

INFLUENCE OF LEADERSHIP STYLES ON BUSINESS MODEL, PERFORMANCE  
AND SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISES IN INDIA

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## **Dedication**

This dissertation is dedicated to my mother, Sipra Das, my wife, Papri Das, my son, Saraswat Das, and my sister, Sreyashi Roy Chowdhury, without whose constant encouragement, motivation and unconditional support, this accomplishment would not have been possible for me at this stage of my professional life with multitude of commitments. I would also want to make a special mention of my late father, Dr. Sailesh Ranjan Das, who had always inspired me and wished to see me accomplish this feat in my life and without whose blessings from the heaven, I would not have come this far.

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## ABSTRACT

### INFLUENCE OF LEADERSHIP STYLES ON BUSINESS MODEL, PERFORMANCE AND SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISES IN INDIA

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2024

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The purpose of this research study was to identify the relationship that may exist between leadership styles, adopted business models, business performance measurement and business growth & sustainability approach of SMEs in India, and explain the factors for sustainable, value-driven and goal-oriented performance in the context of culture and values, customer centricity, and environmental and societal commitment. The final aim was to develop leadership style specific business performance framework for the SMEs.

This study captured, analyzed and presented the findings of mindsets and practices of 59 SME leaders from multiple industry sectors across different parts of India through a detailed and comprehensive survey. The survey covered different types of leadership mindsets and practices along with selected dimensions of business model adoption, business performance, and business growth & sustainability. Alongside, the inter-relationship and associations between these dimensions were studied to understand

how they influence the actions of these leaders. The study revealed that SME leaders give the maximum focus on Optimization parameters followed by Agility and Adaptability for Business Model adoption. Similarly, in order to formulate the approach for Business Growth and Sustainability, SME leaders have shown a stronger emphasis on the Culture & Values of the enterprise compared to Customer Centricity or Environmental Commitment. In this context, SME leaders have indicated their least attention for Societal Commitment parameters. Likewise, for Business Performance, SME leaders have shown maximum preference for Sustainable mindsets followed by Goal-Oriented and Value-Driven mindsets. Moreover, the study has shown that there are 12 key mindsets and practices of SME leaders for Business Model Adoption, and 9 key mindsets and practices, each for Business Performance, and Business Growth & Sustainability. The findings also resulted in leadership style specific business performance framework for SMEs.

The outcome of this study would be useful as a guideline to understand the factors and associated mindsets to manage the challenges of growth and sustainability of a SME business. The findings demonstrate the significance of predominant leadership styles to define performance framework and non-financial performance and success indicators while being agile, adaptable, technology-driven or optimization-oriented for business model adoption. The results could be further used for focused and contextual training to new leaders to improve their effectiveness based on enterprise goals and their relationship.

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## CHAPTER I: INTRODUCTION

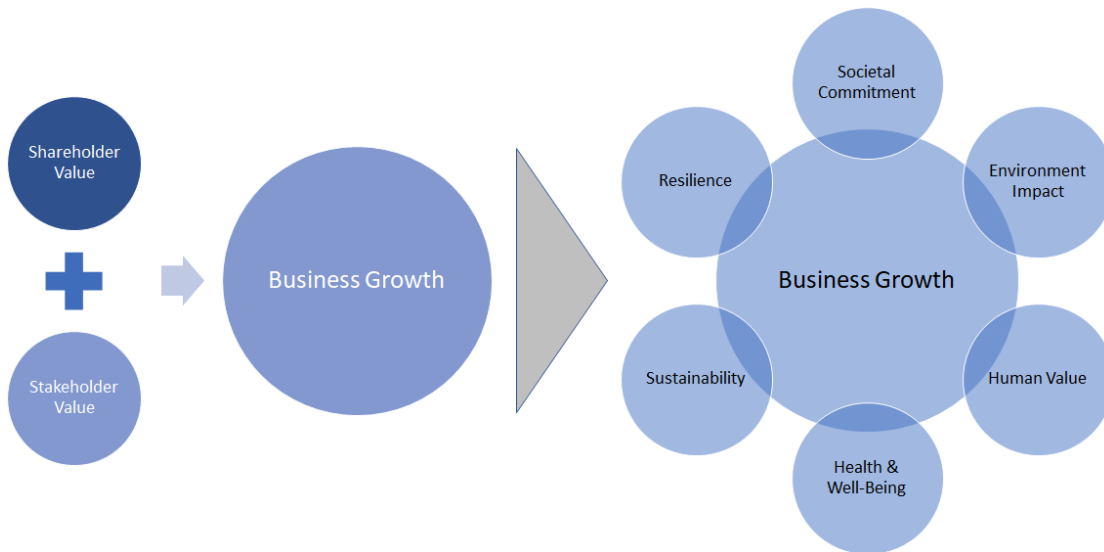
### **1.1 Introduction**

The Micro, Small and Medium sized enterprises (MSMEs) are vital in achieving the two important elements of Sustainable Development Goals of a country namely SDG 8 (Decent Work and Economic Growth) and SDG 9 (Industry, Innovation, and Infrastructure). According to a 2020 UN Report, formal and informal MSMEs make up over 90% of all firms across the world and on an average, account for 70% of total employment and 50% of GDP in the developed countries. As per the Asia SME Monitor 2020 by Asian Development Bank, MSMEs in Southeast Asia account for an average of 97.2% of the country's total enterprises, 69.4% of the country's total employment and 41.1% of the country's GDP during 2010-2019, out of which 61%-89% of the MSMEs belong to the service sector and 72%-85% of MSMEs operate in rural areas. As far as India's MSME sector is concerned, the National Sample Survey conducted by the Ministry during the period 2015-16 shows that there are 63 million unincorporated non-agriculture MSMEs in the country that has created more than 110 million employments. Apart from this, there are MSMEs registered under the Factories Act 1948, Companies Act 1956 and National Industrial Classification 2008. The analysis published by Statista (Rathore, 2023) shows that the share of MSME sector in India on the country's GDP ranges between 26.83% and 30.5% for the year FY 2017 to FY 2021.

Traditionally the foundation of any profit-making organization is built on the premises of earning revenue and maximizing profits for its shareholders (Friedman, 1970). It has been argued that under the Friedman doctrine, apart from being a source of great economic prosperity and growth, businesses had also been a source of great

inequality and environmental degradation. The conventional leadership style under this doctrine had been to successfully execute the organization business strategy to improve the financial performance and metrics in order to achieve the strategic and financial goals. In the process, it effectively identifies and manages the risks and constraints through optimum utilization of its available resources. On the other hand, business model is a description of how a business runs by tightly coupling the marketplace insights with the resulting economics in order to either enter a new market or cause disruption in an existing market (Magretta, 2002). The adoption of a business model by the company leadership was solely driven by delivering premium shareholder returns consistently and seldom took into consideration the human, social, environmental and sustainability aspects.

Lately, there has been a shift in focus of many of the modern organizations from maximizing shareholder return to maximizing stakeholder value. This not only entails the adoption of different leadership styles, but also to have a company performance outlook that encompasses the economic well-being, social well-being, protection of environment, and creation of a fair and balanced society as shown in the figure below.



*Figure 1.1*  
*Shift in outlook of business growth and its contributors*  
 Source: Author's Illustration

As is evident in the above figure, which has been derived based on professional discussions with multiple clients in leadership positions and my own experience as a leader in couple of small enterprises, current context requires combined stakeholder and shareholder value to help in providing the necessary business growth, but other contributing factors of growth have developed in the ecosystem recently in the form of societal commitment, environmental impact, human value, health & well-being, sustainability, and resilience.

However, SME businesses have continued to struggle for their survival, growth and sustainability against stiff competition, financial supremacy, any kind of market recession, economic slowdown, rising cost of business, and lack of support infrastructure. This is irrespective of their unique value proposition, customer centricity, innovativeness, and entrepreneurial skills. Statistics from some of the recent surveys and research show the poor situation of small businesses and startups in today's digital age in spite of the huge funding from VCs, angel investors, business incubators as well as financial grants,

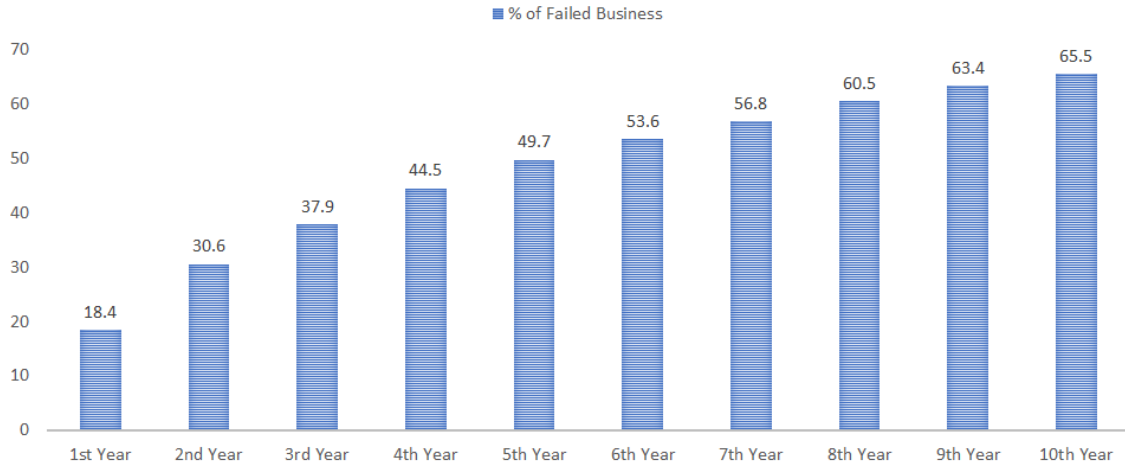
subsidies and incentive schemes from Government and loans from financial institutions, as are evident from the table and charts below.

*Table 1.1  
Govt SME Finance Access Policies for OECD Participating Countries*

Government Policy Instruments to foster SME access to finance 2018-19							
	Government Loan Guarantee	Direct Lending	Subsidised Interest Rate	SME Banks	Support for Startup Finance		
					Spl Startup Guarantees & Loans	Venture Capital Funds	Business Angel Co-investment
Belgium	●	●			●	●	●
Brazil	●	●		●		●	
Chile	●		●	●	●	●	
China	●		●		●	●	
Columbia	●			●			
Czech Republic	●	●	●	●	●	●	
Denmark	●	●		●	●	●	●
Estonia	●		●	●	●	●	●
France	●	●	●	●	●	●	●
Hungary	●	●	●	●		●	●
Indonesia	●	●	●				
Ireland	●	●		●	●	●	●
Italy	●	●	●	●	●	●	●
Japan	●	●		●	●	●	
Korea	●	●			●	●	●
Malaysia	●	●	●	●	●	●	
Netherland	●	●			●	●	●
Poland	●	●	●	●	●	●	●
Portugal	●	●	●	●	●	●	●
Russia	●	●	●	●		●	●
Slovak Republic	●	●	●	●	●	●	
Spain	●	●		●	●	●	●
Thailand	●		●	●	●	●	
Ukraine		●	●	●	●		
United Kingdom	●	●		●	●	●	●
United States	●	●		●		●	

Source: *Financing SMEs and Entrepreneurs 2020 : An OECD Scoreboard*

## Y-O-Y BUSINESS FAILURE RATE IN U.S. BETWEEN 2011 AND 2021

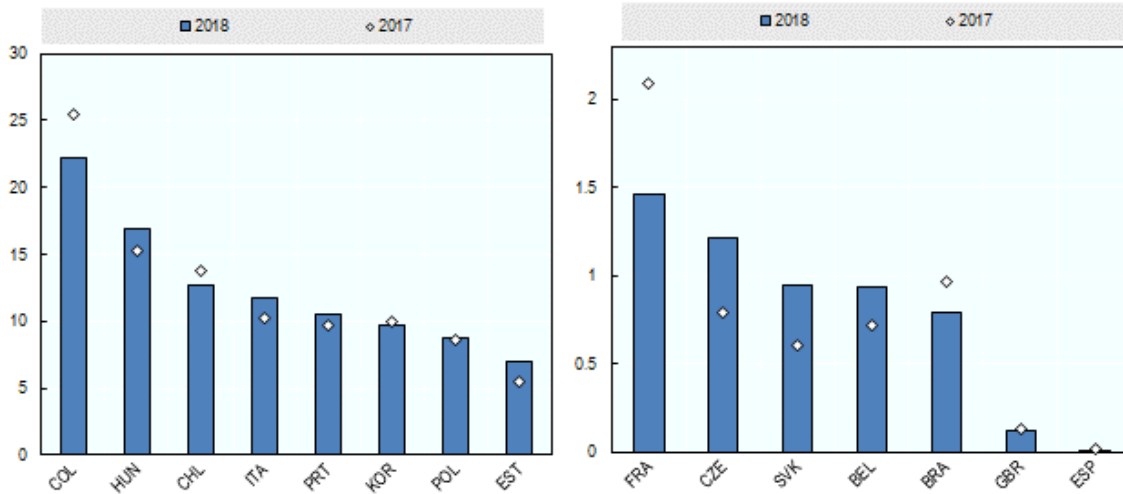


**Source: LendingTree Analysis of U.S. Bureau of Labor Statistics Data**  
 (Data collected for startup businesses that started between 2011 and 2016, and continued up to 2021)

*Figure 2.2*  
*Startup Business Failure Rate in US*

## Government Guaranteed Loan Volume as % Share of Total SME Loan

Source: Financing SMEs and Entrepreneurs 2020 - © OECD 2020



*Figure 3.3*  
*Govt Guaranteed Loan Volume to SMEs in OECD Member Countries*

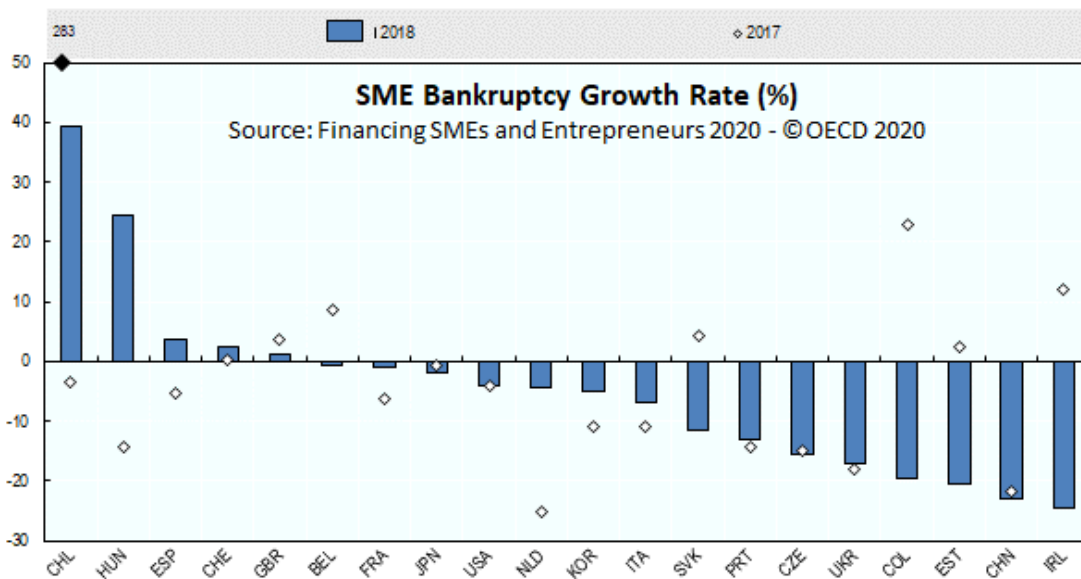


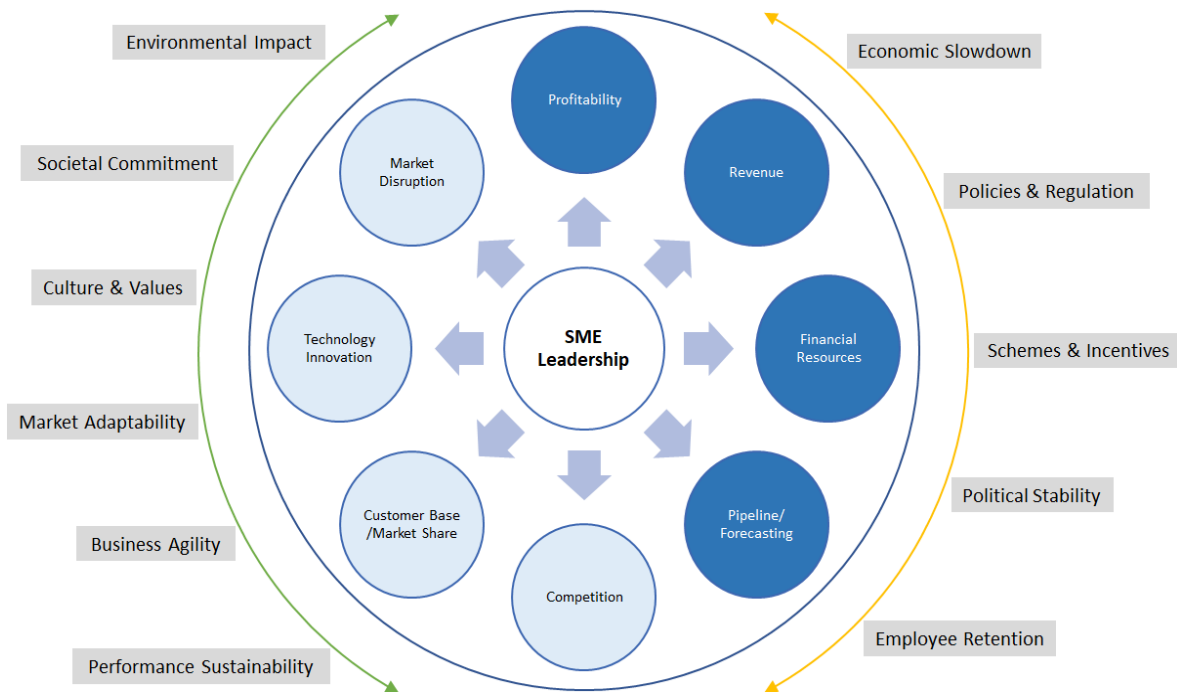
Figure 4.4  
SME Bankruptcy Growth Rate in OECD Member Countries

While experts and analysts have attributed most of these failures to lack of leadership and suitable business model from an economic and workforce perspective (Adisa et al., 2014; Ayandibu et al., 2019; Dinka, 2019; Fatoki, 2014; Zirra and Ezie, 2017), yet the specific leadership traits and business performance parameters that resulted in that unprofitable and unsustainable model, have not been explored and assessed completely. Moreover, these assessment reports and research studies have mostly been carried out for countries in Africa, Europe, Middle East and South East Asia, but not specifically for the Indian small and medium enterprises. In addition to the above, the recent COVID-19 pandemic posed the greatest survival challenge to leadership of small and medium enterprises in terms of reinventing their business model and struggling to strike a balance between growth, sustainability, social and human commitments. This research study will provide an assessment of the different leadership styles and how they

relate to adoption of business models, that is disruptive in nature, and ensuring sustainable growth and performance for the small and medium businesses in India. In addition, it will propose a conceptual framework to define organization performance based on leadership style and business model thinking in the context of sustainability and resilience.

