



Entrepreneurial Leadership Challenges in a Project-Based Wellness Business: A Qualitative Case Study of Yogashala's Organizational Development

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Abstract

This study examines the application of entrepreneurial leadership in the context of organizational development at the Yogashala wellness business. It is motivated by the phenomenon of young-generation leadership, which tends to be adaptive and innovative but often faces challenges in terms of planning and organizational coordination. A qualitative approach using a case study design was employed to gain an in-depth and contextual understanding of these leadership dynamics. Data were collected through interviews, direct observation, and document analysis involving the business owner of Yogashala. The research findings reveal that entrepreneurial leadership at Yogashala is reflected in the leaders' ability to design innovative programs, identify market opportunities, and develop wellness concepts responsive to community needs. A flexible and collaborative leadership style has proven effective in fostering active team member participation. However, the tendency to prioritize innovation and speed of execution has not been balanced with systematic planning, leading to issues such as internal miscommunication, ineffective coordination, and operational obstacles. The study concludes that organizational sustainability requires balancing the flexibility of entrepreneurial leadership with the strengthening of transformational leadership to ensure a more structured and sustainable direction for business development.

Keywords: *Entrepreneurial Leadership, Organizational Development, Transformational Leadership, Project-Based Business, Wellness Industry*

INTRODUCTION

Human resources (HR) are the primary determinant of organizational success amidst the dynamics of complex environmental change (Manikam et al., 2025). The strategic imperative of human resource management within an enterprise lies in optimizing human capital. This is achieved by systematically cultivating constructive organizational behaviors such as heightened productivity, job satisfaction, employee morale, and organizational citizenship behavior while simultaneously mitigating dysfunctional workplace attitudes, including escalating turnover intentions, chronic absenteeism, and disruptive behavioral patterns (Nasir et al., 2022).

From an HR management perspective, leadership plays a crucial role not only in directing individual performance but also in constructing a work culture, strengthening employee engagement, and optimizing organizational potential sustainably. In this context, leadership effectiveness is no longer simply measured by a leader's ability to manage tasks and functions, but also by the extent to which they inspire, direct, and empower, as well as build collective commitment among organizational members (Fakhrurrozi et al., 2025). Contemporary leadership research increasingly emphasizes the pivotal role of leaders in fostering organizational agility, particularly in volatile and uncertain environments (Hoang et al., 2024).

To maintain organizational relevance in a rapidly evolving era, leadership focus has transitioned from routine oversight to values-driven strategies (Saranani et al., 2024). Beyond ensuring productivity, contemporary leaders must be highly responsive to environmental



fluctuations, using flexible decision-making frameworks tailored to specific situational demands.

Amidst prevailing market uncertainties, entrepreneurial acumen is essential for navigating the complexities of business continuity. This adaptive leadership style empowers organizations to remain resilient and responsive to new prospects. This development underscores the critical necessity for entrepreneurial leadership, which, as [Bagheri et al. \(2020\)](#) posit, centers on driving innovation and optimizing the process of organizational value creation.

Entrepreneurial leadership has emerged as a cornerstone of modern managerial development and corporate success ([Hussain & Li, 2022](#)). Unlike traditional supervisory-heavy methods, this approach integrates risk-taking with the creation of new organizational value and the facilitation of adaptive learning processes ([Shiferaw et al., 2023](#)). These elements are vital for improving overall organizational outcomes.

For the younger generation of leaders, this style is especially relevant, as it bridges the gap between their innovative aspirations and the necessity for structured managerial growth. By adopting this paradigm, young leaderpreneurs can foster organizational agility while progressively strengthening their professional leadership capabilities ([Ardi et al., 2024](#)). Studies have consistently found that entrepreneurial leaders who balance opportunity exploitation with structured managerial discipline achieve superior organizational outcomes ([Taleb et al., 2023](#); [Luu, 2023](#)).

This dynamic becomes even more interesting when linked to the adaptive nature of Generation Z as young leaders: their drive for execution, on the one hand, drives progress, but their lack of in-depth planning has the potential to create operational obstacles. This is clearly reflected in Yogashala, a project-based wellness business that developed a program of themed yoga classes in various locations.

While rich in ideas, inconsistent execution often created team coordination barriers, and the lack of a strong vision for sustainable business development meant the organization's agenda remained situational and required more solid strategic direction. This is where entrepreneurial leadership emerges as an approach that emphasizes innovation, opportunity exploitation, and organizational flexibility as the younger generation develops in the business world, transforming into a more dynamic leadership model known as leaderpreneur.

