

Entrepreneurial Leadership Influence on Competitive Adaptability in Bali Transport Industry: Case Study of Praska Trsnaport

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Abstract: *Abstract: This research paper examines the effect of entrepreneurial leadership to the flexibility and competitiveness of a medium size transport SME based in tourism sector in Bali. The Balinese transport industry is defined by high levels of uncertainty due to the unstable inflow of tourists, the high-speed digital destabilization, that have significantly influenced the demand of the services as well as their operational stability. Using Praska Transport as a case study, the study explains that leadership practices can help organizations to react to turbulence in the environment and maintain competitive advantage. The research has a deductive approach of qualitative case-study design. The data was collected using semi-structured interviews with the addition of direct observation and documentary analysis. According to the findings, entrepreneurial leadership that can be identified by family-oriented orientation, proactive decision making and effective use of digital technologies is a key factor that can strengthen organizational flexibility and resilience. To conclude, entrepreneurial leadership will become a strategic force of resilience and competitive flexibility to transport SMEs that tend to work in unstable tourism-related conditions providing practical recommendations to business survival and research opportunities in similar spheres.*

INTRODUCTION

Bali tourism business is a major contributor to the local economic activity and transport services form one of the pillars which are always needed to help tourists reach to their destinations within the island. But the transport sector, particularly the small and medium enterprise (SME) is heavily affected due to the varying numbers of tourists, disruption platforms, which are digital, and the long-term impact of the COVID-19 pandemic that has resulted in the reduction of mobility and service demand by a significant margin. Praska Transport is a medium-scale operator, which was established before the post-pandemic revival, and is a business that has undergone some significant variability in 2019-2025, with especially pronounced crises related to the pandemic and booming growth with tourism opening up.

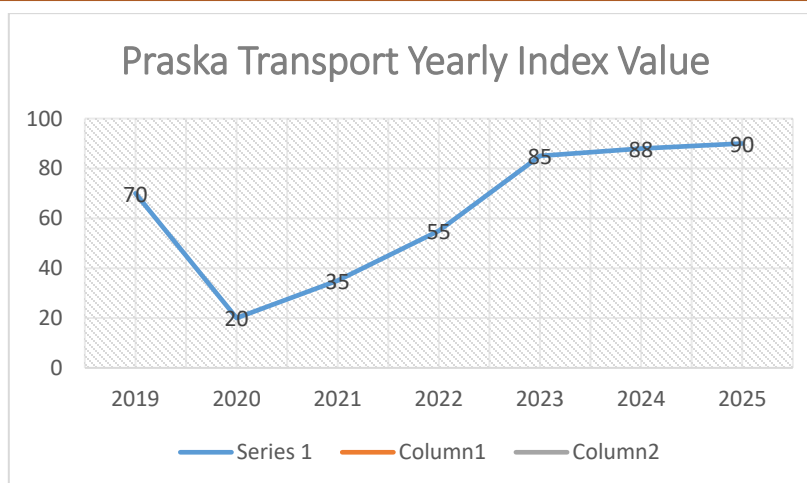


Figure 1. Prasla Transport Curva

Such circumstances render a flexible approach to be a vital survival and competitiveness factor. The Resilience Theory states that a company that successfully gets through a disruption exhibits anticipation, adaptive capacity, and recovery power, so resilience is a strategic need in the volatile setting of the Bali tourism industry (Duchek, 2020). The former research points out that entrepreneurial leadership, which is innovative, active, and remembering opportunities, is vital to enhance the adaptability and competitiveness of the organisations, particularly in dynamic and unpredictable markets (Abdalla and Nakagawa, 2022). It has been noted that leadership can be a contributing factor that can help in how organisations predict the disruption, how they react to uncertainty and how they remain competitive in the long term (Lengnick-, Beck-, and Lengnick-, 2011). This makes entrepreneurial leadership a significant construct in comprehending the ability of transport SMEs to manage the swift changes in the environment.

Research has also highlighted that the ability to lead a firm in a decisive manner increases the organisational flexibility considerably because the ability to make decisions, engage employees and/or support resources in times of uncertainty is a significant factor in this context (Carmeli and Halevi, 2009). However, in the context of a remarkably vulnerable to shocks such as the COVID 19 pandemic that severely diminished the flow of tourists and forced transport operators to reevaluate their survival tactics, scarce research exists on the dynamics of leadership, innovation, and SME performance in the context of Bali transport sector despite an extensive body of research on leadership, innovation, and SME performance. Given the history of Praska Transport of dealing with pre-pandemic escalation, pandemic-level decline and post-pandemic recovery, the business is a good case to investigate the impact of entrepreneurial leadership in achieving competitive flexibility within a tourism-based sector. This study attempts to address that knowledge gap by providing a detailed insight into the adaptability of leadership within SMEs of the transport sector in unstable markets.