## **1.2 Research Problem**

The importance of developing a leadership framework focused on enhancing the sustainability and resilience of SMEs as well as inclusion of the societal and human commitments has long been realized by the industry. However, numerous SMEs are still plagued by financial distress, market competition, global recession, customer attrition, stagnancy and product or service failure that can frequently be traced back to leadership crisis and ineffectiveness, in addition to dynamic behavior of the business ecosystem and global economic environment. We understand that when an outcome is not properly assessed and its causes not analyzed and identified during business operation, subsequent repetition of similar lapses and slipups in the business is inevitable. Leading the SMEs in today's context is becoming more and more technically complex, operationally innovative, and commercially challenging, which exposes the business to increasingly more multifaceted limitations and controls.



*Figure 1.5*  
*Core and peripheral forces of SME Leadership*  
 Source: Author's Illustration

As can be seen from the above figure, the core forces of business pulling the SME leadership from different directions can be categorized as financial (profitability, revenue, financial resources, and pipeline/forecasting) and non-financial (competition, customer base, market share, technology innovation, and market disruption). Apart from these, the SME leaders are currently experiencing a set of diverse peripheral forces like economic slowdown, policies & regulations, incentives & schemes, market adaptability, culture & values, social commitment, environmental impact, etc. that are driving or transforming their business outlook, strategy, planning and decision-making processes. While some of these peripheral forces are beyond the control of SME leaders like policies & regulations, government incentives & schemes, economic uncertainty and political stability, the effect or impact of the remaining forces can be minimized or optimized through timely and



judicious actions. In the case of Bangladesh, for example, while the women-led SMEs have relied on favorable socio-cultural and administrative factors in addition to the economic factors for their survival and growth (Nahar, 2015), the intention to continue with the business for many SME owners have been found to be driven by reduced formality in conducting business, intellectual property protection, favorable environment for innovation, risk appetite, and affordable financial services (Aghaei and Sokhanvar, 2019). In South Africa, in addition to the common forces of traction like market access, bureaucracy, corruption, competition, lack of control, security and networks, the leaders of foreign-owned SMEs have to face and overcome some unique challenges of cultural differences, discrimination and community resistance for their existence and growth (Musara and Nieuwenhuizen, 2021).

Moreover, the traditional leadership approaches like authoritative (autocratic), participative (democratic) and delegative (Laissez-Faire), or the more frequently practiced transactional, transformational, servant and charismatic styles, along with ROI, ROA, shareholder return, profitability, revenue, productivity, and financial value, which are widely used as a basis for performance and growth analysis, sometimes limit our capability in dynamic modeling of business as well as resolving constraints and conflicts during the decision-making process at the time of crisis. These approaches and practices have their limitations in applicability in the context of sustainability of small and medium businesses along with their resiliency against unforeseeable business uncertainty and economic slowdown, crisis management capability and stakeholders' value creation. The very recent COVID-19 crisis that impacted the SMEs in the hardest way possible, forced many of the SME leaders to bring out the inherent, internal creativity and drive innovation to survive and sustain in the ecosystem (Thukral, 2021). The COVID-19 crisis also forced the Hospitality Industry leaders in India to adopt empathetic leadership style,

demonstrating agility and resilience, instead of traditional approaches in order to ensure the right balance of interests of various stakeholders in the society and avoid unprecedented damage from the pandemic uncertainties (Shukla et al., 2022). Another non-traditional leadership approach that evolved during the pandemic owing to the remote working practice set up by different organizations was that of e-leadership. This approach required effective leading of virtual teams to accomplish organizational goals while establishing a trustworthy relationship with the employees and keeping a close watch on their well-being within the organizational structure (Contreras, Baykal and Abid, 2020). On the other hand, due to lack of effective crisis management framework and approach, both at the instructional and organizational level, school leadership failed to manage the disruption caused by the pandemic on the educational services (Chatzipanagiotou and Katsarou, 2023).

This research study intends to assess and analyze the specific leadership traits and performance framework that would enable the micro, small and medium businesses to be more resilient and sustainable, and reduce the probability of their short-term or near-term failures. At a broader level, it would address the need for a better understanding of leadership failures and strengths, as they relate to business agility, performance and sustainability for small and medium enterprises, and a structured approach in identifying business challenges and constraints to ensure effective planning and decision-making.

### **1.3 Purpose of Research**

A balanced leadership framework for the Small & Medium Enterprises can be defined as the set of requirements, principles, and standards for the leadership in order to follow a balanced approach towards performance, growth, business model adoption, well-being, and sustainability, while maximizing value for internal and external

stakeholders. On the other hand, value-driven performance structure is described as the set of building blocks to define and assess the performance of the Small & Medium Enterprises in terms of its core values, business goals, commitment to stakeholders and the society.

The author has considered several well-established theories and models of leadership for this study like the Transformational Leadership Model of Bass (1985), Entrepreneurial Leadership Model of Thornberry (2006), 4-V Model of Ethical Leadership by Bill Grace (1990), Sustainable Leadership Model of Avery (2005) and 4P Strategic Leadership Model of Robert Wilkinson (2020). While each of these models delve into specific traits and characteristics for the corresponding leadership style, they don't necessarily focus on the enterprise category where the leadership style will be applicable. As far as business of small and medium enterprises in India is concerned, they have some unique challenges and attributes that necessitates to have leadership qualities markedly different from those in large enterprises or corporations (Musara and Nieuwenhuizen, 2021; Ibanescu et al., 2018; Evans and Bosua, 2017). While a SME leader in India may have a combination of traits from the above leadership models, the socio-economic status and business landscape of these two countries may demand business model flexibility, organizational resilience and, social and environmental commitment from these leaders. The purpose of this research is to identify the relationship that may exist between leadership attributes, adopted business models and value-driven performance of small and medium businesses in India, and explain the factors for sustainability, growth, and resilience in the context of social, economic, and environmental well-being. The study thereby contributes to deliberations and opinions on leadership differences and competencies in the face of challenges as experienced by the small and medium enterprises related to performance, growth, and sustainability. As this

study seeks to gain knowledge and insight on how effectively SME leaders could adopt a particular business model and influence the performance, growth, and sustainability of the enterprise from a stakeholder (both internal and external) perspective, three different types of mindsets and approaches by leaders of small enterprises (Murillo and Lozano, 2006; Sterling, 2011; Korsakienė and Tvaronavičienė, 2011; Aragon et al., 2016; Neneh, 2012; Paustian-Underdahl et al., 2022) add value and direction for this research study. The long-term goal of the research is to develop a situational leadership framework and value-driven performance structure for the Small & Medium Enterprises that would enable them to be resilient and sustainable in the current dynamic and uncertain business environment.

#### **1.4 Significance of the Study**

The SME sector has witnessed both types of firms - ones, which have failed to survive and sustain in the long run, and others that have attained profitability, growth, and sustainability along their journey. Despite the several models and theories being proposed for enterprise leadership (Bass, 1985; Thornberry, 2006; Grace, 1990; Avery, 2005; Wilkinson, 2020), there is still a gap in addressing how they can be mapped to the leaders of small and medium enterprises, having specific challenges of business agility, performance sustainability, competition, customer base, technology innovation, market disruption and resilience. The argument is that the existing theories and models, as mentioned above, seek to focus on the enterprise needs out of a leader from a shareholder value creation and financial perspective, which is devoid of the non-financial aspects of leadership that would help to create organizational sustainability and long-term growth prospects of SMEs. The SME sector has continued to struggle for their growth and sustainability in India due to various reasons, of which leadership is the least explored

one. This research study will explore and understand the relationship between leadership styles and the adopted business model, performance, sustainability, resilience, and crisis management of the SMEs in India, and conduct a comparative analysis for the aforementioned relationships. In the process, this research would also define a situational leadership matrix and framework for the SMEs that would act as a tool to understand and be prepared in order to reduce the risk of failure from a leader's perspective. This would thus aim to answer the key questions about the journey taken and experience gained by existing SMEs, and create a success framework for business and leadership that will come up in this sector in future.

The findings and results of this study will thus contribute to the SME leaders' body of knowledge, who can subsequently be able to use the framework to understand the factors and associated competency and skills to manage the challenges of growth and sustainability of a SME business in their respective domains. The findings also demonstrate the significance of a particular leadership style for the SMEs to define performance framework and non-financial performance indicators while being agile, adaptable, or optimization-oriented for business model adoption. For instance, focusing on culture and values, and implementation of sustainability through societal and environmental commitment have been more prevalent to large enterprise leadership due to resource constraints and limited awareness of the sustainability business case for the SME leaders, as argued and explored in earlier research (Cantele, Vernizzi and Campedelli, 2020). However, this particular research will further provide recommendation to the SME leaders on how their outlook and practice of culture and values as well as sustainability efforts would affect the performance framework and business model used for growth and operations of respective SMEs.

The result of this study will thus be valuable to the SME industry practitioners in India in particular and similar countries in the region in general, as well as those researchers related to developing better practice and tools for leadership development, growth management, business modelling and sustainability of SMEs from both motivation and inspiration perspective.

### **1.5 Research Objectives and Questions**

The objective of the current study is to provide a comprehensive review of literatures and leadership practices in relation to business model adoption, growth, and sustainability during any economic, business, or other global crisis, conduct a comparative analysis in the context of Indian SMEs and outline a conceptual framework for a balanced leadership for the SMEs. Particularly, the study has the following sub-objectives:

- a. To review current SME practices in regard to influence of leadership behavior for business modeling and performance measurement;
- b. To analyze the views of present SME leadership towards sustainability and resilience for short term and long-term growth of business;
- c. To understand if and how the culture and values of a SME drive the growth mindset of the leadership;
- d. To analyze the decision-making process, and also societal and environmental commitment of the SME leadership for growth and sustenance;
- e. To outline a conceptual framework for a 360-degree business leadership of SMEs that combines multi-leadership styles and value-driven performance.

The following five questions would more specifically guide us in conducting the research study in order to accomplish the above intention.

- a. What are the key mindsets and experience of business model adoption, performance, and sustainability for the SME leaders?
- b. How can the leadership styles and traits influence these key attributes?
- c. How does the growth and sustainability measures of SME leaders influence their measurement of business and resource performance?
- d. What is the impact of business model adoption mindset of SME leaders on the performance and growth of those businesses?
- e. How can we define sustainable and value-driven performance framework for SME leaders in the context of both service and product businesses?

## **1.6 Structure of the Thesis**

This Thesis is divided into six (6) major chapters as mentioned below:

**CHAPTER I** contains the introduction to this research where the author has provided the context and background for this study, the purpose and objectives that are driving this study, the significance of this study to the Small & Medium Enterprise community in India as well as the academicians and researchers in the field of leadership study, and finally the research questions whose answers will be explored and delved into through this research.

**CHAPTER II** analyzes the theoretical framework for the study by reviewing the methods, processes, findings, and gaps from previous research studies in the context of leadership styles and their influence on the performance, growth and sustainability of small and medium enterprises along with their interlinkages. The different parameters of performance and growth that were being considered for the research as well as the adoption of business models by different types of leaders under different situations will also be examined and assessed. This chapter finally concludes by establishing a

connection between the identified gaps and purpose of this research , and formulation of the research questions.

**CHAPTER III** explores and defines the methodology to be applied for designing the qualitative research followed by collection of data/information from the target group and its analysis and interpretation. This chapter also considers the philosophy and ethics behind this research, technique and approach for designing the survey questionnaire, sampling methods and sample size in the context of this qualitative study, participant selection, data collection and sanitization process, and limitations of the research design. This chapter finally concludes with the assessment of the data analysis approach for online survey responses in order to generate the main findings of the research along with an examination of the reliability and validity of the study.

**CHAPTER IV** outlines the results of the survey post sanitization of the data and consolidation of responses. It provides details on the analysis of the responses and identification of the trends, patterns and correlation of the different leadership styles with the various dimensions of business model adoption, sustainability, performance and growth. This chapter, thus, summarises the findings for each of the research questions, under consideration of this study, and attempts to provide a logical conclusion for the same. The qualitative conceptual findings focus on the leaders influence and contribution towards the business model, growth, performance and sustainability of the SMEs.

**CHAPTER V** is a deep dive for a detailed discussion on the findings pertaining to each of the research questions and how it adds, contributes and compares with the earlier findings from similar research studies. It also lays out a conceptual framework for four key dimensions of SME leadership, how and to what degree each of them have an influence on the business and its operation, and how these dimensions can be combined to handle different business situations. This chapter also describes how the SME leaders can



leverage this framework and the results of this study for improved decision-making as well as societal and environmental impact.

**CHAPTER VI** examines the conclusions and recommendations of the research along with practical implications to the SME business community as well as researchers and academicians, and highlights its limitations in terms of data collection and analysis, demographic coverage, survey design, assumptions and dependencies. The chapter also provides a summary of our analysis and findings with respect to the objectives and sub-objectives, and the research questions/hypothesis. This chapter finally concludes with suggestions for probable future studies to generalise the findings and leadership-based performance framework for a more widespread applicability.

## CHAPTER II: REVIEW OF LITERATURE

### **2.1 Theoretical Framework**

This research seeks to understand the influence of specific leadership styles of SME leaders on the organization performance, adoption of business models, growth, and sustainability, through the differences in their actions and responses to various business, operational and client situations. The study draws on the Transformational Leadership Model of Bass (1985), Entrepreneurial Leadership Model of Thornberry (2006), 4-V Model of Ethical Leadership by Bill Grace (1990), Sustainable Leadership Model of Avery (2005) and 4P Strategic Leadership Model of Robert Wilkinson (2020) to address SME leaders' alignment or inclination to a specific action or response in order to run their respective business operations.

Bass's (1985) transformational leadership theory is explored in this study to understand whether a leader, who can influence his/her followers to a great extent through trust, honesty, enthusiasm, pride, and other qualities, has the same influence on the firm performance, growth, and business model adoption in case of SMEs. The Entrepreneurial Leadership Model of Thornberry (2006) is used in this research study to understand how the proactivity, risk-taking ability and innovative mindset of the entrepreneurial leaders can be applied to influence the business and decision-making in the context of SMEs. Bill Grace's (1990) 4-V framework of ethical leadership has been leveraged in this study to draw upon the values of ethical leadership such as matching of internal factors with external beliefs, having a voice to formulate the vision and motivate others to act, virtuous behavior, and endeavoring to do the right things that may have an impact on how the SME leaders act and take decisions on business model, growth and sustainability. Avery's (2005) and Avery and Bergsteiner's (2011) sustainable leadership

practice elements are used in the study to understand SME leaders' mindset on long-term decision-making, systematic innovation, high quality services, principles and values, social responsibility, and environmental responsibility. Finally, Robert Wilkinson's (2020) 4P strategic leadership theory is delved into in this research study to draw on the benefits of non-traditional ways of leading a business strategically in terms of perception, process, people and projection, in the context of SMEs.

The analysis of the prime theories and models of leadership behavior leveraged for this research study are provided below.

### 2.1.1 Transformational Leadership Theory

The leadership theory and practices for enterprise businesses was getting lot of attention among the organizations, researchers, and educational institutions since the early 1930s. It started off with the Trait theory and then evolved through different era of Behavioral and Situational theories to reach the more recent theories of Inclusive, Servant, Collective, Collaborative, Transactional and Transformational. The summary of the theories is shown in the table below –

*Table 2.1  
Evolution of Key Leadership Theories*

<b><i>Theory</i></b>	<b><i>Period</i></b>	<b><i>Introduced By</i></b>	<b><i>Focus Areas</i></b>
<b><i>Trait</i></b>	1930s-1940s	Gordon Allport	Identifying traits, characteristics of effective leaders
<b><i>Behavioral</i></b>	1940s-1950s	Dr. Rensis Likert	Actions and skills of leaders
<b><i>Contingent &amp; Situational</i></b>	1960s	Fred Fiedler	Adapting of style with due consideration of environment
<b><i>Transformational</i></b>	1970s	James MacGregor Burns	Inspiration and encouragement to push followers to increasing higher levels of achievement

<i>Theory</i>	<i>Period</i>	<i>Introduced By</i>	<i>Focus Areas</i>
<i>Servant</i>	1970s	Robert K. Greenleaf	Support for team members and serving them first
<i>Transactional</i>	1980s	Bernard Bass	Cost-benefit exchange with trust on authority to motivate employees
<i>Collaborative</i>	1990s	Rosabeth Moss Kanter	Process of decision-making to accomplish a shared outcome
<i>Shared</i>	2000s	Jay B. Carson, Paul E. Tesluk, Jennifer Marrone	Overall team environment having shared purpose, social support, and voice
<i>Inclusive</i>	2000s	Ingrid M. Nembhard, Amy C. Edmondson	Person-centered approach to empower followers to become leaders
<i>Complexity</i>	2000s	Russ Marion, Mary Uhl-Bien	View of entire social system to consider contextual interactions

Source: Author's Illustration with inputs from "Benmira S, Agboola M. *Evolution of leadership theory. BMJ Leader 2021;5:3-5*"

As is evident from the above table, transformational leadership theory was developed by Burns (1978) having four components of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration that would work in tandem within the leaders to enhance the motivation and loyalty of their followers to perform for greater achievements. Subsequently, Bass (1985) expanded this theory to include the ability of leaders to inspire and trigger their followers to achieve objectives above and beyond the regular expectations. While transformational leadership can lead to follower commitment, both emotional as well as inflexible depending on circumstantial situations (Felfe, Tartler and Liepmann, 2004), its actual effectiveness lies in the ability to inspire followers to raise the level of their morale, motivation, beliefs, and perception while remaining aligned with the organizational goals and objectives (Metwally and El-bishbishy, 2014). The success of transformational leadership within an organization will

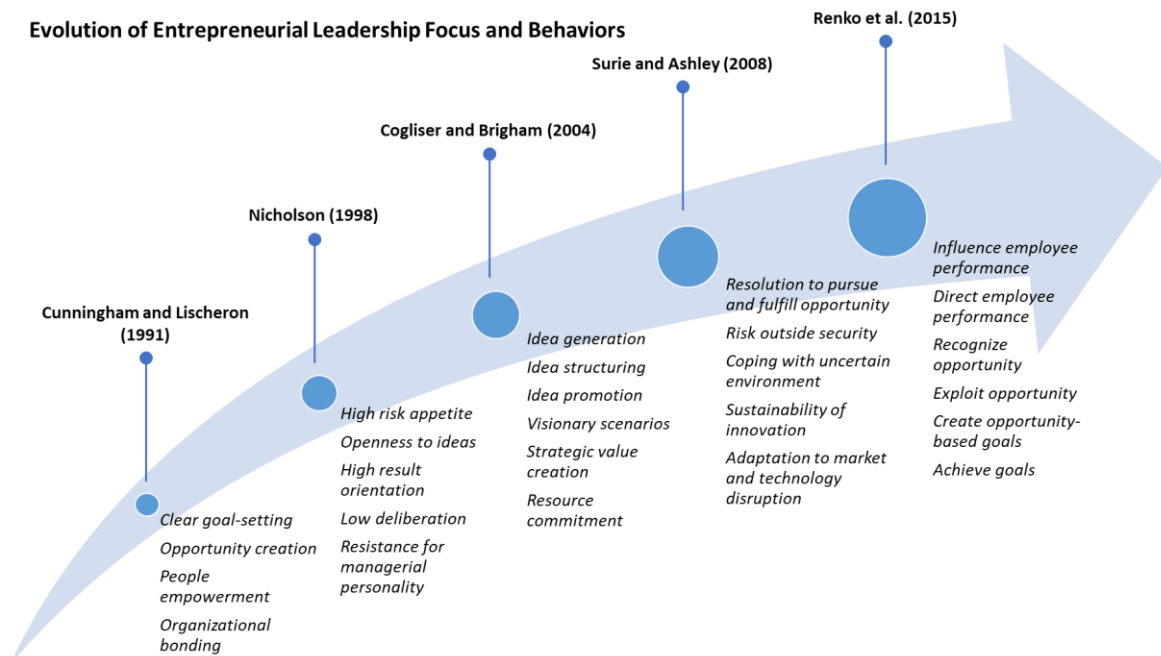
depend on the robustness of its structure to restrain individualistic behavior and on the level of emphasis for team collaboration and cooperation to achieve organizational needs and goals. However, there can be situations when either quick decision-making is necessary to act promptly upon an impending business issue or the team composition is a good mix of followers and decision-makers. In those cases, commanding leadership type can be more appropriate than transformational one. At the onset, this leadership was more focused on personal outcome of the team members, but research has shown that its influence on the organizational outcome cannot be undermined. While it is agreed that every organization should have its own hierarchical structure and internal communication model in place, but excess of hierarchy or lack of peer and upward communication can negatively impact the outcome of transformational leadership (Wright and Pandey, 2009).

