



Developing a Conceptual Framework of Entrepreneurial Leadership: A Systematic Literature Review and Thematic Analysis

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Abstract. Entrepreneurial leadership is a relatively emergent paradigm. Whilst in its infancy it has amassed a reasonable, yet fragmented literature base which has created limitations inciting paradigmatic challenges including definitional disparity and an absence of a conceptual framework. This paper addresses the challenges faced by entrepreneurial leadership through the systematic review and thematic analysis of 112 papers. Eight themes of entrepreneurial leadership were identified: the intersection of leadership and entrepreneurship, the gendered approach, the psychological approach, entrepreneurial leadership development, entrepreneurial leadership skills, entrepreneurial teams, the context approach, and entrepreneurial leadership and performance. A prominent finding from the thematic analysis was the influence of papers to multiple themes thus illuminating relationships within the paradigm. A conceptual framework is presented which identifies the influencing variables of entrepreneurial leadership and the relationships between them. This framework aims to provide a theoretical foundation of entrepreneurial leadership on which further research can be cogitated.

Keywords: entrepreneurial leadership, thematic analysis, entrepreneurship, leadership, systematic literature review.

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1. Introduction

The study of the perceived commonalities in the development and exploration of the established fields of entrepreneurship and leadership, and their points of convergence, has led to the emergence of the entrepreneurial leadership (EL) paradigm (Cogliser and Brigham, 2004). This development in leadership can be considered a distinct paradigm given the early establishment of a “research community” where there is a shared understanding of EL and an effort to develop knowledge (Fossey et al., 2002., p. 718). EL is a relatively recent organisational sciences phenomenon, with only 30 years since its inception (Lippitt, 1987). In this limited time, EL has established a reasonable body of literature (Harrison et al., 2016b; Röschke, 2018). However, this literature base is fragmented, due to the range of foci and variables explored (Harrison et al., 2016b; Roomi and Harrison, 2011). This potentially hinders the development of EL as this wide range of literature does not address the paradigm’s theoretical challenges: definitional disparity and the absence of a conceptual framework (Harrison et al., 2016b; Roomi and Harrison, 2011). Earlier reviews of EL have evaluated and categorised the literature: Harrison et al. (2016b) identified EL attributes, whilst Röschke (2018) quantitatively analysed literature to determine the evolution of EL research. A key finding of Röschke’s (2018) study of EL literature between 2003 and 2014 is the shift in perspective of EL from studies which treated leadership and entrepreneurship as distinct concepts to a more integrated view of EL. This suggests that whilst still in a developmental phase, EL is establishing itself as a distinct paradigm; notwithstanding its ongoing theoretical challenges. This paper aims to assess EL literature utilising a systematic literature review (SLR) which is justifiably the most appropriate assessment method given its rigorous and replicable methodology which minimises researcher bias (Denyer and Tranfield, 2009).

Due to the fragmentation and dispersion of EL literature, an SLR conceivably limits the exclusion of literature, whilst refining the focus to only pertinent contributions. Acknowledging the shift in the field discussed by Röschke (2018), this paper takes a holistic and exploratory approach to discovering existing literature within the field. The findings of the SLR are reported in a quantitative descriptive analysis and a qualitative thematic analysis. By moving beyond the descriptive, as suggested by Röschke (2018), a conceptual framework was developed from the recurring themes emerging from the literature and the relationships between these themes. This conceptual model is intended to advance the theoretical foundations of EL and address its theoretical challenges.

The paper starts with a brief background of entrepreneurial leadership, followed by the three-stage methodology adopted by the SLR. The findings are then presented and discussed after which the entrepreneurial leadership conceptual framework developed is explained. The paper concludes by pointing

out its limitations, and then a compelling argument for future enlargement of entrepreneurial leadership is made.

2. Background

Entrepreneurial leadership is an area of inquiry which is garnering increased scholarly interest, which has led to multiple perspectives being engaged in its exploration. Roomi and Harrison (2011) present four current perspectives of entrepreneurial leadership, and further suggest that entrepreneurial leadership development is an area of inquiry which is capable of advancing understanding of this paradigm. The current perspectives identified by Roomi and Harrison (2011) are: the intersection of leadership and entrepreneurship; the psychological approach; the context approach; and the holistic approach. However, there are arguably further perspectives beyond Roomi and Harrison's (2011) conceptualisation which require exploration and the categories they identify can also be contested.

The context approach does not adequately address the debate as to the environment in which entrepreneurial leadership can emerge. There is an ongoing debate as to whether entrepreneurial leadership is a new venture phenomenon, or capable of enactment in various contexts including established firms (Kuratko, 2007; Kuratko and Hornsby, 1999; Vecchio, 2003). The intersection of entrepreneurship and leadership can also be contested on the points of convergence which have been identified (Carland and Carland, 2012; Cogliser and Brigham, 2004). Psychological profiling of entrepreneurial leaders is emerging as a varied and divergent perspective. Whilst Darling et al. (2007a) identify the leadership values of charity, hope, joy and peace; Tarabishy et al. (2005) identify the attributes of innovativeness, risk-taking and proactiveness. There has not been a concentrated effort to consolidate these divergent perspectives which may present an argument against the proposition of a holistic approach at this developmental stage (Roomi and Harrison, 2011).

There is some support for Roomi and Harrison's (2011) conceptualisation of the entrepreneurial leadership paradigm. Comparisons can be drawn between Roomi and Harrison (2011) and the earliest identified contribution of Lippitt (1987), which is conceivably the natural starting point for any delineation of the entrepreneurial leadership paradigm. Lippitt (1987) acknowledges enterprise, which is analogous to context (Roomi and Harrison, 2011). The psychological approach could include Lippitt (1987) who identified entrepreneurial leadership characteristics. There is also further concurrence on the importance of entrepreneurial leadership development (Lippitt, 1987; Roomi and Harrison, 2011). However, these two articles offer limited support for a holistic understanding of entrepreneurial leadership. The present paper can be considered to aid the development of a holistic perspective with the presentation of a

conceptual model which identifies both the themes of entrepreneurial leadership and the relationship between them. However, the need for further research is also recognised.

Our conceptual framework presents the identified themes as four factors which influence the EL paradigm: theoretical development, internal variables, external variables and outcomes of EL. The influence of these factors which emerged from the literature is explored. Furthermore, as a paradigm in its developmental stages, EL is recognised to have an emergent theoretical base which can be developed through the growing body of empirical research. Therefore, relationships between the variables and outcomes, and the theoretical development of the paradigm are also explored.

3. Methodology

The purpose of an SLR is to “map and assess the existing intellectual territory” whilst circumventing the potential bias and descriptive limitations of traditional narrative literature reviews, typically associated with management research (Parris and Peachey, 2013; Tranfield et al., 2003, p. 208). This evidence-based review method is appropriate given the dispersion of EL literature. The three-stage SLR methodology proposed by Tranfield et al. (2003) has been utilised within this study (Figure 1). To achieve replicability, the principles identified by Denyer and Tranfield (2009) underpin this research: transparency, inclusivity, explanatory and heuristic.

Figure 1: SLR Three Stage Methodology

PLANNING THE REVIEW

Establish Expert
Panel

Prepare Proposal

Develop Review
Protocol

CONDUCTING THE REVIEW

SOURCING LITERATURE

Search Strings
Databases
Cross referencing
Citation Search

SCREENING LITERATURE

Research Protocol
Quality Assessment
Extraction of Quantitative Data

REPORTING AND DISSEMINATION

QUANTITATIVE ANALYSIS

Publications
Citations
Origin
Type of Articles

QUALITATIVE ANALYSIS

Thematic Analysis
NVivo
Emerging Themes

Source: Adapted from Denyer & Tranfield (2009) and Tranfield et al. (2003)

3.1. Stage One: Planning the Review

Stage one identifies three processes: establishing an expert panel, preparing a proposal, and developing the review protocol. An expert panel of experienced management scholars was convened as a forum for discussion and debate. Through this, the necessity for an EL SLR was agreed and accompanying

research proposal and protocol developed. The rationale for this was developed from a scoping study of existing literature, which facilitated the assessment of “the relevance and size of the literature” (Tranfield et al., 2003, p. 214).

The scoping study also informed the development of the research protocol (Figure 2) which sets out the rationale for the review and develops transparency through facilitating replicability (Pettigrew and Roberts, 2006). Grey literature was excluded from this review, due to the perceived unreliability of its quality, which could conceivably further confuse the already broad EL literature base (Denyer and Tranfield, 2009; Harrison et al., 2016b). Whilst this quality measure was implemented it was not considered prudent to apply this stringently to literature sources, given the wide publication of EL literature (Harrison et al., 2016b), and the acknowledgement of the principle of inclusivity (Denyer and Tranfield, 2009; Thorpe et al., 2005).

