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Entrepreneurial Orientation and Sustainable Business Performance: Connecting the Dots using Smart PLS-SEM

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ABSTRACT

This paper focuses on understanding the interplay between the Entrepreneurial Orientation (EO) and Sustainable Business Performance (SBP). The main goal is to create a theoretical model to examine this connection. We gathered data from employees working in the corporate sector using a structured questionnaire. This study examines current literature on sustainable business models and Entrepreneurial Orientation to analyze and identify the key contributions to the progress of research in this topic. Our hypothetical model explores how Innovativeness, Risk taking and Proactiveness of the organization influences SBP. Our findings aim to contribute to the understanding of how an organization is seen as an entrepreneur and its traits impact the overall sustainability performance of businesses. This research emphasizes the importance of considering factors like risk, innovation, and proactiveness within the context of Sustainable Business Performance. The data can be analyzed, using PLS-SEM version 4.0, a statistical method

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suitable for complex models. By underscoring the importance of factors like risk, innovation, and proactiveness, the study offers valuable insights that have implications for both academic investigation as well as pragmatic leverage in the realm of entrepreneurial practices across the globe.

KEYWORDS*:* Entrepreneurial Orientation, Sustainable Business Performance, Triple Bottom Line, Innovation, Risk Taking

INTRODUCTION

The environment faces substantial challenges from human activities such as population growth, heightened consumption, and climate change, as reported by the International Union for the Conservation of Nature and United Nations Environment Program (UNEP) (Kopnina & Blewitt, 2014). Sustainability, now synonymous with environmental protection, has spurred corporate pressures to adopt sustainable practices due to heightened awareness among consumers, investors, and regulators. This shift has presented businesses with significant operational obstacles, compelling them to reassess strategies and prioritize incremental responsibility and sustainability (Kolk, 2016). To gain a competitive advantage, organizations can shift from routine commercial frameworks to incorporate sustainability into overall business strategies. A sustainable business model, as defined by Bocken (2014), entails providing a competitive edge through superior customer value while contributing to both company and societal sustainable development. Normann and Ramirez (1993) and Hörisch et al. (2014), a sustainable business should give the organization a focus on creating value for all stakeholders, including consumers, shareholders, suppliers, and environmental components, among other groups.

On the other hand, Entrepreneurship can be defined as the process of creating value by assembling a unique set of resources to capitalize on an opportunity (Stevenson, Roberts, and Grousbeck, 1989). Initially, the focus was on profit generation through this process. However, in the post-1990 era, there has been a consensus shift towards viewing entrepreneurship as a behavioral phenomenon driven by opportunities. Scholars like Covin and Slevin (1991), Gartner

(1990), Moore (1986), and Stevenson and Jarillo (1990) emphasize aspects such as new venture creation, product and service development, risk-taking, ownership, and a growth-oriented mindset. Numerous research scholars in entrepreneurship have explored the Entrepreneurial Orientation (EO) concept, studying it as a strategic development crucial to improve firm performance (Zighan, 2021). Anderson, Covin, and Slevin (2009), drawing on a comprehensive thirty-year investigation influenced by Miller's (1983) framework, assert a significant link between EO and conservative firms. Covin and Wales (2012) note that the literature on EO has become fragmented due to the emergence of various conceptualizations. The conceptual distinctions between Miller (1983), Covin and Slevin (1989) central focus revolve around how individual author defines organizational entrepreneurship based on the variables like innovation, proactiveness, and risk-taking. In contrast, to Lumpkin and Dess (1996) he introduced two more attributes to have a broader dimension in EO. He added competitive aggressiveness and autonomy variable as determinants of EO.

The importance of Entrepreneurial Orientation involves quick decision-making skills, managerial ideologies, and strategic behaviors marked by innovation, proactiveness, risk-taking, autonomy and competitive aggressiveness. Eckhardt and Shane (2003) further define entrepreneurship as the systematic identification, evaluation, and capitalization of potential future commodities and services. EO is a well-established and extensively utilized concept within the realm of strategic entrepreneurship literature. Defined by the proclivity of key stakeholders to adopt proactive behaviors, foster innovation, and engage in calculated risks, EO has garnered widespread acceptance (Anderson et al., 2015; Runyan et al., 2012). Morris et al. (1996) succinctly characterize entrepreneurial orientation as the organizational inclination to actively pursue and seize new opportunities, demonstrating a readiness to take on the responsibility of initiating transformative change within the corporate context. Rauch and Frese (2009) say as the strategic processes implemented at the company level by businesses to achieve a competitive advantage. This perspective emphasizes that the entrepreneurial mindset is tied to organizational procedures, rather than individual elements.