Over the past decade, there has been various research on the impact of transformational leadership on SME success and their employee performance. Study has shown that corporate social responsibility has a facilitating effect on transformational leadership for positive job performance of employees in the SMEs (Manzoor et al., 2019) while the relationship of this particular leadership style with the SME performance is also mediated in a partial and positive manner by the employees' supporting behavior in effective organizational functioning (Purwanto, 2022). On the other hand, driving factors for nurturing innovative work behavior among SME employees are empowerment, competency development, participation in decision-making process, self-efficacy improvement, organizational rules and policies, and organizational commitment, and transformational leadership has a moderating effect on the relationship strength of organizational rules and policies with innovative work behavior of SME employees (Knezović and Drkić, 2020). Innovation and entrepreneurial outlook are believed to be the two important cornerstones for growing and thriving SME businesses and this

transformational leadership style has been found to have a direct positive influence in the development of corporate entrepreneurship mindset in the context of SME businesses (Boukamcha, 2019). While it can be stated that transformational leadership can be attributed to encouraging innovative mindset and improving performance of employees in SMEs (Tajasom et al., 2015; Yasin et al., 2014; Matzler et al., 2008), yet its contribution towards product or service level innovation of the firms is not fully explored.

### 2.1.2 Entrepreneurial Leadership Theory

The recent COVID-19 pandemic around the world had spurred the entrepreneurial initiatives across multiple sectors, platforms and channels as the leaders have struggled to manage the sustainability of traditional enterprise businesses and its human resources. This has given rise to the new breed of entrepreneurial leaders and researchers and practitioners have started re-thinking and re-exploring the behaviors and characteristics of this specific leadership style that has long been an evolving theory with a lack of clarity. The evolution of this leadership focus and behaviors is summarized in the below figure:



*Figure 2.1*

*Evolution of Entrepreneurial Leadership Focus and Behavior*

Source: Author's Illustration

As can be seen from the above diagram, many of the focus areas and behaviors are applicable both for large established organizations as well as other enterprises. But this leadership is typically used in the context of new business ventures or small businesses that are characterized by risk, uncertainty, rapid adaptation, business agility and a flat hierarchical structure. While there are varied views and perspectives among the scholars and practitioners regarding entrepreneurship and leadership and the linkage between them, it has been conceptually agreed that entrepreneurial leadership is a distinct phenomenon characterized by commonalities and mutual synthesis of both the fields that converge in areas like vision, influence, creativity, planning, etc. Over the recent years, this leadership style has evolved from being personality and trait based to contextual and interaction-based behaviors, while shifting to a more dynamically oriented process-centric approach (Leitch and Volery, 2016).

Gupta (2004) developed a framework for entrepreneurial leadership that addressed the challenges of institutionalizing this leadership style within an organization through the use of two dimensions, namely Scenario Enactment (envisaging forthcoming opportunities and taking responsibility to pursue them) and Cast Enactment (convincing and stimulating the followers to support innovation practice). This framework has been widely used as an extension of transformational leadership and lacks in elaboration of the basic dimensions of proactiveness, innovativeness and risk-taking. Thornberry's (2006) model of entrepreneurial leadership combines the various aspects of transformational, transactional, and charismatic leadership styles to develop an integrated approach for creating an environment to support the innovation, behaviors, and accomplishments of

the followers as they perform their overall duties. At the same time, it helps to assess the innovativeness, proactiveness and risk-appetite of the leaders during their work execution. The different dimensions of this leadership model along with corresponding behaviors are summarized in the table below:

*Table 2.2  
Thornberry Model Dimensions and Behaviors*

<b>DIMENSIONS</b>	<b>AREA OF FOCUS</b>	<b>BEHAVIORS</b>
<b>Explorer</b>	1. Personal level actions 2. External environment	Recognize new opportunities
		Increase organizational creativity
		Work closely with external networks
		Perform competitor analysis
		Improve organizational performance
<b>Miner</b>	1. Personal level actions 2. Internal environment	Expand competitive advantage
		Apply innovative and creative approaches
		Drive internal changes for competitiveness
		Lead followers to new directions
		Encompass people, procedure and processes
<b>Accelerator</b>	1. Organization level stimulation 2. Internal environment	Encourage and develop the followers
		Allow development of creative environment
		Accelerate innovativeness internally
		Create supportive environment
		Promote innovative behaviors and thinking
<b>Integrator</b>	1. Organization level stimulation 2. External environment	Apply innovative and creative mindset
		Communicate effectively to drive innovation
		Focus externally to pull resources



DIMENSIONS	AREA OF FOCUS	BEHAVIORS
		Create positive environment to improve

Source: Author's Illustration

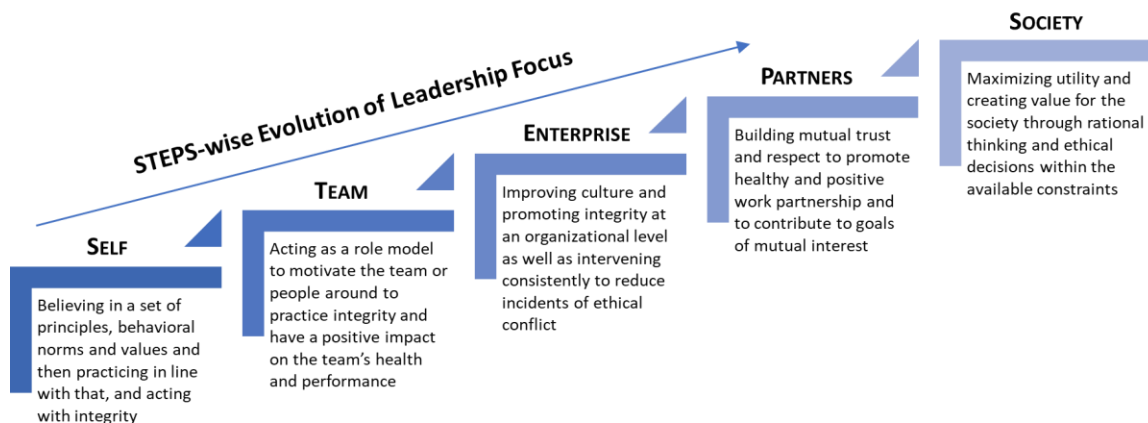
As can be seen from the above table, Thornberry (2006) model encompasses both personal and organization level behavior to practice this leadership and it has an end-to-end implication starting from creation of a supportive environment for entrepreneurial activities to inspiring and encouraging the followers towards actual realization of the outcome.

Over the past decade, there has been various academic and practical research on the behaviors and influence of this entrepreneurial leadership style in the context of organizational performance for both SMEs and new business ventures. In the current context of unpredictable and volatile business and economic environment as well as increasing market competitiveness, SMEs and new business ventures are in need of a leadership style with different behavioral norms characterized by authority to solve organizational problems and by power to influence staff and people. Study has shown that having a clear vision and innovativeness in the SME leaders would help to improve the organizational performance in terms of launching of new products, increase in sales and customer sponsorship (Zainol et al., 2018). On the other hand, while entrepreneurial leadership has shown to be positively impactful on organizational performance, the influence is more with the ability to convince both followers and stakeholder network on the accomplishment of possible opportunities (Rahim et al., 2015). Similarly, this leadership style in SMEs significantly influences the successful accomplishment of activities that contribute for the core technical functions as well as effective performance of activities in the context of organizational, social, and psychological settings (Naushad, 2021). Moreover, this leadership has been found to have both direct influence on business performance as well as indirect effect on business performance when it is fully mediated

by innovation capabilities, but having no significant relation with how the SME is deriving value from its positive connections in the society to function effectively (Purwati et al., 2020). However, the viewpoints of this particular leadership style have not been fully explored taking into consideration the rational, interpersonal, and social aspects of leading contemporary SMEs and the accountability of associated processes to achieve the desired outcomes.

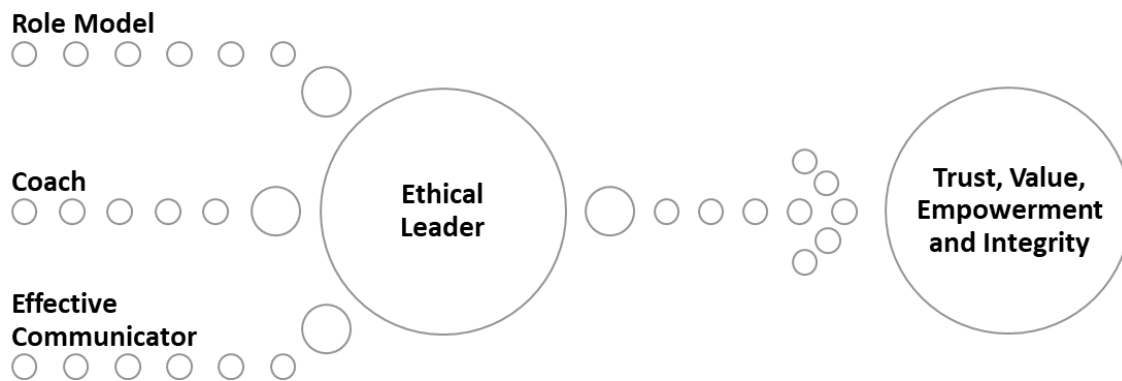
### 2.1.3 Ethical Leadership Theory

Ethics, compliance, and integrity in business operations are key for long-term success, growth and sustainability of any organization, irrespective of their size, as they help to build trust and confidence in the minds of the stakeholders and customers. Ethics is based on a number of social norms and logical principles, which, when imbibed within the leadership behavior, would bring about respect, honesty, openness, and compassion. An ethical leader not only demonstrates integrity but also works as a role model towards promotion of integrity among the staff and employees within the organization. Over the years, this form of leadership has gained importance for growth of an organization owing to its evolution from self-centric to society centric as shown in the figure below.



*Figure 2.2*  
*Evolution of Ethical Leadership Focus and Behavior*  
 Source: Author's Illustration

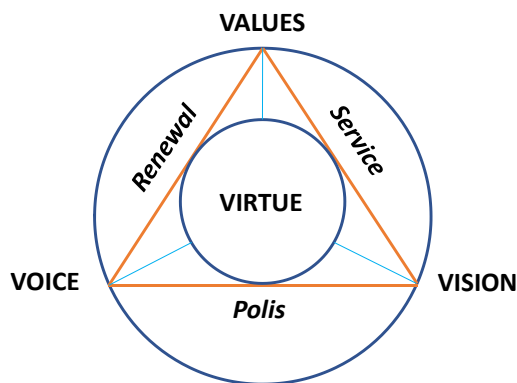
In context of the recent COVID-19 pandemic and uncertainty in business environment followed by market disruptions, ethical leaders are facing unprecedented challenges with respect to making trade-offs between our business goals, rational decisions influenced by biases and ethical behaviors, as they carry out negotiation analysis across multiple issues to maximize value. Ethical leaders tend to influence the employees with the set norms and created decision-making environment, but seldom go by instinctive feelings since they exercise deliberative thinking to determine the level of value creation that can be realistically achieved for the well-being of everyone. The established norms for ethical behavior and empowerment of employees to enforce them within the organization can motivate and enable more people to act ethically themselves, which, in a way, can create more value by shaping the internal environment in which others can take/make decisions. The components of ethical leadership and its outcome is depicted in the figure below.



*Figure 2.3*  
*Ethical Leadership Components and Outcome*  
 Source: Author's Illustration

In the context of ethical leadership, the leader is always focused on demonstrating behavior that is appropriate towards his belief, culture and principles, and acceptable to the people around him to enable trustworthiness and promote integrity.

There is no single correct definition of Ethical Leadership till date as different scholars have attempted to give a diverse perspective to this leadership behavior by looking at it with a different lens. This leadership can be looked upon as the way an appropriate behavior of a leader can be demonstrated using actions and relationships, and be effectively promoted among others to be followed (Brown, Trevino & Harrison, 2005). On the other hand, there are counter-theories that consider the leader as the main focus of this leadership behavior, where it is believed that the inner virtues and morality motivate a leader to be ethical and influence his/her decision-making process, with the followers merely acting as beneficiaries. Mickey (2013) had recommended that there are five key elements of ethical leadership within an organization namely Respects Others, Serves Others, Shows Justice, Manifests Honesty, and Builds Community, which need to work in tandem in a cyclical manner. Again, Schreiner (2014) had proposed a different model for ethical leadership consisting of another set of five elements namely modeling ethics, giving employees' voice, considering impact of decisions, promoting community involvement, and sourcing responsibly. However, it is agreed by all scholars that this leadership is all about realizing one's core values and having the strength and courage to live them throughout the entire life for the common good. One of the most widely used models in the academic research areas as well as leveraged by the practitioners is the 4-V Model for Ethical Leadership, depicted below and developed by Bill Grace (2014), who is one of the founders of Center for Ethical Leadership.



*Figure 2.4*  
*4-V Model of Ethical Leadership*  
 Source: The Center for Ethical Leadership, 2014

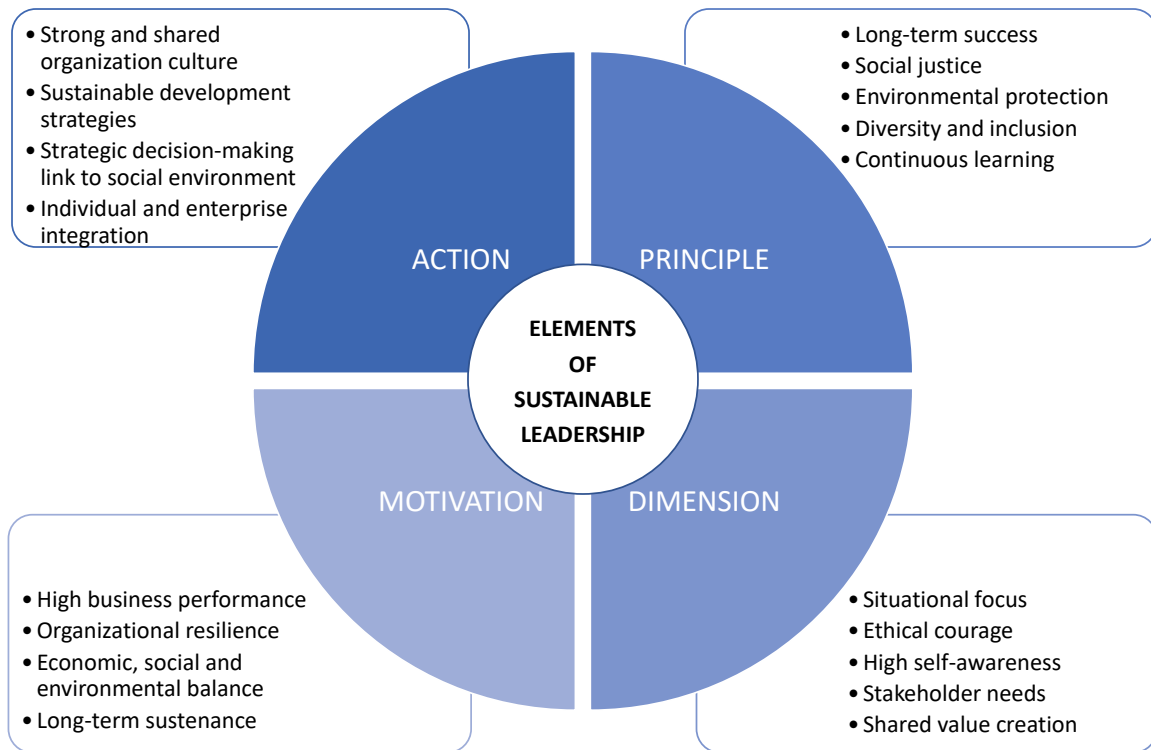
This model provides a framework of alignment between the internal factors (beliefs and values) and external factors (actions and behaviors) with the intent of serving for the common good. As per this model, a leader needs to identify his/her core values that must be leveraged to formulate the vision to make a difference in the world we live and in the society we operate. The leader then has to build a voice to effectively articulate the vision to make it actionable in order to fulfil his/her outer commitment of living and behaving accordingly with integrity that would serve the common good of the people.

Ethical leadership is not only about leadership development but its confluence with human development, moral development, and society development. The broader objective of this leadership style is to bring in transformation in the society instead of merely being effective in the performance and growth of an organization. Ethical leaders would thus strongly resist adoption of any unfair means that would destroy their values in the business ecosystem and would always promote diversity and inclusion, while constantly facing the ethical challenges of allocation of scarce resources to maximize aggregate benefits and minimize aggregate pains. However, there has been limited

scientific research in this leadership area till date, though its study has been gaining traction recently for all types of enterprises and corporates and increasing in relevancy.

#### **2.1.4 Sustainable Leadership Theory**

In the current context of availability of scarce natural resources and the recent COVID-19 pandemic, sustainability goals for an enterprise, irrespective of its size and age, are not confined to the traditional elements of cost, quality, people, time, competition, and customers, but includes additionally social development, environmental protection, enterprise profitability, economic benefits, and employee health and well-being. On the other hand, economic growth and development has been found to create a negative impact on the environment and social responsibility context, and enterprises have been struggling to assess their role in this impact and reduce it by attaining the right balance to ensure continuity. Sustainable leadership emerged as an amalgamation of sustainable development and leadership in order to fulfil the long-pending innate need of the stakeholders to embed sustainability within business operations, and thereby strike a balance between economy, society, and environment to create long-term value for all. This leadership thereby gives rise to a new framework of business performance measurement that incorporates the social and environmental indicators in addition to the financial parameters. The elements of sustainable leadership, as understood from the literature of multiple scholars have been summarized in the figure below –



*Figure 2.5*  
*Elements of Sustainable Leadership*  
 Source: Author's Illustration

Sustainable leadership not only has implications on the characteristics and behavior of the leader at the individual level, but pursuance of this leadership style manifests the impact at the organizational level as well as organization-individual integration level.