Figure 2: Review Protocol

Review Questions	<input type="checkbox"/> What entrepreneurial leadership literature currently exists? <input type="checkbox"/> What themes have emerged from these studies of entrepreneurial leadership? <input type="checkbox"/> Are there research streams which require further development?
Inclusion Criteria	<input type="checkbox"/> Papers should be in English, <input type="checkbox"/> Papers should address one or more of the review questions, <input type="checkbox"/> Papers must consider entrepreneurial leadership as a distinct paradigm.
Exclusion Criteria	<input type="checkbox"/> Papers published prior to 1980, <input type="checkbox"/> Papers which are not published in peer-reviewed journals, <input type="checkbox"/> Papers which use the term ‘entrepreneurial leadership’ without due consideration to the theoretical paradigm.

3.2. Stage Two: Conducting the Review

Articles were sourced through an extensive literature search of databases and cross-referencing. Due to the median date of articles identified during scoping, hand-searching was not considered an effective activity for this study. Several databases were identified as appropriate given the wide distribution of EL literature (Figure 3), and to counter any potential limitations of using only host institution databases (Pittaway and Cope, 2007). This is demonstrated by the exclusion of Kesidou and Carter (2018), which was not available on any of the included databases and was too recent a publication to be identified through cross-referencing. Search strings (Figure 3) developed from the scoping study and informed by the salient factors identified by Lippitt’s (1987) early conceptualisation of EL were applied and replicated in each database search. A

root search string was utilised to prevent a potentially unmanageable volume of information being yielded from the abundant antecedent fields of leadership and entrepreneurship (Parris and Peachey, 2013). Whilst this may be a controversial practice in literature searches, there is a recognised benefit when conducting an SLR, due to the abundance of literature gathered through the process (Pittaway et al., 2004; Thorpe et al., 2005).

Figure 3: Search Strings and SLR Databases

DATABASE	ROOT SEARCH STRING	Entrep* AND Leader*	SEARCH STRING 1	'entrepreneurial leadership'	SEARCH STRING 2	Develop*	SEARCH STRING 3	Context*	SEARCH STRING 4	Behaviour OR Psychol*	SEARCH STRING 5	Skills
EMERALD	5758		22		44		26		34		30	
WEB OF SCIENCE	1680		59		44		21		29		17	
WILEY	47		31		43		33		36		34	
SAGE	36		22		34		32		31		31	
TAYLOR & FRANCIS	37		16		35		16		13		13	
SPRINGERLINK	2		2		2		1		2		2	
SCIENCE DIRECT	29		14		28		22		26		22	
ABI/PRO-QUEST	2285		52		92		60		76		78	
TOTAL	9874		218		322		211		390		227	

Irrespective of this perceived limitation a large volume of papers was identified, which were screened utilising the research protocol. From this, 101 papers were evaluated as suitable for inclusion. Cross-referencing then yielded a further 11 applicable articles. All papers were subject to a quality assessment, which was developed to counter potential researcher bias whilst evaluating the article (Pittaway et al., 2004). All identified papers were deemed to be of an acceptable standard. At the conclusion of this literature search, 26 November 2018, 112 papers were identified as appropriate for inclusion.

3.3. Stage 3: Reporting and Dissemination

The findings of the SLR are detailed in a descriptive quantitative analysis and in a qualitative thematic analysis with the intention of presenting a comprehensive report (Tranfield et al., 2003). The descriptive analysis summarises and categorises the articles quantitatively, with no intention to infer findings to the wider EL paradigm. A thematic analysis was conducted utilising King and Horrocks's (2010) three-stage process: descriptive coding, interpretive coding, and overarching themes. The process of conducting a thematic analysis allowed for the rich qualitative data from the existing EL literature to be organised and allow patterns to emerge whilst affording a degree of flexibility in which to respond to the data (Boyatzis, 1998; Ellingson, 2011). Furthermore, it provides a methodical and replicable method of coding and analysing the data collected through the SLR (Attride-Stirling, 2001; Tuckett, 2005).

4. Findings

4.1. Quantitative Analysis

The quantitative analysis examined the literature's origin; publication dates; citations; and type of article including the methodology, data collection methods and level of analysis. Findings of this descriptive analysis are detailed within Table 1. As an iterative process with the qualitative analysis, the quantitative descriptive analysis also includes the number of papers per theme identified (Figure 4). This is to demonstrate the prominent areas of research focus.

Table 1: Findings of the Descriptive Analysis

Origin		Philosophy	
UK	22.3%	Positivism	33%
USA	37.5%	Interpretivism	58%
Malaysia	12.5%	Unknown	8%
Nigeria	2.7%	Positivist-Realism	1%
Australia	3.6%		
India	3.6%		
Other	19.4%		
Distribution of Publication Dates		Type of Article	
1985-1989	0.9%	Empirical	65%
1990-1994	0.9%	Conceptual	20%
1995-1999	5.4%	Review	15%
2000-2004	3.6%		
2005-2009	23.2%	Type of Empirical Study	
2010-2014	39.3%	Qualitative	56%
2015-Present	26.8%	Quantitative	34%
		Mixed Methods	10%
10 Most Cited Articles		Data Collection Method	
Gupta <i>et al.</i> (2004)	546	Questionnaire	34%
Vecchio (2003)	453	Interviews	44%
Jensen & Luthans	325	Data Mining	15%
Prabhu (1999)	305	Observation	6%
Cogliser & Brigham (2004)	278	Focus Group	1%
Kuratko (2007)	274		
Hmieleski & Ensley (2007)	217	Organisational Level of Analysis	
Chen (2007)	194	Private	62%
Fernald <i>et al.</i> (2005)	169	Public	35%
Kempster & Cope (2010)	164	Third	3%
10 Recurring Co-Citations			
Chen (2007); Gupta <i>et al.</i> (2004)	33		
Gupta <i>et al.</i> (2004); Swiercz & Lydon (2002)	32		
Cogliser & Brigham (2004); Fernald <i>et al.</i> (2005).	18		
Chen (2007); Kuratko (2007)	18		
Gupta <i>et al.</i> (2004); Kuratko (2007)	15		
Gupta <i>et al.</i> (2004); Renko et al. (2015)	14		
Gupta <i>et al.</i> (2004); Okudan & Rzasa (2006).	12		
Mattare (2008); Okudan & Rzasa (2006)	11		
Chen (2007); Surie & Ashley (2008)	10		
Cogliser & Brigham (2004); Vecchio (2003).	10		
Cogliser & Brigham (2004); Gupta <i>et al.</i> (2004).	10		

There are some notable findings from the quantitative analysis which can be considered to give superficial insights into the EL paradigm. This is an area of enquiry dominated by Western studies. The US and the UK are the greatest contributing nations, with 37.5 percent and 22.3 percent of contributions respectively. However, Malaysia is also significant in its contribution of 14 articles; 10 of these which have been contributed by Bagheri and colleagues (Bagheri and Pihie 2009, 2010a, 2010b, 2011a, 2011b, 2013; Bagheri et al. 2013; Pihie and Bagheri 2013; Pihie et al. 2014a, 2014b). The most cited article is Gupta *et al.* (2004), by a significant extent; potentially due to its accessible conceptualisation of entrepreneurial leadership. The citation search of Gupta *et al.* (2004) identified 47 of the included articles as having cited it. Interestingly, Vecchio (2003) is also highly cited, despite the challenges it presents to the

entrepreneurial leadership paradigm. Nevertheless, further highly cited articles expand the understanding of EL. Jensen and Luthans (2006) explore the impact of psychological capital on small firm performance, suggesting a potential link between positive self-perceptions and firm performance. Whilst Prabhu (1999), the fourth most highly cited, extends the discussion of EL beyond for-profit organisations to consider its potential impact on social enterprise; thus, challenging new or small firm limitations (Vecchio, 2003). Recurring co-citations were also identified through the quantitative analysis. The greatest occurring co-citation was Gupta et al. (2004) and Chen (2007) who were cited together 33 times within the included literature; with Gupta et al. (2004) and Swiercz and Lydon (2002) cited together 32 times. Cogliser and Brigham (2004) and Fernald et al. (2005), and Chen (2007) and Kuratko (2007) were both co-cited 18 times within the literature. As Gupta et al. (2004) is the most highly cited paper it is arguably not surprising it also has a high number of co-citations, however this is not true of Swiercz and Lydon (2002). Co-citations were generally spread across a variety of leadership and entrepreneurship papers, potentially reflecting the theoretical foundations of the EL paradigm.

The contribution of Gupta et al. (2004) arguably presents a very accessible model of EL as it could be considered prescriptive in the expected behaviours of an entrepreneurial leader particularly in relation to followers to facilitate organisational performance. Chen (2007) furthers this exploration of the relationship between the entrepreneurial leader and the follower in an exploration of innovation. Conceivably this further develops the proposition of Gupta et al. (2004), as this empirical study utilises primary data in establishing reciprocal relationships between the entrepreneurial leader, followers and organisational performance in terms of innovation (Chen, 2007). Gupta et al. (2004) also builds on the contribution of Swiercz and Lydon (2002) who identified self-competencies as one set of competencies required by the entrepreneurial leader within an established organisation. The behaviours of cast and scenario enactment (Gupta et al., 2004) are akin to those self-competencies identified by Swiercz and Lydon (2002) yet broader and therefore more inclusive to those leaders who are not in high profile organisations.

