

Small and Medium-Sized Enterprises (SMEs) Entrepreneurs' Leadership, Management Skills, and Motivation in Relation to Business Sustainability

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Abstract— Small and medium-sized enterprises (SMEs) are essential to developing and growing any country's economy. This study investigated the Small and Medium Sized Enterprises (SMEs) entrepreneurs' leadership, management skills, and motivation in relation to business sustainability. This study utilized a descriptive correlational research design. There were 120 SME owners who were chosen through purposive sampling. The study took place in Ozamiz City. Entrepreneurs' Leadership, Management Skills, Motivation, and Business Sustainability Questionnaires were used as instruments in gathering the data. Mean, Standard Deviation, Pearson Product Moment Correlation Coefficient, and Multivariate Regression Analysis were used as the data analyses. The results revealed that the level of entrepreneurs' leadership and motivation is very high while the entrepreneur's management skills are rated very good. Meanwhile, the level of business sustainability is also very high. Entrepreneurs' leadership, motivation, and management skills greatly affect their business sustainability. Among the variables, the entrepreneurs' leadership and management skills are the predictors to their business sustainability. Entrepreneurs' leadership abilities, management skills, and motivation postulate a strong relationship toward business sustainability, which asserts that motivation and entrepreneurial leadership contribute to business sustainability. Thus, entrepreneurs' leadership, management skills, and motivation could make them sustainable. Entrepreneurs therefore could maintain their excellent leadership abilities, management skills, and motivation through having simulative training to survive in their respective entrepreneurial endeavors.

Keywords— entrepreneurship, entrepreneurs' leadership, management skills, motivation, sustainability

INTRODUCTION

Numerous emerging economies are expected to create transformative change from an industrial society to an entrepreneurial one, with leadership and orientation as the core elements for company success (Dana et al., 2022). In this vein, Small and Medium Enterprises (SMEs) have significantly become popular as different scholars have tried to analyze the factors affecting business sustainability (Lutfi et al., 2022). Entrepreneurs, therefore, take initial steps and chances in making innovative products and services that are visible to the community's and society's needs in general. However, competitive advantage or business sustainability is one of the major concerns that SMEs entrepreneurs' stress including the lack of management skills and expertise in functional areas such as marketing, human resources, and financial knowledge especially in Malaysian community (KOLOTI, 2022; (Duffett & Cromhout, 2022).

The management skills, competition flow, unstable consumer demand, inability to meet customer needs, wrong pricing strategies, and lack of knowledge were the central problems asserted for business sustainability. Small and Medium Size Enterprises significantly exist

to address the needs of the market while serving as the backbone of the economy of Asia and the major driving force. They accounted for more than 97% of total business establishments and 69% of employment in Asia. Although their average GDP contribution per nation is just 41%, SMEs are distinguished by their little investment capital.

In the Philippines, Small and Medium-sized firm (SME) accounted an assets of up to 100 million Philippine Pesos and a working capital requirement of Php 500,000.00 and has fewer than 200 employees (Genever, 2021).

Consequently, the Philippine Statistics Authority (2019) accounted for 995,745 people and 1,000,506 businesses (99.5 62.40 percent of all business was conducted by small businesses (0.2 percent) and 4,761 large businesses (0.5 percent) generation (Abe & Abe, 2021). The primary force behind unused businesspeople contributes to the Philippines' economic success while asserting that they possess good leadership abilities. Entrepreneurial leadership is a distinct requirement for success (Chowdhury, 2020).

Having a strong entrepreneurial leadership can aspire to pool talents among employees to attain the organization's goals while providing collaborative practice in many firms, which asserts the values and perceptions of the leadership team toward strategic development of the firm (Song et al., 2023; Wagner et al., 2021). Thus, leaders of SMEs may exercise greater discretion and have a more significant influence on firm strategies and performance (Barba-Sanchez, 2022). The vital role of entrepreneurs' leadership in the success of entrepreneurial ventures lies in the creative and innovative ways for sustainability which is evident in emerging countries like Japan, China, Thailand, Singapore, and Philippines (Wales et al., 2021).

Effective entrepreneurs' leadership can encourage employees to solve old problems with new methods to let them work based on their abilities while letting them act as influential mentors to their members (Nguyen et al., 2021). Empowered entrepreneurs create valuable input for business growth and sustainability when their management skills are evident. Management skills are essential for business sustainability since they involve planning and implementing the prudent use of means to achieve a goal while creating and maintaining a collaborative work environment (Berry, 2018; Choudhary, 2018).

Meanwhile, sales and marketing abilities are more helpful to enterprises to grow and become sustainable, which ascertains that the more established the organizations are, efficiency is achieved (Anderson et al., 2018). Apart from that, technical skills are also relevant as they involve skills that give managers the ability and the knowledge to use various techniques to achieve their objectives. These skills include using machinery, software, production tools, and equipment and the abilities required to increase sales, create various services and products, and promote the goods and services (Krakoff, 2019). Gomez's (2021) study reveals that individuals seek to enhance their innovation and creativity to gain new perspectives on the world and offer suggestions for improvements.

People's choices, as well as their efforts and perseverance in the chosen activities, impact entrepreneurs' actions with their motivation to succeed. Accordingly, enthusiasm and passion drive the entrepreneurial spirit and behavior of business people, which is relatively evident in the Indonesian setting

(Wang & Shi, 2021). The sense of control, the propensity to take risks, self-confidence, the need for achievement, innovativeness, and self-efficacy impart the internal motivation of entrepreneurs to pursue the entrepreneurial path (Ferreira et al., 2018).

Moreover, it is evident in the study of Stephan (2018) and Ute (2015) in Pakistan that business opportunity, autonomy, better work, challenge, and financial and family motivations influence business survival. A person who is driven by success and motivation may decide to work for themselves to experience greater achievement satisfaction than those who work for someone else (Forsyth, 2022). In this vein, confidence in the business affects entrepreneurial decisions whereas a positive mindset allows for boundless opportunities and creative thinking among young people who strive to succeed in their respective crafts (Pauceanu et al., 2018).

Individual motivations affect their choice to look for, assess, and take advantage of entrepreneurial opportunities. Variations in these motivations affect people pursuing these opportunities, gathering resources, and carrying out the entrepreneurial process (Paliwal et al., 2022). Relatively, an entrepreneur's motivation is correlated with the effort put forth in starting a new venture and the readiness to maintain that venture which ascertains that motivation serves as the link between intention and action and makes them sustainable (Baum & Locke, 2020; Crowdhury, 2020; Forsyth, 2022).

Sustainability development is considered a pathway for the betterment of the future by providing a comparative framework for economic growth, attaining social justice, practicing environmental stewardship, and strengthening governance (Banki-Moon, 2013). The implementation of corporate social responsibility and systematic sustainability in the private sector is cited in several studies as a critical element in achieving sustainable development. These studies demonstrate that SMEs dominate the private sector and economic activity in both developed and developing nations to describe their significance and impact (Ndiaye et al., 2018).

In a similar vein, the experts' observations assert that SMEs help in achieving the economic Sustainable Development Goals (SDGs) of the nation by fostering innovation and sustainable industrialization, as well as

contributing to the advancement of human development through social progress and addressing income inequalities with the means of high-quality employment opportunities and working conditions (Belyaeva & Lopatkova, 2020). Their potential impact on the achievement and application of the SDGs is crucial as they fill in the number of issues in the community like the lack of (qualified) workers, a lack of collaboration between SMEs, governments, and higher education institutions, a lack of access to financing, a lack of knowledge, skills, and tools for business model innovation, as well as a lack of marketing and strategic management expertise (Haldar, 2019).

Additionally, SMEs need help to determine how they can contribute to realizing the SDGs because of the deluge of available information and the general lack of expertise compared to larger businesses (Rupeika-Apoga & Petrovska, 2022). This would assert that entrepreneurs are guided by the relevant methodologies when business incubation is adopted by the academic institution to enrich their intellectual capacity in starting and running their chosen businesses (Campos et al., 2023).

Business Incubators assist aspiring entrepreneurs to seize the right opportunity to put their business ideas and concepts into reality. In the Philippines, business incubators among selected prestigious universities help new ventures to make their businesses grow as they provide support services like coaching, professional services, and networking connections in exchange for membership or monthly fees with graduation policies for growth metrics (InBIA, 2017). Business incubators provide professional services, knowledge sharing, and social networking capabilities in creating successful start-ups (Rozan, 2018). Studies have shown that university incubators provide intellectual capital as measures to evaluate BIs through the presence of structural capital, human capital, and relational capital (Hassan, 2020). In this vein, university business incubators played a central role in converting academic research into commercialization (Redondo & Camarero, 2018).

This study addresses a significant gap in empirical evidence by investigating the relationship between entrepreneurial leadership, management skills, motivation, and business sustainability in the context of SMEs, an area that has been overlooked in previous research. While existing studies often focus on

entrepreneurial intention and behavioral attitudes, the connection between these critical variables remains unexplored. As a college instructor specializing in business and management courses, the researcher aims to contribute valuable insights to SME owners, policymakers, and educators by uncovering the impact of entrepreneurial leadership, management skills, and motivation on business sustainability. The findings have the potential to inform resource allocation, support structures, and policy frameworks for SMEs, fostering their long-term viability in the dynamic business landscape. Additionally, aspiring entrepreneurs can benefit from the study's empirical evidence, providing them with practical knowledge and strategic insights to navigate the challenges of growing competition. The study's outcomes are expected to be instrumental in shaping the curriculum of business and management programs, particularly in entrepreneurial management subjects, preparing students to become competent and resilient entrepreneurs in the future.

