

Entrepreneurial Bricolage's Contingent Effect on Entrepreneurial Leadership and Sustainability Performance: Evidence from Small Firms in Davao Region, Philippines

Karl P. Campos
University of Southeastern Philippines

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ABSTRACT

This study examines how entrepreneurial leadership affects sustainable performance while considering the potential influence of entrepreneurial bricolage. The study examined 263 responses from a cross-sectional survey among selected small and medium firms in Davao Region, Philippines. The Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique was utilized to analyze the data. The findings are consistent with existing research that highlights the beneficial impact of entrepreneurial bricolage on several outcomes in micro, small, and medium enterprises (MSMEs), hence underlining the significance of resourceful problem-solving in promoting environmental, economic, and social performance. The findings are relevant within the specific context among selected small and medium firms and contribute to a better understanding the complex influence between entrepreneurial leadership, sustainable performance, and entrepreneurial bricolage. Also, the findings provide vital insights into the theoretical understanding of these interactions and practical implications for entrepreneurs and policymakers aiming to improve the sustainability of enterprises.

Keywords: entrepreneurial bricolage; entrepreneurial leadership; sustainable performance; Philippines.

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1. INTRODUCTION

Micro, small and medium-sized enterprises are the major contributors to global economic growth (Rahman, Akter, Odunukan & Haque, 2020). According to Taghizadeh, Rahman, and Ramayah (2017), they enhance income distribution, generate employment possibilities, and serve as the cornerstone for reforming economic systems that have grown reliant on big businesses. Given the significance of SMEs, it is critical to determine how they may make the most of their resources to generate economic benefits without endangering the environment or creating social unrest.

Resource limitations affect entrepreneurs for a variety of reasons. For instance, they could work in settings with limited resources, lack wealth, either individually or via their families, are reluctant to take on debt, or find possibilities that would not appeal to investors or lenders. According to Baker and Powell (2016), there is a suggestion that businesses operated by entrepreneurs with limited resources are the most prevalent type of business worldwide. Entrepreneurial resourcefulness, which roughly refers to how entrepreneurs "try to deal with problems or opportunities despite ostensibly inadequate

resources," is a significant subject in this study. This literature's most significant contemporary issue may be the newly developed notion of "entrepreneurial bricolage."

Scholars from various disciplines have given much attention to bricolage, especially in the literature on innovation and entrepreneurship. Scholars have rigorously examined the bricolage perspective to facilitate empirical analysis, as it is gaining traction and frequently demonstrates its impact in regional contexts characterized by resource scarcity (Sarkar 2020; Scazziota et al. 2023). The influence of entrepreneurial bricolage on sustainability performance and entrepreneurial leadership has not yet been adequately addressed or empirically supported while being studied by many academics.

Most of the current research questions the theoretical aspects of entrepreneurial leadership, sustainable performance, and entrepreneurial bricolage; however, empirical data does not support these claims. Broadening the debate about sustainability dynamics, as driven by the right application of entrepreneurial leadership, through managers' and entrepreneurs' views and attitudes concerning uncertain and financially unstable times with strong, resourceful, and bricoleur management would be highly valuable for the management and entrepreneurship literature.

This research aimed to investigate the relationship between sustainable performance and entrepreneurial leadership, considering the possible impact of entrepreneurial bricolage. Even though there has been a lot of research on entrepreneurial leadership (Bagheri and Harrison, 2020), entrepreneurial bricolage (Chinyoka, 2017), and sustainable performance (Gong, Simpson, Koh, and Tan, 2028), there is still a shortage of empirical data regarding their efficacy, particularly during uncertain economic times. This is because such data is only available in rare instances of significant global financial crises. The results of this study add to the body of transdisciplinary knowledge in the field of innovation and entrepreneurship.

