and leads to increased innovative work behavior of employees.

Tung and Yu (2016) state in their research that there is a great understanding of the impact of entrepreneurial leadership and the great importance of innovation. Tung and Yu (2016) place special emphasis on the ability to look at situations, things, and phenomena from a new point of view and find new, original solutions, i.e. the ability to look at things in a new way. Tung and Yu (2016) state that it is a cognitive process, the development of ideas,

concepts, means, or discoveries that the creator himself and those for whom the product is intended consider new. These are the people who make things different. Tung and Yu (2016) concluded that it is the result of a specific structure and interaction of intellectual abilities, personality characteristics, knowledge, and motivation. Gumusluoglu and Ilsev (2009) state in their research that transformational leaders are people who create exceptional motivation in employees and outstanding achievements in all areas, and possess vision, enthusiasm, and inspiration to focus on higher missions and ideals that go beyond their immediate personal interests. People who see problems in a new way.

According to Gumusluoglu and Ilsev (2009), transformational leaders have self-confidence and confidence in personal abilities and capabilities in achieving exceptional results and achieving a special mission in general. Holzmann and Golan (2016) state that a quantitative expression of how much we want to achieve what we want. According to Holzmann and Golan (2016) business goals are the endpoints towards which activities are directed, the starting and ending point of management. They state that one should take care of the dimensions of creativity in the production environment. Holzmann and Golan (2016) state that every business goal should be clear, they state that vaguely set business goals make it difficult to achieve. Unattainable business goals have a demotivating effect on both entrepreneurial leaders and all employees in the company. Holzmann and Golan (2016) developed a model that explains the initial phase that motivates employees to achieve the basic thing they come to the company for, and that is personal affirmation and earnings. Shin (2015) cites his research that is how much leadership influences creativity. According to Shin (2015), important personality traits related to creativity are tolerance of uncertainty, non-conformism, curiosity, flexibility, etc. He states that creativity requires a specific motivation in which self-actualization, achievement, curiosity, and diversity are the central motives that should be influenced by entrepreneurial leaders.

Santos et. al. (2018) state in their paper that they want to focus on the idea management system (IMS). The competitiveness of the economy largely depends on the ability to introduce ideas. There is an agreement between research and business practice on the great importance of the process of introducing innovations, especially at

the earliest stage when it is necessary to identify business opportunities and the possibility of their realization. In the process of innovation management, many authors emphasize the crucial role of idea management, i.e. the efficiency of the way of creating, collecting, evaluating, improving, selecting, and implementing ideas. Chen, et. al. (2014), state in their research that product innovation is the main topic of their work. According to Chen, et. al. (2014) development and application of new ideas, which people spread over time within the institutional framework. They state that innovation is a new idea, which can be adapted to an old idea. They state that every renovation is shaped to strengthen the position of the company or the company against the competition. Chen, et. al. (2014) instruct us that we need to distinguish the invention from innovation. Chen, et. al. (2014) believe that invention is the act of discovering (inventing) new methods and techniques, i.e. technologies, as well as new products. They state that innovations have the task of materializing discoveries and using the market to bring them to purpose.

Recently, entrepreneurial leadership towards Bagheri and Pihie (2011). It is focused on constant development and change. They believe that entrepreneurial leadership should create and use opportunities for new business ventures, accepting risks in starting a business and improving business performance, as well as finding new potentials and opportunities. Bagheri and Pihie (2011) state that a strategy of constant change and innovation should be constantly developed and implemented. Innovations and their rapid implementation and commercialization are the basic instruments of entrepreneurial leadership. However, as stated by Bagheri and Pihie (2011) in their work there is a problem with the conceptual basis of this developmental area of research.

Bagheri (2017) conducted a study whose main purpose is to investigate the impact of entrepreneurial leadership on innovative work behavior. Bagheri (2017) states in his work three key tasks of entrepreneurial leadership: achieving successful existing business, finding new business potentials, and securing the future of business. Authors Mehmood, et. al. (2019) conducted a study examining the impact of entrepreneurial leadership (EL) on innovative employee behavior (IB) along with the mediating role of psychological empowerment (PE). Findings discovered by Mehmood, et. al. (2019) that the person who

undertakes certain ventures takes on the uncertainty and risk for its effect. Mehmood, et. al. (2019) state that every company needs a leader entrepreneur as the bearer of entrepreneurial initiative. They state that he is always a creative person who is capable of founding a new company.

