

LITERATURE REVIEW: THE IMPACT OF ENTREPRENEURIAL LEADERSHIP ON THE QUALITY OF HEALTH SERVICES

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ABSTRACT

The quality of health services plays a crucial role in achieving better health outcomes globally. Despite the availability of healthcare, poor service quality leads to millions of deaths annually. Entrepreneurial leadership, characterized by innovation, risk-taking, and strategic adaptability, is vital in improving service quality. This literature review examines the role of entrepreneurial leadership in enhancing healthcare service quality, particularly in hospitals. Secondary data was gathered from Google Scholar, PubMed, and ScienceDirect, focusing on studies published between 2020 and 2025. The review reveals that entrepreneurial leadership fosters innovation, increases work engagement, and improves hospital adaptability to evolving patient needs. The findings suggest that hospitals with entrepreneurial leaders can achieve continuous improvements in service quality by adapting to changes, enhancing efficiency, and fostering creativity within their teams. This research emphasizes the need for further studies to explore the direct impact of entrepreneurial leadership on healthcare service quality, as the current literature lacks in-depth analysis of this relationship.

Keywords: Entrepreneurial Leadership; Healthcare Quality; Hospitals

INTRODUCTION

Healthy is a state of good physical, mental, and social well-being and not just free from disease or weakness/disability (Duchowny, 2018). Health is a human right and one of the elements of welfare that must be realized in accordance with the ideals of the Indonesian nation as referred to in Pancasila and the 1945 Constitution of the Republic of Indonesia. Anything that causes health problems in the Indonesian people will cause great economic losses for the country, and every effort to improve the degree of public health also means an investment in the country's development. (Government of Indonesia, 2009)

Health services greatly affect health outcomes from various mechanisms including the quality and use of services. Good service quality is service that pays attention to effectiveness, security, people-centered, fair, integrated, and efficient. Poor quality of service can lead to loss and death. About 9 million lives are lost each year due to a lack of good health quality, and 60% of those deaths occur in people who actually have access to care. Inadequate service quality also causes losses of US\$1.4–1.6 trillion annually in developing countries. (Kruk and Pate, 2020; WHO, 2020)

The quality of healthcare services is highly dependent on leadership, namely from the skills, competencies, and cross-disciplinary inter-professional cooperation of healthcare leaders. Although there are a number of other internal and external factors that affect the quality of

health, such as government regulations, societal expectations, system complexity, system change, global pressures, and technological advancements, the impact of leadership remains highly influential and more real than other factors. Although effective leadership is difficult to achieve, it is very important to face public challenges so that it can provide quality services and maximize the potential of existing human resources. (Tedla et al., 2022)

Entrepreneurial Leadership is a form of leadership trait that consists of actions taken from the individual level to build a business, at the organizational level can build an innovation, and at the market level can take advantage of opportunities. Entrepreneurial Leadership is a term that arises from the combination of entrepreneurial ability and leadership spirit. (Nidhan and Singh, 2020) Entrepreneurial Leadership can generate entrepreneurial behavior for leaders to achieve organizational goals. This kind of behavior reinforces, enhances, and supports change and creativity among health workers, increases work engagement, strengthens an attitude of initiative, is conducive, and the ability to make decisions effectively. Healthcare workers who are able to formulate challenges, absorb uncertainty, bear risks, build commitments, and set direction are the importance of Entrepreneurial Leadership attitudes that can result in effective work engagement. So that in the future, leadership behavior like this can empower other resources to achieve the goals of the hospital, improve the quality of health in patients, and solve challenging problems through innovative ways in accordance with the organization's vision. (Akeel et al., 2023; Awad et al., 2024)

The purpose of this literature review is to deepen knowledge about the quality of health services, entrepreneurial leadership, and the impact of entrepreneurial leadership on health quality so that it can provide direction for future research.

Previous Research: Numerous studies have explored the relationship between leadership styles and healthcare quality. Tedla et al. (2022) emphasized the importance of leadership skills in healthcare organizations, highlighting the influence of leadership on service quality. Research by Awad et al. (2024) demonstrated that entrepreneurial leadership significantly contributes to organizational growth and innovation, impacting healthcare outcomes. Similarly, Tariq et al. (2024) found that entrepreneurial leadership promotes adaptive leadership styles, which are essential for improving healthcare service quality amid changing environments.

Research Gap: Despite the growing body of research on leadership and healthcare quality, there is a notable gap in understanding the direct impact of entrepreneurial leadership on healthcare service quality, especially within hospital settings. Existing studies have explored leadership in general terms, but few have directly linked entrepreneurial leadership with healthcare outcomes, particularly in Indonesian hospitals.

Research Novelty: This study aims to fill this gap by examining the specific role of entrepreneurial leadership in enhancing the quality of healthcare services in hospitals. By focusing on entrepreneurial leadership as a distinct factor, this research offers a novel perspective on how leadership behaviors can be leveraged to improve healthcare systems and outcomes in Indonesia.