Studying the relationship between entrepreneurial leadership, sustainability performance, and entrepreneurial bricolage is made possible by the Davao Region's various industries, robust entrepreneurial ecosystem, and rapid economic growth. It is an interesting area for research because of its distinct socioeconomic context and continuing sustainability measures, which provide SMEs both opportunities and problems. Findings should be tailored to local circumstances even though they are especially applicable to developing regions comparable to one another. This will encourage more comparative research for more generalizability. The research is not an end in itself, but it helps put certain understandings of these dynamics in Davao into perspective. It transfers the framework for policies and practices that are beneficial in other emerging markets.

2. LITERATURE REVIEW

Entrepreneurial Leadership

Entrepreneurial leadership involves fostering a work environment where entrepreneurs, startups, and small-to-sized businesses join forces to tackle challenges in the job market. Essentially, EL combines the qualities of both entrepreneurs and leaders such as motivation, creativity, willingness to take risks, personal attributes, and strategic thinking. Recent research on EL highlights its role in helping businesses expand their capabilities

to adapt to evolving circumstances. Entrepreneurial leaders see it to gain an edge and stay ahead of the game. They excel at generating ideas and recognizing opportunities in environments. Not do they innovate solutions for their companies, but they also empower others to do the same.

Entrepreneurial leadership involves rallying a team towards a goal by introducing ideas, mitigating risks, seizing opportunities, and navigating through dynamic work environments. Entrepreneurial leadership is a focus within leadership studies, as highlighted by Leitch & Volery (2017), leading to extensive research in various contexts. Cogliser and Brigham (2004) discovered a correlation between leadership styles and the establishment of businesses in diverse locations. Similarly, Fernald et al. (2005) explored the alignment of qualities with leadership traits that define the characteristics of an entrepreneurial leader.

In contrast, Gupta et al. (2004) utilized data from the GLOBE project to develop a cultural assessment tool for evaluating leadership. Subsequently, the assessment tools introduced by Gupta et al. (2004) have been widely adopted in studies assessing leadership across regions, including studies by Huang et al. (2014). These frameworks were leveraged by Kim et al. (2017) to elucidate business leadership dynamics in China. Through evidence from Scotland and Iran, Bagheri and Harrison (2020) demonstrated the applicability of these concepts in explaining phenomena. Furthermore, Paudels (2019) study revealed that these factors play a role in understanding business leadership in Nepal indicating acceptance of these analytical tools, over others.

Entrepreneurial leadership is seen as a form of leadership that equips businesses and their leaders with the skills to navigate highly competitive and unpredictable environments. While previous studies have explored factors such as traits, motivation, and strategic approaches, this study adopts the tool proposed by Gupta et al. (2014) due to its recognition and application within circles for assessing business leadership capabilities.

Sustainable Performance

Several research studies have delved into evaluating sustainability performance in developing nations. The interest in addressing concerns is growing as stakeholders and consumers increasingly realize the significance of minimizing harm. This shift can be linked to the rising incomes and improved living standards of individuals, leading to a focus on sustainability issues in emerging markets. Researchers have explored how thriving businesses are progressing in sustainability within these economies by identifying factors and characteristics that influence outcomes (Khurana et al, 2021). Various measures are available to gauge companies or their supply chains' environmental and social sustainability performances. Tracking data on business sustainability performances can shed light on the evolving trends of these attributes, showcasing the progress toward supply chain systems. According to Kuo et al. (2022), a study shows that eco-design, laws and regulations, and waste management are the three most influencing factors in a company's ability to achieve sustainable development. Thus, by identifying the causality of the criteria, an enterprise can develop or improve its environmental policies to reach better corporate performance, strengthen competitive advantages, and realize the company's sustainable development goals.

According to Burhan and Rahmanti (2012), economic sustainability involves an organization's impact on the well-being of its stakeholders and the economic systems at local, national, and global levels. Businesses prioritizing short-term profits over long-term viability may see success and need help to support regional or international economies in the long run (Svensson, 2007). To thrive in the term, an organization must maintain stability. Economic sustainability for businesses and their supply chains is assessed based on four factors: trade opportunities, potential financial gains, economic performance, and financial health. Financial health reflects a company's strength, while economic performance measures its value as perceived by stakeholders, top management, and government entities. Evaluating benefits goes beyond profits to assess how resilient the business network is to various risks.