Theoretical Framework

This study was anchored on five theories, namely: Entrepreneurial Leadership Theory by Renko et al., (2017); the Achievement Theory of Motivation by McClelland (1961), Henri Fayol's Principles of Management (Fayol, 1916), Sustainable Legitimacy Theory and Contingency Management Theory by (Fiedler, 1967).

Entrepreneurial Leadership Theory asserts that individual managerial behaviors influence and direct the group members' performance toward attaining organizational goals that involve recognizing and exploiting entrepreneurial opportunities' (Renko et al., 2015). This is mainly associated with growth-related development (substantive), seizing opportunities, and becoming the business catalyst of change toward dynamism (Fries et al., 2021). Thus, entrepreneur's leadership protects and nurtures a firm's wealth toward business success (Howorth & Robinson, 2020). Mainly, entrepreneurial leaders seize innovativeness and cling to business opportunities using effective and efficient resources (Fries et al., 2021; Howorth & Robinson, 2020).

The leverage of social exchanges among top management provides decision-making that can separately place organizational ranks (Fries et al., 2021). Accordingly, the leadership among entrepreneurially-oriented family business ventures is not necessarily

based on entrepreneurial values as they are all bounded with the corporate goals implemented by the top management (Casillas et al., 2011; Chirico & Nordqvist, 2010; Renko et al., 2015). In this vein, entrepreneurs' leadership is an important requisite for stewardship as it captures entrepreneurs' behavior amongst subordinates of the firm while attaining business growth and fostering performance (Bauweraerts et al., 2021).

Previous research on Entrepreneurial Orientation and Entrepreneurial Leadership ascertained that the achievement of the organization's strategic mission could provide a significant source of personal utility for members (Zahra et al., 2018). It postulates that members become entrepreneurial agents most in the case of entrepreneurial family firms. Entrepreneurial leaders, therefore, challenge a firm's dominant logic and their members in setting business goals and employee empowerment to create a strategic direction for the business venture (Ireland et al., 2003). Their substantive role in transformational leadership principles includes articulating an organizational vision, the intellectual stimulation of followers, or inspirational motivation that projects emotional connection among employees and other venture stakeholders (Fries et al., 2021; Renko et al., 2015).

Subsequently, their capacity to articulate a compelling vision provides a common understanding in creating a participative leadership that will strengthen the intrinsic motivations toward innovative engagement and entrepreneurs' mindset (Fries et al., 2021). In general, entrepreneurs' leadership attributes help the organization members to be intrinsically motivated, get involved, and become conscious, which drives them to act as stewards in charge of innovation and future success (Fries et al., 2021; Zahra et al., 2018).

In this regard, entrepreneurial leadership is asserted as an effective means for creating an entrepreneurial stewardship culture while strengthening the capacity among all those in the firm to challenge current situations, take risks, and creativity which prevents family firms from falling into the 'paternalism trap' that triggers inertia instead of entrepreneurship (Chirico & Nordqvist, 2020). Entrepreneurs' leadership enables subordinates not only to have the freedom to express their ideas but also empowered to follow them (Koiranen, 2013). Empirical evidence supports this reasoning that managerial individual innovation behavior can help them to transform more easily into

firm-level exploration among family-owned firms (Strobl et al., 2020b). Research has also demonstrated that entrepreneur's leadership correlates with Entrepreneurial Orientation which presents the exploration and exploitation of innovation outcomes in organizations (Strobl et al., 2020a).

Meanwhile, McClelland's Achievement Theory of Motivation is a theory that profoundly describes the process of motivation by deconstructing what needs are, how they work, and how they must be treated. The most recent theory, developed by McClelland, acknowledged that people prioritize their needs differently. He identified three specific needs: the need for achievement, the need for power, and, lastly, the need for affiliation. Each of the three criteria is present throughout every person in some form, but they are all valued differently. This theory describes how needs significantly influence a person's behavior, particularly in an organization's managerial setting (Opinaldo, 2022). McClelland says that regardless of age, sex, race, or culture, each of us has one of these wants and is motivated by it. An individual's unique needs are acquired and formed through his life experiences. Usually, one trait predominates over the others, although everyone possesses all. This idea contends that these three needs produce an individual's motivation levels (Kurt, 2021).

More so, the "need for achievement" concept ascertains a person's drive to succeed, which pinpoints that someone will work hard, fight, and eventually succeed when he aspires to achieve something. Some people have a strong drive to succeed, and these are the ones who are always producing new ideas and striving to be the best at everything (Baum & Locke, 2020). Furthermore, those motivated by the need for achievement are cautious about risky situations. They do not like high-risk circumstances because they do not think the effort is justified, and they do not like low-risk ones because they think the outcome depends more on luck than on their efforts (Kurt, 2021).

The other related factor from the said theory is the need for power which ascertains the desire to alter another person's decision to meet one's wishes and needs and reflects the special needs for personal power. For their glory, they are willing to accept great risk. The constant need to improve one's reputation and sense of self-worth drives all decisions made by those with a high power demand (McClelland, 1987). These people crave

authority and always favor their opinions above those of others, wanting others to see things their way. Lastly, the desire for power is centered on impacting, controlling, altering, and changing others. People with a strong desire for power enjoy having sway over other individuals and events. These satisfy a man and make him happy (McClelland, 1961).

The impact of achievement motivation on entrepreneurs' leadership asserted that entrepreneurs' talent can be identified through the early stages. This ascertains that achievement motivation accounts for the third component of entrepreneurs' leadership among management and engineering students. Increasing students' achievement motivation boosts their leadership abilities, leading to a rise in entrepreneurial skills (Mukesh & Thomas, 2018). This theory is appropriate for the study since it helps the researcher identify an individual's dominant motivators and explain what drives an individual to become an entrepreneur. Furthermore, it provides evidence to help understand and predict the entrepreneurs' leadership of individuals.

Henri Fayol's Principles of Management (1916) is based on departmentalization, which indicates that the tasks required to fulfill the organization's shared aim should be recognized and grouped into departments (Business Jargons, 2021). It defines five critical characteristics of management: Planning involves predicting the future, devising a strategy, and setting goals and objectives. Organizing is the process of bringing together human and non-human resources. Meanwhile, coordination brings together various divisions and departments to achieve corporate goals. Finally, controlling involves comparing the organization's actual performance to its desired performance level, identifying areas for improvement, and executing adjustments to improve performance (Kullabs, 2022).

To be successful, all organizations require management as it is the prudent use of means to achieve a goal. This asserts that management helps realize goals and objectives through people effectively and efficiently. It entails creating and maintaining collaborative efforts among people inside the firm (Choudhary, 2018). The theory is relevant to the study since it helped the researchers understand how Small and Medium-Size Enterprises (SMEs) entrepreneurs run their businesses. This theory will guide an individual's decision-making and management actions while asserting as a reference

point for other entrepreneurs who underwent similar circumstances.

Meanwhile, the Sustainability and Legitimacy Theory (Fiedler, 1967) suggests that particularly poorly performing companies use sustainability disclosure as a legitimation strategy to influence public perceptions of their sustainability performance (Deegan, 2002; O'Donovan, 2002; Sethi, 1978). Accordingly, sustainability is described as a business strategy for enhancing long-term growth and profitability while considering environmental and cultural issues (Forbes, 2015). One indicator of investor attractiveness and trust is business development which provides long-term value for a company, including the value of customers, markets, and networks. In this vein, an increase in sales, a productive marketing approach, and the ability to form networks and alliances are all covered by business development activities (Forbes, 2015). With this, owners and managers of SMEs in the United Kingdom employ a complex mix of symbolic and substantive SEPs to enhance the legitimacy and sustainability of their operations (DBEIS, 2019). This would allow them to take significant actions to create a balance between the economy and societal responsibilities as they conduct business operational activities.

Finally, Fiedler's Contingency theory ascertains that a leader's preference is critical to their capability to succeed in various circumstances as it highlights the prediction and examination of the effects of changes that affect the degree to which two or more parts depend on each other (Lombardo, 2022). It emphasizes that behavioral consequences are essential to one's decision-making processes because they influence how individuals feel about their efforts to reach their goals. With contingency management theory, the person is encouraged to think about and act on how their behavior will change under certain conditions (Gordon, 2022). Contingency theories divide them into internal and environmental groups (Helses, 2000). Motivation is the driving force that completes tasks and activities, which ascertains that an entrepreneur's motivation level depends on an individual or group situation. For example, when it comes to engagement in business, the level of motivation varies based on the type of business chosen by a specific individual or group. Business owners utilize contingency management which leads to preparedness in an emergency, disaster, or system failure through risk assessment, identifying vulnerabilities and threats, and implementing

countermeasures to prevent an incident or limit its impact (Nordmeyer, 2018).

Relative studies for Organizational behavior stipulate assessment, control, and anticipation of employee behavior to understand them better. Accordingly, there is no one best approach to running a business or managing employee issues (Lombardo, 2022). Companies must assess variables to find what works best. This theory focuses on the idea that the optimal course of action is contingent upon internal and external situations while asserting that there is no optimal way to organize things in which one circumstance might not work well in another (Bastian & Andreas, 2012). Accordingly, the theory addresses how to match a leader's style to a given situation. The style is either task-motivated or relationship-oriented in scenarios including leader-member relationships, task structure, and position power (Donaldson, 2021). Effective leadership depends on how well the leader's style matches the environment, including internal and external factors (Bastian & Andreas, 2012).