Benefits of the Research: The findings of this study will provide valuable insights for healthcare managers, policymakers, and hospital leaders. Understanding the impact of

entrepreneurial leadership can help improve leadership practices, foster innovation, and ultimately enhance the quality of healthcare services. Moreover, this research can serve as a foundation for further studies on leadership in the healthcare sector, contributing to the development of more effective and adaptive leadership strategies.

This study aims to deepen our understanding of how entrepreneurial leadership influences healthcare quality, guiding future research and leadership practices in the healthcare sector.

RESEARCH METHOD

This type of research is Literature Review using secondary data collected mainly through a literature review. The data sources used were obtained from Google Scholar, Pubmed, and Science Direct between 2020-2025. The keywords searched in the database include entrepreneurial leadership and service quality. The inclusion criteria for this study are: (1) Indonesian or English articles; (2) ISSN-based journals; (3) Published in 2020-2025; (4) full text. The Exclusion Criteria for this literature review are (1) Other foreign language journals; (2) full text cannot be accessed; (3) Quality of Service other than health.

The population for this study consists of academic journal articles related to *entrepreneurial leadership* and *quality of health services*. A purposive sampling method was used to select articles that specifically met the inclusion and exclusion criteria. These selected articles provided valuable insights into the relationship between entrepreneurial leadership and healthcare service quality in hospital settings.

The data analysis technique employed was qualitative synthesis. The selected studies were analyzed and grouped based on their findings, methodologies, and relevance to the research objectives. The analysis focused on identifying key themes, patterns, and the impact of entrepreneurial leadership on healthcare quality. Additionally, thematic analysis was applied to categorize the data according to the types of leadership behaviors, strategies, and healthcare service quality indicators discussed in the literature.

RESULTH AND DISCUSSION

Entrepreneurial Leadership

Gupta et al (2004) say that Entrepreneurial Leadership is leadership that creates visionary scenarios that are used to gather and mobilize a group of resources to be committed to the vision to find and leverage strategic value creation. Meanwhile, according to Renko et al (2015), EL is a leadership trait that can influence and direct the performance of group members towards achieving organizational goals that involve the introduction and utilization of entrepreneurial opportunities. (Ravet-Brown et al., 2023) In achieving the growth, development, sustainability, and success of the company in the current era, just having the ability to lead or have an entrepreneurial spirit is not enough. Today's leaders must actively seek innovation and opportunities in the surrounding environment and dare to take risks. The combination of leadership qualities and entrepreneurial spirit is the key to success. This is why the concept of entrepreneurial leadership emerged as an alternative solution needed.

Entrepreneurial leadership is a contemporary leadership model that combines the qualities of a leader with entrepreneurial enthusiasm.(Madiono, 2021) Leaders who have a high entrepreneurial spirit are actively able to innovate from the profits obtained, as well as influence their members by setting an outstanding example. They focus the attention of supporters on entrepreneurial goals and inspire them to follow those ambitions. Although it focuses on the qualities and behaviors of leaders that can support entrepreneurial behavior, entrepreneurial leadership differs from more general transformational leadership styles. However, the two leadership philosophies have similarities in terms of encouraging intellectual growth. (Shiferaw et al., 2023)

The characteristics of Entrepreneurial Leadership according to several sources can be seen in table 1. Overall, the characteristics of EL describe individuals who are visionary, courageous to take risks to achieve goals, innovative, confident, and have a strong drive to succeed, the ability to lead and motivate others. Some sources also emphasize adaptability, pro-activity, and customer-focus. (Nidhan and Singh, 2020)

Table 1. Characteristics of Entrepreneurial Leadership

Source: Researcher

Source	Characteristics
Nicholson (1998)	Focus on one goal, resist criticism, dominate, resistant to stress, no matter the judgment of others, assertive, don't like to experiment, be responsible, conform to norms, competitive
Perren (2002)	Visionary, risk acceptance, high self-motivation, innovator
Swierez& Lydon (2002)	Intellectual integrity
DuBrin & Dalglish (2003)	Have a strong drive for achievement, ability to take risks wisely, enthusiastic and creative, opportunity-oriented, tend to be impatient, visionary, dislike hierarchy and bureaucracy, customer-oriented, always look to the future.
Deluca (2003)	Fast, risk-taker, innovator
Vecchio (2003)	Very confident
Gupta, et al. (2004)	Performance-oriented, ambitious, knowledgeable, insightful, visionary, forward-looking, confidence-builder, diplomatic, effective negotiator, convincing, motivating, inspiring, enthusiastic, team builder, improvement-oriented, unifying, intellectually stimulating, positive, decisive in decision-making

Fernald, et al (2005)	Visionary, risk-taking, achievement-oriented, motivating, creative, flexible, patient
Antonakis & Auito (2007)	extra-version, motivated by achievement, the need for power
Becherer, et al. (2008)	Visionary, creative, innovative, achievement-oriented, persistent, confident, oriented towards
Prieto (2010)	Proactive

To build EL, there are six effective habits to become an entrepreneurial leader. (1) Entrepreneurial leaders must recognize themselves such as knowing the purpose of life, work, knowing the reasons why a business should be opened, and why someone should lead; (2) Have a clear purpose and be able to express it effectively; (3) fostering employees and encouraging them to grow, a person knows the importance of improving the welfare of employees so that the business developed also grows; (4) listening carefully, EL is able to pay attention to the opinions and requests of employees, customers, superiors, and others; (5) Implementing innovative ideas; (6) Take care of yourself as best you can and keep your curiosity in check. (Madiono, 2021)