EO is a multi-level aspect of organizations, emphasizing the influential role of senior managers in shaping the organization's entrepreneurial direction. It proposes a holistic view of "being entrepreneurial" as an organizational attribute, encompassing top management style, organizational configuration, and new entry initiatives (Covin, 1991; Wang, 2017; Wales, 2020). EO has two types of entrepreneurial activities in organizations: beyond-boundary focus (expanding beyond existing boundaries) and within-boundary focus (activities within existing boundaries). Organizational factors, such as top management leadership, strategic orientation, organizational culture, internal mechanisms impact on organizational performance (Kantur & İşeri-Say, 2013).

The identified research lacuna is associated with an insufficient and incomplete examination of variables influencing the success of sustainable businesses. To formulate the hypothesis, an extensive literature review was conducted. It is imperative to address this gap by scrutinizing direct and mediating links with the dependent variable. This study comprehensively reviews research articles sourced from diverse databases such as ScienceDirect, Google Scholar, ProQuest, and other reputable platforms. In the first construct, EO is delimited to Risk-taking, Proactiveness, and Innovation. The second construct encompasses economic, social, and environmental performance, with an exploration of their combined impact on Sustainable business performance. The hypothesis, derived from the literature, warrants further investigation through data testing in PLS-SEM.

The paper is organized in the following manner: Section 2 will include an in-depth look at the existing body of literature about Entrepreneurial orientation, Innovation, Risk taking, Proactiveness, and sustainable business performance. Additionally, a conceptual framework for research shall be developed from this review. Section 3 outlines the methodology applied to carry out the study. Section 4 provides a detailed explanation of the findings for this research. Section 5 concludes the research and points out the limitations of our research.

THEORETICAL FRAMEWORK

Theoretical foundation on Resource-Based view

According to the Resource-Based view, organizations possessing "strategic resources" are believed to gain significant competitive advantages. Resources like capital and automobiles, easily obtainable by rivals, are not considered strategic. In contrast, a resource is deemed strategic if it is valuable, rare, difficult to replicate, and organized to capture value (Kennedy, 2020). The resource-based view (RBV) theory posits that a firm's competitive advantage and superior performance stem from its specific resources and capabilities (Kiyabo and Isaga, 2020). RBV strategic resources are those that are valuable, non-substitutable, and rare, serving as key differentiators between advantaged and disadvantaged firms (Kellermanns et al., 2016). The "resource-based view (RBV)," developed by Barney, focuses on internal organizational components to enhance firm performance and competitiveness. This perspective underscores the significance of unique, valuable, and rare resources in driving organizational success.

Entrepreneurial Orientation

Entrepreneurship is characterized as an organizational trait, primarily demonstrated through entrepreneurial orientation. This has evolved from practical experience, and various concepts associated with entrepreneurial orientation have contributed to the expansion of the existing body of literature. Among them Miller (1983), Covin and Slevin (1991) are the researchers who have reached the most conclusive conclusions from their research. The primary distinction between the two schools of thought is that the former emphasizes an entrepreneurial orientation that is constructed on several aspects, such as "risk-taking, proactiveness, and innovativeness." Taking risks, being inventive, and being proactive are all essential covariant elements that contribute to the presence of an entrepreneurial orientation, as stated by Miller, Covin, and Slevin (1989). Lumpkin and Dess (1996), on the other hand, expanded the scope of these covariant elements by including autonomy and competitive aggressiveness, and they connected these dimensions with the contextual dependency of the organization. Furthermore, three other preliminary ideas of entrepreneurial orientation, including “entrepreneurial top management style, new entry initiatives and organizational configuration” are proposed to

address the variables of entrepreneurial orientation that intersect with one another (Wales and Covin, 2020). Jambulingam and Kathuria (2004) conducted a study in which they examined six aspects of entrepreneurial orientation. The researchers developed organizational clusters that viewed entrepreneurial orientation as an imperceptible that ultimately improved the performance of a company. Instead of depending only on EO, managers in developing markets should focus on activities within the company that encourage sharing of information and new ideas (Isichei et al., 2020)

Innovation: Innovation plays a pivotal role in leveraging opportunities as it enables a company to capitalize on the dynamic nature of customers' evolving tastes and preferences in any market. The extent to which a company is perceived as creative in its operations and management hinges on a fundamental aspect of its overall management strategy (Lumpkin and Dess, 1996). It is also said that innovativeness is process-driven and that it is essential for a business to stay alive because it helps it grow and improve its place in the industry (Swierczek and Ha, 2003).