Lam and Lai (2015) explain that environmental sustainability results from a company or its supply chain integrating strategies to reduce the carbon footprint of its products. The environmental impacts include air, water, land, minerals, and energy resources. Assessing the effects throughout a product's lifecycle can help measure the impacts on each resource. The enterprises keep tabs on its contribution to air quality standards about air resources. Tracking water use and the release of pollutants and wastewater helps assess the availability of safe water. Monitoring both direct and indirect impacts on land resources can reduce effects on soil quality and biodiversity. Soil pollution is identified as a factor contributing to the depletion of land resources to achieve environmental sustainability.

Tracking renewable resource depletion is also crucial in assessing the company's influence on mineral and energy resources. With stakeholder pressures shifting from concerns to challenges, modern firms are placing greater emphasis on aspects of social sustainability (Yawar and Seuring 2017). Social sustainability considerations can address community and internal human resources issues. According to Ahmadi et al. (2017), internal human resource factors may include skills development, employment practices, health and safety measures, and job security.

Employment practices touch upon issues related to rights, fair labor practices, and gender equality; employment stability assesses how a company's operations affect job opportunities within the organization. Health and safety procedures are reviewed to handle existing health or safety issues as preventive measures. Capacity building focuses on enhancing research and development as career advancement. External factors such as community capital, productive capital, and human capital play a role in interacting with the community. Human capital refers to an individual's ability to work and earn income. Productive capital encompasses the resources and infrastructure for individuals to lead lives. The impact of efforts on social and institutional relationship networks is known as community capital.

Entrepreneurial Bricolage

The concept of bricolage was first introduced into entrepreneurship by Garud and Karnøe (2003) and contrasted with "breakthrough" by Baker and Nelson in 2005, who reported data from a case study of 29 businesses with resources. Pacheco et al. in 2010 identified bricolage as a method of acting within the institutional entrepreneurship perspective as defined by Greenwood and Suddaby (2006), whereas Fisher, in 2012, identified its relation to causality and effectuation theory. Baker and Nelson (2005) defined

entrepreneurial bricolage as "the use of available resources to overturn a challenge or take advantage of a new opportunity after exploring previously defined definitions in different contexts. According to Baker and Nelson (2005), the three constructs of bricolage included reliance, existing resources repurposing material for purposes, and active problem-solving through a constructive approach often referred to as "making do."

Turturea (2018) claims that bricolage pushes companies to reconsider their resource allocations, considering novel, unforeseen uses and combinations. Bricoleurs have an edge over their resource-seeking competitors when faced with limited resources. Many startups find it challenging to acquire resources because they need more funding, experience, or reputation to pay for the necessary modifications (Freeman and Engel, 2007). Instead of waiting for the "right" resources, bricoleurs will adopt a proactive stance to defy the preconceived notions about what materials "should" and "could" be utilized for. To cultivate what could be referred to as "creative reinvention," one needs to play with repurposing, repackaging, and reimagining preexisting materials in ways they weren't meant for (Yu et al., 2020).

In general, bricolage enterprises are more likely to use what they have on hand in certain situations (Senyard, 2014). If they use this judgment, they could allocate more resources to the areas where they believe they will have the most significant competitive advantage. This pattern of resource development, conservation, and redeployment delivers much higher levels of resources when it comes to the activities that matter for a company's performance than do otherwise equal organizations engaging in higher levels of resource seeking.

3. THEORETICAL LENS

Leadership is a concept with theories that shed light on how individuals attain leadership roles. These theories focus on the qualities and behaviors that can help individuals enhance their leadership skills. The behavioral theory, also known as the style theory, emphasizes that a leader's actions are crucial, suggesting that others can emulate these behaviors. According to Larsson and Vinberg (2010) effective leadership is not innate. It can be cultivated through learned behaviors.

Valdiserri (2009) presents the contingency leadership theory, also known as the theory, which highlights the importance of a leader's environment. These theories explore how external factors influence a leader's success or failure. The context in which a leader operates is vital in determining their effectiveness. Another perspective on leadership underscores its link to a company's growth and profitability (Taylor et al., 2014). Successful organizations often attribute their achievements to leadership.