LITERATURE REVIEW

Development of the definition of entrepreneurial leadership

Cunningham and Lischeron (1991) state that entrepreneurial leadership is a very interesting phenomenon that involves setting clear goals, both for the entrepreneur, who is always a creative and capable person who creates opportunities, starts business ventures, bears business risk, but also looks to the future develop a human resources system. Irelan et al., (2003) state in their research that entrepreneurial leadership implies the ability to innovate in the company. They state that successful entrepreneurial leadership is the best combination of talent, knowledge, and abilities of entrepreneurs, to influence others, and very skillfully strategically manage resources. Irelan et al. (2003) state that all ideas and abilities must be supported by capital, to emphasize the need for such behavior in search of opportunities. Gupta et al. (2004) in their research conclude that leadership creates visionary scenarios, which are possessed by only an extremely small number of entrepreneurs. Gupta et al. (2004) state that leaders are the ones who bring together and mobilize the employee support team and who are committed to creating vision and strategic value creation.

Thornberry (2006) in his research states that he came to the conclusion that leadership requires passion, vision, focus, and the ability to inspire others. Thornberry (2006) further states what results he has come to, that entrepreneurial leadership requires all of this, as well as a different way of thinking about a business venture, with adequate capital, to help entrepreneurial leaders identify, develop and seize new business opportunities. Surie and Ashley (2008) cite their model, which they have managed to develop through pragmatism, which combines entrepreneurial leadership and ethics, and state that this merger is not incompatible. A case study conducted in the United States and India states that it is necessary to emphasize pragmatism that will be combined with ethics, in order to achieve sustainable entrepreneurial leadership. Renko, et.

al. (2015) state in their research that entrepreneurial leadership has an impact on the performance of the whole group that needs to achieve the set organizational endeavors, bearing business risks with a view to the future, which necessarily includes identifying and using entrepreneurial opportunities.

Jong (2006) states in his research on innovation, that it is the application of new ideas, which people spread over time, who can innovate and be adapted to the old idea. Jong (2006) warns us to distinguish between invention and innovation. According to Jong (2006), invention means the act of discovering (inventing) new methods and techniques. While innovation means discoveries that materialize through the market. Introduces the term measuring innovation and another understanding of individual innovation. Leitch et al. (2013) investigate how entrepreneurial leadership develops as a social process and what its role is. Their findings indicate that the ability of entrepreneurs as leaders to communicate successfully, influence behavior and lead individuals and groups, build relationships of cooperation and teamwork is very important. Leitch et al. (2013) analyze the need to create an atmosphere of support and security, and high participation of all employed members in planning and determining all things that affect them.

The findings of Leitch et al. (2013) indicate that the entrepreneurial leader should make an effort to realize individual efforts, interests, and goals successfully integrated into the joint venture, interests, and goals. De Jong and Den Hartog (2010) in the study state that innovation is a specific tool of entrepreneurship, by which entrepreneurs change the face of small business or a new different meaning of a product or service in our daily lives. According to De Jong and Den Hartog (2010), the constant search for new, better, and more perfect ones, which entrepreneurs are usually the first to embark on, has given rise to innovation. If we look at the situation that leads to the creation of innovations through the prism of running a business, the opportunity to start or improve a business is a chance to do something different and better. If we look at it from the economic aspect, then it is a combination of the use of materials, resources, physical and mental work, as well as capital or investment. Entrepreneurial leaders, as innovators, are people who create new combinations of these enumerated aspects. De Jong and Den Hartog (2010) in their

article deal with the developed measure of the IWB with four potential dimensions: research, generation, advocacy, and implementation of ideas.

Jaiswal and Dhar (2015) in their research address the role of transformational leadership and employee creativity. They state that creativity is the ability to look at situations, things, and phenomena from a new point of view, and creative people find new original solutions, that is, they have the ability to look at things in a new way. As creativity is the forerunner of innovation, and innovation is the implementation of creative solutions, many situations that require the creative behavior of employees can be described as problems. Jaiswal and Dhar (2015) found that transformational leaders encourage the creative behavior of employees and help them build the capacity for creative problem-solving. Jaiswal and Dhar (2015) state the conclusions, and the experimental nature of this paper, encourage contemporary research that aims to explain the effects of transformational leadership on follower creativity. The key skill or attribute of successful entrepreneurs is self-efficacy. This is an optimistic confidence in our ability to undertake the task, successfully complete it and achieve a favorable outcome. Self-efficacy comes from the social cognitive and provides the basis for human motivation, well-being, and achievement. Psychologist Bandura (1977) created the concept and coin of self-efficacy. Richter et al. (2012) state that people who have a strong sense of self-efficacy choose a path, and actions that make them feel competent and confident that they can produce the desired outcome. They think optimistically, are motivated to persevere when the challenge is chosen, and can correct their thoughts and actions. Richter et al. (2012) believe that these individuals see difficult tasks as challenges to master rather than avoid threats. In contrast, those who have poor self-efficacy are far more skeptical of their abilities, act in a self-exhaustive way, and tend not to use self-regulatory practices to adjust or improve thoughts and behaviors when challenges arise. Richter et al. (2012) state that self-efficacy is rated above talent in the formula for success. Many entrepreneurs show strong self-efficacy. Strong self-efficacy suggests they can produce their own future. A study by Currie et al. (2008) explores the possibility of introducing entrepreneurial leadership into the English public sector. In a study by Currie et al. (2008), they claim that entrepreneurship in the public sector is characterized by a combination of three different