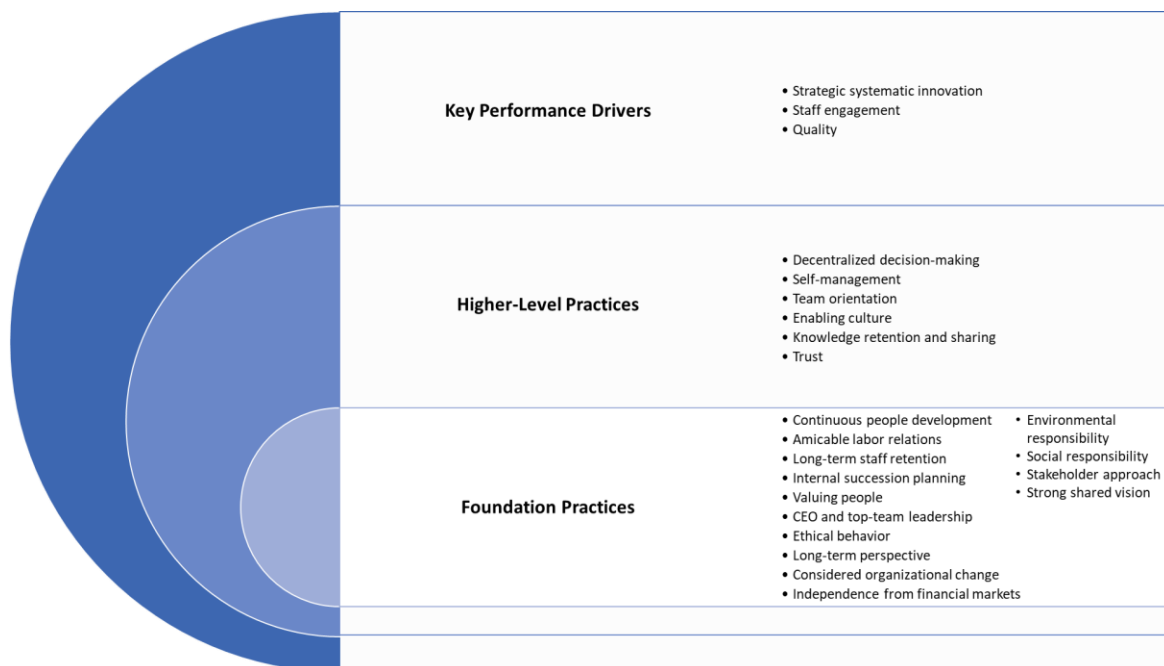
There are multiple frameworks in place for sustainable leadership, developed by different scholars from individual or organizational perspective, based on their study of the private sector or education sector. Hargreaves and Fink (2006) had developed a framework for sustainable leadership from an organizational perspective based on their study in the education sector and defining it as the “leadership for learning, leadership by learning and leadership as learning”. The core elements of this framework are justice, diversity, resourcefulness, and conservation, while ensuring the length, breadth, and

depth of this leadership in terms of persistence, spread and significance. According to this framework, sustainable leadership conserves the learning and best practices of the past and present to create the future, while promoting the diversity and doing justice for the surrounding environment without depletion of material and/or human resources. Lambert (2011) had built upon this framework to formulate his own version of sustainable leadership, where he has kept the diversity and conservation elements, but emphasized the commitment need from all levels in order to create a culture that would nurture the development of this leadership skill and have a measurable impact on the organization. Four new elements were thus added to the framework namely staff capacity building, strategic distribution, consolidation and building long-term objectives from short-term goals. On the other hand, Davies (2009) came up with sustainable leadership framework that focuses on embedding sustainability throughout the organization and builds a culture based on ethical principle, which would drive organizational success. The elements of this framework consist of outcomes (instead of outputs), processes (instead of plans), passion, professional resolve, right balance between short and long-term objectives, strategic timing, capacity building to maximize involvement, strategic measures of success, and embedding sustainability.

Avery's (2005) model of sustainable leadership is, by far, the foundation for subsequent theoretical research on this subject since it introduced this concept for the first time in the context of leading enterprises. Avery compared the two development models of capitalism – the Rhineland model, which is the economic model of society in and around Germany, and the British-American model, which describes the principles of business culture in US and UK, and then analyzed the differential impact of these two practices on the leadership styles of enterprise leaders, in order to come up with 19 elements that formed the initial grid of sustainable leadership model. This initial grid



reflected the focus of this leadership style towards long-term decentralized decision-making, loyal staff team, high social and environmental responsibility, high quality products and services, processes, and principles, and instated its purpose of balancing the relationship between people, financial profit, society and environment. However, it had certain limitations and drawback to become a comprehensive framework due to which Avery and Bergsteiner (2011) did further research to introduce four additional elements namely self-management, trust, innovation and job involvement, which were then integrated into the into the initial grid to form the final framework of sustainable leadership. These 23 elements were arranged in the form of a pyramid with three levels namely Foundation Practices, Higher-Level Practices, and Key Performance Drivers, which would provide the right outcome for the enterprise in terms of brand and reputation, customer satisfaction, financial performance, and long-term value for both stakeholders and shareholders.



*Figure 2.6*  
*Avery and Bergsteiner (2011) Sustainable Leadership Framework*

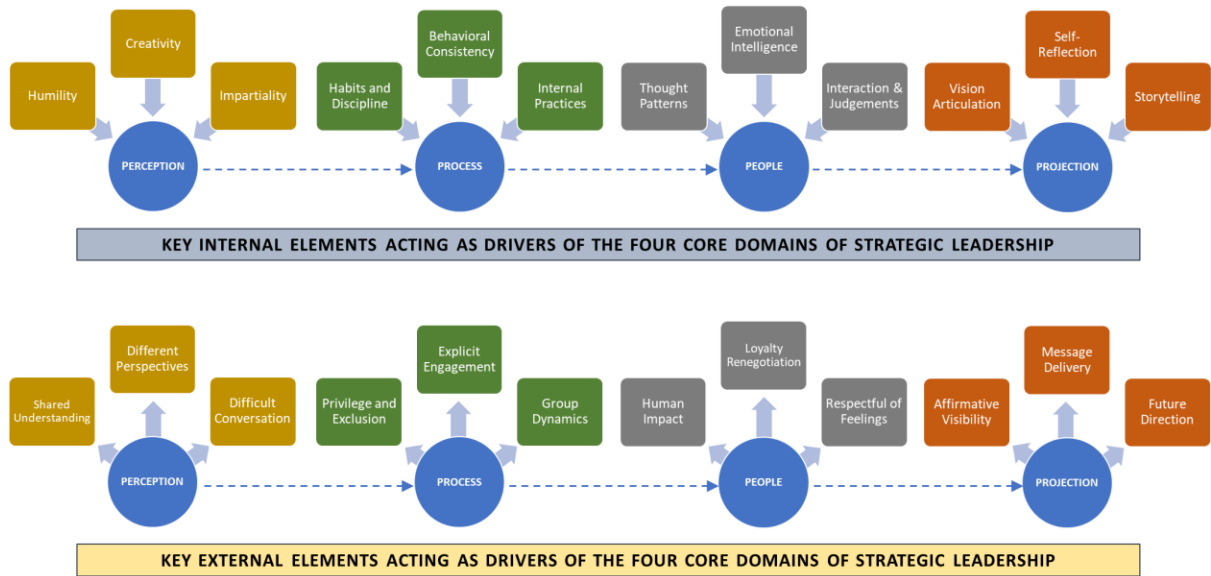
Source: Author's Illustration

### **2.1.5 Strategic Leadership Theory**

The theory of strategic leadership originated from the domain of strategic management, when it is effectively applied within the context of leadership and social sciences. While strategic management is primarily focused on making strategic decisions and choices without much emphasis on the implementation processes, a traditional leadership theory mostly delves into various “leader-follower” relationship forms across different levels within an enterprise without much attention on the actual actions to be taken for the enterprise. Strategic leadership thus forms the perfect amalgamation of the two. As the world economy has surfaced over the last several years, we have observed that the business landscape has also changed in parallel, leading to continuing evolution of the strategic leadership focus and action around market dynamics, regulatory frameworks, globalization, business agility, technology, and socio-cultural adaptability. This has resulted in a change in the leaders’ decision-making process and made the leadership style more relevant and effective. While team leadership and functional leadership typically takes a restricted focus for influencing, approach, goal-setting and problem-solving, strategic leadership is expected to take a more holistic view of the entire organization and set long-term goals based on the well-defined vision, mission, and core values of the organization.

Robert Wilkinson’s (2020) 4P Framework for Strategic Leadership is by far the most pertinent framework that evolved at the onset of the recent global health and economic crisis and incorporated the key elements for improvement of leadership success in the context of current dynamic and volatile business ecosystem. This framework considers leadership as an approach to address problems and issues through collaboration with people, respecting them and self-reflection and challenging own ability. The success

potential of this framework can be improved through a continuous learning path that involves practice, reflection, and repetition. Below I have provided a diagrammatic representation of the 4P framework highlighting the key internal and external elements.



*Figure 2.7*  
*Wilkinson and Leary (2020) 4P Framework for Strategic Leadership*  
 Source: Author's Illustration

The uniqueness of this framework is that it looks at strategic leadership from both outside-in and inside-out perspective i.e., it is not about the endeavor, vision and learning of an individual in isolation, but an inclusive process, built from multiple perspectives. This framework enables the leader to consider the entire ecosystem with vital inputs and information from different stakeholders that enhances and complements the ability and thought-process of the leader to have the right vision and get things done.

### 2.1.6 Key Trends and Perspectives

The key trends in the SME businesses around the world can be summarized as below, based on the recent surveys and publications by International Trade Centre, Finances Online, Allianz Care, OECD, ILO, World Bank and United Nations.

- Digital transformation has become the key to survival of the SMEs, having significant impact on sustainable growth, societal impact and adaptive capacity
- There has been an accelerated move by most SMEs towards teleworking and digital sales thereby attracting the best talent and delivering enhanced services
- Influencer marketing through online platforms and social media channels are increasingly being used by small businesses to drive awareness and excitement as well as relevance and endorsements
- Small business owners, instead of growing in isolation, are opting to multiply their efforts exponentially by networking with other business owners and collaborating reciprocally
- Cash flow constraint has continued to be a lingering issue with most of the micro and small businesses leading to reduction in their respective workforce
- Progress has been made in recent years to improve financial market infrastructure for SMEs with potential for collaborative platforms to combine resources to improve access to finance

In the context of SE Asia, Asian Development Bank has made many significant observations on SME trends in its Asia SME Monitor 2020. Some of them are listed below:

- Digital technology has contributed to the growth of SMEs and provided tools to help in creating new and innovative businesses

- There are support from government authorities and autonomous business communities for development of SMEs through business linkages, networking, incubation programs, training and skill development
- Local SMEs have the potential to create more jobs, provided the basic infrastructure in rural areas is improved
- There will be a boost in national productivity if SME internationalization is promoted through participation in global value chains, with the help of government support

In India, however, we have observed a flurry of micro and small businesses being set up primarily in the retail, business services, ecommerce, food, logistics, healthcare, and payments market over the past couple of years, leveraging the digital platform and innovative technologies. While the failure rate of these micro and small businesses is comparable with the global trend, but the likely reasons for these failures have been attributed mostly to reduced access to credit and financial resources, working capital management, stiff competition from established players, market dependencies and inadequate customer experience. But there is a possibility of the effect of leadership traits and business model of these SMEs that may have influenced the above causes, which has not been fully explored or analyzed yet. The research of these factors would help us to gain insights on enablement of SMEs to survive and have improved performance through the right leadership practice.

### **2.1.7 Brief Structural Outline**

The research study associated with this literature review is focused not only on the analysis of leadership traits of both successful and unsuccessful SME businesses in India, but also on how these traits eventually influence, both directly and indirectly, the

business model and sustainability adoption in order to achieve desired performance goals and business success. This would enable the creation of a comparative outlook of the relationships for a given set of parameters and defining a sustainable and value-driven performance framework for the SME business. In this context, it is essential to perform a thorough review of existing relevant literature and research articles over the past 10-12 years across the applicable themes. The themes being identified as the focus of this literature review are as follows:

- a) Leadership Styles - *How different leadership styles influence the performance, growth and profitability of a SME business?*
- b) Business Model Flexibility and Innovation – *How respective leadership styles can innovate business model in a flexible manner to sustain and create competitive advantage?*
- c) Performance Measurement - *How and why SME leadership selects any particular performance measurement model to define the success of the firm?*
- d) Business Sustainability and Resilience - *Why business sustainability and resilience are critical for a SME and what is the present behavior and outlook of leadership towards this?*
- e) Being Successful vs. Profitable - *How SME success and profitability are perceived and measured by the leadership under different situations?*
- f) Crisis Management and Decision-Making - *How SME leaders are managing crisis and taking decisions for survival and sustainability of the firms?*

The author has then identified the gap and opportunities, as applicable for this research study, and specified its significance on future SME business and corresponding global knowledge repository.

## **2.2 Theory of Reasoned Action**

The relevant and contemporary literature in the areas of the above six research themes has been reviewed in this section of the chapter. In this context, the author has considered the studies related to relationship of actions taken by the leaders with their attitudes, behaviors and intent, and given more emphasis on the literature that present a linkage between SME leadership style and non-financial parameters of business, primarily in the African and Asian countries' setting, with a very few in US and Europe. These research themes and the related literature, coupled with the research objectives have driven the formulation of research entities and variables that the author has discussed later in this chapter.

### **2.2.1 Leadership Styles**

The embracing of specific leadership styles in leading a business, at every level, has been found to have a profound influence on competitive advantage, organizational performance, employee morale, satisfaction, and productivity, and finally the stakeholder outlook of the business, irrespective of whether it is a small business or a large enterprise. However, there are various business parameters as well as firm objectives and goals, that determines the specific leadership traits to be successful and sustainable, both in the short and long term, under a continuously evolving business ecosystem. There are seven different leadership styles having various attributes, approaches, and processes to enhance SME performance and being analyzed for effectiveness in a study (Alifah and Sukmawati, 2021) as follows:

- a) *Transformational Style* - This leadership style encourages, inspires and motivates employees to innovate and create change that will help grow and shape the future success of the firm, with the four factors being

idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

- b) *Transactional Style* - This is a managerial leadership style relying on attaining goals through structure, supervision and a system of rewards and punishment that would motivate the followers and achieve optimum job performance for all its subordinates.
- c) *Entrepreneurial Style* - This is the most widely applied leadership style in the context of SME performance, consisting of variables like financial self-efficacy, operational, productivity, growth, business sustainability, social capital, learning orientation, good governance and competitive advantage.
- d) *Sustainable Style* - This is an effective leadership style that has emerged recently and can drive sustainability practices in organizations and communities to achieve enhanced performance.
- e) *Strategic Style* - This leadership style can provide fast and accurate decisions to respond to complex, challenging and unpredictable environments in business, and consists of dimensions like strategic direction, strategic supervision, organizational culture, core competencies, ethical management, innovation and human resources.
- f) *Servant Style* - This leadership style focused on people's growth and well-being over the organization's needs, with the major attributes being emotional healing, wisdom, organizational stewardship, altruistic calling and persuasive mapping.
- g) *Ethical Style* - This leadership style emerged as a response to consumer perception of unethical business practices in order to define a leadership



model for exhibiting ethical behavior in the workplace, thereby affecting only the financial performance.

Analysis of these leadership styles have revealed that transformational and entrepreneurial leadership styles are the most effective in improving SME performance, and transactional style, although paired with transformational style, is less effective in enhancing SME performance.

It has been revealed through one research study of 48 small construction businesses in US that there is very strong and positive relationship between transformational and transactional leadership styles, and organizational profitability and success, measured based on employee effectiveness and employee satisfaction respectively (Valdiserri and Wilson, 2010). In another research, the field data analysis showed a strong positive and significant correlation between transactional leadership style and SME growth in Kenya, where the growth parameters considered were workforce growth, sales growth and return on assets (Asimwe et al., 2016). It was also found from research of small businesses in Nigeria that while transactional leadership had been influential towards business expansion, transformational leadership was instrumental in having significant impact on business innovation, and Laissez-faire leadership had made the employees highly satisfied owing to delegation of all authority and control to them (Zirra and Ezie, 2017). In case of successful entrepreneurs, transformational leadership style is mostly practiced with inspirational motivation being the dominant leadership behavior (Paladan, 2015). Another similar study has revealed that successful entrepreneurs constantly demonstrate high inspirational motivation and contingency reward competencies, but low application of laissez faire leadership behavior (Paladan, 2015). Transformational leadership has been found to have a moderating influence on the relationship between innovation and marketing performance

in SME service firms (Afriyie, Du and Musah, 2019). Although effective leadership traits during any financial crisis of a SME have not been explored yet fully, but a proactive personality of a SME leader has a positive and significant influence on the firm creativity and cost cutting measures, leading to improved performance (Meutia, Ismail and Umami, 2018). A SME leader is also required to have certain behavior and characteristics that have a positive impact on business performance like demonstrating entrepreneurial leadership style and having confidence in making financial decisions (Kautsar, Asandimitra and Aji, 2018).

On the other hand, it has been found from studies that the lack of effective management and leadership is one of the key factors for failure of SMEs. Some of the leading leadership mistakes for SMEs have been found to be wrong reasons for going into business, family pressure for time and funds, lack of market awareness, lack of financial responsibility and lack of clear focus. A research study revealed that inadequacy of business management experience and gap in functional skills of the leaders have increased the failure rate of SMEs in South Africa in spite of having in place the necessary infrastructure and access to resources (Fatoki, 2014).

### **2.2.2 Business Model Flexibility and Innovation**

According to the May 2002 Issue of HBR, modeling a business is the managerial equivalent of scientific method where we start with a hypothesis and then conduct both narrative test and numbers test in action, and revise as required, in case the tests don't produce the desired results in the market. The model can create a strong competitive advantage only when it is difficult to replicate and causes an economical change in the concerned industry or domain. Over the years, researchers have explored different approaches for formulating business models and innovation, as taken by the leadership

team in large companies. However, the SMEs display characteristics that are distinct from the large firms, and they require a custom approach to design and innovate their business models to frame their complex value-creation processes. The triggers for business model innovation for the SMEs can be attributed to market turbulence, market immaturity, competition, prior failure in open innovation and scaling of production (Albats et al., 2021). It has been explored and revealed that growth of SMEs in manufacturing sector is positively influenced by business model innovation, which has an indirect effect on customer trust and commitment (Chen et al., 2020). Also, business model innovation has a significant positive impact on competitive advantage and performance of SMEs and hence all SMEs are required to create an effective and efficient business model (Anwar, 2018). The two kinds of open innovation that have been found responsible for the highest growth and development limits of SMEs in the area of Information Technology are knowledge strategy and business model (Yun et al., 2015). A recent research finding has revealed that digitalization and boundaries in SMEs influenced the business model innovation of those SMEs (Garzella et al., 2020). Research studies have been done on the capabilities and pre-conditions for successful implementation of business model innovation in SMEs. The five capabilities, which, in combination with right leadership approach, are found to support the development of business model innovation in SMEs, are sensing of customer needs, sensing of technological options, conceptualizing and experimenting, collaborating and innovation strategy (Ibarra et al., 2020).