Literature on younger-generation entrepreneurship suggests that young leaders are often characterized by adaptability, innovation-oriented behavior, and preferences for flexible work environments ([Dreyer, 2023](#)), which may support the emergence of more adaptive leadership practices within modern organizations. While this study does not empirically verify the leader's generational cohort, the observed leadership orientation at Yogashala, marked by rapid ideation and execution-driven decision-making, reflects patterns consistent with this broader literature on young entrepreneurial leadership.

Organizational development literature underscores that sustainable growth requires integrating entrepreneurial impulses with systematic managerial frameworks ([Shiferaw et al., 2023](#)), so this study is present to explore its practical mechanisms to provide a more comprehensive contribution to the HR management literature, so this study is present to explore its practical mechanisms to provide a more comprehensive contribution to the HR management literature.

LITERATURE REVIEW

Transformational Leadership Theory

Initially introduced by James McGregor Burns and later refined by Bernard M. Bass, the transformational leadership framework prioritizes surpassing conventional performance benchmarks. Within this paradigm, leaders function as agents of change who inspire subordinates

to exceed basic expectations by transitioning from individualistic motives toward a shared organizational mission ([Bass, 1985](#)).

This perspective emphasizes that leadership is not merely concerned with directing tasks and monitoring performance, but also with cultivating commitment, fostering intrinsic motivation, and encouraging followers to pursue collective objectives beyond personal interests. As highlighted by [Harsoyo \(2022\)](#), this leadership approach serves as a strategic solution to environmental volatility. The escalating volatility of contemporary organizational landscapes demands leaders who can proactively navigate environmental shifts while simultaneously preserving institutional cohesion and optimizing performance.

Due to its inherent flexibility in navigating complex transformations, it is widely regarded as the most effective leadership model for contemporary organizations. Moreover, transformational leaders can create a sense of purpose and direction that helps organizations remain resilient amid uncertainty and competitive pressures.

Recent empirical studies have reinforced that transformational leadership is particularly effective in SME contexts, where it directly enhances organizational innovation and sustainability performance ([Zhu & Huang, 2023](#)). This finding suggests that transformational leadership not only influences individual behavior but also contributes significantly to long-term organizational development by strengthening adaptability, innovation capability, and strategic responsiveness.

According to Shalahuddin (2015), as cited in [Sinaga et al. \(2021\)](#), transformational leadership is structured around four primary dimensions, commonly identified as the 4I instruments. These pillars encompass Idealized Influence, where the leader serves as a foundational role model; Inspirational Motivation, involving the articulation of a shared vision; Intellectual Stimulation, which encourages innovative and critical thinking; and Individualized Consideration, characterized by supportive mentorship.

Collectively, these interconnected dimensions form a robust framework that enables leaders to strategically shift employee attitudes, behaviors, and performance while accelerating sustainable organizational growth. Notably, empirical evidence from [Nur et al. \(2021\)](#) suggests a hierarchy in the contribution of these dimensions to the model's validity. Their findings indicate that Intellectual Stimulation is the most dominant factor, followed sequentially by Inspirational Motivation, Individualized Consideration, and Idealized Influence.

This highlights the importance of encouraging creativity, problem-solving, and continuous learning as critical elements in contemporary leadership practices. Subsequent studies have validated and expanded these findings, confirming that transformational leadership dimensions collectively contribute to higher levels of team creativity and organizational learning ([Gumusluoglu & Ilsev, 2009](#)).

Furthermore, organizations led by transformational leaders tend to demonstrate stronger collaboration, greater employee engagement, and a higher capacity for organizational change, making this leadership approach particularly relevant in dynamic and innovation-driven business environments. In this study, the dimensions of Inspirational Motivation and Individualized Consideration serve as the primary analytical indicators for examining how transformational leadership elements can bridge the coordination challenges identified in Yogashala's entrepreneurial leadership practice.

Entrepreneurial Leadership

Leadership serves as the primary engine for driving teamwork toward shared goals, acting as a vital cornerstone for organizational performance ([Hati et al., 2024](#)). Currently, the rise of Generation Z in leadership roles introduces a dynamic wave of innovation and flexibility. However,

the transition from creative ideation to impactful execution requires a framework of mature governance to maintain operational stability.