agencies: "stakeholders", "entrepreneurial" and "political". According to a study by Currie et al. (2008), the entrepreneur in the public sector identifies market opportunities in the policy environment and optimizes the potential of innovation to improve the performance of the public sector organization. A study by Newman et al. (2018) explores the unique impact of entrepreneurial leadership on the relationship between creative employee self-efficacy (CSE) and innovative behavior. A study by Newman et al. (2018) found that the effect of dimensions of Self-efficacy is the largest and most important dimension of the model, and refers to trust in entrepreneurial characteristics, the persistence of the individual, and the tendency to take on the role of leader. The results of the Newman et al. (2018) suggest that leaders involved in modeling employee entrepreneurial behavior and directing employees toward identifying and exploiting entrepreneurial opportunities are more likely to encourage innovative behavior among employees with higher levels of creative self-efficacy than by allowing employees to participate in decision making. A study by Kim et al. (2017) investigated the application of entrepreneurial leadership and its impact on reliable, responsible behavior in the Chinese public sector. Results Kim et al. (2017) find that the level of trust and interaction in organizations is very important so that there is an increase in accountability and the creation of new ideas, which promotes broader ideas that can increase efficiency in the new Chinese civil service system. The main findings of Kim et al. (2017) provide clear lessons and inspiration on how to activate and nurture personal, organizational, and social innovation spirit and behaviors to maximize the effects of social innovation. Gupta, et al. (2004), state in their research and the obtained results that the newly formed companies appear in a competitive environment, which differ from the previous forms of behavior, concerning the classically formed companies. Gupta et al. (2004), they wrote an article that develops the construct of entrepreneurial leadership using existing works on entrepreneurship and leadership as a guide. The findings of Gupta et al. al. (2004), provide evidence that there is an absolute appeal of entrepreneurial leadership in all cultures and introduce preliminary factors that contribute to reducing social disparities in the perceived efficiency of new businesses. The article by Freeman and Siegfried (2015) examines three important challenges faced by people who start new businesses on modern principles and when

starting new businesses: caring about development, you must be infinitely persistent, and do market research in poor business conditions. In the article, Freeman and Siegfried (2015) come to the results that are important for their hypothesis, and these are the skills needed to start a new company and to run their business successfully. Freeman and Siegfried (2015) think here of their successful business during the founding of the company: think strategically, teach the staff in the company and do self-evaluation.

The study of Huang et al. (2014) tells us about the improvement of previous theoretical research. They examined the relationship between entrepreneurial leadership and the efficiency of new ventures with the introduction of research and exploitation innovations that will accelerate the modern business of a company set up in this way. The study by Huang et al. (2014) indicates that entrepreneurial leadership is positively associated with research and exploitation innovations, which in turn is closely related to new ideas that will be realized in the new firm. The results obtained by Huang et al. (2014) contribute to the need for this research so that the impact of entrepreneurial leadership can be good for achieving excellent results in a new endeavor. Huang et al. (2014) followed two types of innovative activities (i.e. research and exploitation innovations) and concluded that these relationships depend on the conditions achieved in the environment.

Surie and Ashe (2008) cite in their research the model they did and the results they came up with. They believe that entrepreneurial leadership is in an experimental phase, dominated by pragmatism, and far less important is the philosophical approach. Surie and Ashe (2008) point out in the obtained results that entrepreneurial leadership is related to ethics and that maintenance to create value requires ethical action for business results to be adequate. According to Leitch and Volery (2017) and their findings, leadership has been a major research topic in management for almost a century. Leitch and Volery (2017) state that many of his concepts have not yet been adopted in entrepreneurial leadership and are used in small business management. Leitch and Volery (2017) state that entrepreneurial leadership is still evolving and has not yet achieved adequate tools to assess its characteristics and behavior. Kang et al. (2015) state in their research that they discover the results they obtained by realizing that the founders of the researched companies have innovative behavior of entrepreneurs, who are very active in cooperation