In a meta-analytical research study of the influence of different business models on the performance of SMEs, it has been found that the positive impact of innovation-based business models on SME performance increases with higher levels of entrepreneurial capabilities, and the positive influence of efficiency-based business

models on performance increases with the size of the SMEs (Santini et al., 2020). Not only does the business model innovation have a significant positive impact on competitive advantage and SME performance, but competitive advantage also plays the role of a partial mediator for the relationship between business model innovation and SME performance (Anwar, 2018). On the other hand, except for the rapidly changing information technology domain, the innovativeness of SMEs and their business environment has a positive influence on the level of business model activities in those SMEs (Pucihar et al., 2019). However, there are some differences in the way the SMEs are innovating their business models depending on the age and industry sectors (Heikkila and Bouwman, 2018). In the recent past, sustainability of business model innovation has been explored in large enterprises, whereby barriers and drivers have been identified at three levels namely institutional, strategic and operational, for an effective organization design and creation of dynamic capabilities to enable sustainable BMI (Bocken and Geradts, 2019). But this phenomenon has not been explored yet within the SMEs.

### **2.2.3 Performance Measurement**

Performance measurement is one of the key aspects driving the growth and development of businesses, irrespective of their size. But the contingency theory states that there is no single proper performance measurement system that can be used for all types of businesses under all circumstances and the system must be adapted based on specific organizational and contextual factors. The performance of a business in the context of current environment can be attributable not only to meeting financial or economic goals, but also to dimensions like customer success, business growth and expansion, market share, process innovation, quality of products and services, and finally, commitment to society and environment. Over the recent past, many large enterprises

have started measuring business performance, considering one or more of these dimensions. However, the same has not been evidenced within the small businesses on a wider scale. A research study has concluded organizational performance to be a manifestation of the way organizations make the most of tangible and intangible resources to accomplish their business objectives (Wheelen and Hunger, 2011). Another study has shown that business performance is equated with “success” in whatever venture the business is engaged and generally measured utilizing objective financial measures such as profit, revenues, cash flow, return on investment, return on sales, return on equity and growth (Haber and Reichel, 2005). There are eight performance measurement models that have been widely used and discussed across different literature previously, and have been summarized in a study (Garengo et al., 2005) as follows:

- a) Performance measurement matrix
- b) Performance pyramid system
- c) Performance measurement system for service industries
- d) Balanced scorecard
- e) Integrated performance measurement system
- f) Performance prism
- g) Organizational performance measurement
- h) Integrated performance measurement for small firms

Analysis of these models have shown that performance measurement must be aligned with strategy and have multi-dimensional measures, based on which a revised model is developed for SMEs linking performance measurement with performance management, along with possible financial indicators like profit and sales growth, and possible non-financial indicators like customer satisfaction, market share and service quality (Jamil and Mohamed, 2011). Another research case study to assess and

understand the readiness criteria of SMEs to effectively implement a performance measurement system has identified a set of internal pre-conditions like strategy formulation based on size, creation of a formal and applicable processing landscape, implementation of a suitable ERP and implementation of an Activity Based Costing method, along with an external pre-condition of customer structure analysis (Brem, Kreusel and Neusser, 2008). In spite of the different available models of performance measurement, their effective implementation within the SMEs has remained insignificant due to lack of readiness or apprehension of being successful. A research on the process of implementation of performance measurement system in 336 SMEs, operating in Slovakia, revealed that there is a lack of a preliminary phase in the implementation process to assess the feasibility of a successful outcome based on current conditions and the SMEs should link performance measurement to operational, tactical and strategic level of the organization (Papulova et al., 2021).

Most of the research studies on performance measurement of small and medium businesses, as stated above, are focused on either development of theoretical models or developing guidelines for implementation of the performance models. However, one research study of 87 small and medium businesses in UAE has revealed that there is a significant positive influence of entrepreneurial leadership on the organization performance where the leadership style is based on four criteria namely creativity, passion, vision and risk taking (Sandybayev, 2019). Similarly, a research study of 384 SMEs in Kuwait has uncovered a significant positive impact of entrepreneurial leadership and learning orientation on business performance, with innovation capacity acting as a significant mediator in the relationship and, financial and operational performance being considered as the indicators of business performance (Sawaeen and Ali, 2020). There is another research study conducted with 391 SME owners in Malaysia, where the

quantitative analysis has shown that entrepreneurial leadership has a positive effect on business performance, with the performance being measured in terms of objective financial metrics, and leadership being considered in terms of scenario and cast enactment (Rahim et al., 2015).

#### **2.2.4 Crisis Management & Decision-Making**

The COVID-19 pandemic and the resulting economic and financial crisis globally have affected the survivability and sustainability of firms, particularly the SMEs. Handling of market disruption and socio-economic recessionary impact by being agile and bringing about effective changes towards sustainability has been the call of the hour in today's volatile business ecosystem. Multiple and extensive studies have been done on crisis management and related decision-making with a focus on primarily the large corporates and enterprises. However, the same is less extensively explored in the context of the SMEs. The preparedness for crisis and its management for a SME is related to three areas namely human, economic and legal/ regulatory aspects. But there is a deficiency among the SME leaders with respect to their focus of decision-making on crisis preparedness approach due to resource restriction as well as the relative growth rate of these types of businesses (Lowhagen, 2015). Crisis management is understood to involve various perspectives like crisis impact assessment, strategic planning, contingency preparation, business continuity and associated technical capabilities. It has been found that SMEs display resilient market responsiveness during crisis in spite of their resource constraints and relatively weak market positions (Hong, Huang and Li, 2012). However, this has been validated only using a multiple case study approach. In this regard, an integrated Crisis Strategic Planning (CSP) framework has been developed for the SMEs through detection of environmental turbulences, analysis of leadership and

capability, and development of multiple adaptive strategy (Pal, Westerlind and Torstensson, 2013). It has been found that the SME leadership has differences in perception and experience with respect to planning for crisis management. In some cases, the actual experience of crisis encountered, and the type or nature of crisis influence the SME leader's assessment of whether future planning could be used to address crisis prevention and lower impact (Herbane, 2012). On the other hand, a study revealed that market turbulence acts not only as a foundation for crisis readiness to the SME leaders but also as an influencer to perceived likelihood of a crisis and innovative capacity in those SMEs (Parnell and Crandall, 2021). It is important for the SME leadership to identify the crisis signals well in advance by focusing on both the quantitative and qualitative criteria, and adopt proper intervention. Research has shown that the qualitative indicators of the SME business and firm like personnel, quality of management, financial management and competitive position might have much more severe effect on a SME's ability to perform and avoid crisis, and hence needs to be assessed and selected in every specific case (Kurschus, Sarapovas and Pilinkiene, 2017). As far as long-term crisis management planning relevant to prior experience, threat perceptions and self-efficacy is concerned, it has been found that SME business leaders perform that more for resilience, but this crisis understanding, and planning process is mostly not implemented in practice (Williams, 2016).

Prior to COVID-19 pandemic and the resulting economic and survival crisis, the most common types of crises faced by the SMEs are harsh weather conditions, financial crisis, supply chain crunch, competition, business rivalry, theft or robbery, political instability, technological development, natural calamity, resource constraint, government policies and regulations, etc. The most commonly adopted crisis management strategies of the SMEs have been found to be one-off basis crisis management, proactive approach,



reactive approach, and adaptive decision-making (Olga, 2015). The crisis caused by the COVID-19 outbreak was unprecedented to the SMEs since they have never experienced similar impact or perceived such business and survival threats. However, the SMEs have shown high flexibility in their reactions to the crisis due to the low level of bureaucracy and limited social responsibility compliance, and adopted various survival means like flexible HR, product diversification and new market exploration (Alves et al., 2020). On the other hand, another study of COVID-19 crisis revealed that the SMEs are reliant on a process having an emerging nature whereby the decisions are mostly based on gut feeling and in reactive mode (Fasth, Elliot and Styhre, 2021). In many cases, the SMEs have responded to the financial impact of COVID-19 crisis in the form of mass layoffs, temporary and permanent closures, bootstrapping of digitalization and strategic alliances, without filling up the managerial and technological knowledge gap to address them (Klein and Todesco, 2021). During the pandemic crisis, the SMEs have to understand their specific capabilities in a dynamic manner so that they could have faster innovation reactions when they are responding to a societal requirement instead of pursuing a competitive advantage. It has been revealed that the use of both internal and external resources by means of fast and flat management is fundamental for a fast innovation reaction to COVID-19 (Puliga and Ponta, 2021). Finally, it was also found that transformational leadership and decision-making styles have a significant influence on crisis management and the moderating effect of this crisis experience have enhanced the relationship between transformational leadership, decision-making style and crisis management (Alkhawlan, Bohari and Shamsuddin, 2021).

### **2.3 Human Society Theory**

It is understood that any enterprise operates not only within its corresponding business ecosystem, but also within the purview of the society in which it belongs. In this context, it is important to explore how a leader of an enterprise manifests certain behaviors and phenomena that are derived from societal association, commitment, well-being and operational sustainability. The author has, accordingly, considered the studies related to relationship of behavior and mindsets of the leaders with the business parameters of sustainability, resilience and being successful from the perspective of the human society.

### **2.3.1 Business Sustainability and Resilience**

Sustainability of a business can be viewed in terms of triple bottom line which means the businesses are expected to manage the social, environmental and financial consequences resulting out of their actions. This encourages the businesses to look for profitable activities that benefit both the society and environment. Systems theory identifies 5 elements for a sustainable business model namely diversity of people and investments, slack resources in assets and capabilities, openness to ideas outside firm boundaries, modularity of functional operations, and matching cycles and rhythms of business and environment (Bansal, 2011). Though a significant number of SMEs do include societal impact in their mission statement, but they often lack sound policies, processes, measurement, responsibility, and incentives related to the same. Business resilience, on the other hand, has shifted the paradigm from being solely business-centric and profit oriented to recognizing the broader system of which business is a part of, and hence valuing longevity and shock recovery capability of the business. A study of small manufacturing businesses in Europe has revealed that competitive advantage of these entities has been positively affected by the social, economic and formal practices

dimensions of sustainability, with intervention of corporate reputation, customer satisfaction and firm commitment (Cantele and Zardini, 2018). Another study of small businesses has shown that sustainable businesses possess the ability to adjust to transformation within the business and typically have the long-term financial value (Spence, 2012). It is important that the leaders of small businesses focus on building customer relationship from a sociological perspective, taking into consideration the significant role of culture, society, environment, and religion on entrepreneurial activities (Ayandibu et al., 2019). An analysis of the qualitative data from an in-depth interview of small business owners in South Africa revealed that the lack of education, training and personal development of leaders is the most important factor affecting the sustainability of businesses (Ayandibu et al., 2019). In addition to the profit and growth of a business, firms must also think about either minimizing the waste generated and released in the environment or convert the waste into a suitable byproduct to service a new market thereby fostering a circular economy (Bansal, 2020). In this context, the suggested areas of focus of a firm are:

- a) building long term relationships to collaborate, co-exist and co-design better products and services,
- b) having a long-term mindset instead of a business focus on the short-term basis,
- c) emphasizing more on resiliency in both upstream and downstream supply chains to be less exposed to market and other shocks, and less on efficiency, which forces firms to work on maximum capacity with minimum costs using just-in-time production system and low inventories.

Social and environmental sustainability has received lot of attention from researchers and academicians over the past decade, but it was mostly around corporate

social responsibility and related concepts pertaining to large enterprises with minimum focus on their applicability and impact on SMEs. In a study of the Swedish SMEs, it has been found that the firms can be more sustainable and be in a strategically advantageous position if they have internally focused entrepreneurial and externally focused market-oriented practices (Jansson et al., 2015), but this will have other influencing factors like the firm culture and core values, nature of business, leadership mindset towards creating resilience and long-term customer values. There has also been a conscious effort by some SMEs to demonstrate their commitment towards sustainability through engagement in social and environmental practices that included creation of a unique identity and reputation to differentiate them from competition, implementation of audit trail for environmental waste reduction, and facilitating the knowledge and awareness building of these practices among stakeholders and competitors alike (Crossley, Elmagrhi and Ntim, 2021). Again, the SMEs, who are primarily involved in export businesses, have a significantly higher level of international orientation and this has positively influenced their environmental commitment and improved environmental performance due to go-green pressure from global customers and stakeholders (Nguyen and Adomako, 2022).

### **2.3.2 Being Successful vs. Profitable**

A successful SME may or may not be profitable during the early years of running the business, while a profitable SME may not be necessarily successful in meeting all its growth & expansion, human resource, societal and sustainability goals. The ultimate goal of small and medium businesses has to be the continuity of production and/or service delivery process associated with meeting the demands and satisfying the ever-changing, ever-increasing needs of the individual consumer or social group, and society as a whole. It has been found that the profitable and low growth firms are more likely to reach the

desirable state of high growth and high profitability, with a reduced risk of poor execution across performance dimensions, when compared with firms having high growth and low profitability (Davidson, Steffens and Fitzsimmons, 2009). The growth of a SME has multiple dimensions and defining its success is a complex task. Sales growth demonstrates no convergent validity to any other performance measures of the firm and alone cannot be considered a measure of firm success (Kiviluoto, 2013). Researchers are now trying to perceive SME success beyond the extrinsic success measures like sales, profit, etc. It has been revealed that the measures of SME success need to adopt a person-centered perspective since men and women SME leaders have different perceptions of success (Weber and Geneste, 2014). There are multiple factors that influence the success of SME businesses thereby reducing the risk of failure. The most significant of them have been found to be SME characteristics, customer and market, the way of doing business, resources and finance, and external environment (Chittithaworn et al., 2011). However, there is a lack of consensus among the SME leaders regarding the perceived meaning of business success and its measurement. Analysis of success criteria for defining SME success have shown that they can be broadly categorized into 4 clusters namely financial, lifestyle, social responsibility, and customer satisfaction (Ahmad and Seet, 2009). In this context, literature findings have shown that in order for the SMEs to have optimal business growth and success, it is important to develop the critical success factors namely leadership and management, intellectual capital, organizational innovation, organizational competence, entrepreneurial characteristics, motivation, market orientation, strategy, reputation and culture (Ng, 2012). Another study to explore the perception of SME leaders on key elements of business growth has revealed that the Malaysian SME leaders consider business growth and financial results as the most important aspects of their success, but the Bangladeshi SME leaders consider efficiency and non-financial

performance as the key components for achieving business success (Tehseen et al., 2021). In case of Nigerian SMEs, it has been found that external environmental factors of infrastructure and institutional efficiency are primary determinants of SME success though they have a constraining effect on SME performance (Effiom and Edet, 2018). Sometimes the perception of success of SME leaders based on non-financial measures like job satisfaction, customer experience, social impact, etc. affect the financial indicators of the SME's performance. A research study of Finnish SMEs has revealed that non-financial measures of success, which are affected by the leader's motivations and goals, influence the financial performance of the SME and lead to performance measurement by other criteria in order to find success (Reijonen and Komppula, 2007). The new firms typically have an uncertainty about their ability to prosper in a competitive and dynamic market due to their limited knowledge of relationship between growth, profitability, and survival. Research has revealed that though profitability enhances both survival and growth, growth has a positive effect on profitability and a negative effect on survival (Delmar, McKelvie and Wennberg, 2013).

## **2.4 Summary**

This sub-section presents a summary of the Literature Review for this research study, where the author has identified the research variables and entities, being considered subsequently for the study, as well as explored the research gaps that formed the foundation for the survey questionnaire design, identification of participants and data collection to address the research questions.

### **2.4.1 Research Variables and Entities**

On the basis of the above literature review, the author attempted to identify the research variables for this study in order to determine the influence of leadership style on the business model, performance and sustainability of SMEs.

The research variables in any study can be of three types namely independent, dependent and control. The identification and measurement of independent and dependent variables is primarily required to verify the causal relationship between the variables in the study, while the control variables are kept unchanged during the process under study. Based on the research objectives, the research variables in this study can be summarized as leadership style or behavior, business modelling, performance measurement, sustainability, resilience, SME culture & values, social commitment, and environmental commitment. However, since the author has conducted a qualitative research in a correlational design setup, none of these research variables could be controlled while measuring the dependency between the other variable(s) and hence it is difficult to ascertain if a variable is a cause or an effect of another variable. So, this correlational research does not have independent and dependent variables.

On the other hand, owing to qualitative nature of this research study, the author has explored the actual behavior or views of different SME leaders for various business and operational situations from the perspective of the respondents, which can be different for each person. However, the research method has been a combination of descriptive and correlational, which will be delved into in more detail in the subsequent chapter. The research variables for this study are categorical in nature, i.e. they can't be quantifiable and can be either nominal or ordinal. After preliminary analysis of the variables, it was ascertained that each of these variables are nominal as their values or characteristics do not follow any natural order. However, in some cases, the corresponding characteristics of these variables can be further considered as ordinal variables since they can have a

natural ordering through the use of a Likert scale. Though categorical variables are not quantifiable, for this research study and user response analysis, the author has prepared code set to be used for each categorical variable and then establish the correspondence between the categories and these numbers. This data coding is detailed out in the Appendix as well as in Chapter IV where the results of the study has been consolidated and analysed.

### **2.4.2 Identification of the Research Gaps**

Through the literature review, we can conclude that leadership styles, performance, growth, crisis management and sustainability of SMEs have been studied across multiple research projects mostly in the context of the African nations, South East Asia and few countries in Middle East and Europe. However, the same has not been explored with similar rigor for India. Moreover, the relationship between these critical components and their influence over each other have not been researched in the SME context. Availability of knowledge and information on the success factors and performance of SMEs has provided us the present state of this critical economic backbone of the society and shows that there is a definite business need to understand the linkages between the specific leadership traits and behavior, and the resulting business model, performance measurement, decision-making and sustainability considerations of a SME. The current pandemic and related crisis have an unprecedented impact on the survival and sustenance of SMEs, and the preparedness of the leadership to cope with this effect has been challenged to a great extent. This crisis has compelled the SME leaders to look beyond profits and shareholder values into the less-traversed areas of survival, sustainability, resilience, and societal commitments that has transformed their entire definition of performance and business success. Though the existing literature have



explored the practiced leadership style and attributes for SME success and performance across industry sectors or countries, but the right leadership traits to be applicable at the right time for the right decision and outcome are yet to be studied and prescribed. The ideal SME leadership might evolve from a combination of some of the available leadership style and this would help to develop the future SME leaders.

On the other hand, the various incentive and promotional schemes by the Government of India are encouraging the establishment and growth of the SME sector in this country. However, the SME sector has continued to struggle here due to various reasons, of which leadership has been the least explored but one of the most critical ones. The outcome of this research study will present an opportunity to the SME business community of these two countries in general, and the new SME entrants in particular, to reduce the risk of failure from the perspective of a leader's ability to be prepared with empathy, resilience, business model agility and crisis management. This can further be made contextual for specific industry domains and countries in the future.