Quality of Health Services

Quality in health services is a multidimensional concept and continues to evolve over time. In this case, the definition from the Institute of Medicine (IOM) is one of the most widely used references in various scientific studies. According to IOM, the quality of health services is defined as the level at which health services provided to individuals and community groups are able to increase the likelihood of achieving desired health outcomes, as well as in accordance with the latest scientific standards and professional practices. (Lambrini Kourkouta et al., 2021) Along with the advancement of science and increasing experience in the field of health, it is known that the implementation of quality healthcare globally requires the fulfillment of a number of important principles:(World Health Organization, 2020)

1. Effective: provide evidence-based healthcare to those who need it;
2. Safe : avoid danger to the person who is the target of the service;
3. People-oriented: providing care that is in accordance with individual preferences, needs, and values.
4. Punctual: reduces wait times and sometimes delays that can be harmful to both recipients and healthcare providers;
5. Equivalent: provide care that does not differ in quality based on age, gender, race, ethnicity, geographical location, religion, socio-economic status, linguistic or political affiliation;
6. Integrated : providing coordinated care across multiple levels and service providers, and providing the entire healthcare suite throughout the lifecycle;
7. Efficient : maximize the benefits of available resources and avoid wastage.

There are five models identified to measure the quality of health services, namely the Donabedian, SERVQUAL, HEALTHQUAL, PubHosQual, and HospitalQual models. Among these models, SERVQUAL is one of the most well-known. Despite the debate over the validity and reliability of this model, both in its original form and in its modified form, it is still widely used in healthcare measurements. Although SERVQUAL is very popular, some researchers have developed their own measuring tools tailored to their respective research objectives. (Endeshaw, 2021) The assessment of the quality of the services provided is carried out based on five main aspects, namely physical aspects, guarantee, empathy, responsiveness, and reliability. The perception and expectations of the client or patient are the main factors in determining the quality of a service, so the use of the SERVQUAL questionnaire instrument has become an important means for hospitals. This tool allows hospitals to identify weaknesses in hospital systems and improve the effectiveness of those systems as a whole. In addition, stricter monitoring of system performance is a crucial element in the process of improving the quality of health services. (Jonkisz et al., 2022)

The Impact of Entrepreneurial Leadership on the Quality of Health Services

Hospital managers need to have good leadership skills and actively participate in practice in an effort to improve the quality of health services. Leaders' engagement should be able to reflect conditions under which their perceptions and actions are focused on achieving the organization's goals. The ability of a leader to have a vision for the future, be flexible, strategic, and be able to work with other members to make decisions that are effective and beneficial to healthcare institutions can be called entrepreneurial leadership. With this type of leadership, a person can strengthen and support change, spark creativity, increase work engagement, and form a proactive, solution-based, and responsive leader in making decisions among hospitals. (Akeel et al., 2023)

Research conducted by Awad, et al. (2024) found that entrepreneurial leadership significantly has a major impact on organizations, especially in terms of increasing growth, profits, innovation, and creative ability. In this context, a person is encouraged to have an adaptive attitude to situations full of uncertainty, especially in the health sphere, by showing creativity, courage to take risks, and a willingness to change behavior patterns, create new values, and seize existing opportunities so that later they can provide high-quality health services. (Awad et al., 2024)

Tariq et al (2024) in their research stated that an entrepreneurship-based leadership style has a great contribution in encouraging updates to service quality. In the midst of changing environmental conditions, leaders with entrepreneurial character can initiate new breakthroughs and adjust the direction of organizational policies to remain competitive and relevant. In addition, this leadership approach makes organizations more adaptive in responding to changing needs of service users, so that quality improvement efforts can continue to take place continuously (Tariq et al., 2024).

Business leaders in healthcare have a better understanding of the strategies that drive innovation performance through effective innovation management processes, strategy formation, and leadership practices that foster innovation orientation and encourage

acceptance of change than other types of leaders. Entrepreneurial leaders can also create positive social change by developing new leaders. The innovative solutions they create in the health sector can be an important strategy in supporting economic and social sustainability for people in remote areas and countries facing limited resources.(Jason D’Souza, 2023)

CONCLUSION

Entrepreneurial Leadership has an important role in improving the quality of health services in hospitals. Through the ability to innovate, take measurable risks, and respond to change adaptively, leaders with an entrepreneurial spirit are able to create a dynamic and creative work environment. This encourages health workers to be more actively involved in efforts to develop and improve the quality of services. In addition, this leadership allows hospitals to more quickly adapt to the evolving needs of patients by improving the efficiency and effectiveness of service systems. Thus, entrepreneurial leadership can be a key factor in supporting the sustainability of innovation and the achievement of higher standards of health services. The suggestion that can be given based on this study is the need for further research on whether there is a relationship between the impact of entrepreneurial leadership on the quality of health services given that there are no journals that examine the direct relationship between the two and there are still few studies that discuss this.

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