with staff. Kang et al. (2015) come up with results that relate to company leaders with a positive attitude toward innovative employees and work on inspiring them. Kang et al. (2015) state in the research that they failed to find a special effect between the innovative climate and the behavior of leaders. Fontana and Musa (2017) state that they came up with results in their research where they measured entrepreneurial leadership (EL) intending to discover where innovation is and examining their relationship. Fontana and Musa (2017) in their research present the findings and prove that there is no connection between innovation performance and company performance. Therefore, Fontana and Musa (2017) encourage them with their obtained results and found that the obtained variables, and research shows the findings of the missing link of the influence of intellectual property on the performance of innovations. That is why Fontana and Musa (2017) contribute to science so their contribution is of great importance. Simsek et al. (2015) state in their research that they concluded that there is a connection between entrepreneurial leadership and innovation. Simsek et al. (2015) obtained results that are encouraging, but some of the more innovative issues remain insufficiently explored. In their work, Harrison et al. (2015) arrive at results that form the basis for gender relations and entrepreneurial leadership. Harrison et al. (2015) arrive at results that are adequate for gender and entrepreneurial leadership, as evidence of equality. Based on this, Harrison et al. (2015) propose a research plan for a gender analysis of the rapidly growing interface between leadership and entrepreneurship, which contains topics around which the future development of entrepreneurial leadership can be organized. Sawaeen and Ali (2020). state that Kuwaiti SMEs contribute to the country's economic growth by creating productive jobs for Kuwaiti youth and professionals by improving income diversification.

METHODOLOGY

Starting from the defined problem area, the subject of research in this paper is the impact of entrepreneurial leadership on the innovative behavior of employees. The goal is to gain relevant scientific knowledge about methods for innovative behavior of employees in entrepreneurial leadership activities, primarily at the enterprise level, but also individual innovative projects, as well as to evaluate their contribution to organizational performance.

Hypothesis

H-1: Entrepreneurial leadership has a positive impact on employees' innovative work behavior.

H-2: The innovative environment of the company influences the relationship between entrepreneurial leadership and the innovative work behavior of employees.

H-3: Entrepreneurial self-efficacy has a good impact on entrepreneurial leadership on innovative work behavior of employees.

To achieve the research objectives, this study used data from a sample of 360 supervisor-subordinates working in small and medium enterprises (SMEs). A sample of 120 supervisor-intermediaries was taken in companies operating in the USA – California 120, in the Republic of Serbia – Vojvodina and Belgrade 120, and Bosnia and Herzegovina – Republic Srpska 120. Based on the determination of the basic set and sampling, a sampling strategy was developed and hypotheses were tested with the help of IBM SPSS Statistics. Data was collected with the help of a master's student at Fullerton University in Los Angeles – California, a master's student at the University of Novi Sad, and a master's student from the International University of District of BiH.

After rejecting poorly completed surveys, the final sample included 360 supervisor-subordinates out of 510 (response rate 70,58%), such a high rate was obtained by high engagement of interviewers. Demographic data of the respondents state that out of the total number of participants, 290 (80,55%) are men in all three groups, and 70 (19,45%) are women. The average age of the respondents was 37.5 years with SD of 6.65 years, while their average length of service in a particular organization was 7.25 years in all three groups, with SD of 4.25 years.

Measurement Scales

Entrepreneurial leadership: To measure the subordinates' "perceptions of their immediate leaders" EL practices, we used an eight-item EntreLeadership questionnaire developed by Dave Ramsey (2011). Cronbach's alpha for this measurement scale was 0.87, which indicates a high degree of internal consistency.

Innovative environment: To measure the innovative environment, of the firm, we used a

three-item scale developed by Patterson et. al. (2005). Survey participants were asked to choose a number from 1 through 5 that best describes their firm's innovative environment. The answers are thus obtained according to the Likert scale of 5 degrees Likert (1932) ($\alpha = 0.68$).

Previous research has failed to reveal which personality traits distinguish a future entrepreneur and manager. Chen et al. (1998) came up with the results of individual characteristics that are highly entrepreneurial and proposed a construct of entrepreneurial self-efficacy (ESE) to predict what the probability is that someone will become an entrepreneur. According to the results obtained by Chen et al. (1998), these are five factors: marketing, innovation, management, risk-taking, and financial control. Study Chen et al. (1998) that the overall ESE scores distinguished entrepreneurship students from management and psychology students. They also found that entrepreneurship students have greater self-efficacy in marketing, management, and financial control than management and psychology students. De Jong and Den Hartog (2010) in their study address a developed measure of the IBW with four potential dimensions: research, generation, advocacy, and implementation of ideas. Leading entrepreneurs were asked to rate the frequency with which their subordinates exhibited different behaviors according to the Likert scale (Likert, 1932) ranging from 1 (never) to 5 (always).