### **2.4.3 Conclusion**

The SME sector has witnessed both types of firms – ones, which have failed to survive and sustain in the long run, and others that have attained profitability, growth and sustainability along their journey. This research study will not only explore the relationships between leadership and other parameters like performance, sustainability, resilience and crisis management for failed SMEs, but also capture and analyze the same information in a structured manner for the successful SMEs in order to define a future state framework and leadership recommendation. This would thus aim to answer the key questions about the journey taken and experience gained by existing SMEs, and create a success framework for business and leadership that will come up in this sector in future.

## CHAPTER III: METHODOLOGY

### **3.1 Overview of the Research Problem**

The importance of developing a leadership framework focused on enhancing the sustainability and resilience of SMEs as well as inclusion of the societal and human commitments has long been realized by the industry. However, numerous SMEs are still plagued by financial distress, market competition, global recession, customer attrition, stagnancy and product or service failure that can frequently be traced back to leadership crisis and ineffectiveness, in addition to dynamic behavior of the business ecosystem and global economic environment. We understand that when an outcome is not properly assessed and its causes not analyzed and identified during business operation, subsequent repetition of similar lapses and slipups in the business is inevitable. Leading the SMEs in today's context is becoming more and more technically complex, operationally innovative, and commercially challenging, which exposes the business to increasingly more multifaceted limitations and controls.

The traditional leadership approaches like authoritative (autocratic), participative (democratic) and delegative (Laissez-Faire), or the more frequently practiced transactional, transformational, servant and charismatic styles, along with ROI, ROA, shareholder return, profitability, revenue, productivity and financial value, which are widely used as a basis for performance and growth analysis, sometimes limit our capability in dynamic modeling of business as well as resolving constraints and conflicts during the decision-making process at the time of crisis. These approaches and practices have their limitations in applicability in the context of sustainability of small and medium enterprises along with their resiliency against unforeseeable business uncertainty and economic downturn, crisis management capability and stakeholders' value creation.

This research study intends to assess and analyze the specific leadership traits and performance framework that would enable the small and medium businesses to be more resilient and sustainable, and reduce the probability of their short-term or near-term failures. At a broader level, it would address the need for a better understanding of leadership influence, as they relate to SME business agility, performance and sustainability, and a structured approach in identifying challenges and constraints in the businesses to ensure effective planning and decision-making.

### **3.2 Operationalization of Theoretical Constructs**

We know that quantitative research is based on numerical or measurable data collected for the studies with the objective of measuring variables, testing hypothesis, and deriving a mathematical relationship between those variables. The qualitative research, on the other hand, involves observable, descriptive data collection from the participant's perspective and experience with the aim to understand and interpret how the different individuals subjectively perceive any business and operational situation or phenomenon and give meaning to it. This particular research study will be qualitative in nature as we are exploring and determining the leadership behavior and traits, and its influence.

This research for the SME leadership study in India has been primarily done through detailed surveys. Since this leadership study would involve the exploring of experience, opinion, and perspective of individual respondents in addition to getting some objective responses that are quantifiable, the collected data may have both positive and negative bias introduced, which can affect the analysis results.

### **3.3 Research Purpose and Questions**

A balanced leadership framework for the Small & Medium Enterprises can be defined as the set of requirements, principles, and standards for the leadership in order to follow a balanced approach towards performance, growth, business model adoption, well-being, and sustainability, while maximizing value for internal and external stakeholders. On the other hand, value-driven performance structure is described as the set of building blocks to define and assess the performance of the Small & Medium Enterprises in terms of its core values, business goals, commitment to stakeholders and the society.

The author has considered several well-established theories and models of leadership for this study like the Transformational Leadership Model of Bass (1985), Entrepreneurial Leadership Model of Thornberry (2006), 4-V Model of Ethical Leadership by Bill Grace (1990), Sustainable Leadership Model of Avery (2005) and 4P Strategic Leadership Model of Robert Wilkinson (2020). Each of these models delve into specific traits and characteristics for the corresponding leadership style. While a SME leader in India may have a combination of traits from the above leadership models, the socio-economic status and business landscape of the country may demand business model flexibility, organizational resilience and, social and environmental commitment from these leaders.

The purpose of this research is to identify the relationship that may exist between leadership attributes, adopted business models and value-driven performance of small and medium businesses in India, and explain the factors for sustainability, growth, and resilience in the context of social, economic, and environmental well-being. The study contributes to deliberations and opinions on leadership differences and competencies in the face of challenges as experienced by the small and medium enterprises related to performance, growth, and sustainability. This study also seeks to gain knowledge and

insight on how effectively SME leaders could adopt a particular business model and influence the performance, growth, and sustainability of the enterprise from a stakeholder (both internal and external) perspective. The long-term goal of the research is to develop a situational leadership framework and value-driven performance structure for the Small & Medium Enterprises that would enable them to be resilient and sustainable in the current dynamic and uncertain business environment. This study, thus, has the following sub-objectives:

- a. To review current SME practices in regard to influence of leadership behavior for business modeling and performance measurement;
- b. To analyze the views of present SME leadership towards sustainability and resilience for short term and long-term growth of business;
- c. To understand if and how the culture and values of a SME drive the growth mindset of the leadership;
- d. To analyze the decision-making process, and also societal and environmental commitment of the SME leadership for growth and sustenance;
- e. To develop a qualitative assessment method and structure for identification and adoption of the right situational leadership traits and practices;
- f. To outline a conceptual framework for a 360-degree business leadership of SMEs that combines multi-leadership styles and value-driven performance.

The following five research questions would more specifically guide us in conducting the study in order to accomplish the above purpose and objectives.

1. What are the key determinants and mindsets of business model adoption, performance, and sustainability for the SME leaders?
2. How can the leadership styles and traits influence these key determinants?

3. How the growth and sustainability measures of SME leaders influence their measurement of business and resource performance?
4. What is the impact of business model adoption mindset of SME leaders on the performance and growth of those businesses?
5. How can we define sustainable and value-driven performance framework for SME leaders in the context of both service and product businesses?

### **3.4 Research Design**

Based on argumentation, there are 3 types of approaches in theoretical research to draw conclusions, make predictions or construct explanations namely deductive, inductive, and abductive. While inductive had been the most frequently used approach for any typical research study, abductive approach has gained some popularity in the recent past, particularly for business and social research.

Deduction based research approach is the application of well-established theories to a set of collected data or specific phenomenon in order to either approve or disapprove those theories. In the context of this particular research study, there is no well-known or generally accepted theory on the influence of leadership styles on business model, sustainability, performance, and growth of the SMEs and we will be exploring and describing this influence. Hence, deduction-based research approach won't be applicable.

Inductive research approach is the application of specific but limited observations to come up with likely generalized conclusion in the context of the collected evidence. Here the conclusion is not a logical inevitability and hence, not having absolute certainty due to lack of confirmation on the completeness of the observed evidence. This effectively means that inductive research would provide a correlation between the variables in question, but will not define or deduce any causal relationship. But the output

or conclusion would actually increase general knowledge base and make future event related predictions. This approach has got certain alignment with the problem statement and objectives of our research on SME leaders' behavior and traits. Through the course of the survey, we will have several observations that will give us a pattern to define tentative hypotheses for the influence of leadership style on business model adoption, sustainability, performance, and growth of the SMEs. These hypotheses would provide a theory that can be used for future deductive reasoning.

Abductive research approach considers an incomplete set of observations or information and then applies the best-fit technique to arrive at the likeliest possible explanation for that particular set of data in hand. In terms of reasoning, this is similar to inductive approach with the difference in the objective - while inductive reasoning looks to derive general rules from the list of observations, abductive reasoning tends to explore the cause-and-effect relationships for a particular set of observations or information. As the outcome of our study is not limited to only the specific set of SME leaders under survey, and is intended to have a broader implication for SME leadership, abductive approach won't be appropriate for our case.

In addition to exploring and explaining the observations and patterns, and defining the tentative hypotheses using inductive approach, our research study has also provided additional insights on the performance, growth, and sustainability of Small and Medium Enterprises through the development of a conceptual framework.

The strategy being applied in this research is intended to facilitate the proper study and analysis of the collected data to produce results for each of the research questions in alignment with the research objectives. Typically, the quantitative strategy works best in situations where the study solely involves measurable and quantifiable data and information, which could be explained mathematically or statistically. On the other

hand, qualitative strategy is applied in situation where the study consists of descriptive, individual experience or opinion-based facts or information from the respondent's perspective, which could not be explained in mathematical or statistical terms directly.

This research has applied the qualitative strategy through use of detailed survey questionnaire for an identified group of SME leaders. The survey questionnaire has been designed to get complete and accurate information on the SME leadership practices, risks, and challenges under different scenarios of performance management, business model adoption, growth, and sustainability through the use of different question types like nominal, Likert scale, ordinal, interval scale, and multiple-choice. The author has avoided open-ended questions to the extent possible in the survey questionnaire in order to capture accurate, precise, and objective viewpoints for the specific situations. This has helped in performing necessary data collection and analysis to address the research questions and objectives.

### **3.5 Population and Sample**

The number of small and medium business enterprises in both product and service sector of India is quite large and significant. However, it would be challenging to get an accurate estimation of the SME population due to the absence of a single source of data. As per the March 2022 data of Udyam portal in India, there are 7.816 million registered MSMEs in the country, whereas there are many similar enterprises in operation in India, which are not registered in that category, and there is no official consolidated data on the same. Moreover, there is no official data for the actual count or percentage of small or medium enterprises that falls under the product and service category respectively, which poses a challenge to get the population for this particular research. As a result, non-probability sampling method has been used for the study that has an inherent risk of



volunteer bias. The author has explored the different sampling methods like convenience sampling, quota sampling, purposive sampling, and snowball sampling to suit our purpose and feasibility, and finally decided to use a combination of convenience and snowball sampling method for this study.

Sample size for this research would refer to the number of Indian SMEs being included in the survey and subsequent study. Typically, this can be different from the number of participants or observations in this study as there is possibility of multiple leaders taking part in this study from the same enterprise. However, in this research survey case, the number of Indian SMEs and number of participants are the same. It is understood that the necessary and sufficient sample size would influence the precision of analysis and power of this study to make it statistically significant for drawing conclusions. At the same time, since the target respondents are the leaders or CXOs of the SMEs, there was an inherent challenge in getting their consent and time commitment to respond to a detailed survey with required rigor and intent. Considering all these factors and the sampling method that has been chosen, the survey was finally conducted for a target sample size of 85 Small and Medium Enterprises from different domains and states in India, leveraging the professional and business network of the author, both direct and indirect. Due to accessibility and feasibility challenges, thus study sample was restricted to urban and semi-urban SMEs only.

### **3.6 Participant Selection**

The author has considered carefully the scope and intended outcome of the research for the business and academic community, and accordingly decided the selection of participants. For a SME, leaders are the senior executives, who not only strategize for the growth and profitability of the enterprise, but also are also instrumental in creating the

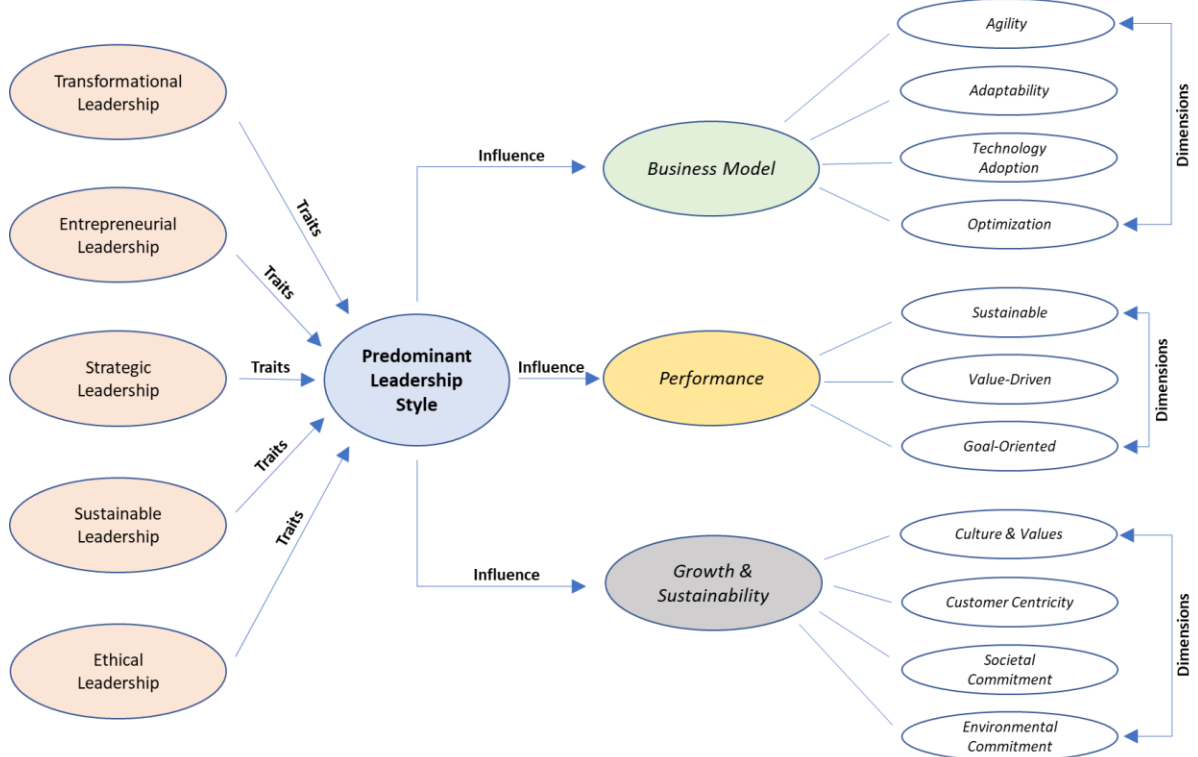
vision, short and long-term goals, culture and core values, business model and performance framework. They also ensure that the employees are aligned with each of the above and any other firm level initiatives, and work together to fulfill the same. As a result, any SME leader, whether successful or not, will have an influence on these aspects of the enterprise, both from a financial and non-financial perspective. The level or nature of influence can vary from one leader to another. The survey responses from participating leaders has helped me in understanding the nature of influence from their experience and perspective, and formulating a situational leadership framework.

For this research survey, the author has ensured to select relevant participants, who either own or lead SME business and possess the intended knowledge and information, in order to get useful, reliable and experience-driven responses. The research survey had a 70% (59 out of 85 approached for the survey) sample participation, which can be considered a good indicator of the interest among the leaders, who were selected for the survey. The participants have been selected from direct and indirect business and professional network of the author mostly from East and South India, though there are a few participants from North and West India as well. Although close to 45% of the participants are owning or leading IT/Software businesses, but the remaining 55% are owners or leaders of businesses belonging to one of the following sectors - Agriculture, Healthcare, Logistics, Retail, Food, Travel & Tourism, Training & Development, Fintech, Education, Consultancy, etc. This has been done intentionally to get a mix of survey respondents from across India, while controlling the effect of a specific industry or sector, to the extent possible.

### **3.7 Instrumentation**

The research data for this study is a combination of the responses from the close-ended or objective survey questionnaire and the related research literature available. Thus, the instruments being used in this study are the structured survey questions, along with the documents, journal articles, reports, news articles, e-books and government websites.

The design of the survey questionnaire has been based on the review of literature and previous studies, self experience of the author and various dimensions of business model, performance, growth and sustainability, identified to be the key areas of capturing information on leadership influence. The questionnaire has captured all aspects of overall conceptual framework, as shown below, that could provide required insights.



*Figure 3.1*  
*Conceptual Framework for the Research Study*

The survey questionnaire was divided into five sections. The first section was intended to capture the demographics of the respondents along with their professional and leadership information. The second section focused on understanding the predominant leadership style of the respondents between transformational, entrepreneurial, strategic, sustainable and ethical, based on their behavior and view points selection against a certain set of situational cases. The third section focused on understanding the influence of respondents with a predominant or combined leadership style on the four dimensions of business model adoption namely agility, adaptability, technology adoption and optimization. Similarly, the fourth section was intended to capture the influence of those respondents on the three dimensions of organizational performance namely, sustainable, value-driven and goal-oriented. Finally, the fifth section focused on understanding the influence of the respondents on the four dimensions of organizational growth and sustainability namely, culture & values, customer centricity, societal commitment and environmental commitment. The author did not carry out any pilot test of the questionnaire to assess the comprehensibility of the questions and their ability to get the intended data. However, the draft version of the complete survey questionnaire was reviewed by couple of SME leaders in close business network to get their feedback on coverage of the questions, number of questions, survey length, duration, question types, and finally answer options that need to collectively exhaustive and mutually exclusive.

Reliability is the determination of whether the research instrument is consistently providing the same results. In order to ensure the reliability of the survey used to test the research questions, the author conducted a reliability test on each of the subscales for the 4 research components namely leadership style, business model, performance, and growth & sustainability. Typically, in order to produce internal consistencies, Cronbach's alpha coefficient exceeding the minimum value of 0.70 is required for acceptable

reliability (Cronbach and Shapiro, 1982). However, in social science, a Cronbach’s alpha value of 0.6 or higher is considered to be reliable (Ji-joon, 2015). The below table shows that the Cronbach’s alpha coefficient of each of the subscales is more than 0.60, which is acceptable for this specific area of research study.

*Table 3.1  
Reliability Test Results of Survey Components*

Components	No. of Items	Response Category	Cronbach’s Alpha
Leadership Style	30	5	0.844
Business Model	20	5	0.606
Business Performance	17	5	0.626
Growth & Sustainability	23	5	0.743

The qualitative survey assisted the author to perform a deep-dive on the issues and challenges of SME leaders around decision-making while exercising their influence around matters of growth, sustainability, performance as well as organizational resilience and crisis management.

### **3.8 Data Collection Procedures**

The primary data has been collected from survey, using self-administered questionnaire, for the leader focus groups. The survey questionnaire was designed using Google Forms and distributed to the target sample via emails, social networking sites and LinkedIn. This has made the survey cost-effective and time efficient as well as allowed the respondents to participate at their own free time, in which case the responses may be more accurate due to less or no pressure of responding immediately. The survey has been conducted in English language only. The survey responses along with the identity of the respondents have been stored under strict confidentiality and used for the sole purpose of

this research study. However, any sharing of this data in the research study and thesis will be done only after appropriate masking of all personally identifiable information.

### **3.9 Data Analysis**

The survey questions have been designed so as to derive quantifiable data from the responses and then appropriate tools and statistical techniques have been used for analysis of the survey responses in order to determine the association between specific leadership behaviors and the business model adoption, performance and sustainability of the SME. There are two types of coding practice for qualitative research - deductive and inductive. For this research study, the author has used deductive coding technique through use of predetermined, or priori codes based on the survey questions as there are no open-ended questions in the survey to capture long set of textual data. These codes have been developed before reviewing the actual data from the survey. This has allowed to do a more focused analysis without any distractions or detours instead of defining the codes based on the user response data, where ambiguity might be involved.