Vecchio (2003) which is the second most cited paper mainly focuses on the treatment of entrepreneurship as a separate study. It is not surprising that it is highly cited as it provides a controversial stance that entrepreneurship is indeed leadership within a narrow context. Most researchers within the field of entrepreneurship disagree with such perspective and believe that entrepreneurship should be viewed as a distinct domain. Such debate has shaped the way entrepreneurial leadership has been conceptualised. There remains a question whether entrepreneurial leadership is a distinct type of leadership or is it just leadership adopted by entrepreneurs? Or a more drastic view proposed by Vecchio (2003) are all entrepreneurs automatically leaders?

Cogliser and Brigham (2004) is also a highly cited paper and is arguably one of the most prominent profiling contributions in the EL paradigm, as influence, creativity, planning and vision are identified. These are identified as being the points at which leadership and entrepreneurship intersect. Fernald et al. (2005) mimic this approach to profiling EL where eight characteristics were suggested to form the intersection: able to motivate, achievement orientation, creative, flexible, patient, persistent, risk-taker, and visionary. Whilst there is some divergence in EL traits identified, there is commonality in vision, creativity, and influence/ability to motivate (Cogliser and Brigham, 2004; Fernald et al., 2005). Kuratko (2007) and Chen (2007) are mutually reinforcing in their recognition of innovation, however they diverge on the type of organisation on which they focus. Whilst Kuratko (2007) considered the established organisation, Chen (2007) focused on small and medium sized organisations located within technology incubators.

These co-citations and the multitude of findings and contributions from them demonstrate that EL is a multifaceted and complex construct, with interrelated variables. There is a clarion call for the development of structured paradigmatic boundaries and definitional consensus. In addition, there is also a compelling argument for developing a conceptual framework to provide a holistic understanding of the dynamic entrepreneurial leadership paradigm. The conceptual framework presented in this paper responds to this call by examining the present state of EL and its complexities, whilst addressing the theoretical challenges faced in the domain.

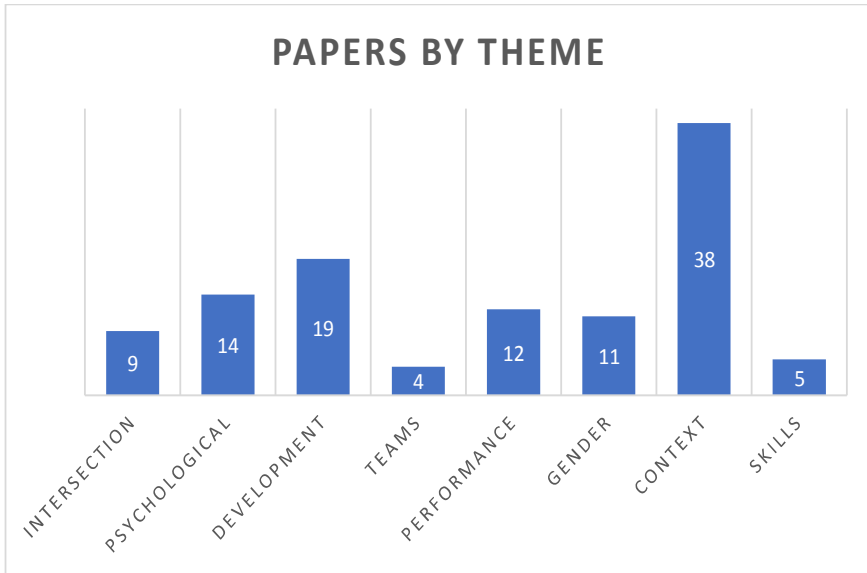
The papers identified in this SLR show a dominance in their national origin. However, this is not reflected in their publication. EL articles included in this review are published across 84 individual journals. Only six journals included multiple EL articles: *Journal of Small Business Management (JSBM)* (8); *Journal of Leadership Studies* (7); *International Small Business Journal (ISBJ)* (4); *South African Journal of Education* (3); the *Leadership Quarterly* (3); and the *International Review of Entrepreneurship* (3). Both the JSBM and the ISBJ have published special issues on EL, which account for six and four of their total articles respectively (Dean and Ford, 2017; Galloway et al., 2015; Harrison et al., 2015; Henry et al., 2015; Leitch and Volery, 2017; Lewis 2015; McGowan et al., 2015; Sklaveniti, 2017; Yousafzai et al., 2015). Both of these special issues were published at a period which has seen increased interest in EL.

There is a reasonable empirical literature base, with 65 percent of included articles being empirical studies. The predominant approach to studying EL is qualitative studies, 56 percent; with 34 percent of studies quantitative and 10 percent employing mixed methods. This is reflected in the high use of interviews, 44 percent, and questionnaires, 34 percent. Further data collection methods include data mining (15 percent), observations (6 percent), and only one percent uses a focus group. This is further apparent in the philosophical position of the studies with 58 percent of the research being interpretivist in approach, and 33%

taking a positivist stance. Papers which utilised a mixed methods research design generally did not explicitly state their philosophical position, with only Arshi and Viswanath (2013) representing the 1% of positivist-realist papers. This greater emphasis on interpretivism is arguably reflective of the methodological and philosophical trends within the wider leadership field. Leadership as a discipline is historically founded on positivist quantitative approaches to empirical study, however this has significantly shifted to a social-constructionist qualitative approach, which is considered to be a consequence of greater recognition of multiple variables (Parry et al., 2014). In contrast, McDonald et al. (2015) suggest that positivist research is more prevalent in entrepreneurship research, particularly in the form of surveys. Whilst there is some decline in positivist research being published this is not indicative of increased social-constructionist research but rather a shift to increased publications of conceptual papers (McDonald et al., 2015). Therefore, it could be concluded that EL corresponds more closely to leadership trends and thus EL can be considered a form of leadership rather than a strategic approach to entrepreneurship (Kesidou and Carter, 2018). If the perspective of EL as a leadership paradigm is accepted, then the shift to qualitative approaches which explore multiple variables is conceivably represented in the conceptual framework presented in this paper. In addition, EL is a phenomenon which is mostly explored in the private sector, 62 percent, with some interest in the public sector, 35 percent.

The thematic analysis identified eight themes in which EL literature can be classified: the intersection of leadership and entrepreneurship; the psychological approach; EL development; entrepreneurial teams; EL and performance; the gendered approach; context; and EL skills. Many of the articles contributed to multiple themes, however for the purpose of description, they have been classified within the quantitative analysis according to the theme which they are most relevant (Figure 4).

Figure 4: Number of Papers per Theme



4.2. Thematic Analysis

The thematic analysis identified eight overarching EL themes through a three-stage coding process (King and Horrocks, 2010). These codes are detailed in Table 2. Whilst the coding process identified these eight overarching themes, it did not provide a clear delineation in papers thus, several papers contribute to multiple themes. In order to provide a classification, papers were categorised in the theme to which they made the most significant contribution. Table 3 depicts the papers by their predominant theme; however it should be borne in mind that they do have a further reach than a single categorisation. The inability to neatly delineate these papers could conceivably be considered a limitation of this thematic analysis, yet instead it has allowed for the relationship between these themes of EL to be explored.

Table 2: Codes identified from the Thematic Analysis

Literature Coding (1/2)				
Overarching Theme	Descriptive No.	Interpretive	No. of	% Papers
			Papers	
Intersection of leadership & entrepreneurship	72	Development of capabilities	2	1.79%
		Conceptual overlap & similarities	19	16.96%
		Theoretical development	2	1.79%
		Iterative influence	5	4.46%
		Challenges	8	7.14%
		Vision	9	8.04%
		Influence	4	3.57%
		Leading creativity	2	1.79%
		Planning	2	1.79%
		Impetus of EL	6	5.36%
		New venture creation	3	2.68%
		Gender	7	6.25%
		Psychological approach	205	Innovation
Proactiveness	21			18.75%
Risk taking	22			19.64%
Values	6			5.36%
Opportunity recognition	2			1.79%
Opportunity exploitation	2			1.79%
Motivation/influence	6			5.36%
Flexibility	3			2.68%
Unfavourable traits	2			1.79%
Knowledge	1			0.89%
Passion	2			1.79%
Patience	1			0.89%
Tolerance for ambiguity	3			2.68%
Persistence	3			2.68%
Autonomy	3			2.68%
Achievement orientation	3			2.68%
Social & environmental concern	3			2.68%
Cognitive ambidexterity	3			2.68%
Problem solving	2			1.79%
Communication	2			1.79%
Ethics	2	1.79%		