Thus, the theories helped to supplement in giving concrete managerial implications and perspectives toward entrepreneurial success and sustainability of Small and Medium Sized Enterprises. Moreover, it will give significant light in providing empirical evidence for sustainable strategic activities that the SME owners have adopted

Conceptual Framework

Entrepreneurial leadership plays a pivotal role in guiding organizations toward their visionary goals, emphasizing risk-taking, innovation, and dynamic competencies. The values and perceptions of the leadership team significantly influence a firm's strategies and performance, as leadership is a collaborative practice. Entrepreneur leaders, adept at both interpersonal and intrapersonal roles, contribute to the business's competitive edge by fostering effective collaboration, team building, and strong communication skills.

Moreover, the acquisition of strong management skills is crucial for business sustainability, encompassing functions such as planning, organizing, staffing, directing, and controlling. Technical skills, sales and marketing operations expertise, and effective time management contribute to continued growth and competitive advantage. Entrepreneurs with technical

skills can harness technological improvements, maximizing operational efficiency and market position. Effective time management is essential for productivity, success, and the ability to differentiate between urgent and important tasks.

Entrepreneurs' motivation, driven by various factors including entrepreneurial intentions, attitude, perceived behavioral control, subjective norms, social valuation, and entrepreneurial support, is essential for sustaining entrepreneurship and business viability. Positive attitudes and high perceived behavioral control contribute to resilience, adaptability, and a growth mindset, fostering a positive impact on business longevity. Social valuation and entrepreneurial support also play significant roles in influencing an entrepreneur's decision-making process and dedication to sustainable practices.

The connection between entrepreneurial leadership, strong management skills, motivation, and their combined impact on business sustainability is paramount. Business sustainability, encompassing social and environmental responsibility, requires entrepreneurs to adopt sustainable practices and make a positive impact on society. Understanding and fostering these interrelationships can lead to SME success and contribute to the long-term expansion and development of the economy.

STATEMENT OF THE PROBLEM

This study investigated the Small and Medium Enterprises (SMEs) entrepreneurs' leadership, management skills, and motivation in relation to business sustainability. Mainly, this sought to answer the following research questions:

1. What is the level of entrepreneurial leadership among SMEs in terms of interpersonal roles and intrapersonal roles?
2. What is the level of management skills of SMEs in terms of sales and marketing operations, technical skills, time management, and decision-making skills?
3. What is the level of motivation of SMEs in terms of entrepreneurial attitude, perceived behavioral control, subjective norms, social valuation, and entrepreneurial support?
4. What is the level of business sustainability for SMEs in terms of their environmental sustainability and social responsibility?

5. Is there a significant relationship between the entrepreneurial leadership of SMEs and business sustainability?
6. Is there a significant relationship between entrepreneurial management skills and business sustainability?
7. Is there a significant relationship between the entrepreneurial motivation of SMEs and business sustainability?
8. What is the significant predictor for business sustainability?

MATERIALS AND METHODS

The study used the descriptive-correlational design. It describes a phenomenon and its characteristic is the goal of descriptive research. Therefore, the design was appropriate for the study since it describes and assesses the relationship between the SMEs' entrepreneurial leadership, management skills, and motivation toward their business sustainability.

The study was conducted in Ozamiz City among selected SME owners. It fosters a thriving business community, encouraging entrepreneurship and contributing to the dynamic growth of over 1000 registered SMEs, thereby enhancing the local economy's vitality.

The respondents of the study were 120 SME owners in Ozamiz City who were chosen through a purposive sampling technique. In choosing the respondents, the following criteria were used for qualifying the respondents: (1) they must be registered as Small and Medium Sized Enterprises business owners in Ozamiz City with an asset of Php 500,000.00-Php100M with 10-499 employees; (2) they have a working capital requirement of at least Php 100,000.00 (2) their businesses operate not less than three years; (3) have an informed consent to participate in the study. However, those SMEs who did not meet the established criteria were excluded as study respondents.

This study utilized researcher-made questionnaires, validated, pilot-tested, and yielded a Cronbach's Alpha above 0.7 and a modified instrument adapted from Okoro (2018); Malebana (2014).

The study's methodology involved obtaining consent from the Graduate School Dean and dissertation adviser before administering face-to-face questionnaires to selected SMEs. Respondents were provided with formal

consent letters, ensuring ethical data collection, and upon completion, the researcher retrieved and analyzed the data using statistical methods.

Mean and Standard Deviation were used to measure entrepreneurial leadership, motivation, management skills, and entrepreneurial sustainability. Pearson Product-Moment Correlation Coefficient was used to identify the extent of the relationship among the variables: Entrepreneurial Leadership, Motivation, Management Skills, and Entrepreneurial Sustainability. Multivariate Regression Analysis was used in determining the significant predictors of business sustainability.

RESULTS AND DISCUSSION

Level of Entrepreneurs' Leadership among SMEs Entrepreneurs

Table 1 presents the entrepreneurs' level of leadership. The overall result indicates that SME owners exhibit a very high level of entrepreneurial leadership ($M=3.53$; $SD=0.35$). The study further revealed the very high level of entrepreneurs interpersonal role ($M=3.58$; $SD=0.39$) and intrapersonal role ($M=3.49$; $SD=0.38$). This suggests a very high level of entrepreneurial leadership for both constructs.

The finding revealed that SME owners possess exceptional leadership abilities demonstrating their crucial traits and skills, allowing them to navigate challenges, adapt to market dynamics, and foster long-term success for their businesses. Entrepreneurial leadership attributes such as vision, innovation, risk-taking, decision-making, and motivational prowess are areas where SME owners excel, propelling their organizations forward and enhancing overall performance and viability.

Additionally, the SME owners' leadership abilities emphasize their effective management capabilities and the potential for sustained success fostering collaboration, team building, and effective communication within their organizations. These skills contribute to creating a positive workplace environment, promoting employee engagement, and ultimately enhancing overall business success through increased productivity and effective teamwork.

The findings of the study were supported by pieces of literature emphasizing the significance of entrepreneurial leadership for both interpersonal and

intrapersonal roles (Sandybayev, 2019). While intrapersonal roles emphasize character traits like self-assurance, resolve, and resilience, interpersonal roles require abilities like networking, communication, and relationship-building which may help them lead effectively (Kuyatt, 2021; Sun et al., 2021). The connection between SME performance and entrepreneurial leadership asserts a link between interpersonal and intrapersonal aspects of entrepreneurial leadership behaviors and business performance metrics like expansion, profitability, and innovation (Azeem et al., 2021; Sawaeen & Ali, 2020).

Moreover, Chen et al.'s (2021) assert that leaders who exhibited strong interpersonal skills—for example, by encouraging collaboration and fostering a supportive work environment—impacted the growth of an innovative and positive organizational culture (Musango et al., 2019; Park et al., 2020).

Entrepreneurial leadership improves organizational culture and performance in SMEs (Porter et al., 2020; Meoli et al., 2020).

The importance of entrepreneurs' leadership abilities allows concrete demonstration of building and maintaining relationships with employees, clients, suppliers, and other stakeholders through communication, networking, and relationship-building that could help realize organizational success (Kuratko et al., 2021; Sariwulan et al., 2020). Subsequently, strong intrapersonal traits like self-assurance, tenacity, and resilience are essential for guiding entrepreneurs

through the difficulties and uncertainties of running a business (Imran & Aldaas, 2020). These character traits could lead to business growth, profitability, innovation, and the creation of a positive organizational culture and foster the success and competitiveness of SMEs (Alton, 2019; Sawaeen & Ali, 2020; Chen et al., 2021; Bagheri, 2020).

In this vein, having a very high intrapersonal and interpersonal abilities promote productive interactions within their organizations by developing their communication skills, networking expertise, and relationship-building methods (Figueroa-Domecq et al., 2022; Sawaeen & Ali, 2020). Likewise, developing intrapersonal traits like confidence, tenacity, and resilience can improve their capacity to overcome obstacles and motivate their teams (Shafique et al., 2021; Song et al., 2023; Kuratko et al., 2021; Sariwulan et al., 2020).

One theory that supports these findings is the Contingency Theory. Accordingly, certain personality traits or characteristics contribute to entrepreneurial success making a viable way for managing relationships with stakeholders, customers, and employees as well as self-management and decision-making.

Thus, it is imperative that SME entrepreneurs have a strong foundation of entrepreneurial leadership skills in terms of interpersonal interactions and intrapersonal qualities making them more equipped to handle challenges and responsibilities of leading their businesses.

Table 1: Level of Entrepreneurs' Leadership among SMES entrepreneurs

Constructs	Mean	Std Deviation	Interpretation
Interpersonal Roles	3.58	0.39	Very High
Intrapersonal Roles	3.49	0.38	Very High
Overall	3.53	0.35	Very High

Note: Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49(Low); 1.0-1.74 (Very Low)

Level of Management Skills of SMEs Entrepreneurs

Table 2 presents the level of management skills among SME entrepreneurs. The entrepreneurs' management skills are very good (M=3.49; SD=0.36). Meanwhile, when it comes to managing sales and marketing activities they have a very good rating (M=3.58; SD=0.42).

Similarly, entrepreneurs' technical skills also fall into the very good result (M=3.39; SD=0.54). This shows

that SME business owners show a high degree of technical industry-specific skill. These abilities include understanding particular industries, production procedures, or product development. Meanwhile, SME entrepreneurs demonstrate proficiency in time management skills (M=3.53; SD=0.43). This implies effective time management, task prioritization, and deadline-meeting skills. In addition, SME business owners exhibit a very high level of decision-making

skill ($M=3.45$; $SD=0.39$, asserting they can make well-informed decisions for their companies.