LITERATURE REVIEW

Entrepreneurial Leadership

Entrepreneurial leadership is one of the key theoretical bases of studying how transport based SMEs operate in dynamic and uncertain environments. This form of leadership preempts innovation, proactivity, and risk-taking that is calculated, thus, allowing companies to discover opportunities and react to quick shifts in the market conditions, especially in the tourism industries

(Abdalla and Nakagawa, 2022). Besides, entrepreneurial leadership enhances the internal capabilities through culture of creativity, empowerment of employees, and responsiveness to strategy, which are considered key drivers of organisations that operate in a dynamic environment like in the case of the tourism transport industry in Bali (Armanu et al., 2024).

Strategic Management

Resource-based view (RBV) states that when internal resources are valuable, rare, inimitable, and non substitutable, they are very important in creating sustainable competitive advantage (Barney, 1991). In the field of tourism transport, the entrepreneurial orientation demonstrates an approach to decision-making of a leader who facilitates innovations and active responses to changing tourist movement trends and external shocks.

Organizational adaptability

In line with this, theories of organisational adaptability outline the responsiveness of business firms to turbulence in the environment. Adaptability is used to describe how well an organisation can adjust its strategies, structures, and operations in relation to the changing market forces (Sarta et al., 2020). This flexibility can be strengthened through entrepreneurial leadership which creates an atmosphere of autonomy, free communication and participative decision making and therefore enables transport firms to adapt services to changing tourist demands, embrace new technology and innovate (Carmeli and Halevi, 2009).

Business Resilience

Business resilience emphasises the ability to foresee, absorb, and recover disruptive events, which is essential to the tourism transport sector of Bali as it is vulnerable to disasters like pandemics and regulatory unpredictability (Duchek, 2020). One of the key ideas of resilience theory is that anticipation and recovery enhance the long-term survival of organisations, and entrepreneurial leadership adds to the process of resource mobilisation, promotion of learning, and enhancing crisis responsiveness (Bhamra et al., 2019).



Figure 2. Research Framework

The combination of these theoretical schools of thought illustrates that entrepreneurial leadership is a strategic force that connects the internal capabilities with adaptive behaviour, which eventually affects the competitive adaptability in SMEs like Praska Transport.

METHOD

This paper used a qualitative deductive approach to investigate the impact of entrepreneurial leadership in competitive adaptability in Praska Transport. The qualitative approach was chosen due to the possibility to learn the leadership behaviour, adaptive strategies, and contingent decision-making processes in a-depth (Aspers & Corte, 2019). The research design was based on the case-study approach to observe the dynamics of the organisation in a real environment aimed at owner-level decisions, their interpretation by the senior staff, and practical operations.

Data Source

Primary and secondary data sources were used to gather data; the primary data was in-depth and semi-structured interviews with the owner and senior employees. Organisational records, observations, and literature that are pertinent to entrepreneurial leadership, adaptability, and resilience were used to retrieve secondary data.

Table 1. Data Informant

Informant Code	Position/Role	Years of Experience	Relevance to Study
I1	Owner	10 years	Provides primary insights on entrepreneurial leadership, decision-making, strategic direction and organizational adaptability
I2	Senior Staff	5 years	Involved in daily operational planning, staff coordination and implementation of leadership strategies

In-depth semi-structured interview, allowing informants to describe leadership behaviour, operational challenges and adaptability processes in detail. While observation focusing on the workflow, employee coordination and real-time problem handling. As for document analysis, it include internal documents and supporting academic literature (Bowen et al., 2022). To ensure that all of this data is valid, this research maintained using two triangulation strategies, data triangulation and methodological triangulation. These steps reduced bias and enhanced credibility of interpretations (Nowell et al., 2017).