The Jung et al. (2003) study builds on existing literature and proposed four hypotheses about how the leadership styles of top managers, directly and indirectly, affect their companies' innovations. Empirical research by Jung et al. (2003) on employee performance specified that the age, gender, education, and seniority of employees in an organization can affect their performance.

Research and the Results

To assess the reliability of all data, we used IBM Amos 21 Software. Before going to analyze the hypothetical relationship between different variables of research, the study has provided the descriptive statistics of the selected sample and inter-variable correlations for all of the subject variables. The means, standard deviations, and inter-variable correlations are presented in Table 1.

The study provided descriptive statistics of the selected sample inter-variable correlations for all

subject variables. Mean values, standard deviations, and inter-variable correlations are shown in Table 1 for US Sample 1, Serbia Sample 1, and Bosnia and Herzegovina Sample 1.

Table 1: Means, Standard Deviation, and Inter-Variable Correlations

US Sample 1

Scale	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	0.83	0.17	1							
2. Age	35.65	6.54	.009	1						
3. Education	1,85	0.39	0.04	0.07	1					
4. Tenure	5.23	3.42	0.02	0.07	0.09	1				
5. Entrepreneurial Leadership	5.43	0.52	0.07	0.03	0.082	0.05	1			
6. Entrepreneurial Self-efficacy	5.32	0.39	0.05	0.33*	0.41	0.21	0.29*	1		
7. Firm's Environment	3.45	0.43	0.08	0.08	0.06*	0.28*	0.36*	0.32*	1	
8. Innovative Behavior	3.75	0.31	0.04	0.17	0.16*	0.19*	0.38*	0.29*	0.39*	1

Notes: N=120 dyads *P<0.01, (two-tailed)

Serbia Sample 1

Scale	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	0.81	0.16	1							
2. Age	34.75	6.65	0.02	1						
3. Education	1,85	0.46	0.05	0.06	1					
4. Tenure	5.25	3.54	0.04	0.05	0.07	1				
5. Entrepreneurial Leadership	5.65	0.55	0.05	0.07	0.09	0.08	1			
6. Entrepreneurial Self-efficacy	5.64	0.48	0.06	0.25*	0.35	0.13	0.38*	1		
7. Firm's Environment	3.55	0.35	0.06	0.08	0.22*	0.26*	0.45*	0.28*	1	
8. Innovative Behavior	3.45	0.32	0.05	0.18	0.26*	0.25*	0.43*	0.35*	0.46*	1

Notes: N=120 dyads *P<0.01, (two-tailed)

Bosnia and Herzegovina Sample 1

Scale	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	0.84	0.19	1							
2. Age	36.21	6.81	0.02	1						
3. Education	1,93	0.49	0.04	0.03	1					
4. Tenure	5.31	3.79	0.06	0.06	0.06	1				
5. Entrepreneurial Leadership	5.61	0.54	0.06	0.08	0.07	0.09	1			
6. Entrepreneurial Self-efficacy	5.62	0.49	0.07	0.23*	0.37	0.15	0.35*	1		
7. Firm's Environment	3.51	0.34	0.05	0.06	0.26*	0.28*	0.41*	0.29*	1	
8. Innovative Behavior	3.41	0.33	0.07	0.17	0.24*	0.23*	0.41*	0.31*	0.42*	1

Notes: N=120 dyads *P<0.01, (two-tailed)

RESULTS OF MEDIATION ANALYSES

The hypothesis (H-2) of this study is set up so that the company's innovative environment influences the relationship between entrepreneurial leadership (EL) and innovative employee behavior (IWBE). Baron and Kenny (1986) in their study seek to distinguish between the properties of moderator and mediator variables by explaining differences in human behavior. Baron and Kenny (1986) distinguish two functions of variables: a) the moderator function of the third variable and b) the

mediating function of the third variable. Baron and Kenny (1986) suggest three conditions that must be met: first, the independent variable should significantly relate to the dependent variable, second, the independent variable should significantly relate to intermediaries, and third, the control intermediate variable. In the paper, we used the experiences of Baron and Kenny (1986) to investigate the effect of meditation. As shown in Model 3 (Table 2), the innovative environment of the company has become a stronger predictor of innovative behavior of employees $\Delta R^2 = 0,25$, for

US Sample 2, $\Delta R^2 = 0,24$, for Serbia Sample 2, $\Delta R^2 = 0,23$, for Bosnia and Herzegovina Sample 2. The mean value for all three sets is $\Delta R^2 = 0,24$.