The finding revealed that SME entrepreneurs have very high levels of management abilities, which shows that the respondents have a broad range of management-related skills, including technical, time management, decision-making, and sales and marketing operations. Relatively, they learn about their strengths and opportunities for development in many management skill areas. With this understanding, they can improve their competencies and make wise judgments to promote business growth.

The study's finding is consistent with the body of literature that purports that SME business owners are skilled at locating target markets, creating marketing strategies, and successfully carrying out sales activities (Ahmad et al., 2020; Bagheri et al., 2020). Technical skills include the specialized knowledge and skills necessary to carry out tasks unique to the industry or sector in which the SME operates (Sedyastuti et al., 2021). When business owners have a thorough understanding of the technical facets of their enterprises, including product development, manufacturing techniques, and service delivery, they can navigate industry challenges with ease and keep a competitive edge because of their proficiency (Fang et al., 2022; Shafique et al., 2021).

Moreover, SME business owners who are extremely skilled at managing their time could effectively divide their time between various tasks and responsibilities (Jardon & Martínez-Cobas, 2019; Chege & Wang, 2020).

This further asserts that small and medium-sized business owners are skilled at setting priorities, deadlines, and time management, making them more productive in meeting industry goals (Campos et al., 2023; Jardon et al., 2019).

Furthermore, when SMEs entrepreneurs are proficient in decision-making, they can frequently face situations that call for quick and decisive action (Abdelwahed et al., 2022; Almahry et al., 2021). Entrepreneurs can evaluate options, analyze information, and make decisions that align with their business objectives (Chege & Wang, 2020). Strong decision-making abilities are important for SMEs' development and success (Duan et al., 2022).

Relatively, the significance of marketing capabilities in stimulating innovation asserts that business owners should possess strong operational skills in sales and marketing (Castillo & García-2021; Paray & Kumar, 2020). Meanwhile, technical skills are essential for business owners because they can help enhance their business performance and undertaking (Sawaeen & Ali, 2020).

The Principles of Management Theory support these findings, indicating that SME entrepreneurs, with high mean scores in various management skill areas, possess valuable resources and capabilities crucial for a firm's competitive advantage, encompassing effective sales and marketing operations, technical expertise, efficient time management, and sound decision-making, highlighting their strong management skills that are essential for business success.

In conclusion, the study indicates that SME entrepreneurs have acquired and cultivated crucial management skills, including competence in sales and marketing operations, technical proficiency, effective time management, and strong decision-making abilities, positioning them well to handle the challenges of business management. These skills contribute to improved overall performance, increased competitiveness, and enhanced opportunities for growth and innovation, suggesting that continuous development and updating of management skills are essential for adapting to changing market conditions and seizing emerging opportunities.

Table 2: Level of Management Skills of SMEs Entrepreneurs

Constructs	Mean	Std Deviation	Interpretation
Sales and Marketing Operations	3.58	.4222	Very Good
Technical Skills	3.39	.5432	Very Good
Time Management Skills	3.53	.4351	Very Good
Decision-Making Skills	3.45	.3923	Very Good
Overall	3.49	.3653	Very Good

Note: Scale: 3.25-4.0 (Very Good); 2.50-3.24 (Good); 1.75-2.49(Poor); 1.0-1.74(Very Poor)

Level of Motivation of SMEs Entrepreneurs

The level of motivation among SME entrepreneurs is shown in Table 3. The distinctive characteristics of motivation among SME entrepreneurs are further highlighted by individual constructs such as entrepreneurial intention, attitude, perceived behavioral control, subjective norms, social valuation, and entrepreneurial support.

Entrepreneurs had a very high degree of positive attitudes toward entrepreneurship, as seen by the Entrepreneurial Attitude ($M=3.48$; $SD=.469$). This shows that SME business owners have a high conviction in the importance and potential of entrepreneurship and have a positive outlook on their ventures. Meanwhile, their entrepreneurial intention is also rated as a very high result ($M=3.645$; $SD=.3181$). This shows a high intention and willingness among SME entrepreneurs to engage in entrepreneurial activities, such as launching new businesses or growing existing ones. Their strong entrepreneurial intent shows they are highly committed and determined to seize business chances.

With a mean score of 3.320, perceived behavioral control and standard deviation of .4693 reveals that SME entrepreneurs have a very high level of perceived control over their entrepreneurial actions. This may indicate that they have confidence in managing and shaping the results of their business endeavors. Their sense of behavioral control supports their self-efficacy and confidence in achieving their entrepreneurial ambitions. Their subjective norms also exhibit a very strong social influence on entrepreneurial activity, with a mean score of 3.322 and a standard deviation of .6365. This shows that SME entrepreneurs regard their social networks, such as family, friends, and mentors, as providing substantial support and encouragement in following their entrepreneurial objectives. The supportive subjective standards further strengthen their dedication to entrepreneurship. However, social value is classified as high, with a mean rating of 3.240. This shows that the social milieu of SME entrepreneurs is supportive and appreciative of their business endeavors. Their motivation is boosted by the affirmation they receive, which fuels their desire to start their own business.

Entrepreneurial support is rated as high ($M=3.123$; $SD=.6093$). This shows that SME owners perceive much assistance from various sources, including business networks, government initiatives, and assistance groups.

Their enthusiasm is boosted by the availability of support services, which also give them the help they need to pursue their business ambitions. Generally, the respondents' motivation levels are broadly agreed upon, with most displaying high motivation levels.

The study's findings revealed that the respondents have a positive view of entrepreneurship. It might imply a fervent belief in the merits of entrepreneurship and a readiness to take chances and pursue novel concepts. Relatively, the subjective norms of entrepreneurs relate to people's perceptions of their capacity to engage in successful entrepreneurship. The high mean score indicates that the respondents feel capable of exercising control over their entrepreneurial endeavors and are confident in their abilities. Meanwhile, subjective norms are the perceived social pressure or influence from close friends or family members on one's decision to engage in entrepreneurship. The high mean score reveals that respondents believe there is strong social support and a positive outlook on entrepreneurship.

Meanwhile, the social valuation construct is also rated as high result ($M=3.24$; $SD=.5061$). This indicates that respondents believe their social environment values and respects entrepreneurship. However, regarding their perceived entrepreneurial support, the rating is high, which presents the degree of resources and support offered to people pursuing entrepreneurship. Even though the mean score is lower than the scores for the other constructs, it still indicates that support for entrepreneurs is generally positive.

Subsequently, social influence theory impacts subjective norms in the context of entrepreneurship. In this vein, social valuation is also associated, which asserts how society views and values entrepreneurship. Accordingly, people who believe that entrepreneurship is highly valued in society are more likely to engage in entrepreneurial activities (Urbaniec et al., 2022). In keeping with the high mean score found in the study, the study focused on the importance of social acceptance and support in fostering entrepreneurial intentions and behaviors (Hatak et al., 2020). Meanwhile, entrepreneurial support is essential for aspiring entrepreneurs to overcome obstacles and succeed in their endeavors (Abdullahi et al., 2021). Access to resources, mentorship, and supportive networks was highlighted as positively impacting entrepreneurial outcomes, emphasizing the need for an ecosystem of

support that offers entrepreneurs the tools and directions they need (Audretsch et al., 2020).

The crucial supportive environments for entrepreneurs, positive attitudes, and a sense of control over one's environment can influence people's perceptions and participation in entrepreneurship (Bagheri et al., 2020). This emphasizes the value of self-belief, social influences, societal acceptance, and supportive environments in encouraging entrepreneurial aspirations and behaviors (Rebernik & Širec, 2020).

A positive opinion of entrepreneurship denotes a firm belief in entrepreneurship's benefits and a readiness to take chances and pursue novel concepts (Park et al., 2020). In addition, people with a positive attitude toward entrepreneurship are more likely to have positive intentions and engage in entrepreneurial activities (Munir et al., 2019). In a similar vein, subjective norms suggest that respondents have confidence in their skills and feel capable of exercising control over their entrepreneurial endeavors, which emphasizes the significance of perceived social pressure and the influence of close friends and family members in influencing people's decisions (Musango et al., 2019; Meoli et al., 2020).

In addition, the social valuation ascertains that their social environment values and respects entrepreneurship highly, which has repercussions for entrepreneurial aspirations and the growth of the entrepreneurial ecosystem (Chienwattanasook & Jermstittiparsert, 2019).

Finally, despite having a mean score marginally lower than the scores for the other constructs, perceived entrepreneurial support still shows a favorable perception of the level of resources and support offered to entrepreneurs (Elliott et al., 2020). This finding highlights the need for more research into the variables

affecting perceived entrepreneurial support and how it affects entrepreneurial activities (Barba-Sánchez, 2022).

This asserts that rewards and viable career paths can be attained through entrepreneurship, which signifies that having a strong entrepreneurial mindset could make the business environment more favorable (Wu, 2021; Kuratko et al., 2021). The high ratings across the constructs suggest that entrepreneurs have positive attitudes, a sense of control, social support, and societal recognition would create a positive outlook among aspiring entrepreneurs to make positive change through entrepreneurial engagement and success (Urbaniec et al., 2022; Lynch & Corbett, 2022).

