The Relationship between Leadership Factors and Successful Technopreneur through the Mediator Role of Digital Enabler

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Abstract

The business digitalization wave has changed the entrepreneurship landscape globally. The existing digital enabler practices and thinks differently through making an item or arrangement that utilizes the ability of innovation to change the way was customarily done, especially in UAE. The power of technology completely changed the economics of an industry, where entrepreneurial venture aims to meet a marketplace or a platform that require them to transform into digital enablers as a successful technopreneur. This research aims to develop a new leadership model for successful technopreneur in the UAE. Adapting the theory of planned behaviors to predict a person's goal to participate in technology behavior and the transformational leadership theory that focuses on a leader towards identifying technology needs for better performance. A survey approach as a primary data collection was applied to test concepts and reflect the attitude of 323 respondents among technopreneur from the Innovation and Entrepreneur Centre located in Abu Dhabi. The data were analyzed through SmartPLS software for Structural Equation Modelling (SEM) using the Partial Least Squares (PLS) path modeling method that indicates that leadership factors of authenticity, devolved decision making, agility, collaborative achievement, and purpose and direction have a positive relationship towards successful technopreneur in UAE. The mediation outcomes of

digital enablers indicate a positive relationship between leadership factors and successful technopreneur in UAE.

Keywords

Digitalization, Leadership, Technology, Technopreneurship, UAE.

Introduction

Digital enabler is about learning new ways of thinking that offers new ideas to technopreneurs. According to Abbas, (2018), digital enabler opens new possibilities to train the next generation of entrepreneurs into becoming successful technopreneur. Thus, the best way to adopt a digital enabler is to do it and reflect through the experience. Moreover, digital enabler evolves into new technology that will change over time (Paramasivan, C. and Selladurai, 2017). A digital enabler can be categories into four (4) elements, which are (1) digital literacy emphasis on digital knowledge that enhance the business performance, (2) digital communication that enables better business opportunities for future esteem for the business, (3) digital access that creates a digital infrastructure for better business values of the organization, and (4) digital commerce focusing on e-commerce platform for the business that generates profitability for the organization.

During the 20th century, digital enabler emphasis for entrepreneurs (Aithal & Kumar, 2016). In the 21st century, the digital enabler is pursued by the modern technology revolution and become more competent in digitalizing the technopreneur business performance. Therefore, it is necessary for digital enablers to breed young to middle-aged technopreneurs as receptive to new technologies, creating innovative solutions and reinventing products that have never been imagined before through technology. According to Nair, (2018) leadership factor plays a major role in setting up the direction through digital enablers that guide the organization in the right strategic technological way. Technopreneurs need five (5) leadership factors, that indicates as (1) authenticity factor focus on integrity on building a relationship for business reputation, (2) agility factor emphasis on continuous learning for improvement through leadership value, (3) collaborative achievement factor implies on teamwork within the organization structure for better business performance, (4) purpose and direction factor emphasis in helping the business for profitability stability through good leadership and (5) devolved decision making factor focus on the outcome of the organization through strategized well plan direction and goals.

Therefore, these five (5) leadership factors are essential for implementing disruptive innovation for an incredible perspective of thinking advancement driven development, improving the innovation chain emphasis on digital markets in today's technological advancements, attaining efficiency in innovation for rebalancing the operational model between efficiency and innovation within the organization, and sustaining innovation advantage continuously for becoming a successful technopreneur. The spirit of successful technopreneur emphasis on continuous process improvement in digital-driven that can integrate digital skills and values that can be practice by technopreneur, innovate that utilize digital innovation to grow the business performance, implement better digital technology for business performance that organize the performance, and improve continuously for better, smarter, and faster business performance.

Thus, a successful technopreneur discovers the chances and converts into reality as items and administrations to boost the benefit and build up their business optimum. In this era of digital technology, technopreneur needs to create an item or arrangement that utilizes technological solutions to change the method of doing customarily. Therefore, a successful technopreneur needs three (3) fundamental criteria to be a success which is (1) a knowledge economy that emphasis economic benefits for the organization, (2) value chain that indicate high-value outcome for the organization and (3) high technology that emphasis on strategized decision making process for the organization. Yet, the mediation effect of digital enablers on leadership factors and successful technopreneur is highly needed in today's technology world.