Proactiveness: Lumpkin and Dess (1996) proposed that being proactive is important for organizations to be successful because it gives them a clear goal for the future that is backed by their ability to turn this into new goods or improve old ones, which leads to a lot of business activity. One of the most important things about being proactive is that it lets the company lead the industry instead of following it. This makes the company a proactive outfit that puts customers and owners first. It basically means having the drive and awareness to take advantage of new possibilities in the environment, even if no one else in the industry knows about them. It gives the company an edge over others and lets them know how much customers will like their goods or services (Cahill, 1996). Thus, to improve performance, proactiveness must be accompanied by a sincere attempt to implement the recognized idea.

Risk-taking: It measures how hard an organization can push itself to act, even when it doesn't know what will happen (Kallmuenzer and Peters, 2018). According to Lumpkin and Dess (1996), held that in real life, the risk-taking behavior will have different effects on the organization's

results or goals and objectives because of the way different factors interact with the structure and processes of the group.

Sustainable Business Performance

Sustainable business models are crucial representations of how organizations create, deliver, capture, and exchange sustainable value with a diverse range of stakeholders. Key elements in sustainable business model innovation involve generating economic, societal, and environmental value while collaborating with a broader set of stakeholders (Geissdoerfer, 2016).

The concept of Sustainable Business Performance serves as the primary objective, aiming to align businesses with the transition towards a more sustainable economic system. It encourages the incorporation of environmentally friendly factors into organizational practices and aids businesses in achieving their sustainability goals (Rashid et al., 2013; Stubbs and Cocklin, 2008; Wells, 2013). Entrepreneurial orientation (EO) is identified as a significant factor in sustainable business success. Individuals with an entrepreneurial orientation, characterized by risk-taking, bold initiatives, and foresight, are more likely to build sustainable companies and contribute positively to sustainable business practices (Wales and Covin, 2020; Wales, 2016).

Entrepreneurship is becoming more and more seen as a significant way to promote environmentally friendly practices. Some of the world's most important thinkers have even suggested that businesses could help solve many of the world's most pressing social and environmental problems. The triple bottom line is an important idea in this transition. It says that companies should not only focus on making money, but they should also keep an eye on and promise to evaluate how their actions affect people and the environment (The Triple Bottom Line: What It Is & Why It's Important, 2020).

Sustainability, as outlined by Elkington (1998) and Henry et al. (2019), involves a comprehensive evaluation of environmental, social, and economic performance. Environmental performance scrutinizes resource utilization and its associated environmental impacts, while social

performance encompasses factors such as workplace health, safety, and employee motivation. Economic performance, the third dimension, addresses aspects crucial to consistent operational and financial success. Achieving economic performance is identified as a key factor in overall sustainability (Gimenez et al., 2012; Martinez-Jurado and Moyano-Fuentes, 2014).

Ambec and Lanoie (2008) assert that embracing environmental responsibility provides unique opportunities for revenue enhancement. These opportunities include facilitating access to specific markets, differentiating goods, selling pollution-control technologies, effective risk management, and managing costs related to materials, energy, services, capital, and labor (Ambec and Lanoie, 2008). This research contributes to the discourse on integrating sustainability practices within businesses, emphasizing the potential financial benefits and market advantages that stem from a commitment to environmental responsibility.

The link between EO and sustainability performance, encompassing environmental performance, social performance, and economic performance has gained attention in research (Hall et al., 2010; Elkington, 1998; Henry et al., 2019). Entrepreneurs in the Berlin entrepreneurial ecosystem embody various social identities that contribute uniquely to sustainability transitions, shaping the entrepreneurial landscape (Gebhardt & Bachmann, 2023). Organization sustainability involves integrating social and environmental concerns into commercial operations and relationships with stakeholders, going beyond the fundamental objective of profit creation for shareholders (Park, 2023). To ensure Corporate Social Responsibility, companies must broaden their economic responsibilities to encompass environmental, social, and governance obligations, satisfying both existing and potential future stakeholders (Eccles et al., 2014).