Motivation Theory, particularly emphasizing autonomy as a key psychological need, provides valuable insights into entrepreneurial motivation and business sustainability in SMEs, suggesting that when SME entrepreneurs experience autonomy in making independent decisions and shaping their businesses, they are likely to be intrinsically motivated, leading to increased passion, perseverance, innovation, and competence, ultimately driving their success and sustainability amid unique challenges and uncertainties.

Therefore, it is crucial to recognize that fostering a supportive social environment and providing entrepreneurial support, including networks, communities, and mentorship programs, can significantly enhance motivation among SME entrepreneurs, with implications suggesting a focus on positive attitudes, social support, and perceived control.

Policymakers, organizations, and entrepreneurial support institutions should prioritize creating effective support structures to nurture and sustain the motivation of SME entrepreneurs, guiding the development of strategies and interventions that contribute to the growth and success of SMEs.

Table 3: Level of SMEs Entrepreneurs' Motivation

Constructs	Mean	SD	Interpretation
Entrepreneurial Attitude	3.482	.4169	Very High
Entrepreneurial Intention	3.645	.3181	Very High
Perceived Behavioral Control	3.320	.4693	Very High
Subjective Norms	3.322	.6365	Very High
Social Valuation	3.240	.5061	High
Entrepreneurial Support	3.123	.6093	High
Overall	3.350	.3690	Very High

Note: Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49(Low); 1.0-1.74(Very Low)

Level of Business Sustainability for SMEs Entrepreneurs

Table 4 shows the level of business sustainability among SMEs entrepreneurs. The study's overall mean score of 3.498 and a standard deviation of 0.3709, show that SME owners have a very high level of company sustainability. This shows that the respondents' commitment to sustainability practices is strongly shared, suggesting a high commitment to sustainable business practices. In addition, the SME owners' remarkable business sustainability demonstrates their capacity to balance economic growth with social and environmental concerns. It displays their shared commitment to environmental sustainability and social responsibility. The comparatively small standard deviation highlights the respondents' persistent dedication to sustainability by pointing to a high degree of agreement regarding their sustainable activities.

Meanwhile, environmental responsibility as one of the constructs for sustainability has a mean score of 3.516, demonstrating a very high level of environmental responsibility among SME enterprises. This shows that reducing their environmental effect, implementing sustainable practices, and encouraging environmentally friendly operations inside their firms are priorities among entrepreneurs. Their high rating shows they are very conscious of environmental issues and take the initiative to help create a sustainable future.

On the other hand, social responsibility also ranks in the very high range, with a mean score of 3.480. This signifies that SME business owners show a strong commitment to social responsibility. They place a high priority on the welfare of all their stakeholders, including their workers, clients, communities, and society as a whole. Their initiatives and actions demonstrate their commitment to improving society and bringing about constructive social change.

In addition, SME owners' strong shared commitment to sustainable business methods, which balance economic growth with social and environmental concerns, is reflected in their sustainability actions. The low standard deviation emphasizes the respondents' strong agreement on sustainable practices, underscoring their steadfast commitment to sustainability. Moreover, the SME owners' commitment to minimizing environmental impact and implementing sustainable practices is relatively evident. In this vein, their understanding of environmental problems and proactive actions

emphasize their commitment to advancing society and fostering constructive social change.

The results highlight that SME owners demonstrate a strong commitment to sustainable practices by actively participating in socially responsible projects and reducing their negative effects on the environment. These findings underline the significance of business sustainability in fostering a more environmentally and socially responsible business landscape and offer insightful information for stakeholders supporting SMEs.

SMEs entrepreneurs prioritize environmental sustainability in their business operations, including adopting friendly technologies, lowering carbon emissions, implementing waste management plans, and engaging in sustainable sourcing (Alzoubi et al., 2020; Hegab et al., 2023). The respondents highly agreed about the significance of environmental sustainability, as indicated by the low standard deviation, which suggests a relatively narrow range of responses (Porter & Kramer, 2019). This purports that social responsibility may include a variety of activities, such as supporting local communities, ensuring fair labor practices, and advancing charitable causes (Sawaeen & Ali, 2019).

Nowadays, SME entrepreneurs prioritize sustainable practices across several dimensions, considering social and environmental factors that would make them sustainable and retain the market position (Park et al., 2020; Purwanto et al., 2022; Ning, 2021). Relatively, the growing significance of environmental sustainability in the business sector has been emphasized in several studies (Chege & Wang, 2020; Južnik Rotar et al., 2019). It has been cited that SME entrepreneurs are increasingly implementing environmental management systems and adopting eco-friendly technologies to lessen their environmental impact, which could be done by reducing carbon emissions and implementing waste management plans (Chen & Wang, 2019; Campos et al., 2023).

Additionally, the emphasis on social responsibility is in line with the growing recognition among SMEs entrepreneurs of the social dimension of sustainability, which asserts that entrepreneurs play an important role in assisting local communities and using ethical business practices (Tevapitak & Helmsing, 2019; Lynch & Corbett, 2021). It calls for the notion that the importance

of SMEs entrepreneurs participating in charitable causes and social initiatives through valuing social responsibility as a crucial aspect of their business operations, not just only for profit maximization (Yusliza et al., 2019; Gutiérrez et al., 2021).

Low standard deviations in the environmental sustainability and social responsibility variables point to strong respondents' agreement, asserting that SME entrepreneurs are called to have a common understanding of the contextual value of sustainability practices (Shafique et al., 2021). For instance, Ahmad et al.'s (2020) discovered a strong consensus among SME entrepreneurs regarding the significance of ethical business practices and sustainable sourcing. This suggests that business owners of SMEs are becoming more congruent in their dedication to corporate sustainability and are becoming more aware of the advantages of sustainable practices (Tien et al., 2020; Sawaeen & Ali, 2020). Furthermore, to support the idea, SMEs entrepreneurs prioritize sustainable practices across various dimensions, including social and environmental factors, which should be accounted for among entrepreneurs by providing an indication of connections between social and environmental issues and how those connections affect business success (Schaltegger et al., 2021; Shafique, 2021).

These findings have significant implications for business owners of SMEs and the larger community of entrepreneurs (Baum & Locke, 2020). They draw attention to the expanding business sector's understanding of the value of social responsibility and environmental sustainability (Benedict & Katrina, 2021). The widespread adoption of sustainable practices among SME entrepreneurs is indicated by the high mean scores and low standard deviations, which helps to create a more sustainable and ethical business environment (Hu & Kee, 2022). These results may also encourage other business owners to adopt sustainable practices. Small and medium-sized business owners can improve the environment and society by prioritizing environmental sustainability and social responsibility, building their reputation, drawing in ethical clients, and promoting long-term business success (Rezaee, 2019; Hegab et al., 2023).

The study's findings highlight SME entrepreneurs' dedication to social responsibility and environmental sustainability, shedding light on their successful business sustainability practices (Belyaeva, 2020).

These results add to the body of knowledge on sustainable entrepreneurship and give policymakers, practitioners, and researchers' information that they can use to encourage and support sustainable business practices among SMEs (Di Vaio, 2022). In this vein, the importance of incorporating sustainability into SME entrepreneurs' business operations is highlighted by the focus on environmental and social responsibility and their strong commitment to sustainability (Campos, 2023). According to the literature, adopting sustainable practices helps businesses succeed in the long run and remain competitive while significantly benefiting the environment and society (Abdelwahed, 2022).

One theory that supports these findings is the Sustainability and Legitimacy theory. This ascertains the traditional notion of business performance, which typically focuses solely on financial outcomes, by introducing two additional dimensions: social and environmental performance. The theory suggests businesses should strive for economic profitability and consider their impact on society and the environment. In the context of sustainable SMEs, the theory emphasizes the importance of balancing economic, social, and environmental goals. Sustainable SMEs aim to create value not only for their owners and shareholders but also for their employees, local communities, and the natural environment.

Economically, sustainable SMEs seek to generate profits and financial stability, ensuring their long-term viability. They adopt business practices that promote efficiency, innovation, and competitiveness, enabling them to thrive in the marketplace. Socially, sustainable SMEs prioritize ethical conduct and social responsibility. They foster positive relationships with their employees, treating them fairly, providing safe and inclusive work environments, and offering opportunities for growth and development. They also engage with their local communities, supporting social initiatives and improving society's well-being. Environmentally, sustainable SMEs actively work to minimize their ecological footprint. By integrating the Sustainability and Legitimacy theory principles into their business strategies, sustainable SMEs aim to create long-term value and positive economic, social, and environmental impacts. They recognize that sustainability is not just a corporate responsibility but also an opportunity for innovation, competitive advantage, and reputation enhancement.

Policymakers and government organizations can use these insights to create plans and initiatives that motivate and reward SMEs for implementing sustainable practices. Organizations that support businesses can offer advice, materials, and training to

help SME owners implement sustainable practices successfully. Additionally, consumers and investors prioritizing sustainability can match their tastes and financial resources with SMEs that exhibit high levels of commercial sustainability.

Table 4: Level of Business Sustainability for SMEs Entrepreneurs

Constructs	Mean	SD	Interpretation
Environmental Sustainability	3.516	.4060	Very High
Social Responsibility	3.480	.4060	Very High
Overall	3.498	.3709	Very High

Note: Scale: 3.25-4.0 (Very High); 2.50-3.24 (High); 1.75-2.49(Low); 1.0-1.74(Very Low)

Significant Relationship between Entrepreneurs' Leadership of SMEs and Business Sustainability

Table 5 shows the results of a statistical analysis that explores the significant relationship between entrepreneurial leadership of Small and Medium Enterprises (SMEs) and company sustainability. The analysis's r-value of .680 and the p-value of .000 shows that these two variables have a strong positive correlation. The strong positive relationship between entrepreneurial leadership and business sustainability in SMEs is indicated by the r-value of .680. This suggests that the likelihood of achieving business sustainability increases along with the level of entrepreneurial leadership among SMEs. In this vein, SME entrepreneurs with strong entrepreneurial leadership are more likely to sustain long-term success and persevere in adversity. Furthermore, the correlation is statistically significant, as shown by the p-value of .000. Given the significance level of 0.01 (2-tailed), the observed relationship is unlikely to result from chance. The argument that there is a significant and trustworthy relationship between entrepreneurial leadership and business sustainability in SMEs is strengthened by this new data.

