

**THE IMPACT OF ENTREPRENEURIAL LEADERSHIP ON  
SUSTAINABLE DEVELOPMENT IN GENDER EQUALITY**

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**ABSTRACT**

Women are increasingly becoming acknowledged as great entrepreneurs in the modern period, owing to their strong drive, personal characteristics, and talents to offer to a vibrant economy. For the purpose of understanding and explaining gender constructions of entrepreneurial leadership, this research investigates feminist theories as well as the relevance of a poststructuralist feminist perspective on the subject. This research also examines the national impact of governance on SDGs. Data sample of 160 questionnaires was collected from students that are associated with entrepreneurship idea and recognize gender biases processes belonging to the Bahria University, Islamabad. The research concludes that a more comprehensive knowledge of this sector may be attained if entrepreneurship research shifts away from individual qualities and toward contextual experiences.

**KEYWORDS**

Women Entrepreneurship, SDGs, Gender Biases, National Impact, Regional Growth.

**INTRODUCTION**

It will be impossible to accomplish economic progress without the active engagement of women in all parts of life. Scholars are unanimous in their belief that women may play a significant part in the entrepreneurial phenomena. The proportion of women's contribution to economic and social growth is dependent on the promotion of gender equality and the provision of gender-blind assistance by the institutions, among other factors. Despite the fact that women account for almost half of the world's population, they have less opportunities to direct their own life and make choices as compared to males.

Entrepreneurs have been shown to have a positive impact on the economy, job creation, and many elements of well-being via the process of creative destruction. In Schumpeter's view, entrepreneurship is essential to economic progress and the entrepreneur is the driving force behind it. Entrepreneurial promotion is a critical strategy for all governments in creating long-term employment and fostering innovation across a range of industries and organizational structures.

There is a strong correlation between countries with high overall entrepreneurial activity rates and high rates of female entrepreneurship (Verheul et al. 2004). More emphasis has been paid to women's entrepreneurship in recent years, as the number of female entrepreneurs has steadily increased (Nedelcheva, 2012). As a result, "women are still denied equal rights with men" despite attempts by international organisations such as the United Nations and the World Bank to close the gender gap in access to opportunities (Sarfaraz & Faghih, 2011). Treating women as second class citizens means neglecting and undervaluing a wealth of human potential. With equal opportunities and resources, women entrepreneurs may have a significant impact on economic growth. The proportion of women who start their own businesses is still quite low, despite an increase in the number of women in the workforce.

Entrepreneurship may be a viable answer for some women who need to work from home, especially in less developed countries where the female unemployment rate is high (Sarfaraz et al. 2013). Increased support for female business is predicted as a result of gender equality (Baughn et al. 2006). Having a business allows women the freedom to take care of household duties while still supporting their families financially (Bertaux and Crable 2007). In the recent decade, women's entrepreneurship has emerged as a significant yet under utilised source of economic development (Georgeta, 2012). It was predicted in GEM Women's Report 2012 that 126 million women started or ran new enterprises, while 98 million women were operating old firms. Women's entrepreneurial activity is not distributed in the same way throughout the country. MENA has the lowest percentage of female entrepreneurs (just 4%), whereas Sub-Saharan Africa has the highest percentage (27%) of female entrepreneurs.

### **Gender, Economic Development and Entrepreneurship**

As a social construct, gender refers to the assigned roles and expectations of men and women in society. As one of the eight Millennium Development Objectives, gender equality has been identified as an important component in accomplishing the other seven goals (United Nations Population Fund, 2013). There is broad agreement among academics that women may play an important role in the emergence of new businesses. In terms of economic growth and entrepreneurial activity, there is a disparity between men and women. There is a considerable gender discrepancy in the rate of entrepreneurship throughout the globe (Allen et al. 2008). Female entrepreneurs are less active than their male colleagues at various phases of growth, according to GEM research from 2002 to 2010. (Kelley et al. 2011). However, in wealthy nations, women are less likely to participate in entrepreneurial activities than in underdeveloped ones. Equal chances for women in industrialized nations outweigh those in undeveloped ones. As per capita income rises, so do several indicators of gender equality (Tlaiss and Kauser, 2019).

Apparently, it is possible to predict that more gender equality would lead to an increase in female entrepreneurship. As a result, it is reasonable to assume that the frequency of women's entrepreneurial activity is higher in countries where women are more likely to have equal chances with men than in nations where women have a higher degree of gender inequality (Esmer and Faruk, 2018).