Based on the previous research on Entrepreneurial Orientation–Sustainable Business Performance relationship, it can be concluded that there is still a research gap where there are only few studies investigating the dimensions of EO (Innovation, Risk taking and Proactiveness) and Sustainable Business Performance. This study tries to fill in the gap and it can be hypothesized that,

Hypothesis 1 (H1): *Innovation has a positive significant effect on Sustainable Business Performance.*

Hypothesis 2 (H2): *Risk taking has a positive significant effect on Sustainable Business Performance.*

Hypothesis 3 (H3): *Proactiveness has a positive significant effect on Sustainable Business Performance.*

RESEARCH METHODOLOGY

The study focuses on two primary research questions: firstly, examining the correlation between Entrepreneurial Orientation (EO) and Sustainable Business Performance (SBP) through a literature review. Secondly, it aims to investigate the impact of EO on the SBP of organizations, specifically delving into the effects of Innovativeness, Risk-taking, and Proactiveness on the sustainability performance of these entities. Based on the previous literature and research objective, this research proposed a conceptual framework in Figure 1. In this conceptual framework EO is taken as the independent variable and SBP is treated as the dependent variable.

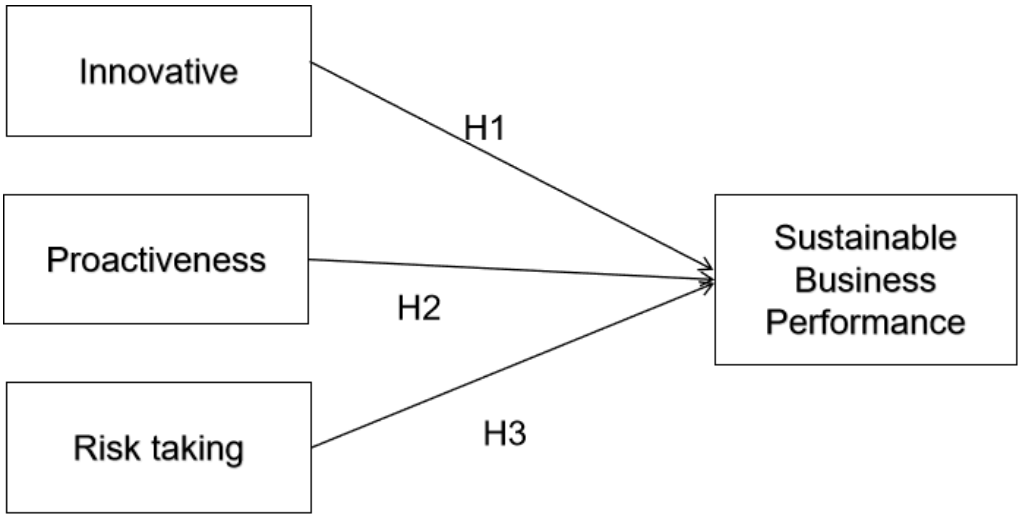

Figure 1: Conceptual Framework

Measure

The study adopted entrepreneurial orientation's three dimensions such as Innovativeness, risk taking and proactiveness. The study adopted six items to measure the innovativeness (e.g., "My workplace really values and appreciates creativity and coming up with new ideas"), six item for risk taking (e.g., "Innovation in my organization is perceived as too risky and is resisted") and five item for proactiveness (e.g., "My organization's new strategy makes the competitors respond in the market"), adopted from the study (Arshi, 2016) (Miller 1984) (lumpkin, 1996).

Nine items were taken from the study of W. S. Chow, Y. Chen (2012) and Dey, P.K.(2022) to measure Sustainable Business performance. Three statements from each of social performance, environmental performance, and economic performance (e.g., "my firm generates revenue by selling waste (scrap or E-waste) products").