For the survey Likert Scale questions, it is generally advisable to consider individual Likert Items as Ordinal Categorical, while the Likert Scale Data is considered to be Continuous Interval for analysis purpose. This research study has used the following data analysis procedures for the Likert Scale Response Data - Mean, Standard Deviation, Frequency Distribution and Non-Parametric Bivariate Correlation. The data analysis from the final survey responses is being done by the SPSS Stats 25.0 Statistical Package Program after transferring them to an excel file, performing the data cleaning and consistency check, and then migrating them to SPSS. The entire analysis was broken down sequentially into basic frequency analysis, descriptive statistics analysis, exploratory factor analysis, reliability analysis and correlation analysis. In order to know the correlation or covariance between the leadership style and the respective domains

(i.e., business model, performance, growth, sustainability), Pearson's Correlation Coefficient ( $r$ ) was initially selected to be used. However, since the sample size was small (59) and data was categorical (not continuous), it did not meet the required assumptions for Pearson's. Instead, the author has then used the non-parametric correlation tests i.e., Spearman's rho and Kendall's tau. The qualitative data from the survey responses has been analyzed in order to identify the themes and patterns as well as understand the respondent's unique experience of specific events/situations, linked to the survey questions. The author has followed inductive approach to draw the final conclusions for observed relationships and SME leadership framework.

### **3.10 Research Design Limitations**

The design of this research study along with its data collection methods has been done with due consideration of the credibility, dependability and trustworthiness of the research outcome. The identified participants have first-hand experience of leading or directing the business of a SME as well as its inherent issues, challenges and opportunities across various dimensions. Moreover, they provided their consent and voluntarily agreed to participate in the survey. So, it can be assumed that they have provided honest and trustworthy response based on their working knowledge and experience. However, there can be limitations of personal bias being introduced due to positive or negative experience of handling the same situation under a given circumstance.

Another limitation of the design for this research study is that it has used non-probability sampling method with identification of participants completely based on the author's direct and indirect business and professional network. So the generalization of

findings and outcome of the analysis from this research study to the SME population in India needs to be carried out with some level of careful consideration.

The design of survey questionnaire, in spite of being very detailed and covering various dimensions of business model, performance, growth and sustainability, has been done solely to target the leaders or directors of the SMEs and get their responses. This is a limitation as it will not be able to capture the viewpoints or experience of the employees of those SMEs regarding the corresponding leaders, which could have given a whole new perspective of the influence of these leaders.

### **3.11 Conclusion**

This chapter has explored and defined the methodology to be applied to design the qualitative research followed by collection of data/information from the target group and its analysis and interpretation. It has also considered the philosophy and ethics behind this research, technique and approach for designing the survey questionnaire, sampling methods and sample size in the context of this qualitative study, participant selection, data collection and sanitization process, and limitations of the research design. While focused group surveys are being used as primary mechanism to collect the data, review of literature, journal articles, and e-books have acted as secondary sources of gathering information. This research does a comparative analysis of the actions, viewpoints and perspectives of the targeted SME leaders based on their predominant leadership style, with due consideration of the design limitations and triangulation of data factors. The outcome of this study could lead to further analysis to derive at a causal relationship between leadership styles and various dimensions of business model, growth, sustainability and performance with a certain degree of confidence, that will have a positive impact on leading SME businesses successfully.



## CHAPTER IV:

### RESULTS

#### 4.1 Demographic Characteristics

In this section, we are presenting the results of the descriptive statistics in relation to the demographic characteristics of the participating SME leaders.

##### 4.1.1 Gender

Out of the 59 participating leaders in the survey, 85% (50) were males and 15% (9) were females. This unequal split or skewness towards male participants can be attributed to two possible reasons - firstly the participating leaders were identified through the business or professional network of the author that may have an inherent unequal proportion of male and female leaders, and secondly the invited leaders, who expressed their inability or unwillingness to participate in the survey, were predominantly females.

##### 4.1.2 Age

In this research study, 59% of the participating leaders were above 45 years of age and only 10% of them were below 35 years. This clearly indicates that relatively older leaders from the SME business in India have participated in this study. This can be related to the research problem that is being studied and focus of the survey towards non-financial indicators of business growth and success.

*Table 4.1  
Participant Age Group Frequency*

Age Group	Nos.	Percentage	Cum. Percentage
Below 35 Years	6	10%	10%
35-40 Years	7	12%	22%

Age Group	Nos.	Percentage	Cum. Percentage
40-45 Years	11	19%	41%
45-50 Years	23	39%	80%
Above 50 Years	12	20%	100%

#### 4.1.3 Education Level

In this research study, 69% of the participating leaders have their highest education level as either Masters/Post Graduate or Doctorate while a large percentage (61%) of the leaders are having Masters/Post Graduate as their highest qualification. This clearly shows that higher degree or qualification has a positive effect on an individual in India in becoming a SME leader. Individuals, who are educationally more qualified, have an inclination towards starting or leading SME businesses instead of remaining as salaried persons in India. This can also indicate that in India there is a growing importance on getting higher education in order to gain the required skills to become a leader for the SME business.

*Table 4.2  
Participant Education Level Distribution*

Education	Nos.	Percentage	Cum. Percentage
Graduate	17	29%	29%
Masters or PG	36	61%	90%
Doctorate	5	8%	98%
Others	1	2%	100%

#### 4.1.4 Designation

In this research study of SME leaders, highest participation (29%) was observed from SME Directors or Executive Directors, while the participation of the leaders at each of the different levels varied mostly between 12% and 29%. This showed that we had a reasonably good balance in levels of participating leaders and hence their respective perspectives and experience. Also, it indicated that the SME leaders at different levels have shown interest in this survey and research study.

*Table 4.3  
Participant Designation Distribution*

Designation	Nos.	Percentage	Cum. Percentage
Chairperson	3	5%	5%
Managing Director	11	18.5%	23.5%
Director/Executive Director	17	29%	52.5%
CEO	11	18.5%	71%
COO	10	17%	88%
VP/Senior VP	7	12%	100%

#### **4.1.5 Professional Experience**

The survey responses for the research study showed that majority (64.5%) of the participating SME leaders are having professional experience of more than 20 years, while only 5% are having experience of less than 10 years. This indicated that highly experienced professionals have shown greater interest in participating in this leaders' survey than the low or mid-experience category. It may also mean that majority of the SME leaders in India are highly experienced in spite of the large number of young professionals opting for the entrepreneurial career path in the recent past. This can also be attributed to the business and professional network of the author, from where the

participating leaders were identified, and which have an inherent large proportion of highly experienced professionals.

*Table 4.4  
Participant Professional Experience Frequency*

Professional Exp.	Nos.	Percentage	Cum. Percentage
Less than 10 Years	3	5%	5%
10-15 Years	11	18.5%	23.5%
15-20 Years	7	12%	35.5%
20-25 Years	20	34%	69.5%
More than 25 Years	18	30.5%	100%

#### **4.1.6 Leadership Experience**

In this research study, the survey responses showed that majority (56%) of the participating SME leaders are having leadership experience in similar positions for more than 8 years, while only 20% are having experience of less than 3 years. This indicated that more experienced leaders have shown greater interest in participating in this leaders' survey than the low or mid-experience leader category. This can also be attributed to the business and professional network of the author, from where the participating leaders were identified, and which has an inherent large proportion of more experienced leaders.

*Table 4.5  
Participant Leadership Experience Frequency*

Leadership Exp.	Nos.	Percentage	Cum. Percentage
Less than 3 Years	12	20%	20%
3-5 Years	4	7%	27%
5-8 Years	10	17%	44%

Leadership Exp.	Nos.	Percentage	Cum. Percentage
More than 8 Years	33	56%	100%

## 4.2 Enterprise Characteristics

In this section, we are presenting the results of the descriptive statistics in relation to the firm characteristics of the participating SME leaders.

### 4.2.1 Age of the Firm

The survey responses of this research study shows that majority (66%) of the firms whose leaders participated in the study were established more than 12 years ago or within the last 5 years. The remaining 34% falls in the category of 5 to 12 years as age of the participating firms. This indicates that this research is able to capture perspectives and experiences of both young or newly established SMEs as well as relatively old SMEs, thereby getting a balanced viewpoint and helping to perform unprejudiced data analysis.

*Table 4.6  
Participating Firms Age Category Distribution*

Firm Age	Nos.	Percentage	Cum. Percentage
Less than 5 Years	20	34%	34%
5-8 Years	11	18.5%	52.5%
8-12 Years	9	15.5%	68%
More than 12 Years	19	32%	100%

### 4.2.2 Employee Strength

In this research study, majority (42.5%) of the participating SMEs have less than 20 employees, while 37.5% of them have employee strength of 20 to 150 employees, and 20% have employee strength of 150 or more. This indicates that the participating firms

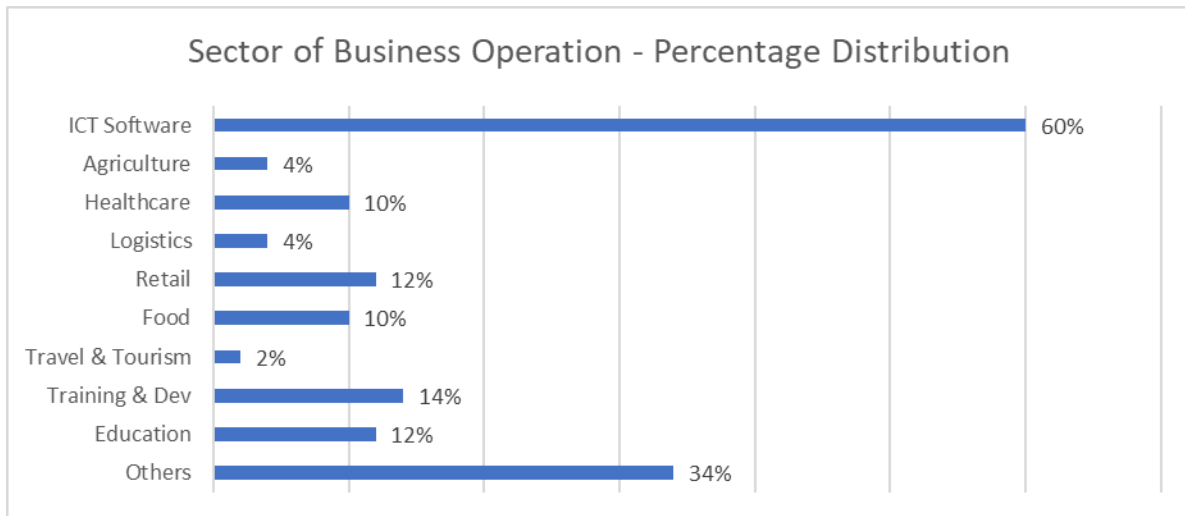
have a good mix of micro, small and medium enterprises with a greater participation from micro and small firms. This may enable the findings and outcome of this research to be more applicable for the micro and small enterprises in India.

*Table 4.7  
Firms Employee Strength Distribution*

Employee Strength	Nos.	Percentage	Cum. Percentage
Less than 20 employees	25	42.5%	42.5%
20-50 employees	10	17%	59.5%
50-100 employees	7	12%	71.5%
100-150 employees	5	8.5%	80%
More than 150 employees	12	20%	100%

#### **4.2.3 Sector of Business Operation**

This research study has been participated by SMEs from multiple business sector operations. Descriptive statistics of the firms related data in the survey has shown that the participating firms are predominantly (60%) from ICT or Software business, while the remaining 40% firms are from the mixed business areas of Agriculture, Healthcare, Food, Logistics, Retail, Travel & Tourism, Training & Development, Education, Export & Import, etc. So, it can be safely stated that this study has been based on equal contribution from ICT and non-ICT SME businesses and hence the resulting outcome will have impartial applicability across SMEs.



*Figure 4.1*  
*Business Sector Distribution of Participating SMEs*

#### **4.2.4 Primary Business**

Out of the 59 participating SMEs in the survey, 57.5% (34) are having service as their primary business while the remaining 42.5% (25) are product-based. This shows that the SMEs are almost evenly split in this study in terms of their primary business, and hence, the overall outcome of the research will be based on equivalent contribution from both types of SME businesses thereby having a general applicability throughout SMEs.

#### **4.2.5 Profitability**

Descriptive statistics of the firm related data from the research survey shows that majority (61%) of the participating SMEs have not been profitable over the past 3 years, as expressed by their leaders. This may indicate that most of the SMEs participating in the study are struggling to maintain profitability in their business in the recent past. The author has not done any further drill-down analysis to find out if it has got any

relationship with the age of the firm, employee strength, sector of business operation, or primary business area, since it was not the focus of this particular study.

*Table 4.8  
Profitability of Participating Firms*

Firm Profitability	Nos.	Percentage	Cum. Percentage
Yes	17	29%	29%
No	36	61%	90%
May be	6	10%	100%

#### **4.2.6 Year-on-Year Revenue Growth**

Descriptive statistics of the firm related data from the research survey shows that majority (74.5%) of the participating SMEs are not having year-on-year revenue growth over the past 3 years, as expressed by their leaders. This may indicate that most of the SMEs participating in the study are either at a status quo with respect to their business growth and client acquisition or struggling to compete and establish their business in the recent past. The author has not done any further drill-down analysis to find out if it has got any relationship with the age of the firm, employee strength, sector of business operation, or primary business area, since it was not the focus of this particular study.

*Table 4.9  
Y-o-Y Revenue Growth of Participating Firms*

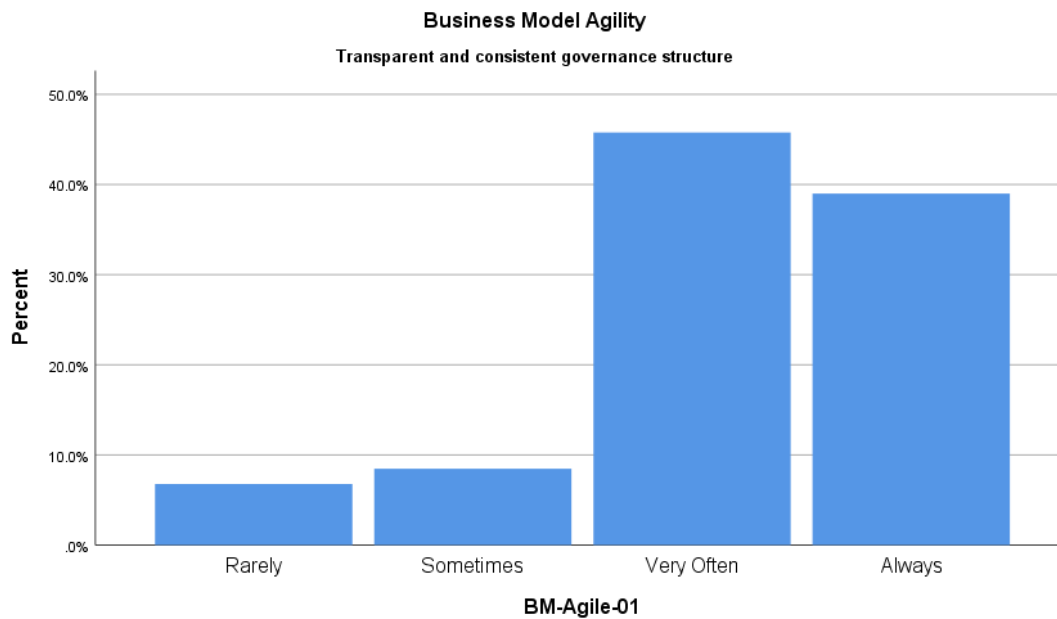
Firm Revenue Growth	Nos.	Percentage	Cum. Percentage
Yes	7	12%	12%
No	44	74.5%	86.5%
May be	8	13.5%	100%



### 4.3 Research Question One

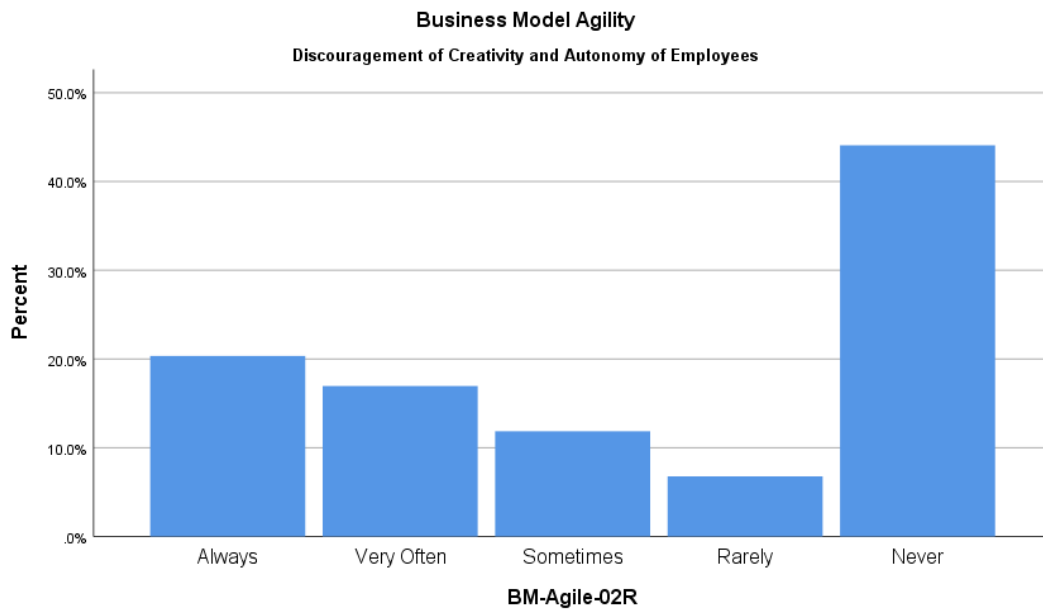
As part of the first research question of this study, the author has used the frequency distribution of the leaders' responses against Likert Scale and multiple-choice questions to understand the key determinants and mindsets with respect to business model adoption, performance, and sustainability for SME leaders. Each of the mindsets and experiences of the leaders has been analysed under the different sub-sections and their relative ranking is done.

#### 4.3.1 Business Model Adoption



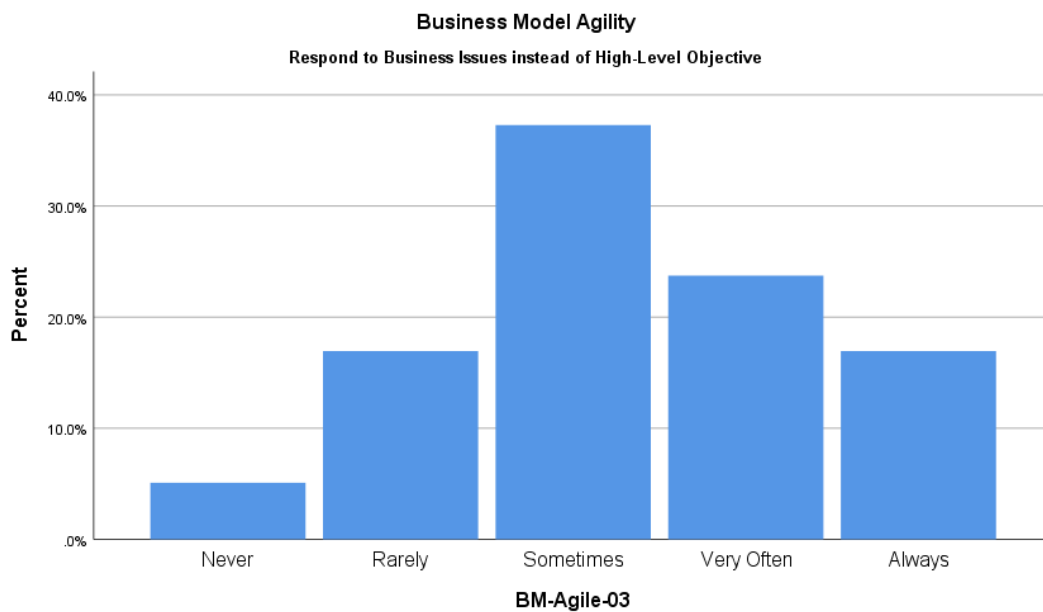
*Figure 4.2*  
*SME Leader responses for a transparent and consistent governance structure*

The above frequency graph shows that close to 85% of the SME leaders, who have responded to the survey, have been focused on a transparent and consistent governance structure in order to have agility in business model.