Performance	Change agent	3	2.68%
	Confidence	2	1.79%
	33 Impact of EL	2	1.79%
	Patents	1	0.89%
	Organisational effectiveness	2	1.79%
	School leadership	2	1.79%
	Innovation	3	2.68%
	Increased service users	1	0.89%
	Political influence	1	0.89%
	CEO leadership	2	1.79%
	Engagement	1	0.89%
	Consensus building	1	0.89%
	Growth capability	2	1.79%
	SME performance	2	1.79%
	Change management	1	0.89%
	Motivation	1	0.89%
	Sales	1	0.89%
Customer satisfaction	1	0.89%	

Literature Coding (2/2)				
Overarching Theme	Descriptive		No. of	
	No.	Interpretive	Papers	% Papers
Context	117	Existing organisations	14	12.50%
		Family business	2	1.79%
		Non-profit & social enterprise	8	7.14%
		SMEs & new venture	15	13.39%
		Food & drink manufacturing	1	0.89%
		Education	14	12.50%
		Tourism	2	1.79%
		Developing & emerging economies	14	12.50%
		Pharmacy	3	2.68%
		Knowledge firms	2	1.79%
		High tech firms	5	4.46%
		EU politics	1	0.89%
		Libraries	2	1.79%
Gender	69	Health care	6	5.36%
		Lived experience	8	7.14%

		Business failure	3	2.68%
		Constraints & barriers	3	2.68%
		Identification	3	2.68%
		Performativity	2	1.79%
		Gender perceptions	4	3.57%
		Masculine constructs	6	5.36%
		Competing role demands	2	1.79%
		Participant & environmental concern	3	2.68%
		Gender as a social construct	4	3.57%
		Research requirement	3	2.68%
Skills	49	Development capacity	2	1.79%
		Influence	2	1.79%
		Culture creation	2	1.79%
		Interpersonal/human skills	8	7.14%
		Technical skills	2	1.79%
		Conceptual skills	4	3.57%
		Business skills	3	2.68%
		Entrepreneurial skills	1	0.89%
		Research requirement	2	1.79%
Teams	31	Context	1	0.89%
		Case of teams	4	3.57%
		Shared vision	1	0.89%
		Team innovation	4	3.57%
		Challenges & barriers	2	1.79%
		Shared leadership	3	2.68%
		Lead EL	2	1.79%
EL Development	143	Experiential learning	11	9.82%
		Capacity to develop	5	4.46%
		Capability requirement	10	8.93%
		Formal learning	12	10.71%
		Barriers to learning	5	4.46%
		Combined approach	5	4.46%
		Networking/social capital	4	3.57%
		Self-development	5	4.46%
		Curriculum	4	3.57%

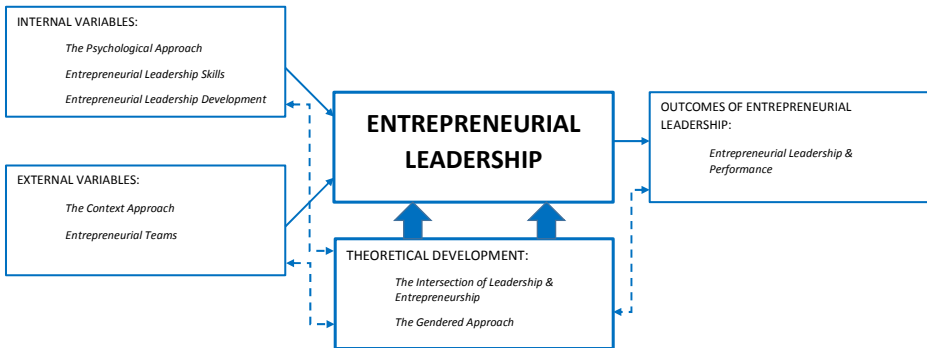
Table 3: Entrepreneurial Leadership Themes and their Classified Literature

INTERSECTION OF LEADERSHIP & ENTREPRENEURSHIP	GENDERED APPROACH
Cogliser & Brigham (2004) Fernald <i>et al.</i> (2005) Harrison & Leitch (1994) Leitch & Volery (2017) Middlebrooks (2015) Reid <i>et al.</i> (2017) Tarabishy <i>et al.</i> (2005) Vecchio (2003) Zimmerman (2014)	Dean & Ford (2017) Galloway <i>et al.</i> (2015) Harrison <i>et al.</i> (2015) Henry <i>et al.</i> (2015) Kakabadse <i>et al.</i> (2017) Lewis (2015) McGowan <i>et al.</i> (2015) Mgeni & Nayak (2015) Patterson <i>et al.</i> (2012a) Patterson <i>et al.</i> (2012b) Yousafzai <i>et al.</i> (2015)
PSYCHOLOGICAL APPROACH	ENTREPRENEURIAL TEAMS
Darling & Beebe (2007) Darling <i>et al.</i> (2007a) Darling <i>et al.</i> (2007b) Greenberg <i>et al.</i> (2013) Gupta <i>et al.</i> (2004) Harrison <i>et al.</i> (2016a) Haynes <i>et al.</i> (2015) He <i>et al.</i> (2017) Jensen & Luthans (2006) McKone-Sweet <i>et al.</i> (2011) Nicholson (1998) Prieto (2010) Renko <i>et al.</i> (2015) Surie & Ashley (2008)	Carland & Carland (2012) Chen (2007) Flamholtz (2011) Oliver & Paul-Shaheen (1997)
ENTREPRENEURIAL LEADERSHIP DEVELOPMENT	CONTEXT
Ahmed & Ramzan (2013) Ansari <i>et al.</i> (2014) Bagheri & Pihie (2009) Bagheri & Pihie (2010a) Bagheri & Pihie (2010b) Bagheri & Pihie (2011a) Bagheri & Pihie (2011b) Bagheri & Pihie (2013) Bagheri <i>et al.</i> (2013) Kempster & Cope (2010) Leitch <i>et al.</i> (2009) Leitch <i>et al.</i> (2013) Okudan & Rzasas (2009) Pihie & Bagheri (2013) Pihie <i>et al.</i> (2014a) Roomi & Harrison (2011) Siddiqui (2007) Smith <i>et al.</i> (2017) Sundararajan <i>et al.</i> (2012)	Abbas (2014) Agbim <i>et al.</i> (2013) Arshi & Viswanath (2013) Bagheri (2017) Bagheri & Akbari (2017) Ballein (1998) Barreto & Nassif (2014) Brown (2009) Coyle (2014) Currie <i>et al.</i> (2008) Freeman & Siegfried (2015) Guo (2009) Hansson & Mønsted (2008) Harrison <i>et al.</i> (2016b) Huang <i>et al.</i> (2014) Hunter & Lean (2014) Jawí & Izhar (2016) Kansikas <i>et al.</i> (2012) Keddie <i>et al.</i> (2017) Kuratko (2007) Kuratko & Hornsby (1999) Mapunda (2007) McCarthy <i>et al.</i> (2010) McDougall & McDavid (2014) Newman <i>et al.</i> (2017) Ng & Thorpe (2010) Pashiardis & Savvides (2011) Prabhu (1999) Ruvio <i>et al.</i> (2010) Santora <i>et al.</i> (1999) Sklaveniti (2017) Strubler & Redekop (2010) Suyitno <i>et al.</i> (2014) Swiercz & Lydon (2002) Tice (2005) Van Zyl & Mathur-Helm (2007) Wang <i>et al.</i> (2012) Yusof (2009)
ENTREPRENEURIAL LEADERSHIP & PERFORMANCE	ENTREPRENEURIAL LEADERSHIP SKILLS
Agus & Hasan (2010) Carpenter (2012) Chheda & Banga (2013) Choi (2009) D'Intino <i>et al.</i> (2008) Hmieleski & Ensley (2007) Koryak <i>et al.</i> (2015) Mishra & Misra (2017) Mokhber <i>et al.</i> (2016) Papalexandris & Galanaki (2009) Pihie <i>et al.</i> (2014) Van Assche (2005)	Freeman (2014) Harrison <i>et al.</i> (2018) Jones & Crompton (2009) Karol (2015) Lippitt (1987)

5. Discussion: The Conceptual Framework

The SLR process was an inductive study which aimed to determine the current conceptualisations of EL, which identified themes emerging from the synthesis of literature and which extrapolates any future research potential. However, this theory building approach has developed beyond the synthesis and description of existing literature. As articles could not be clearly confined to one theme, relationships began to emerge, which informed the development of a conceptual framework of EL (Figure 5).