Population and Sampling

The research population consisted of three small and medium-sized enterprise (SME) sectors, namely Manufacturing, Service, and Trade. The Madras Chamber of Commerce has recognized over 600 enterprises as Small and Medium Enterprises (SMEs). The data was gathered by the survey data collection method during a period of four months, from November 2023 to February 2024. The survey was conducted by targeting 150 workers throughout the organizational structure of small and medium-sized enterprises (SMEs) via personal visits and the use of WhatsApp Quick response (QR) scanning. To ensure participation, we issued 1-2 gentle reminders for each round of the survey. Prior to posing the inquiries, we included a consent statement, and comprehensive information on the study's aim, and provided reassurance to the participants that their answers would solely be used for academic research objectives, with a commitment to upholding their confidentiality.

Data collection, data related to demographic characteristics such as age, experience, Hierarchical position, and the size of SME's were collected. Data concerning the Entrepreneurial Orientation with the dimensions of Innovative, Risk taking and Proactiveness is collected further data on

Sustainable business practices is also collected from the questionnaire. A total of 150 responses were collected, however around 5 responses were rejected due to missing information. Thus the response yielding is at 99.96% were further possessed for data analysis (Mandeville & Roscoe, 1971).

Table 1: Descriptive Statistics of the Respondents

Item	Range	Frequency	Percentage (%)
Age of the Organization	Less than 3 yrs	16	11.03%
	3 - 5 years	26	17.93%
	5 - 10 years	33	22.76%
	10 - 15 years	45	31.03%
	above 15 years	25	17.24%
Industry	Manufacturing	24	16.55%
	Service	96	66.21%
	Trade	25	17.24%
No. of Employees	Less than 50	32	22.07%
	51 - 200	77	53.10%
	201 - 500	25	17.24%
	501+	11	7.59%

As can be observed in Table 1, the organizations that were surveyed were categorized according to their age, which is defined as the number of years they have been in operation, the sort of industry they operate in, and the number of workers they have. To gather the thoughts of the respondents on the organization, a rank scale of ratings was used. Scales of evaluation are often used in the field of social sciences, in addition to the evaluation of characteristics of organizations. When it comes to measuring scales, the Likert scale is among the most extensively used. The responder is required to respond to a sequence of assertions using the Likert scale, indicating the

degree to which they agree or disagree with each item. For this study, a Likert scale with five points was used.

To test the links between the entrepreneurial variables and SBP, this study used partial least-squares (PLS-SEM), a non-parametric method for structural equation modeling. The PLS-SEM path analysis doesn't have any limits on the sample size and can work with uneven data better than other SEM methods (Chin, W.W., & Newsted, P.R., 1999). The PLS-SEM results were found in two steps. The first step was to find the relationships and make sure the assumptions were correct using convergent validity and reliability (measurement model analysis). The second step was to look at the relationships more closely (structural path analysis).

Convergent Validity and Reliability

To check if the model is reliable, factor loadings, Cronbach's Alpha, composite reliability, and AVE estimates were provided. The results of factor loading, and the levels of significance are shown in Table 2. Based on the data, all of the things have factor loadings that are higher than 0.7. But Hair et al. (2009) used a 0.5 level as a cutoff for factor loadings. Indicators were called cross-loaders if they loaded at 0.5 or higher on two or more factors. There is a lot of uniformity in the indicators of the hidden variables because the Cronbach's alpha values for all categories are more than 0.7 (Hair, 2010). The average variance extracted (AVE) for each construct has been found to show that the validity is convergent. The AVEs for all categories were higher than the minimum value of 0.50 suggested by Fornell and Larcker (1981), which shows that the validity is convergent (see Table 3).

Table 2. Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
SBP1 <- Sustainable Business Performance	0.758	0.753	0.088	8.572	0.000