This aligns with the perspective of [Khalil et al. \(2022\)](#), who state that a leader's ability to influence through persuasive communication and manage resources strategically is indispensable for navigating market competition. Consequently, balancing youthful innovation with disciplined management is key to long-term organizational success. Research by [Hoang et al. \(2024\)](#) confirms through a systematic literature review that entrepreneurial leadership significantly shapes organizational outcomes, including innovation, performance, and adaptability, with these effects being particularly pronounced in project-based and dynamic business environments ([Hoang et al., 2024](#)).

Entrepreneurship fundamentally centers on the audacity to pursue and execute business opportunities across both commercial and non-profit sectors. According to [Wijaya & Santoso \(2020\)](#), it represents an individual's resolute determination to establish and sustain their own business entity. Within this framework, the entrepreneurial leadership model functions by empowering individuals and collaborative teams to leverage their creative potential, thereby generating significant added value for the institution ([Indriyani, 2019](#)).

This strategic synergy allows organizations to remain agile in the face of environmental fluctuations, as team members are motivated to act proactively. Consequently, the effective execution of innovative concepts directly contributes to broader organizational growth and long-term success. Empirical evidence further suggests that entrepreneurial leaders who actively recognize and exploit market opportunities create a measurable competitive advantage, particularly in micro and small enterprises ([Malibari & Bajaba, 2022](#)).

Moreover, the capacity for opportunity recognition, when nurtured through supportive leadership, serves as a critical mediating mechanism linking entrepreneurial leadership behaviors to sustained enterprise success ([Taleb et al., 2023](#)). In this study, entrepreneurial leadership is examined through three indicators: opportunity recognition, innovation climate development, and execution orientation, each of which is traceable in Yogashala's operational dynamics as documented through interview and observational data.

Organizational Development

The long-term viability of organizations across various sectors is fundamentally tied to their capacity for continuous evolution in the face of intensifying competitive pressures. Market volatility and the rapid transformation of global work patterns necessitate ongoing organizational adaptation to maintain relevance within the contemporary business ecosystem ([Subni, 2024](#)).

This developmental process serves as a structured planning mechanism designed to enhance institutional. Organizational development, in this context, is defined as a systematic progression of interventions aimed at optimizing performance through structural, cultural, and human capital transformation. Such initiatives prioritize a strategic balance between immediate performance outcomes and the fortification of the organization's core foundations to ensure sustained existence.

Implementing organizational development requires a structured framework designed to enhance system performance effectively. This evolutionary process can be evaluated through four critical stages: (1) the proactive identification of current and latent challenges, (2) the systematic gathering of data concerning operational workflows and team behavioral patterns by leadership, (3) the facilitation of transparent feedback sessions involving all organizational members; and (4) the design of a comprehensive, solution-focused development plan.

These sequential phases guarantee that institutional transformations are grounded in the organization's authentic operational reality ([Nisa et al., 2023](#)). In this study, these four stages serve as the evaluative framework for assessing Yogashala's current developmental trajectory, with

particular attention to the degree to which each stage has been formally institutionalized within the organization's operational practice.

Entrepreneurial Leadership and Organizational Development: A Conceptual Framework

The three theoretical constructs examined in this study entrepreneurial leadership, transformational leadership, and organizational development are understood as interrelated phenomena that collectively shape the organizational dynamics at Yogashala. Entrepreneurial leadership serves as the primary construct under investigation, characterizing the dominant leadership style practiced by Yogashala's founder, who demonstrates a strong orientation toward rapid idea generation, innovative program design, and opportunity exploitation.

While this leadership disposition drives creativity and market responsiveness, [Hensellek et al. \(2023\)](#) demonstrate that the effectiveness of entrepreneurial leadership in venture settings is significantly mediated by strategic flexibility, the capacity of founders to adapt organizational direction in response to environmental demands, and is particularly sensitive to the founder's span of control over team members.

This finding implies that without sufficient structural mechanisms to support coordination, entrepreneurial leadership may generate operational inconsistencies as team activities diversify, a dynamic that manifests at Yogashala through coordination breakdowns, inconsistent task execution, and operational inefficiencies.

[Ravet-Brown et al. \(2024\)](#) further note that entrepreneurial leadership and transformational leadership share significant conceptual overlap, particularly in the areas of vision-setting and follower empowerment, while also highlighting that transformational leadership provides a more developed framework for structured follower guidance a distinction that becomes critical when coordination challenges emerge in dynamic, project-based settings.