Contrarily, ineffective leadership can sometimes lead to the downfall of an organization. This highlights the interconnectedness of leadership and entrepreneurship. As per Muijs (2011), a competent leader plays a role in the advancement and success of emerging startups, businesses, and small enterprises. Thus, entrepreneurship is not only crucial for growth but also for national economic progress.

The origins of behavioral and contingency leadership theories stem from a foundation known as personal characteristic theory (Bull & Willard, 1993; Sundararajan et al., 2012). Since both leadership qualities and entrepreneurial characteristics are seen as character

traits, there is a resemblance between them (Fernald et al., 2005). However, both concepts have scopes and influences. Furthermore, leadership and entrepreneurship are aspects of the character's conduct that are influenced by factors (DeCarlo & Lyons, 1980). To establish a framework for leadership, the integration of two equally vital principles has been emphasized. As Fernald Jr. Et al. (2005) highlighted, entrepreneurial leadership embodies innovation, and recognition.

4. HYPOTHESES

This study tested the following hypotheses:

H1: Entrepreneurial leadership influences economic sustainability performance.

H2: Entrepreneurial leadership influences environmental sustainability performance.

H3: Entrepreneurial leadership influences social sustainability performance.

H4: Entrepreneurial bricolage moderates the relationship between entrepreneurial leadership and economic sustainability performance.

H5: Entrepreneurial bricolage moderates the relationship between entrepreneurial leadership and environmental sustainability performance.

H6: Entrepreneurial bricolage moderates the relationship between entrepreneurial leadership and social sustainability performance.

This study employed a cross-sectional survey research with primary data collected through a adopted questionnaire. Around 263 entrepreneurs and managers participated in the conduct of the study operating in major cities and provinces in Davao Region, Philippines and purposive sampling was employed. In light of this, the participants were free to withdraw from the study at any point if they did not feel comfortable completing the questionnaire. This would not have an adverse effect on their involvement in the study or their ties with the researcher. Those who decided to stop responding to the questionnaire were under no need to explain, and they were not obligated to do so either. The research supports a realism approach, considering structural equation modeling (Healy & Perry, 2000). The realism paradigm permits building theories and hypotheses through the respondents' participation.

5. METHODOLOGY

To ensure the reliability and validity of the measuring instrument, the questionnaire was developed using the scales from past studies: entrepreneurial leadership (Renko et al., 2015), sustainability performance (Laosirihongthong et al., 2013) and entrepreneurial bricolage (Gundry et al. 2011; Senyard et al., 2010). A statistical analysis was carried out on the results, interpreted, and presented. Then, conclusions and recommendations followed the analyses.