SBP2 <- Sustainable Business Performance	0.787	0.782	0.073	10.774	0.000
SBP3 <- Sustainable Business Performance	0.515	0.504	0.186	2.766	0.006
SBP4<- Sustainable Business Performance	0.799	0.79	0.087	9.193	0.000
SBP5 <- Sustainable Business Performance	0.843	0.836	0.072	11.633	0.000
SBP6 <- Sustainable Business Performance	0.774	0.768	0.1	7.714	0.000
SBP7 <- Sustainable Business Performance	0.811	0.806	0.063	12.835	0.000
SBP8 <- Sustainable Business Performance	0.723	0.709	0.087	8.287	0.000
SBP9 <- Sustainable Business Performance	0.77	0.762	0.098	7.878	0.000
INN1 <- Innovative	0.856	0.833	0.129	6.622	0.000
INN2 <- Innovative	0.834	0.823	0.137	6.1	0.000
INN3 <- Innovative	0.792	0.768	0.139	5.708	0.000
INN4 <- Innovative	0.694	0.655	0.185	3.758	0.000
INN5 <- Innovative	0.828	0.8	0.139	5.972	0.000
INN6 <- Innovative	0.847	0.831	0.126	6.747	0.000
PRO1 <- Proactiveness	0.895	0.886	0.074	12.042	0.000
PRO2 <- Proactiveness	0.803	0.783	0.115	6.999	0.000
PRO4 <- Proactiveness	0.507	0.481	0.27	1.875	0.001
PRO5 <- Proactiveness	0.839	0.837	0.074	11.298	0.000
R2 <- Risk taking	0.567	0.53	0.237	2.398	0.017
R5 <- Risk taking	0.895	0.886	0.063	14.097	0.000
R6 <- Risk taking	0.902	0.898	0.069	13.044	0.000

Table 3. Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Innovative	0.898	0.936	0.919	0.656
Proactiveness	0.774	0.845	0.853	0.602
Risk taking	0.713	0.806	0.84	0.645
Sustainable Business Performance	0.907	0.923	0.924	0.577

Table 4 shows the discriminant validity with a correlation matrix which demonstrates the AVE of each latent variable on the diagonal and the squared correlations in the other parts of the matrix that aren't diagonal. The discriminant validity was shown by all categories, and the AVE was higher than the squared correlation. We also got the same results with the heterotrait-monotrait (HTMT) ratio of association, which is the second way to check for discriminant validity. Differential validity measures like the Fornell–Lacker criterion are not as good as the HTMT matrix when it comes to specificity and sensitivity. A level of 0.9 has been suggested by several writers (Henseler et al., 2014). The discriminant validity is proven if the HTMT number is less than this level (see Table 5).

Table 4. Discriminant validity (Fornell criterion).

	Innovative	Proactiveness	Risk taking	Sustainable Business Performance
Innovative	0.81			
Proactiveness	0.679	0.776		
Risk taking	0.542	0.611	0.803	
Sustainable Business	0.505	0.535	0.62	0.759

Performance

Table 5. HTMT criterion.

	Innovative	Proactiveness	Risk taking	Sustainable Business Performance
Innovative				
Proactiveness	0.83			
Risk taking	0.569	0.789		
Sustainable Business Performance	0.524	0.582	0.598	

RESULTS AND DISCUSSION

As a statistical research method, structural equation modeling was looked into to test the research theories and refer to the conceptual research model that was built. The path analysis was done first, and the results can be seen in Table 6.

Table 6: Path Analysis

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remark
Innovative -> Sustainable Business Performance	0.271	0.128	2.098	0.036	Significant
Proactiveness -> Sustainable Business Performance	0.208	0.101	2.081	0.041	Significant

Risk taking -> Sustainable Business Performance	0.146	0.171	0.852	0.394	Insignificant

Table 6 displays the slope coefficients, t-statistics, and significance values for the different relationships between the entrepreneurial orientation variable and sustainable business practices. The results support Hypothesis 1, confirming a positive and significant impact of INN on SBP. The slope coefficient of INN over SBP is 0.271, and it is significant at the 5% level. Thus, H1 is supported, providing sufficient evidence for the positive and significant impact of INN over SBP. Similarly, the results support Hypothesis 2, confirming a positive and significant impact of PRO on SBP. The slope coefficient of PRO over SBP is 0.208, and it is significant at the 5% level. Hence, H2 is supported, indicating sufficient evidence for the positive and significant impact of PRO over SBP. However, the impact of RT on SBP is found to be negative, but the results do not indicate significance ($\beta = 0.394$, $p > 0.05$), thus H3 is not supported.

The conclusion demonstrates that the relationship between taking risks and sustainable business performance is not substantial; however, the relationship between innovation, proactiveness, and sustainable business performance is considerable. Earlier studies presented evidence of a methodology that was comparable. Okręglicka et al. (2023) identified the determinants for modern organizations striving to achieve long-term sustainability. Apart from risk-taking, other determinants such as autonomy, competitive aggressiveness, innovation, and organizational support impact sustainability.