The study's finding purports that the possibility of achieving business sustainability improves along with the extent of entrepreneurial leadership of SME owners. This research highlights the significance of entrepreneurial leadership in promoting and sustaining sustainable company practices. Strong entrepreneurial leadership qualities are more likely to help SME owners maintain long-term success and overcome difficult situations. Furthermore, the low p-value of .000, which indicates a statistically significant association, supports the claim that there is a strong connection between entrepreneurial leadership and business sustainability in SMEs. The p-value indicates that the observed

association between entrepreneurial leadership and firm sustainability is unlikely to have happened by chance alone, with a significance threshold of 0.01 (2-tailed). Strong evidence for the presence of a strong positive link between these variables is provided by this statistical significance.

Relatively, entrepreneurial leadership and the viability of businesses provide a strong possibility that innovative, risk-taking, and proactive leadership styles can help SMEs succeed and remain viable over the long term (Ardon & Martínez-Cobas, 2019). Entrepreneurial leaders frequently have a strong track record of spotting and seizing business opportunities, adapting to market shifts, and fostering an environment encouraging innovation and growth (Barbosa, 2020). In a similar vein, the areas of sustainable business growth and entrepreneurial leadership are widely acknowledged in the literature to be essential to the success and viability of SMEs (Duan et al., 2021).

Entrepreneurial leaders are renowned for their innovative outlook and capacity to spot and seize untapped opportunities (Nguyen et al., 2022). They promote a culture of creativity and challenge workers to think creatively, which helps the organization develop cutting-edge goods, services, and procedures (Song et al., 2020). In addition, entrepreneurial leaders are prepared to accept uncertainty and manage calculated risks. They encourage their teams to try new things and learn from mistakes because they realize that taking risks is necessary for growth (Anwar & Shah, 2021). This strategy may result in strategic choices that place the SME in a position for long-term success (Zhang et al., 2019). Moreover, they take the initiative to foresee and adapt to changes in the commercial environment (Audretsch et al., 2021). They act quickly to seize chances and adjust their tactics as necessary. In this vein,

their proactive decision-making aids SMEs in navigating market changes and preserving their competitiveness (DeTienne et al., 2019).

For them to create an organizational culture that values and rewards innovation, entrepreneurial leaders are essential as they set up systems and procedures that encourage cooperation, experimentation, and the generation of ideas (Rebernik & Širec, 2020; Galvão et al., 2020). This innovation-driven culture promotes ongoing development and aids SMEs to remain competitive in fast-moving markets (Covin & Wales, 2019). Conclusively, SMEs and their stakeholders are significant as they increase the sustainability and resilience of their organizations, with which entrepreneurs and business leaders mainly concentrate on cultivating and improving their entrepreneurial leadership skills (Duan et al., 2022). They can prioritize encouraging an entrepreneurial mindset within the organization, fostering creativity and innovation, and enabling staff to take the initiative and ownership in moving the company forward (Belyaeva & Lopatkova, 2020; Alzoubi et al., 2020). The policymakers and assistance groups could create targeted initiatives and programs that support the growth of entrepreneurial leadership among SMEs by assisting them in developing the leadership skills required for long-term success and sustainability by offering resources, training, and mentorship opportunities (Belyaeva et al., 2020).

The positive relationship between entrepreneurs' leadership and SMEs' ability to remain profitable emphasizing that entrepreneurs' leadership is a key factor in SME success and resilience (Quaye & Mensah, 2019; Suriyankietkaew et al., 2022). In this vein, SMEs can position themselves for sustainable growth, adjust to shifting market conditions, and seize new opportunities by embracing and fostering entrepreneurial leadership practices (Wu et al., 2021).

One theory that supports the findings of the study is Contingency Management Theory. Relatively, a leader's effectiveness is contingent upon the match between their leadership style and the favorability of the situation. The favorability of the situation is determined by the factors such as the leader's relationship with subordinates, the degree of task structure, and the leader's position power. In the context of SME entrepreneurs, the contingency theory suggests that effective management skills depend on various factors, such as the nature of the business, the size of the organization, the industry dynamics, and the

capabilities and preferences of the entrepreneur. Entrepreneurs may benefit from adopting a more flexible and adaptive management style in a highly uncertain and dynamic business environment. On the other hand, in a stable and structured industry, a more structured and directive management style may be effective.

The contingency theory emphasizes the importance of understanding the specific context in which SME entrepreneurs operate and tailoring management skills accordingly.

Since entrepreneurial leadership and business sustainability are positively correlated, SME owners with excellent leadership skills are more likely to maintain long-term success and overcome obstacles. This suggests that SME owners' capacity to promote and develop entrepreneurial leadership skills can greatly increase the chances of achieving business sustainability. These findings have significant implications for SME owners, governments, and organizations that promote small businesses. SME owners know the importance of developing entrepreneurs' leadership skills to promote long-term success and sustainable company practices. Initiatives and policies that encourage and support the growth of entrepreneurial leadership abilities can be created by policymakers. Business support organizations can offer tools and advice to help SME owners develop their entrepreneurial leadership, promote sustainability, and successfully deal with obstacles.

On the other hand, stakeholders can prioritize efforts to create and promote strong leadership skills among SMEs by acknowledging the link between entrepreneurial leadership and business sustainability. Helping SMEs survive in the face of difficulty and advance sustainable development can help build a more resilient and sustainable business ecosystem. Thus, strong entrepreneurial leadership among SME owners increases the likelihood that they will maintain long-term success and overcome obstacles, supporting the sustainability of their companies. The correlation between these variables is statistically significant, supporting the claim that a meaningful relationship exists between them. Recognizing and supporting entrepreneurial leadership can enable SMEs to prosper in the fast-paced business environment and promote long-term success.

Table 5: Significant Relationship between Entrepreneurs' Leadership and Business Sustainability

Variables	R-value	P-value	Interpretation
Entrepreneurs' Leadership and Business Sustainability	.680**	.000	Highly Significant

** . Correlation is significant at the 0.01 level (2-tailed).

Significant Relationship Between Management Skills and Business Sustainability

Table 6 shows a significant connection between management abilities and business sustainability. The strong positive correlation coefficient of .731 and the p-value of .000 denote statistical significance. The correlation's statistical significance supports the validity and dependability of the relationship that has been observed. The likelihood of obtaining such a strong correlation coefficient by chance is incredibly low, with a p-value of .000. This result asserted a link between improved business sustainability and higher management skills.

The study's findings revealed that increased business sustainability among SMEs is linked to higher management expertise. SME owners with excellent management skills are more likely to put initiatives into action, choose wisely, and overcome obstacles, resulting in sustainable business practices.

Relatively, a strong positive correlation implies a greater chance of achieving and sustaining business sustainability as management skills advance (Hatthakijphong & Ting, 2019). This purports that strong management is essential to a company's long-term success and sustainability (Hansen & Bøgh, 2021). Effective resource allocation, market adaptation, and effective operational procedures are all skills that skilled managers possess (Ephrem et al., 2021). These elements support an organization's overall sustainability, allowing it to prosper and maintain its competitiveness over time (Duan et al., 2022). The relationship between management abilities and business sustainability is real rather than the result of chance variation (Hu & Kee, 2022). It is crucial to remember that a correlation does not necessarily indicate a cause (Di Vaio et al., 2022). Although the results show a significant positive correlation between management abilities and business sustainability, they do not establish a causal relationship (Elliott et al., 2020). Business sustainability may also be influenced by additional elements like market conditions, the competitive environment, and outside influences (Hansen & Bøgh, 2021). Future research could investigate the underlying mechanisms and potential causal relationships (Kuratko et al., 2021).

Relatively, Hatthakijphong and Ting (2019) discovered consistent evidence of the positive correlation between managerial abilities and business performance. They emphasized the significant contribution of effective management abilities, such as decision-making, planning, organizing, and controlling, to the sustainability of businesses (Hatthakijphong & Ting, 2019). In addition, Popescu et al. (2020) emphasized the significance of management skills in generating sustainable competitive advantage for organizations. They discovered that managers with strong leadership, strategic thinking, and problem-solving skills were more likely to successfully navigate the complexities of the business environment and produce sustainable business outcomes (Kuyatt, 2021).

Moreover, Jardon and Martínez-Cobas (2019) asserted that there is a link between management skills and business success. They stated that improving business sustainability and performance required effective management abilities like communication, teamwork, and innovation. Similarly, Jayarathna et al (2020) compiled empirical research on how management skills affect small business success. Strong management abilities, such as those related to planning, organizing, and controlling, were consistently found to have a significant positive impact on the sustainability and expansion of small businesses (Jayarathna et al., 2022). Furthermore, Sánchez-Hernández et al. (2019) emphasized the significance of management skills, such as strategic thinking, innovation, and adaptability, in achieving business sustainability (Sánchez-Hernández et al., 2019). In order to achieve long-term success in the fast-paced business environment, the significance of effective managerial competencies in resource allocation, strategic decision-making, and organizational efficiency could be integrated (Rodríguez-Gutiérrez et al., 2021).