Literature Review

This study adopted the theory of planned behaviors to predict a person's aim to take part in technology behavior and the transformational leadership theory that focuses on a leader towards identifying technology needs for better performance. The theory of planned behavior intended to clarify the technology behavior over an organization that can exert control and behavior intention towards technology influenced attitude for better outcomes. Besides, it has been used successfully to predict and explain a wide range of technology behavior and intentions that depends on motivation and ability to control. The theory of planned behavior can be classified into five (5) indicators as (1) attitude toward using technology that focuses on technology act for considering the outcomes of the organization, (2) subjective norm that emphasis on technology value for strategizing organization thinking for better performance, (3) perceived behavioral control that implies in technology control for organization perception on actions and solutions for better outcomes, (4) intention to use technology that influence the performance and outcomes of

the organization and (5) technology usage focusing in technology influential for facilitating or impede the performance of the organization behavior control.

The transformational leadership theory focuses on the leadership style of an organization that inspires a positive change within the organization's environment. Yet it generally focuses on enthusiastic, passionate, and energetic for leaders in managing their organization for better performance. Moreover, it makes the leader to advance to a higher level of morale and motivation in moving and guiding the organization direction for future ventures. The transformational leadership theory can be classified into five (5) indicators as (1) translating strategy into action that focus on performance engagement of the organization for a better outcome, (2) building strategic relationships that emphasis on new ways and opportunities for the organization to learn, (3) leveraging your emotional intelligence for fostering supportive relationship outcomes within the organization, (4) leading through change that emphasis in a clear vision for organization future ventures and (5) developing employee capability for emulating individual skills and knowledge that enhanced the organization performance.

Therefore, this study has extracted the theory of planned behavior and transformational leadership theory for the relationship between leadership factors and successful technopreneur through the mediating effect of digital enablers. Table 1 indicates the items for leadership factors, digital enablers, entrepreneurial skills and successful technopreneur.

Table 1 Items of Leadership Factors towards Successful Technopreneur

Variable	Items	Classification	References
Independent Variable (Leadership Factors)	Devolved Decision Making (DM)	Share power	(Jayakrishnan, Mohamad, & Yusof, 2020d)
		Encourage responsibility	(Coyte, 2019)
	Collaborative Achievement (CA)	Share knowledge and ideas	(Spanò, Allini, Caldarelli, & Zampella, 2017)
		Encourage cooperation	(Tang, Mo, & Liu, 2018)
	Agility Factor (AF)	Learning and seeking new ideas	(Van Ruler, 2019)
		Encourage innovation	(S. S. A. Al-Shami, Muhamad, Majid, & Rashid, 2019)
	Purpose and Direction (PD)	Inspirational	(Bonau, 2017)
		Shared sense of purpose and vision	(Mohd Adnan & Valliappan, 2019)
	Authenticity (AT)	Act with integrity	(Moon, Hur, & Choi, 2019)
		Earn trust	(Sims & Morris, 2018)

Mediate Variable (Digital Enabler)	Digital Access (DA)	Digital infrastructure	(Jayakrishnan, Mohamad, & Yusof, 2020c)
	Digital Commerce (DC)	E-commerce medium	(Sánchez-Torres, 2019)
	Digital Communication (DCM)	Business values	(S. Al-Shami, Mamun, Sidek, & Rashid, 2019)
	Digital Literacy (DL)	Digital knowledge	(Feerrar, 2019)
Moderate Variable (Entrepreneurial Skills)	Interpersonal Skills (IS)	Communication barriers	(Mohd, Shahbodin, Rashid, Jano, & Al-Shami, 2019)
	Critical Thinking Skills (CT)	Cultivate business environment	(Coyte, 2019)
	Practical Skills (PS)	Practical values	(O'Grady, 2019)
Dependent Variable (Successful Technopreneur)	Knowledge-Economy (KE)	Economic benefits	(Jayakrishnan, Mohamad, & Yusof, 2020a)
	Value Chain (VC)	Higher value	(Dapiran & Kam, 2017)
	High-Technology (HT)	Advanced technology	(Jayakrishnan, Mohamad, & Yusof, 2020b)

Based on Table 1, the items of leadership factors towards successful technopreneur were tabulated and the mediator variable of digital enabler was identified. The IV consists of DM as share power and encourage responsibility, CA emphasis on encouraging cooperation and share knowledge and ideas, AF focus on learning and seeking new ideas and encourage innovation, PD emphasis on an inspirational and shared sense of purpose and vision, and AT implies in the act with integrity and earn trust. Besides the MV indicates DA in digital infrastructure, DC in e-commerce medium, DCM in business values, and DL in digital knowledge. Yet the DV emphasis KE in economic benefits, VC in higher value, and HT in advanced technology. Therefore, the hypothesis for successful technopreneur justify as H1-Leadership factors have a positive, significant relationship with the successful technopreneur, H2-Leadership factors have a positive, significant relationship with digital enablers, H3-Digital enabler has a positive, significant relationship with the successful technopreneur and H4-Digital enabler have a positive, significant relationship mediates between leadership factors and successful technopreneur.