According to the study by Stuart et al. (1999), a statistical hypothesis was developed, which was tested based on the observation of a process model using a set of statistical variables, which stated the effect of mediation. The study sought the effect of Entrepreneurial Leadership (EL) when an innovative enterprise environment was introduced into the model (Table 2).

The company's innovative environment has become a predictor of Innovation Work Behavior $R^2 = \text{model 1 } 0.07$; for US Sample; $R^2 = \text{model 1 } 0.05$, for Serbia Sample 2; For Bosnia and Herzegovina $R^2 = \text{model 1 } 0.04$.

The findings in all their samples suggest that the innovative environment of the analyzed firms confirms the link between Entrepreneurial Leadership (EL) and innovative employee behavior and supports the second hypothesis.

Table 2: Hierarchical Regression Model for Moderation
US Sample 2

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step. 1	Age	0.14*	0.07	0.045
	Gender	0.15	0.06	0.044
	Education	0.15**	0.08	0.072
	Tenure	0,10	0.10	0.07
Step. 2	Entrepreneurial Leadership (EL)		0.41**	0.35*
	Firm's Environment (FE)		0,42	
Step.3	R^2	0.07	0.21	0.46
	ΔR^2		0.17**	0.25**
	F	4.96	18.70**	35.49**

Notes: N=120 dyads: *P<0.1, **P<0.05 *two-tailed teste; standardized coefficients are reported

Serbia Sample 2

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step. 1	Age	0.13*	0.06	0.044
	Gender	0.11	0.05	0.043
	Education	0.14**	0.07	0.071
	Tenure	0.10	0.06	0.065
Step. 2	Entrepreneurial Leadership (EL)		0.40**	0.37*
	Firm's Environment (FE)		0,46	
Step.3	R^2	0.05	0.20	0.44
	ΔR^2		0.15**	0.24**
	F	4.95	18.72**	35.47**

Notes: N=120 dyads: *P<0.1, **P<0.05 *two-tailed teste; standardized coefficients are reported

Bosnia and Herzegovina Sample 2

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step. 1	Age	0.12*	0.05	0.036
	Gender	0.10	0.04	0.043
	Education	0.13**	0.06	0.074
	Tenure	0,10	0.10	0.05
Step. 2	Entrepreneurial Leadership (EL)		0.43**	0.38*
	Firm's Environment (FE)		0,45	
Step.3	R^2	0.04	0.19	0.43
	ΔR^2		0.14**	0.23**
	F	4.94	18.71**	35.43**

Notes: N=120 dyads: *P<0.1, **P<0.05 *two tailed teste; standardized coefficient's are reported

Aiken et al. (1991) conducted a survey with 206 Japanese students and 243 Russian students. The results showed that Russians use repression more often as a regulation of emotions than the Japanese, and suppressing anger reduces depressive emotions among Russians, but not among the Japanese. Analogous to this research, the interpretation of the term (EL x ESE) was simplified, followed by the procedure of hierarchical regression. In the hierarchical regression, the control variables were entered in the first step, and the main effects were entered in the second step. That's how we got the interaction of the independent moderator. Moderation analyses (see tables US Sample 3, Serbia Sample 3, and Bosnia and Herzegovina Sample 3) confirmed that ESE strengthens the positive effect of EL on the innovative work behavior of employees in all three sets. The term interaction (EL x ESE) was shown to be statistically significant in the proposed direction as well $\beta = 0,15$, $P < 0.05$). It makes up 15% of the variance in the innovative work behavior of employees ($\Delta R^2 = 0,15$, $P < 0.01$). The results provide empirical support to the hypothesis (H-3).

In the last few decades, EL has gained growing consideration among entrepreneurship and leadership scholars and practitioners. Nguyen et al. (2021) examined the effect of entrepreneurial leadership, entrepreneurial orientation, and technological innovation capability on SMEs'. Miao et al. (2012) examined the mediating influence of identification with a leader on the relationship between follower perceptions of transformational leadership behavior and their work outcomes, using data obtained from migrant workers and their supervisors in a large manufacturing company located in south-eastern China. Kreiner et al. (2011) noted that

entrepreneurs demonstrate dominance over employee job satisfaction and organizational responsibilities when predicting group or organization performance and organizational civic behavior.