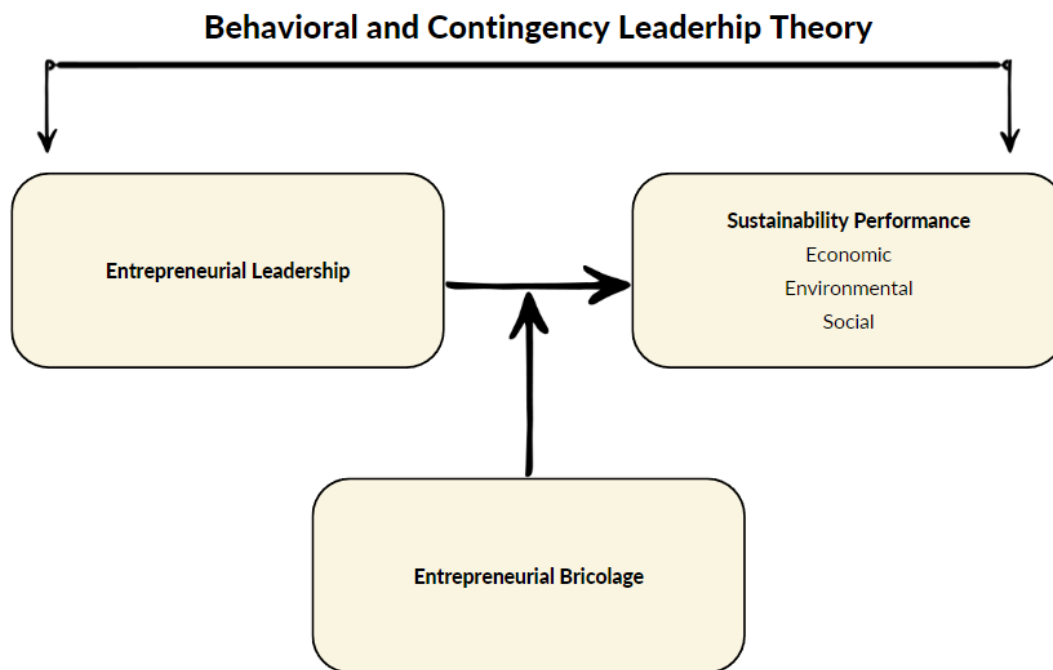


Figure 1: Conceptual Framework of the Study

6. RESULTS

6.1 Measurement Model Assessment

The research hypotheses have been dealt with, and the relationships between the constructs have been established by SmartPLS 4.0 software. In this section, the two main components of the path model—the measurement and structural models—will be discussed. The structural model concerns relations between latent variables, whereas the measurement model describes the correlations between latent variables and their related indicators (Hair et al., 2017).

Table 1: Reliability and Convergent Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ECONSP	0.858	0.860	0.904	0.702
ENB	0.917	0.920	0.931	0.602
ENL	0.882	0.885	0.907	0.551
ENVISP	0.871	0.872	0.907	0.660
SOCSP	0.868	0.877	0.905	0.656

Legend:

ECONSP - Economic Sustainability Performance ENB - Entrepreneurial Bricolage
 ENL - Entrepreneurial Leadership ENVISP - Environmental Sustainability Performance
 SOCSP - Social Sustainability Performance

Cronbach Alpha measures the internal consistency and how close a group of items is. Scale reliability is measured by it. A value greater than 0.7 is usually acceptable, 0.8 is outstanding, and 0.9 is superb. All constructions, ECONSP, ENB, ENL, ENVISP, and SOCSP, have Cronbach's alpha values over 0.85, meaning strong internal consistency. The composite reliability (rho_a and rho_c) measures internal consistency like Cronbach's alpha, but it accounts for item loadings on the factor. Rho_c uses unstandardized loadings, while rho_a uses standardized loading. Most values above 0.7 are acceptable. All constructs have composite reliability ratings above this level, suggesting strong reliability (Kline, 2023).

Average Variance Extracted (AVE) should be larger than 0.5 to indicate that the concept explains most of the item variation. ECONSP and ENVISP have AVE values over 0.6, which is good, whereas ENB, ENL, and SOCSP have AVE values above 0.5 but below 0.6, which is acceptable but suggests measurement model improvement. Cronbach's alpha and composite reliability scores show strong construct dependability. Convergent validity is also shown by acceptable AVE values. ENB, ENL, and SOCSP have AVE values closer to the threshold, suggesting that certain elements may not be as closely associated to the underlying concept as intended.

6.2 Structural Model Assessment

To evaluate the hypotheses that were given in the study, a structural equation analysis was taken into consideration. To be more specific, the primary objective is to investigate the capability of the model to explain and forecast variations in the endogenous variables that are impacted by the exogenous variable (Hair et al., 2017). In addition, Chin (1998) suggested that an R-square value of at least 0.10 should be utilized to guarantee a successful model fit.