Methodology

This research implies the quantitative method approach that uses deductive logic with a hypothesis. Therefore, the survey method has been utilized in getting data from huge samples of the population and appropriate to gather demographic information that portrays the structure of the sample among technopreneur from the Innovation and

Entrepreneur Centre located in Abu Dhabi. The UAE is leading the way in making a digitally transformed country and budding technopreneurs established themselves. Besides the Innovation and Entrepreneur Centre located in Abu Dhabi helps technopreneur in achieving full potential digital development skills as well as opening new opportunities for future growth. Moreover, technopreneurs strive to be an agent of transformation, combining innovative ideas with the technopreneur spirit and changing them into action. This research implies stratified random sampling that involves technopreneur that using digital technology to enhance their business through 323 respondents among technopreneur from the Innovation and Entrepreneur Centre located in Abu Dhabi.

Data Analysis

This research implies internal consistency reliability as the way to gauge how well the survey is measuring the items and the statistical test for internal consistency are the most widely used Cronbach Alpha. Besides the values of 0.8 and 0.9 indicates the higher reliability of the research items and the value below 0.6 indicates low reliability of the research items. Moreover, the higher the Composite Reliability (CR) demonstrates the higher consistency of the research measurement. The CR and Cronbach Alpha (CA) are more noteworthy than 0.8 and 0.9, as appeared in Table 2. Accordingly, this shows a decent degree of CR and uncovered the measurement utilize in this study.

Table 2 Internal Consistency Measurement

Variables	Cronbach Alpha	Composite Reliability
DM	0.873	0.908
CA	0.904	0.929
AF	0.898	0.925
PD	0.778	0.857
AT	0.872	0.913
DA	0.840	0.904
DC	0.841	0.904
DCM	0.829	0.898
DL	0.842	0.904
IS	0.891	0.932
CT	0.902	0.939
PS	0.890	0.932
KE	0.888	0.931
VC	0.860	0.915
HT	0.896	0.936

Next, the study instrument of DV, IV, and MV was checked through outer loading, and the outcomes are shown in Table 3.

Table 3 Outer Loadings (Before Elimination)

	AF	AT	CA	DM	PD	DA	DC	DCM	DL	KE	HT	VC
AF1	0.783											
AF2	0.862											
AF3	0.831											
AF4	0.830											
AF5	0.906											
AT1		0.760										
AT2		0.858										
AT3		0.857										
AT4		0.924										
CA1			0.848									
CA2			0.880									
CA3			0.770									
CA4			0.895									
CA5			0.855									
DM1				0.706								
DM2				0.841								
DM3				0.839								
DM4				0.857								
DM5				0.783								
DM6				0.461								
PD1					0.704							
PD2					0.844							
PD3					0.702							
PD4					0.815							
PD5					0.408							
DA1						0.849						
DA2						0.884						
DA3						0.878						
DC1							0.860					
DC2							0.879					
DC3							0.873					
DCM1								0.897				
DCM2								0.852				
DCM3								0.840				
DL1									0.865			
DL2									0.866			
DL3									0.883			
KE1										0.872		
KE2										0.956		
KE3										0.883		
HT1											0.952	
HT2											0.873	
HT3											0.905	
VC1												0.906
VC2												0.856
VC3												0.890

Based on Table 3, the reliability was surveyed for each measurement that shows the estimation of items of 0.70, and more is viewed as good and acceptable. Besides indicator values is less than 0.40 must be considered for elimination. Moreover, an indicator somewhere within 0.40 and 0.70 ought to be alerted for eliminating that rises the AVE and CR values. Therefore, the research measurement under 0.50-0.60 was eliminated to additionally evaluate the impact of eliminating on AVE and CR as shown in Table 4.

Table 4 The Eliminated Items

Items	Indicator Loading	AVE (Before Elimination)	Treatment	AVE (After Elimination)
DM6	0.461	0.579	Eliminated	0.665
PD5	0.408	0.506	Eliminated	0.601

Based on Table 4, the outer loading values of items DM6 and PD5 were found between 0.20 and 0.50. Thus, these items were considered for elimination individually to view the impact over the estimation of AVE. Furthermore, the items with the most reduced marker

values DM6 and PD5 were eliminated which expanded the AVE value over the limit estimation of 0.50. Table 5 shows the marker values after the elimination of items and Figure 1 shows the factor leading after eliminations.