Table 3: Regression Analysis of Moderation for Innovation for Innovation Work Behavior
US Sample 3

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step 1	Age	0.14	0.04	0.04
	Gardner	0.13	0.07	0.05
	Education	0.15	0.06	0.03
	Tenure	0.9	0.07	0.06
Step 2	Entrepreneurial Leadership (EL)		0.39	0.36
	Entrepreneurial Self-efficacy (ESE)		0.31	0.29
Step 3	(EL X ESE)			0.15
	R ²	0.09	0.21	0.35
	ΔR ²		0.13	0.14
	F		4.83	32.65

Notes: N=120 dyads; P<0.1, P<0.05 *two-tailed teste; standardized coefficient's are reported

Serbia Sample 3

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step 1	Age	0.12	0.06	0.03
	Gardner	0.14	0.09	0.04
	Education	0.17	0.08	0.05
	Tenure	0.98	0.08	0.04
Step 2	Entrepreneurial Leadership (EL)		0.37	0.31
	Entrepreneurial Self-efficacy (ESE)		0.33	0.27
Step 3	(EL X ESE)			0.14
	R ²	0.07	0.19	0.34
	ΔR ²		0.11	0.15
	F		4.81	32.66

Notes: N=120 dyads; P<0.1, P<0.05 *two-tailed teste; standardized coefficient's are reported

Bosnia and Herzegovina Sample 3

Variables		Innovation Work Behavior		
		Model 1	Model 2	Model 3
Step 1	Age	0.13	0.05	0.02
	Gardner	0.14	0.05	0.03
	Education	0.14	0.05	0.03
	Tenure	0.10	0.06	0.05
Step 2	Entrepreneurial Leadership (EL)		0.36	0.33
	Entrepreneurial Self-efficacy (ESE)		0.33	0.26
Step 3	(EL X ESE)			0.13
	R ²	0.06	0.22	0.37
	ΔR ²		0.14	0.17
	F		4.85	32.68

Notes: N=120 dyads; P<0.1, P<0.05 *two tailed teste; standardized coefficient's are reported

Ahlin et al. (2014) noted that there are several studies in entrepreneurship investigating determinants of innovation outcomes in SMEs. Although entrepreneurs' entrepreneurial creativity is often seen as a prerequisite, previous research indicates it is not an exclusive determinant of innovation. Ahlin, et. al. (2014) use the theoretical logic of social cognitive theory and innovation theory to develop a conceptual model of an entrepreneur's creativity, self-efficacy, and innovation outcomes. The model is then tested on a large sample of small and medium firms from two distinct economies: the United States and Slovenia. Ardichvili et. al. (2003) This paper identifies an entrepreneur's personality traits, and prior knowledge as antecedents of entrepreneurial alertness to business opportunities. The authors state in their paper that its entrepreneurial alertness, in turn, is a necessary condition for the success of the opportunity identification triad: recognition, development, and evaluation. Bear and Oldham (2006) conducted a study that examined the possibility of a curvilinear relation between the creative time pressure employees experience at work and their creativity. The authors also examined whether this curvilinear relationship was moderated by employees' assessments of the personality of openness to experience and support for creativity that employees received from supervisors and associates.

DISCUSSION

The research in this paper gave results for gender, age, education, mandate, entrepreneurial leadership, entrepreneurial self-efficacy, company environment, and innovative behavior, i.e. all variables of subjects. Sample 1 from Bosna and Herzegovina. Kreiner et. al. (2021) the findings reveal that (1) the relationship between the job satisfaction of entrepreneurs and organizational responsibilities is negligible, indicating a constructive surplus; (2) Compare the relationship between entrepreneurs and employee job satisfaction and organizational responsibilities by adding significant increment validity another construct; (3) Entrepreneurship has a lower relative weight concerning entrepreneurs in a relationship and job satisfaction, as well as organizational, task performance, and efficiency of entrepreneurs; and (4) Entrepreneurs demonstrates dominance over employee job satisfaction and organizational responsibilities when predicting group or

organization performance and organizational civic behavior. Kreiner et. al. (2021), we recommend that future research examine relationships among entrepreneurs and their relationships with employees, as well as job satisfaction in the organization to potentially compare them.

The research in this paper yielded results as shown in Model 3 (Table 2), the company's innovative environment became a stronger predictor of innovative behavior of employees $\Delta R^2 = 0.25$, for Sample 2 USA, $\Delta R^2 = 0.24$, for Serbia Sample 2, $\Delta R^2 = 0.23$, for Bosnia and Herzegovina Sample 2. The mean value for all three sets is $\Delta R^2 = 0.24$.

Dorđević, and Čočkaló (2017) "provided the basic starting points for entrepreneurship, as well as business aspects of entrepreneurial behavior, as well as business aspects of entrepreneurial behavior, through theoretical and practical perspectives, global European and Western Balkans trends."

In researching this paper, the authors conducted a Moderation Analysis (see Tables Sample 3 USA, Sample 3 Serbia, and Sample 3 Bosnia and Herzegovina). Research has confirmed that ESE strengthens the positive effect of EL on the innovative work behavior of employees in all three sets. The research showed that the term interactions (EL x ESE) was statistically significant in the proposed direction $\beta = 0.15$, $P < 0.05$). In a survey that accounts for 15% of the variance in innovative work behavior of employees ($\Delta R^2 = 0.15$, $P < 0.01$). The results obtained in this study proved the hypothesis (H-3) and provide empirical support for the hypothesis (H-3).