Transformational leadership enters this framework not as a competing paradigm, but as a bridging construct representing the structural and motivational elements necessary to address the coordination challenges generated by an entrepreneurial leadership orientation that lacks systematic planning. [Cao & Le \(2024\)](#) demonstrate that transformational leadership significantly enhances organizational change capability through trust-based leadership mechanisms that enable teams to adapt and coordinate more effectively, precisely the mechanisms that are underdeveloped in Yogashala's current leadership practice.

Specifically, the dimensions of Inspirational Motivation and Individualized Consideration provide a theoretical pathway through which a leader's innovative drive can be channeled into clearer vision articulation, more consistent event planning, and more effective team coordination. In this sense, transformational leadership is positioned in this study as the theoretical solution to the gap between entrepreneurial enthusiasm and operational stability, bridging the leader's creative impulses with the structural discipline required for sustainable organizational functioning.

Organizational development serves as the evaluative framework and intended outcome of this dynamic. The four stages of organizational development challenge identification, data gathering, feedback facilitation, and solution-focused planning ([Nisa et al., 2023](#)) provide the analytical lens through which the practical consequences of Yogashala's current leadership approach are assessed.

[Ahmed & Harrison \(2022\)](#) emphasize that entrepreneurial leadership in team-based settings requires coordinated effort, shared objectives, and structured knowledge exchange to translate innovative ideas into sustained organizational performance elements that align directly with the organizational development framework applied in this study. The central argument, therefore, is that sustainable organizational development at Yogashala is contingent upon bridging the gap between its existing entrepreneurial leadership style and the more structured, vision-driven

elements characteristic of transformational leadership. The following conceptual framework illustrates these relationships as applied in this study:

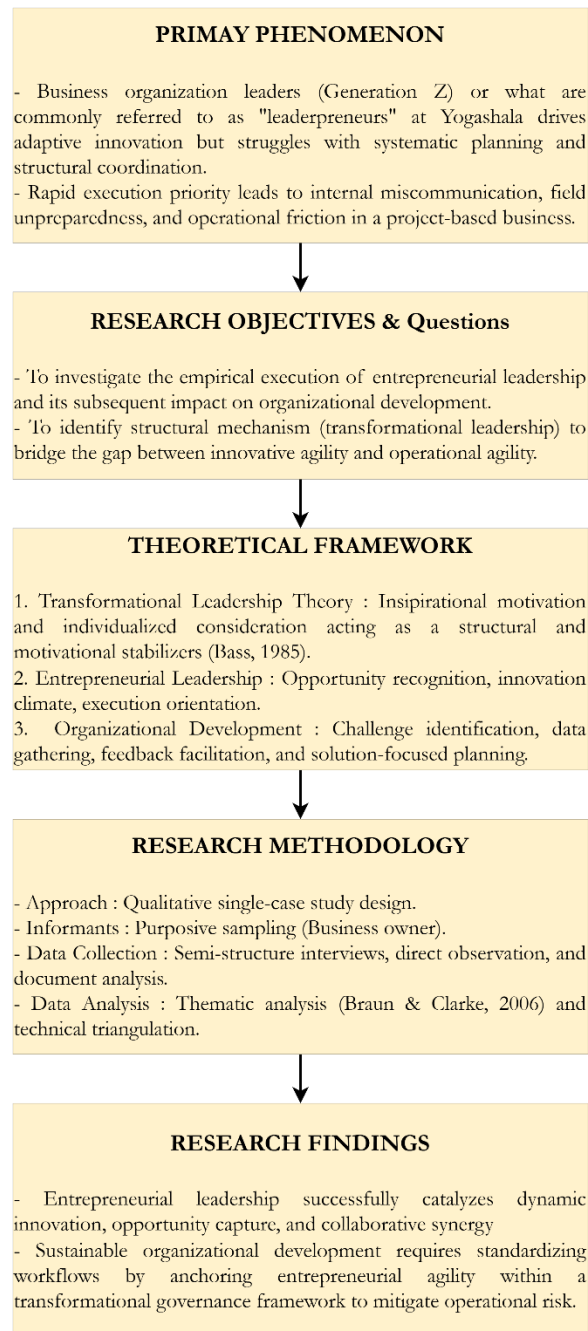


Figure 1. Conceptual Framework

RESEARCH METHOD

A qualitative case study approach was adopted in this research to examine entrepreneurial leadership and its relationship to organizational development at Yogashala. This methodology was selected to explore leadership as a contextual phenomenon grounded in authentic professional experiences, particularly in understanding how entrepreneurial leadership practices operate and generate coordination challenges within a project-based wellness business setting.