Theoretically, the findings highlight the critical role of strong management skills in achieving and sustaining business sustainability. The strong positive correlation observed suggests that as management skills improve, there is an increased likelihood of attaining and maintaining sustainability (Sariwulan et al., 2021). Skilled managers can effectively allocate resources,

adapt to market changes, and implement efficient operational procedures, all of which contribute to an organization's overall sustainability (Quaye & Mensah, 2019). These results support the idea that effective management is necessary for sustained success and competitiveness (Purwanto et al., 2022).

The significance level of the relationship's correlation coefficient strengthens the validity of the relationship observed. The low probability of obtaining such a strong correlation by chance indicates that the relationship between management abilities and business sustainability is likely real and not due to random variation (Sawaeen & Ali, (2020). It is crucial to remember that a correlation does not prove a cause. While the findings demonstrate a significant positive correlation, other factors, such as market conditions, the competitive environment, and external influences, may also impact business sustainability (Cillo et al., 2019).

One theory that supports the study's findings is the Resource Based View Theory (RBV). In the context of management abilities and business sustainability, RBV theory provides valuable insights. According to RBV, a firm's unique resources and capabilities, including management abilities, can contribute significantly to its long-term success and sustainability. RBV emphasizes that a firm's resources should be valuable, rare, inimitable, and non-substitutable (VRIN) to create sustained competitive advantage.

Effective management abilities enable SME entrepreneurs to make strategic decisions, allocate resources efficiently, and adapt to changing market conditions. Entrepreneurs with strong management abilities are better equipped to identify opportunities, mitigate risks, and navigate complex business environments, thus enhancing the sustainability of their businesses. They can foster innovation, improve operational efficiency, build strong relationships with stakeholders, and effectively respond to challenges, all of which contribute to the long-term viability of SMEs.

These findings have significant implications for SME owners, governments, and organizations that promote small businesses. SME owners understand how crucial it is to grow and improve their managerial skills to promote business sustainability.

SME owners can better allocate resources, streamline operations, and respond to shifting market conditions by honing their management abilities, ultimately leading to long-term success and sustainability.

The development of managerial skills among SME owners can be encouraged by policymakers, supporting sustainable business practices. Business support organizations can offer tools, mentoring, and training to SME owners to help them improve their management skills and successfully adopt sustainable measures.

Table 6: Significant Relationship Between Management Skills and Business Sustainability

Variables	r-value	p-value	Interpretation
Management Skills and Business Sustainability	.731**	.000	Highly Significant

** . Correlation is significant at the 0.01 level (2-tailed).

Significant Relationship Between the Entrepreneurs' Motivation of SMEs Toward Business Sustainability

Table 7 shows the significant relationship between the entrepreneurs' motivation of SMEs entrepreneurs and business sustainability. The results indicate an r-value of .577 and a p-value of .000, significantly showing a moderately positive correlation between these two variables. The moderately positive correlation between entrepreneurial motivation and SME business sustainability is indicated by the r-value of .577. This suggests that the likelihood of achieving business sustainability increases along with the level of entrepreneurial motivation. SMEs are more likely to demonstrate behaviors and attitudes that support their

long-term success and viability if they have higher entrepreneurial motivation levels.

Furthermore, the correlation is statistically significant, as shown by the p-value of .000. Given the significance level of 0.01 (2-tailed), it is highly unlikely that the observed relationship could have developed by chance. This bolsters the data pointing to a significant and consistent relationship between entrepreneurial motivation and SME business sustainability.

The study's findings revealed that SMEs' adoption of actions and attitudes that assist their long-term success and viability depends heavily on their entrepreneurial passion. SME owners are more driven to succeed as

business owners are more likely to show the perseverance, grit, and creativity needed to grow their companies over time.

Significantly, the strong relationship between entrepreneurial motivation and business sustainability indicates that an entrepreneur's passion, perseverance, and drive are essential to the success and viability of their businesses (Zighan & Ruel, 2023). Highly motivated entrepreneurs exhibit persistence, initiative, and a readiness to take calculated risks (Murnieks et al., 2020). These qualities help them overcome obstacles, adjust to changing market conditions, and seize opportunities—essential for building a long-term business (Barbosa et al., 2020).

Entrepreneurs' motivation plays a significant role in promoting long-term entrepreneurial sustainability (Benedict & Katrina, 2021). It has been asserted that highly motivated business owners are more likely to persevere, take chances, and adjust to changes, all of which help ensure the long-term viability of their companies (Wiklund et al., 2020). In addition, entrepreneurial motivation is essential for switching from employment to entrepreneurship in later life (Contreras et al., 2020). This purports the significance of motivation in fostering long-term entrepreneurial activities among older people and their capacity to meet new challenges (Jardon & Martínez-Cobas, 2019).

Moreover, in an emerging economy context, this asserts to establish a connection between entrepreneurial motivation, entrepreneurial orientation, and firm performance (Anwar & Shah, 2021). The results show that entrepreneurial motivation has a big impact on how well a company performs, with highly motivated entrepreneurs showing more entrepreneurial orientation and the inner drive to make sustainable advantage among other competitors (Vracheva & Stoyneva, 2020; Jardon & Martínez-Cobas, 2019). This literature review explores how independent entrepreneurs can be motivated to take the initiative. Similarly, motivated business owners are more likely to engage in proactive actions like looking for opportunities, foreseeing changes, and taking calculated risks (Rebernik & Širec, 2020; Fang et al., 2022). These proactive actions support long-term success and ethical business practices. Subsequently, motivated business owners are more likely to demonstrate persistence, initiative, and risk-taking behaviors, all of which help ensure their

enterprises' long-term viability and success (Baum & Locke, 2020; Gódnány et al., 2021).

For business owners, policymakers, and organizations that support small businesses, the study's findings that show a strong link between entrepreneurial motivation and business sustainability provide relevant indications (Srimulyani & Hermanto, 2022). This relatively asserts the importance of maintaining high levels of motivation throughout one's entrepreneurial journey, which should be recognized by entrepreneurs (Rezaee, 2019). Fostering and maintaining passion, tenacity, and drive are crucial because these traits are essential to long-term business success (Quaye & Mensah, 2019). To stay motivated, entrepreneurs can participate in activities like setting important goals, looking for motivation and support from mentors or peer networks, and consistently pursuing personal and professional growth (Rodríguez-Gutiérrez et al., 2021).

The creation of initiatives and programs that emphasize boosting entrepreneurs' motivation can be given priority by policymakers and groups involved in entrepreneurship support (Lewis et al., 2020). Offering educational and professional development opportunities that promote a growth mindset, self-efficacy, and goal orientation can assist entrepreneurs in maintaining their motivation and overcoming obstacles (Limsangpetch et al., 2022). These programs can also emphasize the significance of proactive actions and taking risks to promote long-term business sustainability (Meoli et al., 2020). Thus, entrepreneurial motivation in later life entrepreneurship has implications for older people transitioning from employment to entrepreneurship (Murnieks et al., 2020; Sedyastuti et al., 2021). The unique needs and motivations that can be addressed by developing policies and programs help give them the tools, guidance, and training for successful business launching (Purwanto et al., 2021; Wagner et al., 2021). Understanding the particular difficulties and opportunities older business owners face can help them sustain their enterprises in the long run (Sawaeen & Ali, 2020). Building an Entrepreneurial Ecosystem could foster and support entrepreneurial motivation, and policymakers and business support organizations can collaborate (Song et al., 2023).

One theory supports the finding of the study which is the social influence theory. This provides valuable insights into how the social environment and the impact of social factors on motivation influence individuals. The social

influence theory suggests that people's attitudes, beliefs, and behaviors are influenced by the people around them, including their peers, superiors, and social norms. The principles discussed include reciprocity, commitment and consistency, social proof, liking, authority, and scarcity.

In the context of SME entrepreneurs, the social influence theory suggests that motivation can be influenced by the social environment in which they operate. For example, entrepreneurs may be motivated by observing and comparing themselves to successful peers in their industry, which is known as social proof. They may also be influenced by the expectations and norms of their entrepreneurial networks and communities. The principle of liking emphasizes the importance of social relationships and positive interactions in motivating individuals. SME entrepreneurs with supportive and encouraging networks of colleagues, mentors, and advisors may

experience higher motivation and commitment to their business ventures. The authority principle suggests entrepreneurs may be motivated by seeking guidance and advice from respected experts or industry leaders. These authorities can provide valuable insights and knowledge that can enhance motivation and drive among SME entrepreneurs.

The importance of encouraging and keeping an entrepreneurial mindset among SME owners to promote long-term success offer insightful information to those supporting and encouraging sustainable entrepreneurship. Thus, access to networks, mentorship, financial resources, and a hospitable business environment that values and rewards entrepreneurial behavior plays a significant part in business sustainability. An ecosystem that encourages innovation, risk-taking, and learning can help businesses remain viable over the long term and boost an area's economy as a whole.