Djordjevic et al. (2021) The paper presents the basic starting points and vision of entrepreneurship, as well as business aspects of entrepreneurial behavior, through theoretical and practical perspectives of global, European, and Western Balkan trends. Authors Djordjević et. al. (2021) devoted one part of the study to the analysis of possibilities for improving entrepreneurial behavior among young people in Serbia and the Central Banat Region, based on trends, statistical indicators, and results of research on youth attitudes towards entrepreneurship and starting your own business.

Many studies do not sufficiently consider the achieved performance in the context of diversity and compatibility of certain types of entrepreneurs

and appropriate types of organizations, which opens a new area of research. In order to better understand and quantify the contribution and performance of an individual entrepreneur or a team of entrepreneurs, new qualitative research is needed that will provide new evidence on the impact of entrepreneurial leadership on innovative employee behavior.

CONCLUSION

This study aimed to investigate the mechanism of mediation and moderation to improve the innovative behavior of employees in the United States - California, the Republic of Serbia - Vojvodina, and Bosnia and Herzegovina - Republika Srpska in small and medium enterprises. The research was based on social-cognitive theory. The paper investigates the impact of entrepreneurial leadership on the innovative behavior of employees in the United States, the Republic of Serbia, and Bosnia and Herzegovina. The research confirmed the hypothesis of the mediating effect of the innovative behavior of companies and the innovative behavior of employees. Based on the results obtained in the research, suggest that entrepreneurial leadership has a significant positive impact on the innovative behavior of employees. The authors obtained the results they came to that the innovative environment of the company has an adequate relationship between the two variables. The study contributes to the existing scope of knowledge by exploring the impact of entrepreneurial leadership on innovative employee behavior through a multi-group analysis comparing the US, Serbia, and Bosnia and Herzegovina. This research is an attempt in the field of leadership and entrepreneurship that explores the mechanism for improving the innovative behavior of employees in a multi-group analysis comparing the US, Serbia, and Bosnia and Herzegovina.

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UTICAJ PREDUZETNIČKOG LIDERSTVA NA INOVATIVNO PONAŠANJE ZAPOSLENIH: MULTIGRUPNA ANALIZA KOJA UPOREĐUJE SAD, SRBIJU I BOSNU I HERCEGOVINU

Ova studija imala je za cilj da istraži uticaj preduzetničkog liderstva na inovativno radno ponašanje zaposlenih kroz moderirajući put preduzetničke samoeфикаsnosti u inovacijama. Studija takođe objašnjava mehanizam kroz koji inovativno okruženje preduzeća posreduje u odnosu između preduzetničkog liderstva i inovativnog radnog ponašanja zaposlenih. Da bi se postigli ciljevi, ova studija je koristila podatke uzorka od 360 supervizor-podređenih koji rade u malim i srednjim preduzećima (MSP) koja posluju u SAD – Kaliforniji, Republici Srbiji – Vojvodini i Beogradu i Bosni i Hercegovini – Republici. Srpska. Na osnovu socijalne kognitivne teorije i specifičnog kontinuuma teorije samoeфикаsnosti, razvijen je konceptualni model i testirane hipoteze uz pomoć SPSS 20. Rezultati istraživanja u ovim subjektima potvrđuju značajan pozitivan efekat preduzetničkog liderstva na inovativno radno ponašanje zaposlenih. Studija je pokazala da inovativno okruženje posreduje u odnosu između preduzetničkog liderstva i inovativnog ponašanja zaposlenih. Rezultati su takođe potvrdili hipotezu da preduzetnička samoeфикаsnost ima pozitivan učinak na povezanost preduzetničkog liderstva i inovativnog ponašanja zaposlenih. Rezultati ovog istraživačkog rada imaju nekoliko implikacija na preduzetništvo i funkcionisanje malih i srednjih preduzeća koja se bave inovacijama i izazovnim poslovnim okruženjem. Prema nalazima brojnih autora koji se bave ovom problematikom, ovo istraživanje nije prvi pokušaj razvoja inovativnog ponašanja zaposlenih u poduzetničkim malim i srednjim preduzećima, ali svakako ima veliki uticaj na povećanje ефикаsnosti preduzetničkog liderstva na inovativno ponašanje zaposlenih.

Ključne riječi: preduzetnički liderstvo, inovativno okruženje, inovativno radno ponašanje, inovativno ponašanje zaposlenih.