Data were collected over a month through three methods: semi-structured interviews, direct

observation, and document analysis Purposive sampling was employed to identify one key participant the business owner as the primary informant (Sugiyono, 2023), based on two inclusion criteria: (1) the participant must hold a central and comprehensive role encompassing strategic decision-making, program conceptualization, and direct supervisory responsibilities across all organizational divisions; and (2) the participant must have been actively involved in Yogashala's operations from the organization's founding to the time of data collection.

These criteria were met exclusively by the business owner, whose central role made her the most informed and relevant informant for examining the entrepreneurial leadership dynamics under investigation. Semi-structured interviews were conducted individually at Yogashala's operational location, guided by a pre-developed interview guide comprising 14 questions covering leadership practices, coordination challenges, team dynamics, and organizational development. The interview session lasted approximately 60 minutes in total, was audio-recorded with the participant's prior consent, and subsequently transcribed verbatim for analysis.

Direct observation was conducted across three sessions over the one-month data collection period, with each session lasting between 60 and 90 minutes. The observed events included themed yoga class preparations, pre-event team briefings, field coordination during event execution, and post-event inter-divisional evaluation meetings. The focus of observation was specifically directed at leadership behaviors, communication patterns between the leader and team members, and coordination dynamics across divisions, with systematic field notes recorded in real time.

Document analysis was performed on organizational materials selected based on two criteria: (1) the document must directly reflect the organization's leadership practices, program planning, or communication patterns; and (2) the document must have been produced within the active operational period of Yogashala. Materials meeting these criteria included activity archives, program schedules, promotional materials, and social media content.

The analytical procedure involved three steps: first, documents were systematically collected and cataloged; second, each document was reviewed for content relevant to the study's themes of opportunity recognition, coordination challenges, and organizational development; and third, documentary evidence was triangulated against interview and observational findings to corroborate or clarify emerging themes.

Data analysis followed the thematic analysis framework proposed by Braun & Clarke (2006), comprising six phases: familiarization with data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. To ensure data validity, technical triangulation was employed by cross-verifying findings across the three data sources: interviews, direct observation, and document analysis until data saturation was reached, as proposed by Lincoln & Guba (1985). Regarding ethical considerations, the participants were informed of the research objectives and procedures prior to data collection, and written informed consent was obtained affirming voluntary participation and the right to withdraw at any time.

FINDINGS AND DISCUSSION

Findings

Operating within the wellness industry, Yogashala functions as a specialized business entity that adopts a project-based operational framework characterized by geographical flexibility across various sites. From a managerial standpoint, the organizational structure is centralized around the owner, who serves as the principal leader. This pivotal role encompasses a wide range of strategic responsibilities, including conceptualizing activities, providing technical direction throughout project lifecycles, and directly supervising functional divisions.

These departments specifically comprise Public Relations (PR), Content Creation, Creative Design, and Field Coordination, all of which operate under the owner's primary guidance. Given this

centralized leadership structure, the present study focused on the business owner as the primary research participant, whose comprehensive involvement across all organizational functions made her the most relevant and informed informant for examining the entrepreneurial leadership dynamics under investigation. The participant profile is presented in Table 1.

Table 1. Participant Profile

Code	Role	Involvement in Organization	Data Source
P1	Business Owner / Leader	Strategic decision-making, program conceptualization, divisional supervision, and event coordination	Semi-structured interview, direct observation, document analysis

P1 served as the primary informant in this study given her central and comprehensive involvement in Yogashala's organizational and operational activities. Supplementary evidence regarding team-level dynamics was obtained through direct observation of team briefings and event preparations, as well as analysis of organizational documents.

The owner's role defines the leadership dynamic at Yogashala as a conceptual catalyst who encourages team-based collaboration to finalize project ideas. This participatory framework ensures that every division is integrated into the activity's lifecycle. Communication strategies are largely informal, spanning both digital and interpersonal interactions throughout the project phases.