Table 5 Outer Loadings (After Elimination)

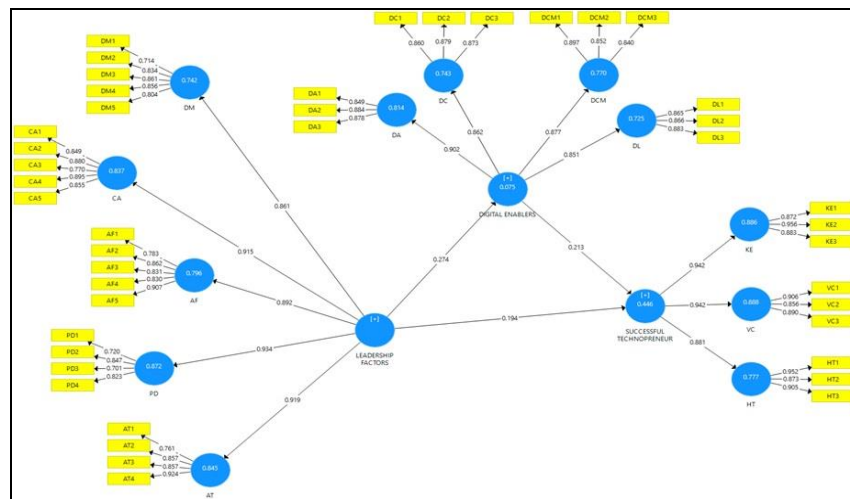|	AF	AT	CA	DM	PD	DA	DC	DCM	DL	KE	HT	VC
AF1	0.783											
AF2	0.862											
AF3	0.831											
AF4	0.830											
AF5	0.907											
AT1		0.761										
AT2		0.857										
AT3		0.857										
AT4		0.924										
CA1			0.849									
CA2			0.880									
CA3			0.770									
CA4			0.895									
CA5			0.855									
DM1				0.714								
DM2				0.834								
DM3				0.861								
DM4				0.856								
DM5				0.804								
PD1					0.720							
PD2					0.847							
PD3					0.701							
PD4					0.823							
DA1						0.849						
DA2						0.884						
DA3						0.878						
DC1							0.860					
DC2							0.879					
DC3							0.873					
DCM1								0.897				
DCM2								0.852				
DCM3								0.840				
DL1									0.865			
DL2									0.866			
DL3									0.883			
KE1										0.872		
KE2										0.956		
KE3										0.883		
HT1											0.952	
HT2											0.873	
HT3											0.905	
VC1												0.906
VC2												0.856
VC3												0.890

Figure 1 Factor Loadings After Elimination

Based on Figure 1, the auxiliary model of this study is assessed through path coefficients that signify the relationship between two variables. Path coefficients are closely related to multiple regression that permits us to test hypothetical recommendations about circumstances and logical results without controlling factors. Therefore, in SmartPLS, this technique is utilized as bootstrapping that can acquire values for assessment of relationships among IV and DV. Besides the t-statistic and p-values are evaluated to check the significance of the paths between these factors. As indicated by Joseph F Hair, Black, Babin, Anderson, & Tatham, (2010), when the observationally estimated t-value is more prominent from critical value, the coefficient is viewed as critical at a particular certainty level. Thus, in this research, a t-value of 0.95 is utilized at a significance level of 0.05. Joseph F Hair, Black, Babin, Anderson, & Tatham, (2010) stated that bootstrapping is conveyed by PLS-SEM to gauge the significance of the assessed path coefficients. However, the values of coefficients between -1 show weak relationships, and +1 indicated a strong relationship. The outcome of the path coefficients values, t-values, and p-values between variables are shown in Table 6.

Table 6 Path Coefficients

Path	Path Coefficient	SE	t-Value	p-Value
DE -> ST	0.232	0.054	4.287	**0.000**
LF -> DE	0.274	0.059	4.668	**0.000**
LF -> ST	0.232	0.056	4.120	**0.000**

Based on Table 6, the acknowledgment or dismissal of hypothesis depended on path evaluations and all hypothesis for this study was upheld at a significance level of 0.05. The research hypothesized that mediation of DE in LF → DE → ST through hypothesis H4. Besides the mediating impact is checked through an indirect impact among IV and DV through an MV, the experimental examinations in PLS are conveyed in two stages. The initial stage for mediating investigation is to confirm the significance of indirect and direct impacts esteems through path coefficients, p values, and t-statistics. The followed stage is to compute the VAF value to set up the quality of mediation. The outcomes that appeared in Table 7 were gotten by applying the bootstrapping method in PLS-SEM and the coefficient value of the total direct impact (0.296) between LF → ST was significant (t=5.224, p=0.000). The indirect path (LF→DE→ST) was estimated at 0.064 and discovered significant (t=3.457, p-value=0.001). Nonetheless, the direct impacts between (LF → ST, LF →DE, and DE→ST) were significant as tabulated in Table 7.