Figure 5: Entrepreneurial Leadership Conceptual Framework



EL can be considered to be limited by its fragmented development (Roomi and Harrison, 2011). This conceivably presented two options to advancing EL, which can be derived from perspectives on the development of the antecedent fields of leadership and entrepreneurship: develop an integrated model, as per King's (1990) position on leadership, or accept EL as a multifaceted paradigm and respect it as such, as per Gartner's (2001) position on entrepreneurship. Indeed, there are various perspectives in which EL can be explored. EL has been conceptualised as a new venture phenomenon, with Leitch et al. (2009, p. 244) suggest equivalence in the concepts, terming the paradigm "entrepreneurial/SME leadership". Whilst Kuratko (2007) suggests EL to be capable of enactment in a variety of context including large organisations, social enterprise and more broadly society. Furthermore, Kesidou and Carter (2018) suggest the enactment of EL shifts and develops depending on the lifecycle of the organisation and the evolving role of the entrepreneurial leader. Indeed, EL has been proposed as the link between entrepreneurship and strategic management, where it is considered to be an entrepreneurial mindset which focuses on opportunity- and advantage-seeking behaviours (Covin and Slevin, 2002). Vecchio (2003) counters this proposition, considering EL to be a leadership approach given the over reliance of entrepreneurship on the leadership field. However, Harrison et al. (2015) recognise the interdisciplinary nature of EL, whilst acknowledging its lack of

consideration of gender. A key proposition of Harrison et al. (2015), as supported by Röschke (2018) is a shift in EL literature to a more holistic perspective, which is the position adopted within this paper.

The proposition of this paper is that EL is a multifaceted paradigm which benefits from the various perspectives that have propelled its development. These themes were categorised according to their influence on the EL construct as theoretical development, internal variables, external variables and outcomes of EL. The interrelationship between the categories has also been depicted in recognition of the mutual benefit and influence experienced as research in the paradigm advances. This allows for the synthesis of the multiple perspectives, which could be considered as a theoretical limitation, to enrich the field through their acceptance as mutually beneficial rather than competing.

5.1. Theoretical Development

The EL conceptual framework depicts theoretical development as an underpinning variable on which the paradigm is supported, including its theoretical foundations, assumptions and parameters. Included in this are two themes identified by the thematic analysis: the intersection of leadership and entrepreneurship and the gendered approach. The intersection of leadership and entrepreneurship is suggested to provide a theoretical basis to the EL paradigm due to its prolificacy in literature, in particular Cogliser and Brigham (2004), from which other research has developed. However, as this approach does not provide a universally accepted definition of EL it also indicates the scope for development. The gendered approach presents an argument and direction for the advancement of EL through a feminist lens. However, as neither of these perspectives asserts definitive definitions nor paradigmatic parameters of EL there is ample scope in which it can develop.

EL is considered to have emerged from the intersection of entrepreneurship and leadership (Cogliser and Brigham, 2004; Roomi and Harrison, 2011). Studies of the comparable progression of leadership and entrepreneurship explored shared concepts and developmental parity (Harrison and Leitch, 1994; Leitch and Volery, 2017). From their study of leadership and entrepreneurship, Harrison and Leitch (1994) suggested that there may be an iterative benefit to the convergence of the fields which facilitated a more effective means of addressing organisational challenges. Cogliser and Brigham (2004) also explored the similarities of entrepreneurship and leadership, identifying four points of convergence: vision, influence, creativity and planning. Whilst Cogliser and Brigham (2004) did not intend to develop a definition of EL, they did inadvertently provide a theoretical basis on which the paradigm has been developed (Fernald et al., 2005; Middlebrooks, 2015; Roomi and Harrison, 2011; Tarabishy et al., 2005; Zimmerman, 2014). The dynamism and changing demands of the external

environment is considered to have provided the impetus for this emerging paradigm; where its value is thought to be derived from the identification of successful EL practices to meet these challenges (Fernald et al., 2005; Middlebrooks, 2015).

Whilst a theoretical basis can be suggested from the contribution of Cogliser and Brigham (2004) as it provides “a basic working definition” of EL (Roomi and Harrison, 2011, p. 186) it is limited. Although the premise of a conceptual overlap has been accepted by others, the points of intersection are contested (Carland and Carland, 2012). The development of EL profiles also frustrates this, as they lack consensus and yet are derived from the same basis (Fernald et al., 2005; Tarabishy et al., 2005; Zimmerman, 2014). Arguably, a more pertinent challenge to the theoretical basis of EL is presented by Vecchio (2003), who proposes that entrepreneurship is too reliant on leadership to be considered a distinct field. Indeed, this proposition that the close proximity of the conceptual similarities of entrepreneurship and leadership arguably warrants the incorporation of entrepreneurship within the leadership field (Vecchio, 2003). This is conceivably supported by the definitional inconsistencies experienced by both entrepreneurship and the emergent EL paradigm; which is potentially symptomatic of the definitional limitations of leadership (Lippitt, 1987). Thus, entrepreneurship, and EL, are restricted to a leadership style enacted within an entrepreneurial setting (Vecchio, 2003). Furthermore, if entrepreneurship is to be accepted as a style of leadership, EL is potentially indistinct.

The debate surrounding the theoretical basis of EL is conceivably not to its detriment. The EL paradigm is still developing and therefore can arguably benefit from a lack of rigidity in its foundations. Whilst definitional consensus or proximal agreement may be a significant objective of the EL paradigm, presently its absence conceivably facilitates its enlargement. The gendered approach aims to achieve this through challenging inherently masculine constructs perpetuated by EL’s antecedent fields (Galloway et al., 2015; Harrison et al., 2015; Henry et al., 2015; Patterson et al., 2012a, 2012b).

The exploration of gender is proposed to be a proactive response to the arguably limiting inherently male constructs of leadership, which can be avoided by EL through awareness of these perceived inadequacies (Galloway et al., 2015; Harrison et al., 2015; Henry et al., 2015; Patterson et al., 2012a, 2012b). Within this perspective there is a focus on the lived experience of female entrepreneurial leaders and the barriers to female enactment; including identification, the socio-cultural and religious influences and institutional arrangements of host countries (Dean and Ford, 2017; Galloway et al., 2015; Harrison et al., 2015; Lewis, 2015; McGowan et al., 2015; Mgeni and Nayak, 2015; Patterson et al., 2012a, 2012b; Yousafzai et al., 2015). As EL is still in a developmental stage, it may be a prime opportunity to address potential gender bias in its theoretical development (Patterson et al., 2012b). The application of feminist theory could advance the paradigm through the denaturalisation of gender binaries and the recognition of

performativity (Galloway et al., 2015; Harrison et al., 2015). This allows for a range of masculine, feminine, agentic and communal behaviours to be included and explored (Patterson et al., 2012b), which conceivably facilitates a multiple stakeholder and societal leadership orientation (Kakabadse et al., 2018).

The inclusion of a feminist lens in the theoretical development arguably challenges the intersection of leadership and entrepreneurship as providing a working definition of EL. If EL is accepted to have emerged as a reaction to the increasing dynamism of the external environment (Fernald et al., 2005), it can be proposed that merely developing a theoretical basis from existing established fields is too simplistic. Alternatively, a more nuanced and composite approach is required which reflects the complexity and instability of the external environment. EL is well positioned to achieve this given its present infancy. Furthermore, the working foundations provided by the intersection of leadership and entrepreneurship facilitate the development of theoretical parameters and definitional advancement whilst not limiting the scope of further research. The mutual influence of the theoretical development of EL and further paradigmatic influences depicts both the ability and opportunity of EL to develop holistically whilst challenging pre-existing assumptions from earlier influencing fields. Indeed, a triadic relationship between leadership, entrepreneurship and EL is suggested to have emerged (Reid et al., 2018).

5.2. Internal Variables

The thematic analysis of EL identified themes which focused on the individual entrepreneurial leader: the psychological approach, EL skills, and EL development. These are proposed to be internal variables as they are specific to the EL figure, and whilst may be mitigated by external variables comprise the individual's human capital or ability to develop human capital.

The psychological approach is closely related to the theoretical basis of EL. This approach profiles EL characteristics, attributes, values or principles required for its enactment (Darling and Beebe, 2007; Darling et al. 2007a; 2007b; Fernald et al., 2005; Greenberg et al., 2013; He et al., 2017; McKone-Sweet and Greenberg, 2011; Roomi and Harrison, 2011; Tarabishy et al., 2005).

A notable facet of this psychological approach is its inclusion of values and principles rather than solely focusing on inherent characteristics, unlike its antecedent field of leadership (Clark and Harrison, 2018). Interestingly, this deviation is most notable where there are conceptual overlaps with the leadership field. Surie and Ashley (2008) present a conceptual model of EL, ethics and value creation, with the intention of addressing the perceived incompatibility of wealth creation and entrepreneurship. Jensen and Luthans (2006) consider the development of psychological capital required for the enactment of authentic EL. Whilst these contributions arguably have greater focus on other approaches to

leadership, given King's (1990) assertions that leadership perspectives are potentially iterative, these propositions have relevance to EL. This is further demonstrated through the focus on EL development in existing literature. Despite significant interest in the psychological approach there are still outstanding gaps in understanding the complete entrepreneurial leader's psychological profile in terms of negative attributes, barriers to entry and the influence of context on attributes (Haynes et al., 2015; Kuratko, 2007; Nicholson, 1998).