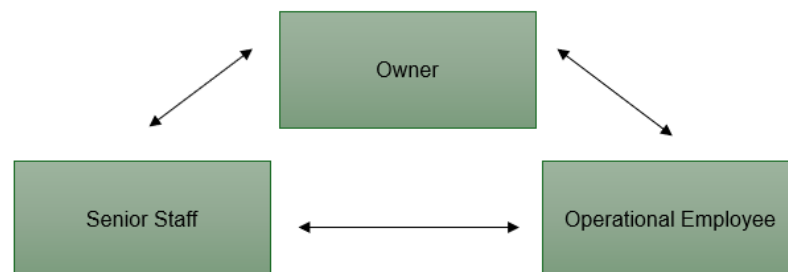


Figure 3. Data Triangulation

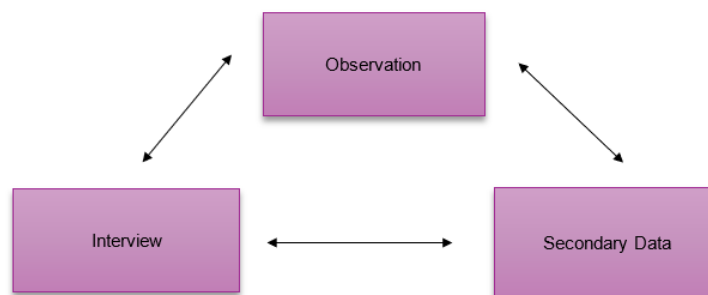


Figure 4. Methodology Triangulation

RESULT AND DISCUSSION

Entrepreneurial Leadership as a Driver Adaptability

The above empirical results indicate that entrepreneurial leadership is a key factor that determines the adaptability of the organisation in Praska Transport. The proprietorship follows a family-oriented leadership model, which is focused on emotional intimacy, open communication, and personal interests in the welfare of employees. Such a leadership style will help report issues proactively, reduce operational disruptions, and improve coordination. These insights support available literature on the topic proposing that entrepreneurial leadership enhances adaptability by promoting trust, initiative, and flexible decision-making (Abdalla and Nakagawa, 2022). Personally engaged leadership style hastens the process of responding to uncertainty and facilitates learning within an organisation (Carmeli and Halevi, 2009).

Strategic Adaptability in a Unstable Tourism Environment

The findings indicate that the Praska Transport company functions in an extremely ambivalent environment, which can be largely explained by fluctuation in the arrival of tourists and economic recovery after the pandemic. The owner has reported that the trends in tourism are becoming more unpredictable hence making long-term forecasting difficult. To this, the company focuses on the proactive strategies and financial readiness which include profit-loss management and contingency funds. This approach can be compared to the resilience theory that highlights the importance of anticipation and adaption as the necessary competencies that help firms survive in unpredictable situations (Duchek, 2020). Instead of using fixed strategies, Praska Transport constantly adapts to the market forces.

Innovation and Digitalization as Adaptive Mechanisms

Digital technologies and innovation have become essential facilitators of the adaptability. The company uses a range of digital tools, such as Tik Tok, Facebook, an official site, Excel-based scheduling software, GPS positioning, and WhatsApp communication to organise the workflow and contact a variety of market audiences. The owner stressed that different customer groups require different platforms especially international customers who rely on the availability of websites to acquire confidence and reliability. The results support the hypothesis that innovation and digitalisation can improve strategic flexibility and operational efficiency, particularly with reference to SMEs operating in a competitive environment (Bhamra et al., 2019). The digital tools make it possible to coordinate quickly and make decisions in real time, an ability that is essential in the transport and tourism industries.

Organizational Resilience Through Colaboration and Crisis Management

The research additionally shows that partnerships with travel agents, hotels, and online platforms are a great way of increasing competitiveness. However, such dependency on partners is considered inadequate, and the firm has resorted to coming up with customised services, including intercity shuttle services between Java and Bali.

During the crisis period, when the routes are suddenly shortened due to the lack of tourist numbers, Praska Transport changes timetables, reduces non-urgent operations, and improves the internal communication (this may be seen as an example of the second category). Such practises are examples of resilience in an organisation in the form of learning and flexibility in operations. This finding supports the literature on resilience that views resilience as a dynamic capability that allows firms to absorb shocks, recover, and rearrange the resources in prospective growth (Duchek, 2020).

CONCLUSION

This analysis demonstrates that entrepreneurial leadership is an important factor that increases the flexibility and competitiveness of Praska Transport in the dynamic tourism industry in Bali. Through adoption of family-based leadership, on-going self-assessment (kaizen), strategic application of digital technology, and flexibility in the decision making with regard to operations, the company exhibits a strong organisational resilience when dealing with uncertainty on the market especially during and after the COVID-19 disruption. These practical results support the resilience and adaptability theories, which stress anticipation, adaptation, and learning as vital abilities of the firms in the turbulent environment (Duchek, 2020). In practise, the study recommends that to stay competitive small and medium-sized transport enterprises should focus on adaptive leadership, have lean but efficient digitalisation projects, and/or develop internal communication networks. To conduct the next research, it can be suggested that researchers should extend this investigation to include comparative case studies in various transport companies or use mixed-method research to quantitatively determine the outcomes of adaptability and resilience to increase the external validity of the findings in the tourism and transportation sector.

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