Table 7: Significant Relationship Between Entrepreneurs' Motivation of SMEs Entrepreneurs' Business Sustainability

Variables	r-value	p-value	Interpretation
Entrepreneurs' Motivation and Business Sustainability	.577**	.000	Highly Significant

** . Correlation is significant at the 0.01 level (2-tailed).

Predictors for Business Sustainability

The regression equation in Table 8 represents a linear relationship between the dependent variable Business Sustainability and three independent variables: Entrepreneurs' Leadership, Entrepreneurs' Motivation, and Management Skills. The regression equation provides a quantitative representation of how changes in the independent variables (Entrepreneurs' Leadership, Entrepreneurs' Motivation, and Management Skills) affect the dependent variable (Business Sustainability). By inputting the values of the independent variables, the researcher can estimate the corresponding value of Business Sustainability based on this equation. The constant term, 0.274, represents the value of Business Sustainability when all independent variables (Entrepreneurs' Leadership, Entrepreneurs' Motivation, and Management Skills) equal zero. It serves as the intercept or baseline value of Business Sustainability.

The coefficient of 0.439 for Entrepreneurs' Leadership suggests that a one-unit increase in Entrepreneurs' Leadership is associated with a 0.439-unit increase in Business Sustainability, assuming all other independent variables remain constant. The coefficient of 0.439 indicates that an increase in entrepreneurial leadership is

associated with a positive impact on business sustainability. This suggests that leaders who demonstrate entrepreneurial qualities such as innovation, risk-taking, and vision are more likely to contribute to the sustainability and success of a business. This implies that having leaders who exhibit entrepreneurial qualities, such as being visionary, proactive, and innovative, can significantly contribute to the long-term sustainability of a business. These leaders are likely to drive change, identify growth opportunities, and foster a culture of creativity and adaptability within the organization.

Meanwhile, the coefficient 0.0254 for Entrepreneurs' Motivation indicates that a one-unit increase in Entrepreneurs' Motivation is associated with a 0.0254 unit increase in Business Sustainability, holding all other independent variables constant. The coefficient of 0.0254 suggests that higher levels of entrepreneurial motivation contribute positively to business sustainability. This implies that individuals motivated to pursue entrepreneurial endeavors, such as identifying opportunities, taking the initiative, and persisting in the face of challenges, are likely to impact a business's sustainability positively. Although the magnitude of the

impact may be smaller compared to Entrepreneurial Leadership, individuals who are motivated to engage in entrepreneurial activities within the organization, such as taking risks, persisting in the face of challenges, and seeking out opportunities, can contribute to the sustainability of the business. Their drive and initiative can lead to the exploration of new ideas, the development of innovative solutions, and the pursuit of continuous improvement.

Subsequently, the coefficient of 0.455 for Management Skills implies that a one-unit increase in Management Skills is associated with a 0.455-unit increase in Business Sustainability, assuming all other independent variables remain constant. The coefficient of 0.455 indicates that better management skills are associated with greater business sustainability. This suggests that individuals with strong management skills, such as planning, organizing, coordinating, and decision-making, are more likely to manage resources and operations effectively, leading to increased business sustainability. Effective management skills, such as planning, organizing, decision-making, and resource allocation, ensure efficient and optimal business operations. Managers who possess these skills are better equipped to address challenges, optimize processes, allocate resources effectively, and make informed decisions that contribute to the sustainability and success of the business.

The equation suggests that these variables are not mutually exclusive but work together to influence the sustainability of the business. This implies that organizations should aim for a comprehensive approach that focuses on developing entrepreneurial leaders, fostering employee motivation, and enhancing management skills to achieve sustainable business outcomes. Generally, the regression equation highlights the importance of entrepreneurial leadership, motivation, and management skills in fostering business sustainability. Organizations that prioritize and cultivate these attributes in their leaders and employees will likely enhance their sustainability and long-term success.

Businesses with excellent entrepreneurial leadership typically have greater prospects for long-term success. Their abilities to promote innovation, take calculated risks, and seize opportunities are traits of entrepreneurial leaders (Barba-Sánchez, 2022; Belyaeva et al., 2020). Long-term success is probably influenced by their vision, strategic thinking, and capacity to motivate and

empower staff (Usman et al., 2021). However, even if motivation is important in entrepreneurship, it may not directly affect an organization's capacity to survive over the long term. Business sustainability may be more significantly impacted by other elements like leadership, managerial capabilities, or external market conditions (Srimulyani & Hermanto, 2022).

Meanwhile, the significance of skilled management in maintaining an organization's long-term viability is shown by this study (Sun et al., 2021). Businesses may adapt to changing conditions, allocate resources effectively, and overcome obstacles with the help of effective management abilities, which include planning, organizing, coordinating, and decision-making (Quaye & Mensah, 2019; De Winnaar & Scholtz, 2020). Businesses with strong management qualities are more likely to sustain their operations successfully (Rezaee, 2019).

Several studies support the findings stipulated in this recent study, which ascertains the importance of entrepreneurial leadership in fostering long-term success (Azeem et al., 2021). It has been discovered that organizations with entrepreneurial Chief Executive Officers (CEO) typically display higher levels of innovation and are better equipped to adapt to changing market conditions (Najar & Dhaouadi, 2020; Covin & Wales, 2019). These executives are renowned for seeing the big picture, taking calculated risks, and spotting and seizing opportunities, supporting the organization's long-term growth and competitive advantage (Ning, 2021; Imran & Aldaas, 2020). Additionally, Soomro, Shah, and Mangi (2019) research supports the idea that entrepreneurial leaders who empower and inspire their workforces create innovative and continuous improvement-friendly environments. Such leaders encourage a culture of innovation and give their teams freedom, which raises employee engagement, boosts productivity, and eventually leads to organizational success (Zighan & Ruel, 2023; Kuyatt, 2021).

Although entrepreneurial motivation is frequently seen as a key factor in determining entrepreneurial behavior, its direct influence on the sustainability of an organization may be more complex (Lewis et al., 2020; Wiklund et al., 2020). According to Baum and Locke's (2020) research, while motivation is important for starting entrepreneurial ventures, a wider range of factors, such as strong leadership, managerial abilities, and the ability to adapt to changing market conditions,

are needed to sustain a business over the long term. Since motivation can change or be influenced by various internal and external factors, it may not be enough to ensure long-term success (Srimulyani & Hermanto, 2022; Lynch & Corbett, 2021).

The importance of managerial abilities in preserving an organization's long-term viability create an adaptive response toward adapting changing corporate settings. A study by Toubes, Araújo-Vila, and Fraiz-Brea (2021) highlights the significance of good management skills such as planning, organizing, coordinating, and decision-making. By effectively allocating resources, overcoming obstacles, and seizing opportunities, firms can increase their sustainability and resilience (Suriyankietkaew et al., 2022; Kuratko et al., 2021). Additionally, a study by Sawaeen and Ali (2020) emphasizes the beneficial connection between management abilities and corporate performance. Accordingly, businesses with highly trained managers showed greater production, innovation, and profitability, which are crucial signs of long-term success ((Južnik Rotar et al., 2019; Shahzad et al., 2020).

The findings imply professional management and entrepreneurial leadership's crucial role in fostering long-term success and business sustainability. Organizations must have entrepreneurial leaders if they are to succeed who value innovation, take measured risks, and seize opportunities. Their ability to inspire and empower employees, think strategically, and have a clear vision contribute to long-term growth. The direct impact of entrepreneurial motivation on long-term survival is limited, although it is essential for entrepreneurship. The study highlights how leadership, managerial skills, and external market conditions all impact how sustainable a business is. Effective planning, organizing, coordinating, and effective decision-making skills allow businesses to adapt, distribute resources effectively, and overcome challenges. Thus, strong management characteristics are essential for firms to maintain their operations and navigate shifting business conditions successfully. To improve their chances of long-term sustainability and success, organizations might use these theoretical implications to emphasize the development of entrepreneurial leadership and management skills.

Table 8: Predictors for Business Sustainability

Variables	Coef	SE	Coef	T-value	P-value
Constant	0.274		0.2571	1.07	0.289
Entrepreneurial Leadership	0.439		0.1045	0.20	0.000
Entrepreneurial Motivation	0.0254		0.0523	0.49	0.007
Management Skills	0.455		0.0836	0.44	0.000

R-sq = 91.5% | Regression Equation: Business Sustainability = 0.274 + 0.439 Entrepreneurial Leadership + 0.0254 Entrepreneurial Motivation + 0.455 Management Skills

CONCLUSION AND RECOMMENDATIONS

Small and medium-sized enterprises (SMEs) are essential to developing and growing any country's economy. The study's findings yield several key conclusions about SME owners and their business practices. Firstly, business owners exhibit robust leadership capabilities, making them more effective in managing their enterprises.

They demonstrate strong positive views of entrepreneurship, a willingness to take risks, and confidence in their abilities, contributing to a solid foundation for business success. Additionally, SME owners showcase a steadfast dedication to sustainable business practices, emphasizing their commitment to making a positive impact on their communities. The study underscores the pivotal role of leadership skills in determining the long-term viability and sustainability of

SMEs, highlighting the importance of entrepreneurial traits such as creativity, risk-taking, and vision.

In light of these conclusions, several recommendations are proposed. Entrepreneurs can enhance their leadership skills by focusing on communication, networking, and relationship-building, while also developing interpersonal traits like confidence, tenacity, and resilience. Continuous improvement and adaptation of management skills are advised to navigate changing market conditions and capitalize on emerging opportunities. Fostering a supportive social environment and providing entrepreneurial support can boost motivation among SME entrepreneurs, with policymakers and support institutions playing a role in creating networks, communities, and mentorship programs. Additionally, SME business owners are encouraged to incorporate environmental sustainability

and social responsibility into their strategies, while emphasizing leadership development, innovation, and team empowerment to secure the long-term viability of their companies. Continuous learning, development programs, and a focus on motivation are essential elements for sustaining entrepreneurship and business success.

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