Arguably, the most prominent approach to profiling the entrepreneurial leader focuses on behaviours (Gupta et al., 2004; Renko et al., 2015). Gupta et al. (2004) identified two EL behavioural categories: cast enactment and scenario enactment, using Global Leadership and Organisational Behaviour Effectiveness Project (GLOBE) data. Given the lapse in time since the GLOBE project and the recognition of environmental dynamism (Fernald et al., 2005), there is arguably a challenge to its continued relevance and therefore a potential limitation of this approach. Furthermore, its use arguably overemphasises the leadership influence to the exclusion of entrepreneurship. This is a significant concern within the EL paradigm as it is conceivably resonant of Vecchio's (2003) reservations of entrepreneurship which potentially creates the challenges to the paradigm. Whilst these potential limitations did not hinder the advancement of this study, in a comparison of transformational and transactional leadership (Papalexandris and Galanaki, 2009), its omission of entrepreneurship's influence on the paradigm did draw criticism. Renko et al. (2015) further criticises the limitation of Gupta et al.'s (2004) conceptualisation and its relegation of entrepreneurship's influence, particularly the exclusion of the behaviours; opportunity recognition and exploitation. These behaviours are included in Renko et al.'s (2015) ENTRELEAD measurement model of EL. This model is distinct in its ability to measure EL based on an eight-item scale (Renko et al., 2015). This questionnaire is based on the follower's perceptions of their leader/manager, who is suggested to assume the role model function (Renko et al., 2015). This is arguably comparative to the cast enactment behaviours proposed by Gupta et al. (2004). A further pertinent contribution of this paper is the assertion of EL as a leadership construct which is capable of enactment in any organisational context. Yet, whilst this model is capable of predicting future EL enactment, it is also considered to be limited as it does not consider leadership origin or level of analysis (Prieto, 2010).

The psychological approach can be considered to advance EL through the creation of profiles which generate debate. Furthermore, as a development of leadership it is conceivably an unavoidable developmental stage. However, this approach neglects to explore the development of associated human and psychological capital. This is addressed by EL development. There is a mutuality in dependence between these approaches as the psychological approach identifies EL characteristics which allows for an exploration of how these were developed.

Conversely, the development of entrepreneurial leaders may also inform the inherent or pre-requisite characteristics which facilitate enactment.

EL development has been explored in both formal education institutions and informal development opportunities (Ahmed and Ramzan, 2013; Bagheri and Pihie, 2009; Kempster and Cope, 2010; ... see Table 3). The formal opportunities in which to develop EL are contextualised within educational institutions (Bagheri and Pihie, 2009, 2010a, 2010b, 2011a, 2011b, 2013; Okudan and Rzasa, 2006; Pihie and Bagheri, 2013; Pihie et al., 2014a; Smith et al., 2017; Sundararajan et al., 2012). Currently, empirical research of EL development is somewhat limited by national context. To date EL development has been explored in the US, Malaysia and the UK (Bagheri and Pihie, 2009, 2010a, 2010b, 2011a, 2011b, 2013; Bagheri et al., 2013; Okudan and Rzasa, 2006; Pihie and Bagheri, 2013; Smith et al., 2017). Whilst these studies can provide insights into formal EL development, they are limited in generalisability, thus, suggesting further research is required in an array of contexts (Roomi and Harrison, 2011).

Smith et al. (2017) provide a link between formal and informal learning, which has been suggested as significant in other studies (Ansari et al., 2014; Leitch et al., 2013). The informal development opportunities available to entrepreneurial leaders may be more significant in their continuous development given the emphasis on environmental dynamism within the paradigm. Therefore, it is conceivable that exploration of informal learning is more pertinent and should be the research focus. Experiential learning was found to be significant in the development of entrepreneurial leaders through action learning, extra-curricular activities and networking (Ansari et al., 2014; Leitch et al., 2009, 2013; Siddiqui, 2007; Smith et al., 2017). McGowan et al. (2015) suggested that experiential learning is particularly important in the development of human and social capital, however identified there are potential barriers to accessing this. The limited prior experience of entrepreneurial leaders and difficulties in fostering long-term network connections are suggested to create challenges to informal learning access (Kempster and Cope, 2010). Yet, this may be mitigated by context where the entrepreneurial leader is situated within a family firm (Bagheri and Pihie, 2010a). Whilst there is an argument for further empirical exploration to determine how entrepreneurial leaders develop the required capabilities, there is also the question of EL skills. To fully examine the developmental process, and consequently design appropriate learning interventions, the skills requirement of entrepreneurial leaders has to be better understood.

There is currently limited understanding of EL skills which conceivably hinders the development of appropriate learning initiatives and the identification of accurate characteristic profiles. Whilst the EL paradigm has received increasing scholarly interest, there is presently only one empirical study which examines the skills of the entrepreneurial leaders (Harrison et al., 2018). This empirical study provides a comprehensive skills model of EL which specifically

identifies 17 skills required for success. Only one further study can be considered to empirically contribute to the EL paradigm. Jones and Crompton's (2009) study of authentic EL does provide some empirical findings, yet this is limited due to its focus on authentic leadership. Nevertheless, the assertion of opportunity recognition as an important skill is conceivably transferable to EL (Jones and Crompton, 2009), particularly given the identification of opportunity identification within the EL skills model (Harrison et al., 2018). These empirical studies do provide a basis on which to further develop empirical research on EL, however in themselves they are limited by context (Harrison et al., 2018) and focus (Jones and Crompton, 2009). There is also conceptual literature which can aid the development of skills-based research (Freeman, 2014; Karol, 2015; Lippitt, 1987). The empirical deficiency within EL skills is perplexing and arguably negligent, given its significance. At its inception, Lippitt (1987) distinguished skills as a substantial consideration. Yet, despite efforts to develop psychological or behavioural profiles of entrepreneurial leaders (Gupta et al., 2004; Renko et al., 2015), there has been limited effort to profile the vital EL skills. Nevertheless, the recent development of Harrison et al.'s (2018) skills model of EL, may mark an increased interest in EL skills, where significant advancement can be made.

The deficit of EL skills literature is potentially symptomatic of its early developmental stages and not through negligence. Similar to the antecedent field of leadership, an increased focus on skills may emerge as the paradigm progresses through stages of maturity (King, 1990). However, there is also an argument that if EL is to avoid the difficulties experienced by earlier fields (Patterson et al., 2012b), then acknowledging empirical deficits which have an impact on other approaches and addressing these challenges may enable a fluid development.

The internal variables of EL are those which influence and comprise the individual EL figure, their human and social capital, and their ability to develop attributes necessary for enactment of EL. Three themes which emerged from the thematic analysis are suggested to be internal variables: the psychological approach, EL development, and EL skills. There is a close relationship between these themes with iterative influence of the development of each approach. Skills has been found to be notably lacking in empirical study which arguably limits the development of both psychological profiling and EL development, whilst conversely the psychological predisposition of entrepreneurial leaders may influence their preference to developmental opportunities and skills development. These internal variables are significant; however, they are not the only consideration within the paradigm. EL is proposed to be a response to the external environment, therefore it is important to recognise its influence both on internal variables and the paradigm.

5.3. External Variables

Two approaches emerged from the thematic analysis which can be considered external variables: entrepreneurial teams and context. These are suggested to be external to the EL due to the limited control or influence the entrepreneurial leader is capable of asserting over these factors. Instead, the entrepreneurial leader may have to simply respond or adapt to these factors. Yet, entrepreneurial teams may be considered to bestride internal variables and external variables, as there is an outside influence, however the development of social capital or the leadership of a team also engages the individual agency of the entrepreneurial leader.

Entrepreneurial teams is a further approach which is limited by its literature base (Carland and Carland, 2012; Chen, 2007; Flamholtz, 2011; Oliver and Paul-Shaheen, 1997), yet warrants further attention. There is a significant emphasis on teams by Carland and Carland (2012) as they are suggested to be a point of intersection which can inform the theoretical basis of the paradigm. Furthermore, Gupta et al. (2004) place an emphasis on teams through the identified EL behaviour of cast enactment.

The entrepreneurial teams approach presents a shift in perspective of the leader-follower relationship, as the follower construct is arguably contested by the proposition of their active participation in the leadership role, through a “cross-pollination” of ideas creating organisational synergies and advancement (Carland and Carland, 2012, p. 77). Oliver and Paul-Shaheen (1997, p. 746) echo this notion regarding the “weaving” of ideas in innovative policy entrepreneurship. This may be considered a challenge to the EL position, however they are still credited with venture creation and developing a conducive team culture (Flamholtz, 2011; Oliver and Paul-Shaheen, 1997). Furthermore, it implies a benefit to the entrepreneurial leader in terms of their development of social capital, through interaction with the team with a mutual benefit.

Chen (2007) explored this iterative and intertwined relationship and found a positive correlation between EL and team performance. Team creativity was mitigated by the entrepreneurial leader demonstrating the associated capabilities of pro-activeness, risk-taking, and innovation (Chen, 2007; Newman et al., 2018; Tarabishy et al., 2005). Conversely, entrepreneurial team creativity was required to facilitate the entrepreneurial leader’s positive influence on organisational innovation (Chen, 2007). However, a greater influence may be attributed to the entrepreneurial leader when team composition is considered. Gupta et al. (2004) proposed the EL behaviour of cast enactment, which conceivably includes the selection, development and mobilisation of the team. Furthermore, the opportunity and advantage seeking behaviour identified as being EL attributes is potentially extended to the acquirement of human resources (Cogliser and Brigham, 2004), to facilitate the development of an entrepreneurial team. However, this should not only be considered in terms of followers, as the

development of an effective leadership team with shared responsibilities has also been considered to positively impact organisational performance (Flamholtz, 2011).