However, despite the agility offered by this informal communication, the study notes that informational silos often lead to field-level misunderstandings. Sudden adjustments to concepts or technical hurdles frequently fail to reach all team members simultaneously, indicating that while participatory leadership is present, the internal communication consistency requires further refinement to mitigate operational friction.

Furthermore, Yogashala has experienced growth since its inception, both in terms of program diversity, expanding collaboration with out-of-town sponsors, and increasing the number of team members involved. However, the organization's main challenge lies in the consistency of program implementation and effective team coordination. The abundance of new ideas and concepts often encourages rapid and rushed execution, resulting in less than optimal preparation for activities.

The opposite situation also presents a challenge: limited ideas in certain situations force preparation to be carried out within a short timeframe, increasing the risk of miscommunication and technical unpreparedness in the field. In response to these challenges, the organization consistently conducts inter-divisional evaluations to improve work systems and ensure organizational development going forward.

Discussion

The findings demonstrate that leadership practices at Yogashala align closely with the entrepreneurial leadership framework, which prioritizes innovation, adaptability, and strategic market opportunity identification. The owner's ability to translate personal observations into community-responsive wellness concepts reflects a sophisticated opportunity sensing mechanism, as P1 explained:

"The concept originated from my own concerns as a woman. I always incorporate trends that are currently popular or booming, look for interesting inspiration, and see which brands are in

demand among women. Basically, I try as much as possible to connect these elements with my own interests and those of women out there through the concept of wellness" - (P1, Business Owner).

This aligns with [Bagheri et al. \(2020\)](#), who position entrepreneurial leadership as centered on organizational adaptability through opportunity exploitation, and is reinforced by [Subni \(2024\)](#), whose findings show that active staff participation reflects successful integration of the owner's personal vision into solid teamwork. Consistent with [Taleb et al. \(2023\)](#), entrepreneurial leaders demonstrating a high capacity for identifying market gaps create significant competitive advantages, particularly within micro and small enterprise contexts, a pattern clearly observable in Yogashala's consistent translation of market observations into program concepts.

This opportunistic sensitivity is matched by a deliberate effort to cultivate creativity across the team. The leader consistently opens ideation spaces for each division, encouraging members to contribute unique perspectives without coercive pressure, aligning with [Malibari & Bajaba \(2022\)](#), who demonstrate that entrepreneurial leaders cultivating an innovation climate produce a cascading effect on employees' intellectual agility and creative output.

The leader's ability to translate market observations into actionable creative briefs further corresponds with [Hoang et al. \(2024\)](#) characterization of entrepreneurial leaders as catalysts bridging visionary thinking with team-level execution. Documentary evidence from Yogashala's promotional materials and social media content corroborates this pattern, revealing consistent thematic diversity across program offerings, locations, and target audiences.

Despite these creative strengths, the practical implementation of this leadership style encounters significant hurdles, particularly regarding systematic planning, coordination, and program consistency. The owner explicitly acknowledged this tension:

"The biggest challenge is maintaining consistency. Because we actually come up with a lot of ideas, but sometimes the execution is not quite there yet, even though we already have to start rolling things out and putting them together. Hence, the preparation ends up being rushed" - (P1, Business Owner).

Such conditions suggest that the impetus for rapid execution lacks a counterbalance of meticulous planning, fostering internal miscommunication and operational impediments during execution, corroborating [Hati et al. \(2024\)](#), who assert that any gap between leadership style and organizational characteristics inevitably obstructs optimal performance. This tension is further illuminated through observational evidence of condensed preparation timelines and last-minute concept adjustments documented during pre-event phases.

This execution-planning imbalance becomes more comprehensible through the lens of [Hensellek et al. \(2023\)](#), who empirically demonstrate that the founder's span of control is a critical moderating variable in determining whether entrepreneurial leadership translates into superior venture performance. At Yogashala, the owner simultaneously manages conceptual ideation, divisional supervision, external sponsorship relations, and field coordination, creating a leadership bottleneck that constrains the team's capacity for autonomous action during high-pressure phases.

Sustainable enterprise performance requires leaders to balance exploratory creativity with exploitative efficiency. However, Yogashala's current configuration reflects a strong exploratory orientation but a comparatively underdeveloped exploitative capacity, manifested in the absence of standardized operating procedures, formalized role delineations, and systematic pre-event evaluation protocols.