Table 7 Direct and Indirect Paths (LF -> DE -> ST)

Path	Path coefficient	T Statistics	P Values	2.5%	97.5%
DE -> ST	0.232	4.287	0.000	0.120	0.332
LF -> DE	0.274	4.668	0.000	0.156	0.386
LF -> ST	0.232	4.397	0.000	0.124	0.347
LF →DE→ST (Indirect Effect)	0.064	3.457	0.001	0.029	0.101
LF -> ST (Total Effect)	0.296	5.224	0.000	0.183	0.405
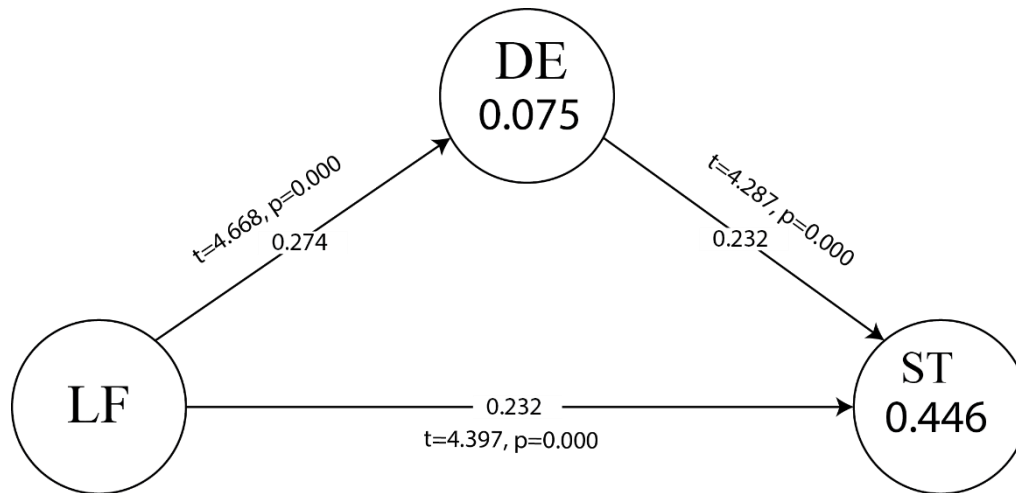
Figure 2 Path Coefficients (LF →DE→ST)

Based on Table 7 and Figure 2, the lower certainty of the indirect impact 0.029 and the upper certainty worth 0.101. No value of 0 detailed the lower and upper certainty spans, along these lines bootstrapping results affirmed the steadiness of the mediation impact of DE among LF and ST. Besides, the values introduced in Table 7, the indirect effect (LF →DE→ST) was 0.064 and the total effect (LF → ST) was 0.296. Thus, the VAF value was assessed as 0.216 of 21.6 percent. Besides VAF was ranged 20% and 80% and presumed that DE mediator among LF and ST. Shown in Table 7 and the VAF displayed the significance of the mediator's impact and defended. Subsequently, hypothesis H4 of the research was acknowledged.

Conclusion

Digital enabler highlights changes in technopreneur practice that finds a new way for entrepreneurial ventures, designing and offering services, and competitive advantage. Besides digital enablers open a new way of thinking and more technical opportunities in learning skills and strategize performance. Therefore, leadership factors play a major role in succussing technopreneurs. This study emphasis devolved decision making,

collaborative achievement, agility, purpose, and direction, and authenticity can trigger to increase in the level of technology usage. This research focus on the mediation effect of digital enabler on leadership factors and successful technopreneur has not well discussed and to the best of the researcher's knowledge, there is no research has been conducted within UAE. Moreover, this study adopts the theory of planned behaviors to predict a person's aim to participate in technology behavior and the transformational leadership theory that focuses on a leader towards identifying technology needs for better performance. Yet, the researcher assesses the questionnaire's content validity. Hence, to set up an underlying appraisal of the instrument's validity, an analysis stage was led to seek the proposition and opinions of scholars and applicable experts to start a basic judgment about the instrument's validity. Therefore, it is confirmed that digital enabler plays the most significant role in successful technopreneur in the UAE.

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