Roomi and Harrison (2011) suggested that teams are a contextual concern, specifically in relation to organisational learning. Whilst entrepreneurial teams have been differentiated from context through the thematic analysis, it is recognised that situation may dictate the extent to which teams influence EL. Although there is limited literature on this conceivably situational variable, there is a wealth of literature which explores context with a range of foci. Context has proven to be the most studied variable within the EL paradigm (Abbas, 2014; Arshi and Viswanath, 2013; Ballein, 1998; ... see Table 3). Yet, there is disparity in findings and a continuing debate as to the context in which EL is capable of enactment.

Arguably the most pertinent debate within the paradigm emerges from the assertion that EL is a reserve of new venture creation (Leitch et al., 2009, 2013; Vecchio, 2003). Thus, the implication is that EL cannot be enacted in established organisations. This proposed contextual parameter is a significant consideration in the exploration of EL, particularly given the high proportion of qualitative interpretivist studies which are shaping the paradigm. Leitch et al. (2013, p. 355) acknowledge the impact of context on the EL paradigm due to the iterative relationship between individuals and their environment in enacting EL, “both shapes and is shaped by this domain”. There is a reasonable body of literature which focuses on small organisations, and therefore supports this assertion (Barreto and Nassif, 2014; Freeman and Siegfried, 2015; Huang et al., 2014; Hunter and Lean, 2014; Kansikas et al., 2012; Kempster and Cope, 2010; Leitch et al., 2009; Ng and Thorpe, 2010; Sklaveniti, 2017). However, there are also challenges to this narrow focus (Kuratko, 2007; Kuratko and Hornsby, 1999). A range of established organisations provide the context of empirical studies including high-tech firms (Strubler and Redekop, 2010; Swiercz and Lydon, 2002), pharmacies (Harrison et al., 2016a; Tice, 2005), and libraries (Carpenter, 2012; Jawi and Izhar, 2016). Furthermore, D’Intino et al. (2008) present a case study of an aviation firm where growth to an established firm and industry influencer was enabled by EL practices beyond the departure of the initial entrepreneurial leader. This presents an argument that EL can be retained beyond new venture creation. Indeed, Kuratko (2007, p. 5) explicitly states “entrepreneurial leadership now permeates the strategies of larger established organisations”. A further challenge to Vecchio’s (2003) assertion is the implication of EL being restricted to for-profit venture creation. This is a perspective supported by Lippitt (1987, p. 264) who states an entrepreneurial leader “possess[es] an economic orientation”. Yet, the phenomenon is empirically studied in non-profit and social entrepreneurship contexts (Brown, 2009; Currie et al., 2008; McDougall and McDavid, 2014; Newman et al., 2018; Prabhu, 1999; Ruvio et al., 2010; Santora et al., 1999). This is not to suggest that an economic

orientation is not to the advantage of non-profit organisations, however it does challenge the assumption of a profit motive. Instead McDougall and McDavid (2014) suggest that social entrepreneurial leaders can be characterised by their driving force, freedom to fail, and global perspective.

The lines of demarcation between for-profit and non-profit organisations becomes more complex in relation to educational and health institutions (Ballein, 1998; Bagheri and Akbari, 2017; Coyle, 2014; Currie et al., 2008; Guo, 2009; Hansson and Mønsted, 2008; Keddie et al., 2018; Oliver and Paul-Shaheen, 1997; Pashiardis and Savvides, 2011; Pihie et al., 2014b; Pihie and Bagheri, 2013; Suyitno et al., 2014; Yusof, 2009). The institutional arrangements of the nation state will mitigate the extent of profit motive within these organisations, and potentially present more complex situational variables which influence the enactment of EL (Yousafzai et al., 2015). Whilst national context has been utilised as a level of analysis (Abbas, 2014; Agbim et al., 2013; Choi, 2009; Harrison et al., 2016a; Mapunda, 2007; McCarthy et al., 2010; Van Assche, 2005; Van-Zyl and Mathur-Helm, 2007; Wang et al., 2012), they do not explore institutional arrangements in depth. Arguably, those conducted within developed economies are further limited by their narrow focus on niche sectors and are therefore incapable of generalisation to the wider context in which they are situated (Arshi and Viswanath, 2013; Choi 2009; Mapunda, 2007; Van Assche, 2005).

The influence of external variables is significant within the EL paradigm, however there is arguably a debate as to the causality of this emphasis. It can be argued that the research focus on this area has created prominence. Conversely, the impact of context can be argued to have attracted the research focus. However, the debate as to the pre-requisite conditions for the enactment of EL could also have generated this interest. Akin to the contested theoretical basis of EL, the flexibility afforded by a lack of rigid conceptual parameters allows for the enlargement of EL and the investigation of its impact in a range of situations. If the proposition of Fernald et al. (2005) is to be accepted that EL is a response to the increased dynamism of the external environment, then context can be argued as the foremost variable of interest. Yet, the examination of context alone may not be sufficient in understanding EL in current competitive climates. There is a credible proposition that the strategic intent and anticipated outcomes of the organisation also has to be considered, as does the role of EL in facilitating this.

5.4. Outcomes of Entrepreneurial Leadership

If the impetus for the enactment of EL is its ability to meet the challenges of an increasingly competitive external environment (Fernald et al., 2005), then evidence to substantiate this claim has to be presented. Substantiating the impact of EL on organisations where it is enacted is complex given the range of contexts

in which it is potentially practised, as demonstrated through the discussion of external variables. Nevertheless, there has to be a concerted effort to identify potential organisational benefits in order to justify its relevance to contemporary organisations. Given the assertion of Fernald et al. (2005) the outcomes of EL are arguably best measured by performance outcomes.

Growth has been a particular focus within existing literature (D'Intino et al., 2008; Hmieleski and Ensley, 2007; Koryak et al., 2015), with EL conceivably being the source of growth through competitive advantage (Chheda and Banga, 2013). This focus is potentially a consequence of Vecchio's (2003) assertion that EL is a new venture phenomenon, as is the focus on SMEs. A range of proxies for performance, which are incapable of assimilation, were utilised in the study of SMEs, customer satisfaction, innovation, and leader characteristics (Agus and Hassan, 2010; Bagheri, 2017; Chheda and Banga, 2013; Hmieleski and Ensley, 2007; Koryak et al., 2015; Newman et al., 2018). Some EL characteristics were proposed as influential in the achievement of growth, innovativeness, proactiveness, continuous improvement, and resource allocation (Chheda and Banga, 2013). However, an alternative perspective is conceivably that it is the entrepreneurial leader's ability to embed flexibility and adaptability in their behaviour in order to facilitate a responsiveness to external challenges (Fernald et al., 2005; Hmieleski and Ensley, 2007).

If Vecchio's (2003) restriction of new venture creation is rejected, then a wider range of contexts can be explored, and performance indicators accepted as outcomes of EL, as demonstrated in D'Intino et al.'s (2008) case study of Boeing Aircrafts and wider industry growth. Similarly, Choi's (2009) study of the Japanese textile industry also explored the growth and evolution relationship to EL. Furthermore, Harrison et al. (2018) enlarge the context in which EL can be enacted through the identification of business creation, business commercialisation and business management as potential outcomes of EL, with a successful business as the decisive outcome. The achievement of business success cannot be restricted to new venture creation, akin to the proposed EL outcome of organisational effectiveness (Mishra and Misra, 2017). Whilst business success and organisational effectiveness may be considered questionable measures of EL by their vagueness (Harrison et al., 2018; Mishra and Misra, 2017), it is conceivable that this ambiguity actually fortifies their use as performance measures. If EL requires flexibility to meet the challenges of an increasingly unstable external environment (Fernald et al., 2005; He et al., 2017), then there is arguably a requirement to recognise the self-determined performance measures of organisations, irrespective of the complexities this may present to the academic study of the paradigm.

The outcomes of EL are not restricted to identifying a range of performance indicators which can be attributed to growth. EL as a response to environmental demands was also suggested to aid the implementation of a change agenda which cultivated innovation (Carpenter, 2012). Van Assche (2005) also explored the

influence of EL in the achievement of political goals, at an individual level. However, there is an alternative perspective to the study of outcomes. Rather than consider these performance indicators as a measure of EL impact, they could be perceived as evidence of EL's presence. Articulation of vision, and focusing on team performance, has been considered an indication of EL (Gupta et al., 2004; Papalexandris and Galanaki, 2009). Although this may be hypothetically possible, the conceptual parameters of EL may have to be more firmly established to provide an appropriate basis on which to evaluate the presence of EL. This presents the paradigm a potential quandary, as further empirical research is required to provide evidence on the impact of EL which can then inform its theoretical base, however this in turn would require further empirical research to validate it.