## **ENTREPRENEURIAL LEADERSHIP**

It is critical for the success of firms to have strong management abilities. Effective leadership skills include entrepreneurial leadership. In the words of Alvarez and Barney (2002), entrepreneurial leadership is a form of leadership characterized by a person's efforts to start a business, an organization's efforts to follow new trends, and an organization's efforts to take advantage of market opportunities (Esmer and Faruk, 2018). It's an amalgamation of leadership and entrepreneurialism that came to be known as entrepreneurial leadership. Entrepreneurial leadership may transform the world when the finer points and spirit of entrepreneurship are added to the flexible character of leadership.

Entrepreneurship and leadership are often used interchangeably in academic publications. Afterwards, we learn about entrepreneurial leadership. Entrepreneurial leadership requires that the leader likewise possess entrepreneurial skills (Bagheri and Pihie, 2010). As a source of employment, speculator, and knowledge, entrepreneurs are leaders. There are a variety of roles and strategies that entrepreneurial leaders might take on, depending on the complexity of the business they lead.

### **Importance of Entrepreneurial Leadership**

Entrepreneurial leadership has a significant impact on a company's success. To survive today's competitive business environment, leaders of firms and especially those in small-scale family businesses must possess and employ entrepreneurial leadership characteristics in order to prolong their existence, compete with and improve themselves in the face of fierce competition (Pauceanu et al., 2021). Administration must therefore be entrepreneurial in nature in order to ensure the long-term prosperity of the company. According to Okudan and Rzasa (2006), "Entrepreneurship education has been highly significant for business management (Okudan and Rzasa, 2006)." The university education process should include an entrepreneurship course for students (Bagheri and Pihie, 2010)

For example, an entrepreneur who also happens to be a soccer player has leadership potential and entrepreneurial abilities combined, and he serves as the team's captain on the field. Administrators should choose to be entrepreneurial leaders who lead the team and show the way rather than administrators who make decisions, give instructions, and monitor their employees. Taking risks and seizing opportunities has been critical to the success of the firm in the future (Phaneuf et al., 2016). As a result, entrepreneurial leadership in business management is critical to its success.

### **Entrepreneurial Leadership and Sustainability**

One of the most important factors affecting a company's performance is the quality of its entrepreneurial leadership. Pioneering authority techniques should be adjusted by organizations' top chiefs in the current dynamic and cutthroat business climate on the off chance that they are to work on their strategic advantage and by and large execution. As a result, we can draw the conclusion that traditional management approaches are no longer sufficient in today's competitive corporate climate for administering and competing in the market (Pauceanu et al., 2021). Managers must enjoy taking risks and seize business chances with both hands. Entrepreneurial leadership is more effective in enhancing the organizational performance of organizations in today's competitive and fast-moving business climate. It's more effective than the current leadership styles in place. Young

Entrepreneurial leadership also adds to organizations by improving organizational innovation and employee creativity and, consequently, the overall business performance of the organization, according to several experts for sustainable developmental Growth as it brings value into economy.

In today's business world, entrepreneurial leadership is not a luxury, and it's the new academic trend. When it comes to today's businesses, it's not enough for a manager to have leadership or entrepreneurial skills alone. To put it another way, it isn't enough for managers to have entrepreneurial or leadership traits to fulfil their company's growth and sustainability objectives and plans. As a result, competitive managers need have both entrepreneurial and leadership attributes so that they can take chances, innovate, and grasp opportunities, and so that they may thrive and flourish. Scholars have said that the influence of the global entrepreneurial revolution is greater than that of the industrial revolution. The global economy, according to Leitch, relies heavily on entrepreneurial leadership. The notion of entrepreneurial leadership began to take shape as a result (Al Mamun et al., 2018).

Small and medium-sized businesses may benefit from entrepreneurial leadership, too. Even so, it is essential to the long-term success of small businesses and start-ups. Consequently, it has been shown to have a good effect on reducing the turnover intention rates in these companies. The literature on the connection between entrepreneurial leadership and sustainability of businesses is thus worth exploring.

### **Gender Equality**

The United Nations Development Program (UNDP) has made significant progress over the past 20 years in promoting sexual orientation equality. In comparison to 15 years ago, there are now more girls in school and gender equality has been achieved in several areas of basic training. Nonetheless, in different regions, enormous imbalances exist, with ladies being denied a similar work freedom as guys. For a maintainable future, all types of bias against ladies and young ladies should be disposed of.