Analyzed through the lens of transformational leadership theory ([Bass, 1985](#); [Harsoyo, 2022](#)), the leadership practices at Yogashala nonetheless exhibit distinct transformational traits, particularly within the dimensions of Inspirational Motivation and Individualized Consideration. The leadership consistently fosters an adaptive work environment, granting team members the autonomy to contribute directly to organizational initiatives while prioritizing collaborative synergy, as [Sinaga et al. \(2021\)](#) observe that leaders with a robust transformational orientation consistently model positive behaviors for their subordinates.

[Teoh et al. \(2022\)](#) further validate that the combined effect of transformational leadership dimensions on employee performance substantially exceeds any single dimension in isolation, suggesting that Yogashala's currently partial enactment of these dimensions limits their full organizational benefit. Within this framework, transformational leadership functions as a critical structural enabler, providing the necessary stability to fortify the organization's entrepreneurial drive.

The success of Yogashala's organizational development is contingent upon a leadership model capable of resolving these internal complexities ([Nisa et al., 2023](#)). [Nasir et al. \(2022\)](#) demonstrate that transformational leaders who set high creative expectations while providing individualized support significantly enhance employee innovation behavior, a dynamic visible at Yogashala, where the leader's direct involvement in each division's workflow functions as embedded mentorship, reinforcing team confidence.

The findings also resonate with [Ardi et al. \(2024\)](#), who assert that young leaders in volatile environments must cultivate hybrid leadership readiness integrating entrepreneurial agility with structured operational governance, with [Dreyer \(2023\)](#) similarly noting that young entrepreneurial leaders frequently exhibit higher risk appetite and lower tolerance for procedural constraints, producing systemic operational vulnerabilities in team-based project settings, directly corroborated by the coordination challenges documented at Yogashala.

As the organization scales, transitioning toward a distributed leadership model wherein division heads are progressively empowered with creative authority and operational accountability represents a critical developmental imperative, consistent with [Luu \(2023\)](#), who found that SMEs institutionalizing delegated leadership structures exhibit stronger strategic entrepreneurship and more resilient operational performance over time.

Synthesizing across the findings, this study demonstrates that the interplay between entrepreneurial and transformational leadership at Yogashala is not merely additive but synergistic. Consistent with [Hidayat-ur-Rehman & Alsolamy \(2023\)](#), who establish that transformational leadership moderates the relationship between organizational capabilities and sustainable SME performance, Yogashala's developmental trajectory is directly conditioned by the degree to which its entrepreneurial dynamism is channeled through a transformational governance framework.

Entrepreneurial leadership without transformational scaffolding produces innovation that is brilliant but fragile, while transformational leadership without entrepreneurial energy risks producing stability that is structured but stagnant an inherent paradox that Yogashala must deliberately resolve. Yogashala's path forward therefore lies in integrating both orientations, reinforcing [Saranani et al. \(2024\)](#) broader argument that value-based leadership, anchored in adaptive responsiveness and organizational culture development, constitutes the most robust strategic foundation for businesses navigating contemporary market complexities.

CONCLUSIONS

This study set out to describe the characteristics of entrepreneurial leadership at Yogashala and to identify the organizational coordination challenges arising from its application. The findings

demonstrate that entrepreneurial leadership at Yogashala is reflected through three interrelated indicators: opportunity recognition, evidenced by the leader's capacity to translate personal market observations into community-responsive wellness concepts; innovation climate development, manifested in a flexible and collaborative leadership style that fosters active team participation; and execution orientation, characterized by a strong inclination toward rapid idea implementation.

While the first two indicators contributed positively to organizational creativity and team engagement, the third indicator revealed a critical imbalance: prioritizing speed over systematic planning generated internal miscommunication, coordination difficulties, and operational obstacles, as directly evidenced through interview and observational data. These findings collectively answer the study's guiding question by showing that entrepreneurial leadership at Yogashala simultaneously drives innovation and generates structural vulnerability when unaccompanied by systematic planning mechanisms.

This study offers three specific contributions to the entrepreneurial leadership literature. First, it empirically demonstrates that the tension between innovation-driven execution and systematic planning manifests concretely through three observable indicators within a project-based small business, a setting underexplored relative to studies of large or technology-based ventures ([Hensellek et al., 2023](#)).