Table 2: Test of Direct Relationship

Hypothesis	Relationship	Coeff	SE	t	p	LLCI	ULCI	Decision
H1	ENL → ECONSP	.7047	.1219	5.7823	.0000	.4647	.9447	Supported
H2	ENL → ENVISP	-.7451	.3496	-2.1314	.0340	1.4335	-.0567	Supported
H3	ENL → SOCSP	.5143	.1215	4.2317	.0000	.2750	.7537	Supported

Legend:

ENL - Entrepreneurial Leadership ECONSP - Economic Sustainability Performance
 ENVISP - Environmental Sustainability Performance SOCSP - Social Sustainability Performance

The value of H1s coefficient stands at 0.7047 with an error (SE) of 0.1219. The t value at 5.7823 and p value, below 0.001 indicate a level of significance. The hypothesis suggesting a direct relationship between ENL and ECONSP is supported by the confidence interval (LLCI; 0.4647 ULCI; 0.9447) which does not encompass zero. For H2 the coefficient is 0.7451. The standard error is 0.3496 with a t value of 2.1314 and p value of 0.0340 showing significance in relation to ENL and ENVISP. In regard, to H3 the coefficient is measured at 0.5143 with an error of 0.1215. An extremely high level of statistical significance is shown by the fact that the t-value is 4.2317 and the p-value is less than 0.001. The hypothesis that ENL has a substantial positive direct association with SOCSP is supported by the fact that the confidence interval (LLCI: 0.2750, ULCI: 0.7537) does not contain the value zero. Therefore, all three hypotheses regarding the

direct relationships between ENL and ECONSP, ENVISP, and SOCSP are supported by the data, with statistically significant coefficients and confidence intervals that do not contain zero.

Table 3: Test of Contingent Effect

Hypothesis	Relationship	Coeff	SE	t	p	LLCI	ULCI	Decision
H4	ENL → ENB → ECONSP	-.0319	.0281	-1.1355	.2572	-.0873	.0235	Not Supported
H5	ENL → ENB → ENVISP	-.1128	.0247	-4.5595	.0000	-.1615	-.0641	Supported
H6	ENL → ENB → SOCSP	-.0642	.0281	-2.2866	.0230	-.1194	-.0089	Supported

Legend:

ENL - Entrepreneurial Leadership ENB - Entrepreneurial Bricolage
 ECONSP - Economic Sustainability Performance ENVISP - Environmental Sustainability Performance
 SOCSP - Social Sustainability Performance

There is a standard error (SE) of 0.0281, and the coefficient is -0.0319 in the H4. It may be concluded that there is no statistical significance because the t-value is -1.1355 and the p-value is 0.2572. The fact that the confidence interval (LLCI: -0.0873, ULCI: 0.0235) comprises zero indicates that the hypothesis is not supported by the aforementioned data. The conclusion that can be drawn from this is that the connection between ENL and ECONSP based on ENB is not substantial. H5 has a standard error of 0.0247, the coefficient is -0.1128. This is the fifth hypothesis. There is a high degree of statistical significance, as indicated by the fact that the t-value is -4.5595 and the p-value is less than 0.001. This provides support for the hypothesis because the confidence interval (LLCI: -0.1615, ULCI: -0.0641) does not contain the value zero. The conclusion that can be drawn from this is that the connection between ENL and ENVISP through ENB is quite substantial and has a detrimental effect.

In H6, the coefficient is -0.0642, and the standard error is 0.0281. An indication of statistical significance is provided by the t-value, which is -2.2866, and the p-value, which is 0.0230. This provides support for the hypothesis because the confidence interval (LLCI: -0.1194, ULCI: -0.0089) does not contain the value zero. The conclusion that can be drawn from this is that the connection between ENL and SOCSP through ENB is quite substantial and has a detrimental effect. Moreover, although the hypothesis that asserts that ENB is the link between ENL and ECONSP (H4) is not supported, the correlations that exist between ENL and both ENVISP (H5) and SOCSP (H6) through ENB are statistically significant, indicating that ENB serves as a mediator between ENL and these variables. The implications of these discoveries for the underlying mechanisms that are being investigated are given by these findings, which provide insights into the contingent relationships that are contained in the model.