### **Decent Work and Economic Growth**

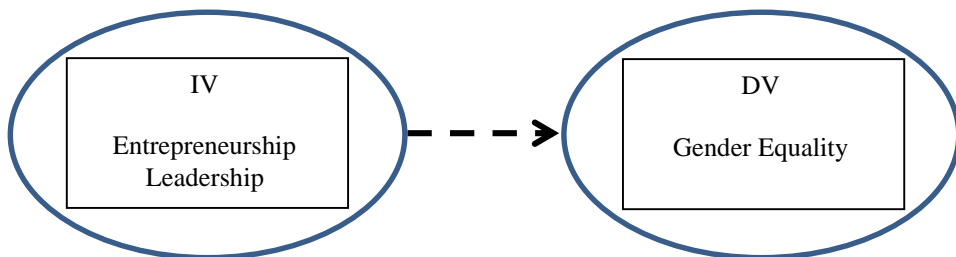
By 2030, the United Nations' Sustainable Development Goals (SDGs) aim to provide full employment and equal pay for all. Between 1991 and 2015, the percentage of work done by the working class in emergence nations has nearly doubled, accounting for approximately 34% of the total output. Long-term financial advancement, increased efficiency, and mechanical innovation all benefit from implementing the Sustainable Development Goals (SDGs). Consolation of business venture and occupation advancement, just as solid abolitionist subjugation and hostile to dealing endeavors, are fundamental.

### **Differences between Female and Male Entrepreneurs**

Dissimilarities between businesses owned by women were explored in the first set of studies. Compared to their male counterparts, women's businesses are smaller, have a shorter-term debt structure, and have less bank debt despite the absence of gender equality in leadership positions, there is evidence of the sector's domination by women executives. This is encouraging news, since female entrepreneurs are younger and have more educational credentials than their male counterparts.

Gender disparities in entrepreneurial leadership were studied in a second set of analyses. EntreComp framework categorization was used in one research to identify the three basic areas where leadership is required: (1) Ideas and opportunities; (2) Resources; and (3) Into action (Bacigalupo; Kampylis; Punie; van den Brande, 2016). The categorization method was used because it provides a comprehensive perspective of entrepreneurial leadership building. Women's leadership practices were found to have a larger emphasis on personal resources and material resources, according to a categorization analysis of the chosen articles. Women entrepreneurs reported a much greater degree of administrative, interpersonal, and conceptual abilities than males, and they were more enthusiastic and driven to work than their male counterparts. Female owned businesses, on the other hand, have seen a significant increase in their company performance growth. Additionally, female executives seem to have adapted to transformative management by incorporating and encouraging additional value-creating initiatives. In spite of their seeming lack of self-assurance and belief in their own abilities to communicate themselves clearly, as in areas of weakness. Other findings showed that women entrepreneurs were not taking use of the new technology that was available to them. In the second most common cluster, i.e., leadership action, women entrepreneurs seemed to be better at making choices, but they followed a less aggressive strategy to making them (Alonso-Almeida & Bremser, 2014). Women, on the other hand, were more cautious and had a lower tolerance for risk than males. Female leaders exhibited higher levels of empathy and trust toward their team members, as well as a greater willingness to engage and collaborate with others (Yusuf & Anuar, 2014). When it comes to formulating business strategies and making financial choices, women have a lot of room for growth (Jyoti, 2016).

### CONCEPTUAL FRAMEWORK



### RESEARCH QUESTION

- How the role of entrepreneurial leadership affect gender equality for sustainable developmental growth?

### RESEARCH OBJECTIVE

- To determine the role of Young Entrepreneurship leadership.
- To check the impact of entrepreneurial leadership on gender equality for sustainable developmental growth.

## **LITERATURE REVIEW**

The overwhelming impact of males in leadership roles is typically referred to as "male" in entrepreneurial leadership study. Gender is treated as a variable in isolation from its interactions with other dynamic social factors, such as culture, in this perspective. It also restricts our implicit awareness of women's and other minority groups' entrepreneurial experiences and accomplishments. Women entrepreneurs in Lebanon employ a variety of tactics to develop their leadership identities, as well as gender and social conventions, in order to establish their entrepreneurial identities. We look at how gender, cultural norms, and agency move women entrepreneurs in Lebanon in diverse directions in this essay. To comprehend and explain the gendered constructions of entrepreneurial leadership, we address feminist theories and the usefulness of a poststructuralist feminist perspective.

An entrepreneur's leadership is characterized by an entrepreneurial mindset, an entrepreneurial attitude, and an entrepreneurial management style. Rather of focusing on the essentials, entrepreneurial leadership has evolved to be more contextually based. People's self-awareness and social environment have a significant impact on how they behave themselves and create their identities in entrepreneurial leadership, we believe. Studies by women entrepreneurs in Lebanon show that women not only passively accept gendered leadership structures, but actively participate in, participate in, and reject the systems that obstruct or encourage female entrepreneurs. Academics in the field of entrepreneurial studies are increasingly engaging with gender theory, acknowledging that gender is socially constructed rather than genetically predetermined.