With regard to the research model, the fit parameters are shown in Table 7. According to Hair (2009), the value of SRMR 0.06, which is a measurement of the difference between the observed correlation and the model's inferred correlation matrix, falls within a valid limit of less than 0.10. Both the squared Euclidean distance (d_ULS) and the geodesic distance (d_G), which are used to calculate the discrepancy, are found to be within the confidence limits, which indicates that the relationship between the two is consistent with the model. According to Bayne et al. (1992), the

value of NFI that is closer to 1 is a better match and, as a result, should be considered more acceptable.

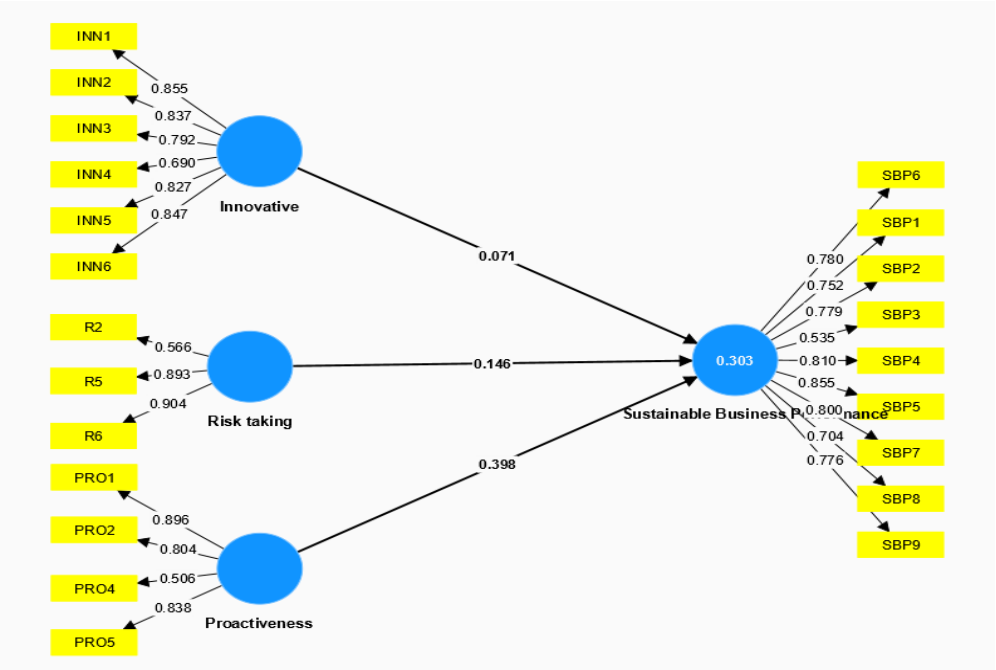

Figure 2: Graphic manifestation of the empirical verification of the conceptual research model.

Table 7: Model fit

	Saturated model	Estimated model
NFI	0.819	0.711
SRMR	0.06	0.09
d_G	0.69	0.77
d_ULS	1.694	2.037

CONCLUSION

In the past few years, several research papers on sustainable development have been published. This shows how important the topic is, but it also shows that there are still a lot of questions that need to be answered. Even though the idea of SBP is well known, more study needs to be done in a wide range of organizational types because it is complex and related to other areas of

business management. To find out more about SBP, we came up with three hypotheses about three aspects of business mindset (INN, RT, and PRO) that we found to affect SBP. We showed how these factors show up alone or together in research papers published around the world. To make sure the research process was clear and consistent, we changed the research method to fit the ideas and results that came out of it.

This study has some limitations of its own. First, people who filled out the form were asked to rate each item on a 5-point Likert scale. This was done so that all parts of the study could be evaluated. There is a chance that these evaluations will have bias and mistakes in judgment. Another problem is that all the factors have to be looked at at once, which means that the suggestions can only be used if the things that were looked at work in the same way, that is, if the external environment doesn't change. The study only looked at small and medium-sized businesses, not big companies. In future study, more variables may be looked at to find out what factors affect the SBP and what factors act as mediators or moderators. For future study, the same thing can be done in companies of different sizes (micro, big), and it can also be done in countries with different levels of social and economic growth, which would allow for a comparison.

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