5.5. The Relationship of Variables

Given the early developmental stage of EL, it can be considered a paradigm which is somewhat in flux. Whilst in its infancy, EL has developed a fragmented and diverse literature base, prior to establishing a stable and robust theoretical foundation. However, this is not necessarily to its detriment, and alternatively can be considered advantageous. The theoretical foundations and conceptual parameters of EL can be enriched and fortified by the findings and development of research sub-streams. The mutually informative relationship of the variables which influence EL have been depicted in the conceptual model presented (Figure 5). Furthermore, it allows for the continued mutually beneficial influence of the antecedent leadership and entrepreneurship fields (Reid et al., 2018).

EL's internal variables were recognised as those which influence the individual EL figure. Findings from research which seeks to better understand the central figure of the paradigm will aid the development of a theoretical basis by providing pre-requisite attributes which are capable of validation. Whilst there is no current widely accepted definition of EL or entrepreneurial leaders, there are some consistencies beginning to emerge. Lippitt (1987, p. 264) suggested that the entrepreneurial leader "is able to release the energy of others and self to achieve goals going beyond the prescribed and expected". This is comparable to cast enactment (Gupta et al., 2004) and implies innovation which Tarabishy et al. (2005) suggested to be an EL characteristic – one which is being explored in empirical research (Chen, 2007; Bagheri, 2017; Bagheri and Akbari, 2017; Huang et al., 2014; Mokhber et al., 2016). Furthermore, the points of intersection identified by Cogliser and Brigham (2004) included creativity, which is analogous to innovation, and vision which can be associated with scenario enactment (Gupta et al., 2004). Whilst these contributions can be considered to provide some consensus as to some of the potential attributes of the entrepreneurial leader, they do not identify the process of becoming an

entrepreneurial leader or how these attributes are obtained. This suggests that EL development still has to identify this process and consequently inform the theoretical basis of EL. Furthermore, there is potential for EL development to exert some influence over the debate of new venture creation as a paradigmatic parameter (Vecchio, 2003). If the process of becoming an entrepreneurial leader can be illuminated, it could provide evidence of becoming an entrepreneurial leader through the course of experiential learning in establishing a new venture, or otherwise. Yet, the exploration of EL development and its potential to inform its theoretical base raises the question of skills. EL skills is a research stream which requires development, yet its importance cannot be understated given Lippitt's (1987) early identification of skills as significant. Arguably, EL skills is the sub-stream which has the ability to link the individual EL figure to the enactment of practices and the achievement of desired outcomes, as proposed by Harrison et al.'s (2018) EL skills model. Fernald et al. (2005) suggested it was the successful EL practices which were capable of meeting the diverse challenges presented by the external environment, therefore there has to be an understanding of the means through which the individual achieves this. The behaviour identified by Gupta et al. (2004) of cast enactment does not fully explain how this is achieved, and the means through which team performance is facilitated by the entrepreneurial leader. As skills provides a link from the individual to enactment, the processes and pre-requisites required to engage a team may be better understood, thus a clearer conceptualisation of the entrepreneurial leader can emerge and be validated by further empirical study. The interpersonal and conceptual skills identified by Harrison et al. (2018) provide a basis on which this research can further develop.

Given the impetus for EL, the external variables have to be recognised as fundamental to developing the theoretical basis and parameters of EL. This is compounded by the debate over new venture creation, and if this can be considered the pursuit of new opportunities within established organisations (Kuratko, 2007; Vecchio, 2003). There is an iterative relationship between the theoretical development of EL and empirical research which explores context. The assertions which form the debate over new venture creation may inform the unit of analysis in empirical study, whilst findings from research has substantiated both of these conflicting perspectives (Chen, 2007; Chheda and Banga, 2013; Nicholson, 1998; Papalexandris and Galanaki, 2009). Furthermore, empirical research within non-profit organisations and social enterprises potentially expands the theoretical boundaries of EL (Brown, 2009; Newman et al., 2018; Ruvio et al., 2010; Santora et al., 1999), from the economic orientation proposed early within the paradigm's development (Lippitt, 1987). However, external variables are not limited to context and the influence of entrepreneurial teams on the theoretical development of EL should also be considered. As a proposed point of intersection (Carland and Carland, 2012), entrepreneurial teams conceivably should have garnered more interest than its current literature base. There is

currently no empirical research to validate Carland and Carland's (2012) proposition regarding these points of convergence. However, even if this was to be rejected there is still a potentially notable influence of teams within the EL construct. Internal variables were suggested to influence the development of an entrepreneurial leader construct yet were recognised as being limited in explaining enactment. Entrepreneurial teams could be informative as they are the channel in which entrepreneurial leaders can action successful practices (Gupta et al., 2004; Fernald et al., 2005; Lippitt, 1987), which Kakabadse et al. (2018, p. 164) suggest could be considered a "co-developmental activity".

The outcomes of EL provide a critical influence on its theoretical development. In addition to providing a rationale for the application of EL, by acknowledging the outcomes of its enactment, a link between the individual entrepreneurial leaders and the associated practices and the organisational benefit of EL can be established. This can aid the development of conceptual parameters and potentially inform practice through facilitating the identification of EL. A potential challenge to current empirical research of EL is arguably the ability of external researchers to identify the entrepreneurial leader. Proxies of EL have to be utilised (Chen, 2007; Tarabishy et al., 2005). However, if the ongoing empirical research of organisational performance is included in the development of the paradigm's theoretical base, accepted criteria of EL outcomes can be developed. This may aid the assimilation of future performance-based research, where there are accepted relationships between organisational performance and EL. Nevertheless, this may be an on-going process as the paradigm matures.

6. Conclusion and Limitations

EL has been recognised as an emergent paradigm with a reasonable yet fragmented literature base through the systematic review of literature. This extensive SLR applied a robust and replicable methodology in order to produce a transparent and comprehensive review. Yet, there are potential limitations. Grey literature was excluded, and the search focused on peer-reviewed literature; thus, potentially eliminating some insights into EL. However, this did facilitate a manageable body of literature which successfully passed the quality assessment, which grey literature may not have done. Furthermore, the search was limited to the utilised databases, although a wide range of databases were utilised to counter this. The search yielded 112 EL papers which were then subjected to a quantitative and qualitative analysis. Yet, as an active area of inquiry, EL research is continuously being produced. This limits this SLR to those articles published before the completion date of 26th November 2018.

From the SLR and thematic analysis findings a conceptual framework was developed, which depicts the resultant themes according to their influence on the EL construct. The discussion of the conceptual framework aimed to illuminate

the current state of EL and its complexities, whilst addressing the theoretical challenges created through the fragmentation of literature. Research opportunities have emerged from this exploration, particularly with respect to the relationship between variables and with respect to current paradigmatic challenges. These are presented in Table 4.

Table 4: Future Research Opportunities

RESEARCH RECOMMENDATION	EL COMPONENT
Further exploration of the EL paradigm through a feminist lens, which will allow for a more in depth understanding of masculine, feminine, agentic and communal behaviours.	<i>Theoretical Development</i>
An exploration of the influence of entrepreneurial leadership on the antecedent field of leadership and entrepreneurship, and the mutual impact they have on each other.	<i>Theoretical Development</i>
Investigate the effect of formal and informal entrepreneurial leadership development opportunities on the enlargement of entrepreneurial leadership skills.	<i>Internal Variables</i>
Exploration on the congruence of various psychological profiles of entrepreneurial leadership, to establish if the principles and values identified can co-exist with the proposed attributes.	<i>Internal Variables</i>
Further exploration of negative entrepreneurial leaders to develop full entrepreneurial leadership psychological profiles.	<i>Internal Variables</i>
Greater exploration of entrepreneurial leadership skills across a variety of contexts.	<i>Internal Variables</i>
Further exploration on the relationship between entrepreneurial leaders and their teams.	<i>External Variables</i>
Investigation of the role of entrepreneurial teams within innovative organisations.	<i>External Variables</i>
Exploration of strategic intent in the enactment of entrepreneurial leadership.	<i>External Variables</i>
Investigation of indicators of entrepreneurial leadership.	<i>Outcomes</i>
Exploration of the skills level of entrepreneurial leaders and the influence that has on followers.	<i>Relationships of Variables</i>
The establishment of a set of criteria for entrepreneurial leadership outcomes.	<i>Relationships of Variables</i>

This conceptual framework can also facilitate a basis on which to enlarge the flourishing EL field, which requires a greater empirical contribution. It is irrefutable that there are promising research opportunities and more progress to be made within the paradigm, however there is a debate as to how it should be advanced. Whilst there may be an argument for the development of structured paradigmatic boundaries and definitional consensus, there is also a compelling argument for further enlargement of EL prior to establishing conceptual rigidity. The flexibility afforded by the latter could illuminate further considerations and provide nuance to a dynamic paradigm.

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