## **FEMINIST THEORY AND ENTREPRENEURSHIP**

Feminism opposes the primarily gender-focused character of entrepreneurship studies by advocating for a move away from an exclusive focus on the male experience and toward a greater understanding and advancement of women's perspectives. Studies follow liberal feminist philosophy, which holds that both men and women have equal rights and opportunities, but that institutional impediments that subordinate women cause disparities between men and women (Byrne and Fayolle, 2010). Understanding why women endure social interactions that subordinate their interests to those of masculine's culture is the focus of social constructional and post structural feminism. These ideologies aim to expose patriarchy in society and delegitimize it.

Men and women can use masculine and feminine qualities to redefine social markers of identity, including gender, to establish new and numerous identities while creating identities. This framework allows the patriarchal rhetoric that supports Lebanese women's experience and understanding of entrepreneurial leadership to be exposed and delegitimized (Yadav and Unni, 2016).

## **METHODOLOGY**

To find citations that were relevant and eligible for our research, we used four main sources of information. Google Scholar, Research Gate, and Academia were the first places we looked for an author. We also looked at specialist databases like EBSCO host, EMERALD, SAGE; Science Direct; SCOPUS, and Taylor & Francis to find more specific databases. Source number two was research paper reference lists. The third source was

grey literature, like conference proceedings and master or PhD thesis. The fourth source of search was articles that had been published in academic journals.

Our key research publications were selected based on certain inclusion and exclusion criteria. The following inclusion criteria were utilized in the investigation: A Greek or English-language publication is preferred. Publications between the years 2011 and 2021, quantitative, qualitative, or mixed methods were research methods. For our analysis purpose, we have used primary data filled by our colleagues and who were willing to put their minds into our questionnaire. Questionnaire was related to gender equality issues, Entrepreneurship ease for gender and will it provide any value for sustainable developmental growth.

For the analysis and research performed, a questionnaire had been circulated for data collection. Moreover, in order to analyze the attained outcomes of the collected data, SPSS is used in order to evaluate the gathered information to assist in the examination of correlation, regression, reliability and confirmatory factor analysis.

### **SAMPLE SIZE**

For the following analysis, simple random sampling technique was considered in order to attain actual and unbiased responses from a large group of respondents. For the quantitative analysis, the data has been gathered from students that are associated with entrepreneurship idea and recognize gender biases processes belonging to the Bahria University, Islamabad. For the following reasons, questionnaire has been circulated among students. As a result, 210 responses were gathered. Upon reviewing the attained results, a total number of 40 responses were discarded due to multiple reasons that included due to incomplete information and irregular responses attained from the respondents. Therefore, a total number of 160 responses were recorded.

### **DATA ANALYSIS & RESULTS**

#### **Regression**

Regression can be labeled as one of the most vital statistical tools for the data analysis in multiple studies related to multiple fields such as marketing, finance, human resource, and other research fields. Regression is used by researchers for the verification of impact of direct testing of the hypothesis. The central idea behind the test is to testify the strength and intensity of dependent and independent variables where  $x$  represents the independent variable, whereas  $y$  represents dependent variable. Two different types of regression can be utilized for the data analysis i.e. single regression and multiple regression. Single regression is responsible for the identification of direct relationship between two variables whereas multiple regression is applied for the analysis if indirect influence of relation between variables. The mostly used regression technique in the linear regression that is used for the following examinations:

1. Prediction of significance of values of relationship between the independent and dependent variables and how the magnitude of impact of beta value is indicated
2. Identification of relationship between variables and outcomes through regression equation.
3. The forecast of results based on predictor variables.

The Values of  $R^2$  & F are dependent on the model in such a way that if two relationships are seen to exist within the same model, values of F and  $R^2$  would remain constant for all the relationships. Whereas, within the same circumstances,  $\beta$  and T values would have their values be dependent on a relation and their values would alter as per the relationship. In simpler analogy, regression assists in explaining hypothesis in terms of its rejection of acceptance.

### Hypothesis:

H1: Young Entrepreneurial Leadership is a necessity for sustainable developmental Growth.

H2: Entrepreneurial Leadership ensures gender equality on all scopes

H3: Entrepreneurial Leadership Impact on gender equality can bring about sustainable developmental Growth.