Second, it extends the conceptual relationship between entrepreneurial and transformational leadership by showing that transformational elements, while holding theoretical potential as a bridging construct ([Ravet-Brown et al., 2024](#)), may remain only partially institutionalized in practice, refining the synergistic relationship proposed by [Hidayat-ur-Rehman & Alsolamy \(2023\)](#).

Third, by grounding the inquiry in a project-based wellness SME, this study extends entrepreneurial leadership theory into a service-based context characterized by high event frequency and large temporary workforces, conditions distinct from those examined in prior research on technology-driven or manufacturing-based ventures.

For Yogashala and similarly structured project-based wellness businesses, three practical lessons emerge from these findings. First, leaders should institutionalize a minimum planning buffer, such as a mandatory pre-event checklist or standardized briefing protocol before program execution to reduce rushed preparation and miscommunication.

Second, organizations relying on informal, chat-based communication should establish a formal escalation protocol for last-minute concept changes, ensuring that all divisions receive updates simultaneously rather than through ad hoc relay. Third, as the organization scales in size and geographic reach, owners should progressively delegate creative authority and operational accountability to divisional leads, easing the leadership bottleneck created by an overly broad span of control and supporting more sustainable, distributed decision-making as the business grows.

Future research should extend this inquiry through multi-case comparative designs across diverse project-based sectors to enhance the transferability of these findings, alongside longitudinal studies examining how the relationship between entrepreneurial and transformational leadership evolves as organizations mature over time. Incorporating a broader range of informants, including team members across divisions, would further enrich understanding of how these leadership dynamics are experienced throughout the organization rather than solely from the owner's perspective.

Mixed-method approaches capable of quantifying the relative contribution of entrepreneurial and transformational leadership dimensions to organizational coordination outcomes would also provide more generalizable insights applicable to small business leadership development beyond the wellness sector.

LIMITATION & FURTHER RESEARCH

While this study provides valuable insights, several limitations must be acknowledged across methodological, theoretical, and contextual dimensions. Methodologically, this study relied on a single key informant, the business owner, selected through purposive sampling, which, while rich in contextual depth, limits the breadth of perspectives captured regarding leadership and may not fully represent the viewpoints of other organizational members.

Although the findings are now substantiated through direct participant quotations to strengthen evidentiary transparency, the analytical process would benefit from more explicit documentation of the coding procedures employed during thematic analysis, allowing readers to more clearly trace how raw interview data were transformed into the themes presented. Additionally, while triangulation was conducted across interviews, observation, and document analysis, the specific procedures through which convergence or divergence across these sources was identified and resolved were not elaborated in extensive detail, which may limit the perceived methodological rigor of the validation process.

Theoretically, the analytical framework was primarily constrained to entrepreneurial and transformational leadership lenses, leaving other potentially relevant variables such as organizational culture, digital capability, employee commitment, and team resilience outside the scope of analysis. This narrowed theoretical aperture, while enabling focused inquiry, may have overlooked complementary explanatory mechanisms that could further illuminate Yogashala's organizational dynamics.

Contextually, the empirical scope is confined to a single-case study design focusing exclusively on Yogashala as a project-based wellness venture, inherently restricting the generalizability of the findings to different industry sectors, organizational configurations, or business scales. Furthermore, the data represent a cross-sectional snapshot of the organization within a specific phase of its lifecycle, meaning the findings may not fully capture the long-term evolution of leadership practices or the non-linear dynamics of continuous organizational transformation.

In direct response to these limitations, future research should pursue several corresponding directions. To address the methodological constraint surrounding participant scope, subsequent studies should incorporate a broader range of informants, including team members across divisions, clients, and external stakeholders, to capture more diverse perspectives on entrepreneurial leadership dynamics.

To strengthen analytical transparency, future qualitative investigations should adopt more detailed reporting conventions, including explicit coding trees and reflexivity statements that articulate the researcher's interpretive process. Regarding triangulation, future studies could further strengthen validity by incorporating member checking or peer debriefing as additional verification strategies.

In response to the theoretical limitations, scholars are encouraged to integrate complementary dimensions such as organizational culture, digital capability, and team resilience to offer a more holistic understanding of leadership in project-based business contexts. Finally, to address the contextual limitations, future research should broaden the empirical scope through multi-case comparisons across diverse industry sectors. At the same time, longitudinal or mixed-method designs are warranted to track how entrepreneurial and transformational leadership paradigms dynamically interact over extended temporal horizons that a single cross-sectional case study cannot capture.

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