7. DISCUSSION

7.1 Implications for Practice

The research findings underscore the significance of leadership and entrepreneurial creativity, in enhancing the performance of medium sized businesses (SMEs). It stresses the importance of problem-solving skills and adaptable leadership qualities in overcoming challenges and seizing opportunities in resource constrained environments. The study aligns with research by Suriyankietkaew et al., (2022) advocating for the

promotion of practices, cultivation of entrepreneurial leadership attributes and integration of sustainability performance into business strategies and operations as key priorities for entrepreneurs. Nguyen et al. (2022) mentioned that entrepreneurs will want to do away with these high costs and find skilled laboratory workers; they can connect with universities and hire workforce when human resources are still students in schools. These insights can inform policymakers in developing frameworks that promote innovation and entrepreneurship. Furthermore, the study underscores the need for refinement of measurement models to ensure assessment of critical constructs. According to Covin et al., (2006), to facilitate decision making and formulation of entrepreneurship strategies future studies should explore other variables influencing these relationships alongside investigating the long term impacts of entrepreneurial initiatives on sustainability outcomes.

The study explains the interconnectivity of these factors with the exception of drawing attention to the roles of entrepreneurial creativity and leadership in influencing enduring success among SMEs. Chan et al., 2019, points out the necessity of SMEs being creative and flexible to overcome and seize challenges and opportunities. It is suggested that practitioners include such practices into the values of organizations and create such entrepreneurial leadership traits in people working at the workplaces. The implications of these findings are quite helpful for policymakers in designing programs and policies that foster entrepreneurship and drive innovation. More so, this study points out the fact that a measurement model should be improved so that the key factors are measured. Future studies should look at the relationships between leadership styles, sustainability outcomes, and entrepreneurial behaviors. Such findings may open up pathways to strategies for sustainable entrepreneurship and welfare for society.

7.2 Theoretical Contributions

The research results implicate far beyond leadership theories, as they help point to the relationship of the efficacy of leadership, sustainability performance, and entrepreneurial bricolage. Entrepreneurial bricolage, meaning novel and creative problem-solving, acts as a bridge of connection between performance in dimensions of the social, environment, and economy, and entrepreneurial leadership (Faulks et al., 2021).. Since entrepreneurial bricolage is concerned more with resourcefulness in dealing with environments endowed with resources, such dispositions fit very well into behavioral disposition in leadership theories. Entrepreneurs who practice bricolage inventively employ the resources at hand to overcome obstacles and capitalize on opportunities, which is much like the disposition of leaders to flexibly respond to demands. This leads to economic sustainability by resource efficiency and innovation.

Through the incorporation of bricolage into leadership models, behaviors and business models that promote environmental sustainability are inspired. Entrepreneurs would be more disposed to adopting specific strategies such as energy saving, reduction of waste, and product innovation that are environmentally friendly and support long-term ecological sustainability. The research also places at the center of consideration the aspect of bricolage with respect to enabling inclusive growth, social responsibility, and community participation. Entrepreneurs who use bricolage have the purpose of responding to societal challenges and spreading welfare. This, within the context of leadership, would mean the development of skills for job creation, training of the community for empowerment and social sustainability.

8. CONCLUSION

The findings therefore emphasize the lead role played by the practice of bricolage and leadership in building sustainable performance of small and medium sized enterprises. It encourages problem-solving practices and adaptive leadership in leading SMEs through the different challenges. Even in resource-constrained environments, entrepreneurs must seize opportunities. Therefore, this finding entails that by emphasizing the practices that encourage nurturing entrepreneurial leadership qualities and the integration of sustainability into the business strategic development, professionals can ensure that opportunities are seized even where resources are meager. These findings imply that policymakers have been entitled to develop frameworks that recommend innovation and entrepreneurship. This research also emphasizes the need to refine the measurement model to ensure that assessment of the key aspects is undertaken appropriately. Theoretical contributions emphasize the relationship between sustainability performance, entrepreneurial creativity, and leadership effectiveness. This, therefore, implicates that a professional can utilize this concept to drive changes within and outside SMEs to bring about positive change. The findings also encourage the need to undertake more attributes and long-term effects in research to establish efficient strategies for advancing sustainable entrepreneurship and improving social welfare.

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