Hypothesis	$R^2$	F	B	T	P	Status
H1	0.686	36.166	0.331	2.014	0.000	Accepted
H2	0.733	131.04	0.619	3.448	0.000	Accepted
H3	0.843	45.343	0.394	2.740	0.000	Accepted

Based on the attained information for data analysis as per the table mentioned above, the determination coefficient is denoted by  $R^2$  that values the variation in percentage between two variables. The value is said to exist between an acceptable range of 0 and 1 and is mandatory to have a positive value. In addition to that, it is classified as a suitable fit for statistical model.

As extracted from the table discussed above, we can attain the values of  $R^2$ , F,  $\beta$  value and t with respect to analysis of single regression model. Regression was tested between the independent variables namely Young Entrepreneurship Leadership, the dependent variable i.e. Gender Equality for sustainable developmental Growth. Based on the attained values for the first hypothesis (H1) following were the values;  $R^2 = 0.686$ ,  $F = 36.166$ ,  $p < 0.05$ . On the basis of the following values, it can be depicted that since the p value lies in the significance range, thus regression can exist between the two variables. In addition to that, the value of F is recorded higher than 1, thus it can be observed that regression can be run on said framework. Moreover, the value of  $R^2$  depicts it would bring a 18.6% change in the business performance.

For the second hypothesis (H2), following were the attained values;  $R^2 = 0.733$ ,  $F = 131.04$ ,  $p < 0.05$ . Based on the following values, it can be depicted that since the p value lies in the significance range, thus regression can exist between the two variables. In addition to that, the value of F is recorded higher than 1, thus it can be observed that regression can be run on conceptual and theoretical framework. Moreover, the value of  $R^2$  depicts that the implementing framework into operations of the business would bring a 45.3% change in the business performance.



For the third hypothesis (H3), following were the attained values;  $R^2 = 0.843$ ,  $F = 45.343$ ,  $p < 0.05$ . Based on the abovementioned values, it can be depicted that since the p value lies in the significance range, thus regression can exist between these two variables. In addition to that, the value of F is recorded higher than 1, thus it can be observed that regression can be run on the chosen variables in framework of ours. Moreover, the value of  $R^2$  depicts that the implementing gender diversification into operations of the business would bring a 22.3% change in the business performance.

## CONCLUSION

Increasingly, corporations seek for entrepreneurial leaders, necessitating further research into the topic. An entrepreneurial leader is effective at identifying and capitalizing on fresh opportunities that benefit the organization and its stakeholders. Administrators must be entrepreneurial to ensure long-term corporate viability. However, Sustainable development must address environmental, social, and economic problems to be long-term. Sustainable development meets present demands without jeopardizing future generations' ability to meet their own. Entrepreneurial leadership is important to a company's success. Entrepreneurial leadership is more successful in today's fast paced business climate. Entrepreneurial leadership is critical for small businesses and startups to long-term success. Effective governance is critical to achieving the 17 SDGs. The SDGs seek to end poverty, hunger, AIDS, and gender inequality by 2030. To achieve the SDGs, society's imagination, knowledge, ingenuity, and financial resources are required.

Using multiple regressions, we examine the national impact of governance on SDG accomplishment. The data may be used to assess which aspects of governance are critical for 2015 sustainable development. This study is considered a valuable addition to the entrepreneurial leadership literature since it satisfies the need for more research into entrepreneurial leadership theory. The study emphasized the importance of entrepreneurial leadership in ensuring a firm's long-term success and, as a result, an organization's overall business performance by incorporating gender equality. It also reveals scholarly disagreements on the qualities and attributes of entrepreneurial leadership, which need to be investigated further. Gender is seen as a separate variable from other dynamic social variables like culture. This restricts our implicit awareness of women and other minority groups' entrepreneurship experiences. An entrepreneur's leadership style is defined by their entrepreneurial thinking, attitude, and management style.

Because males dominate leadership roles, entrepreneurial leadership research generally refers to "male" leadership. A person's awareness of themselves and their social surroundings affects their behaviors and the development of their self-image and self-esteem. To offset the male-centric character of entrepreneurship studies, feminism pushes for a change in attention from male experiences to female perspectives. This paradigm delegitimizes the patriarchal rhetoric that drives women's economic leadership in Lebanon

Individuals' ability to create their entrepreneurial identity in an asocial situation and link it with actions of leadership is defined as entrepreneurial leadership. To improve economic growth and development, different nations might tap into the untapped entrepreneurial potential of women. We claimed that a more comprehensive knowledge of

this sector may be attained if entrepreneurship research shifts away from individual qualities and toward contextual experiences.

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