*Figure 4.3*  
*SME Leaders discouragement of employee creativity and autonomy*

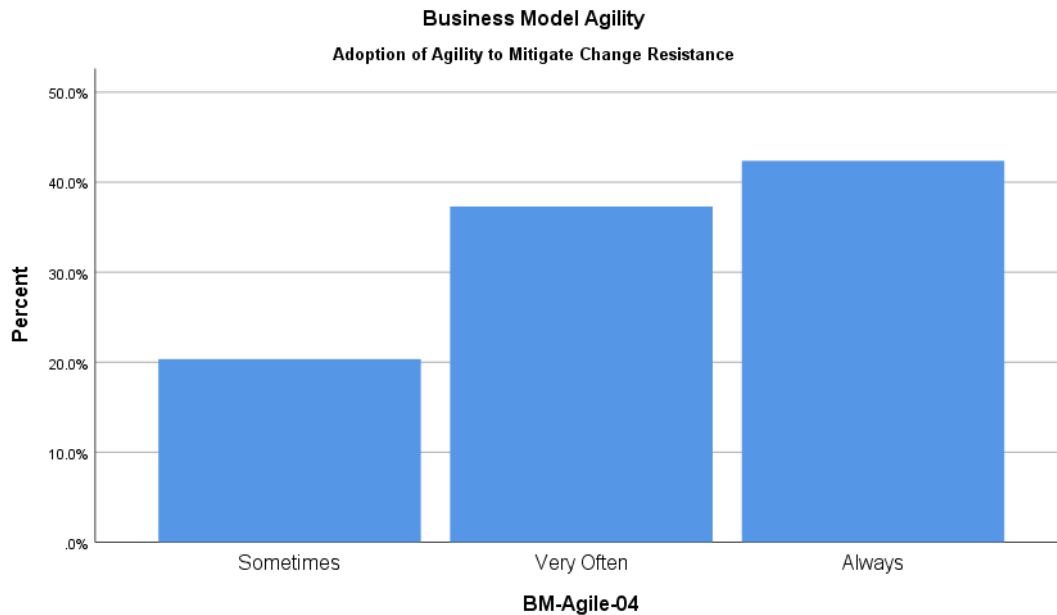
The above frequency graph shows that around 50% of the SME leaders, who have responded to the survey, have displayed their discouragement for employee creativity and autonomy when it comes to having agility in their business model.



*Figure 4.4*

*SME Leader focus on business issues instead of high-level objectives*

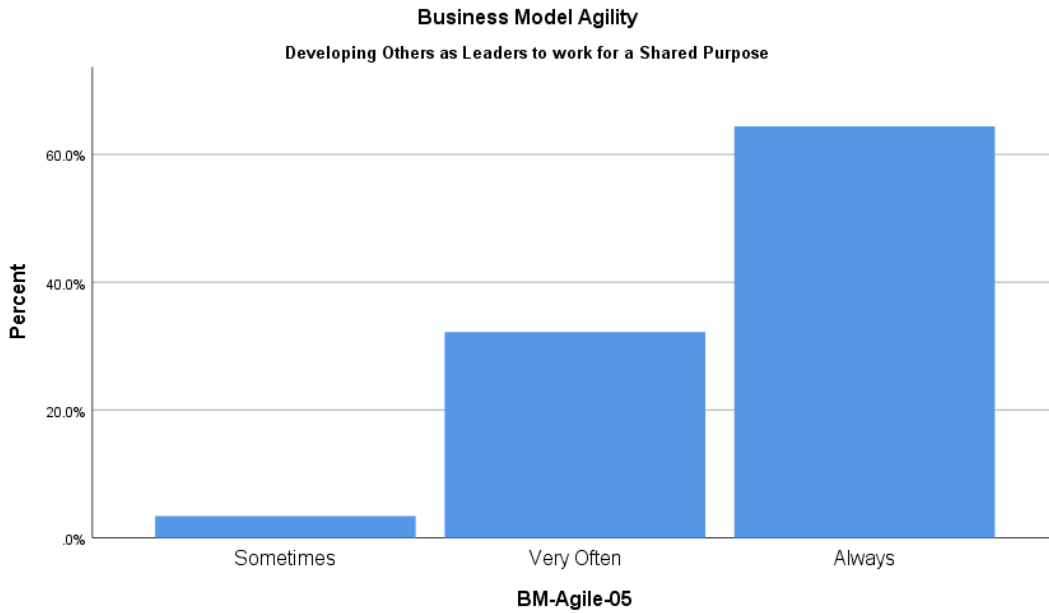
The above frequency graph shows that around 42% of the SME leaders, who have responded to the survey, have been instrumental in formulating their business model that addresses the business issues instead of achieving any high-level objective.



*Figure 4.5*

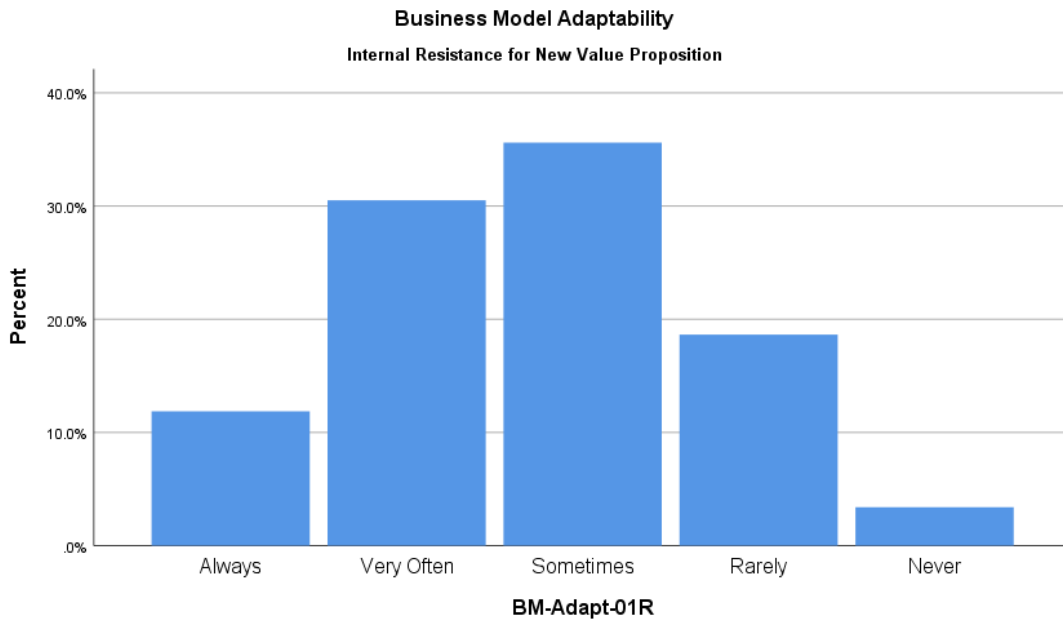
*SME Leaders adoption of agility to mitigate change resistance*

The above frequency graph shows that around 80% of the SME leaders, who have responded to the survey, have been driving the adoption of agility within their respective teams in order to mitigate change resistance.



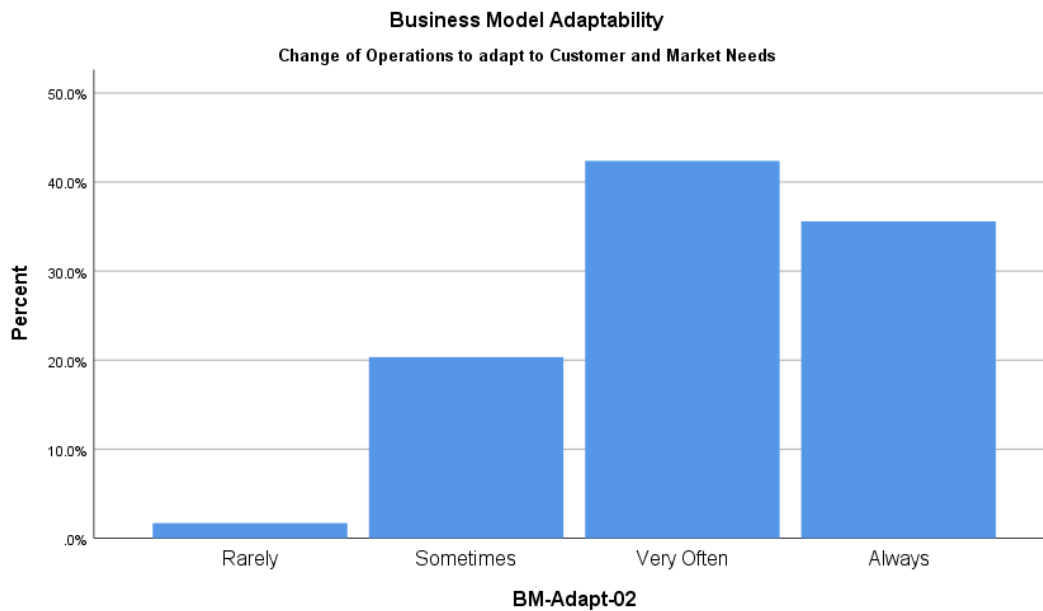
*Figure 4.6*  
*SME Leaders focus on leadership development*

The above frequency graph shows that more than 95% of the SME leaders, who have responded to the survey, have focused on developing leaders within the enterprises in order to work better towards a shared purpose related to the business model.



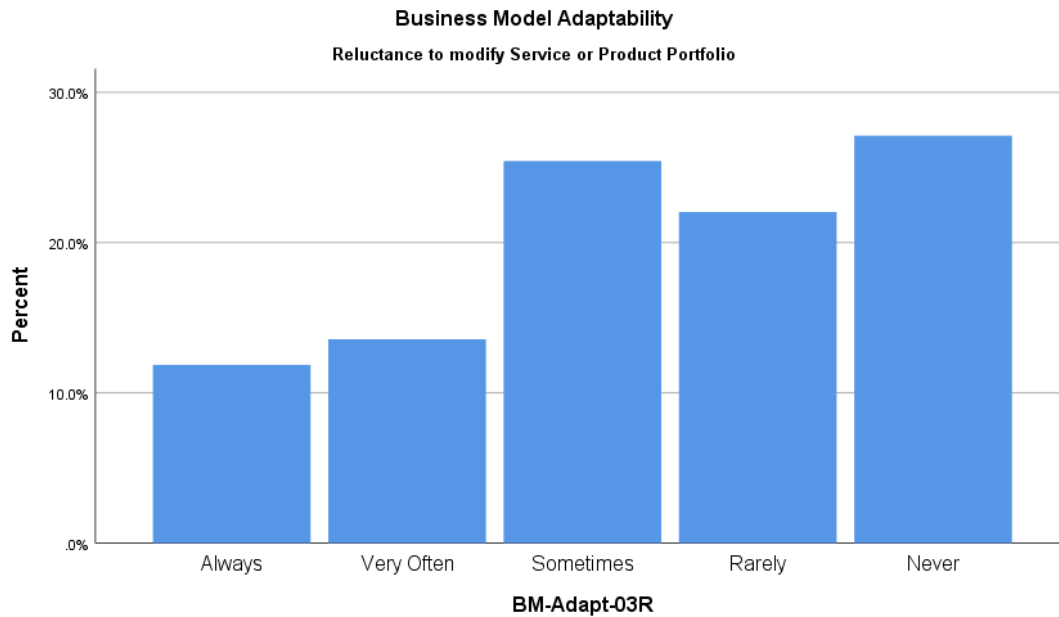
*Figure 4.7*  
*Internal resistance for SME Leaders to effect new value proposition*

The above frequency graph shows that around 42% of the SME leaders, who have responded to the survey, have experienced internal resistance in effecting a new value proposition to adapt to changing business need.



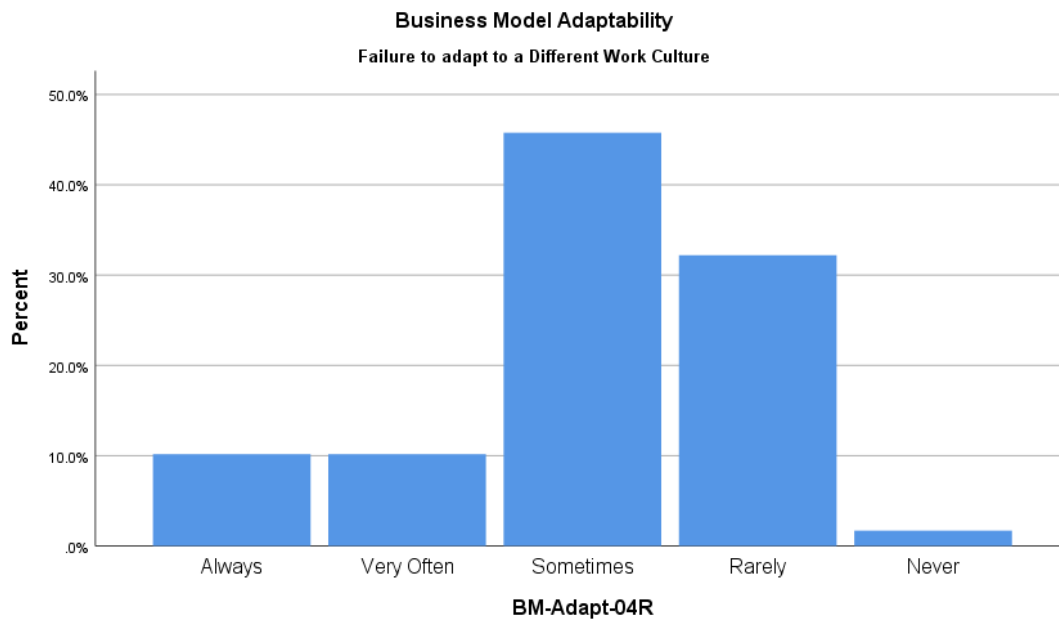
*Figure 4.8*  
*SME Leaders focus on operational change for customer and market needs*

The above frequency graph shows that close to 78% of the SME leaders, who have participated in the survey, have made operational changes to adapt to the changing needs of their customers and market.



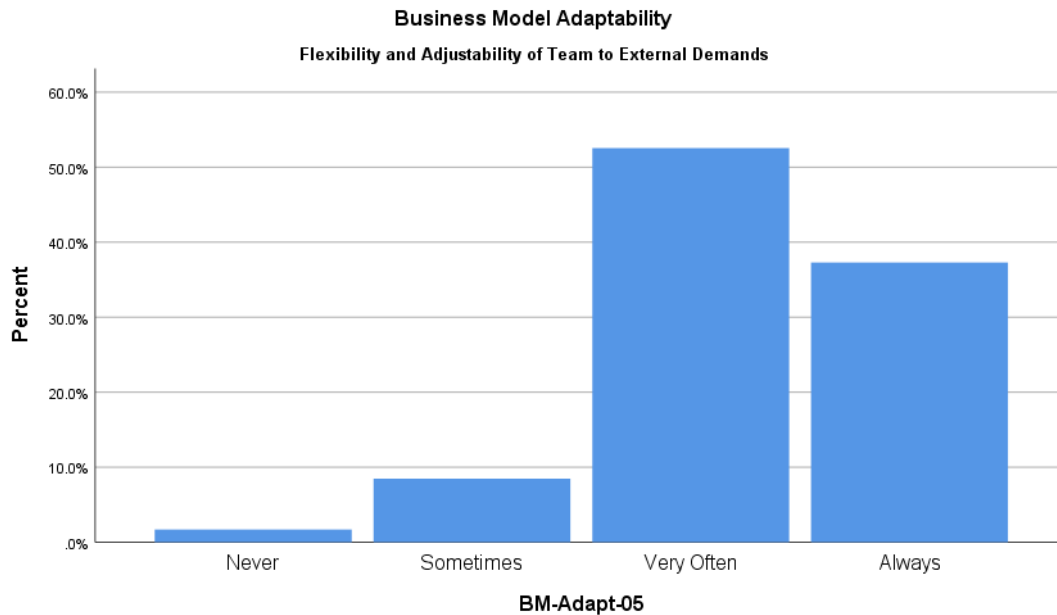
*Figure 4.9*  
*SME Leaders reluctance to modify service or product portfolio*

The above frequency graph shows that around 25% of the SME leaders, who have participated in the survey, have been reluctant to modify their product or service portfolio only for the purpose of being competitive or market responsive.



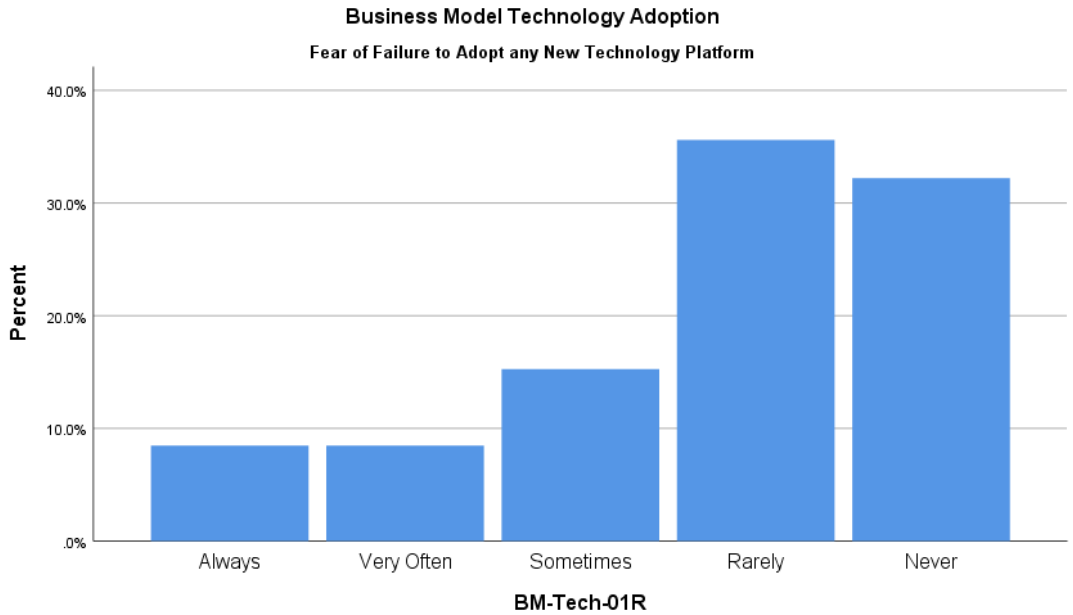
*Figure 4.10*  
*SME Leaders failure to adapt the team to a different work culture*

The above frequency graph shows that around 20% of the SME leaders, who have participated in the survey, have experienced failure in trying to adapt their respective teams to a different work culture as per market needs.



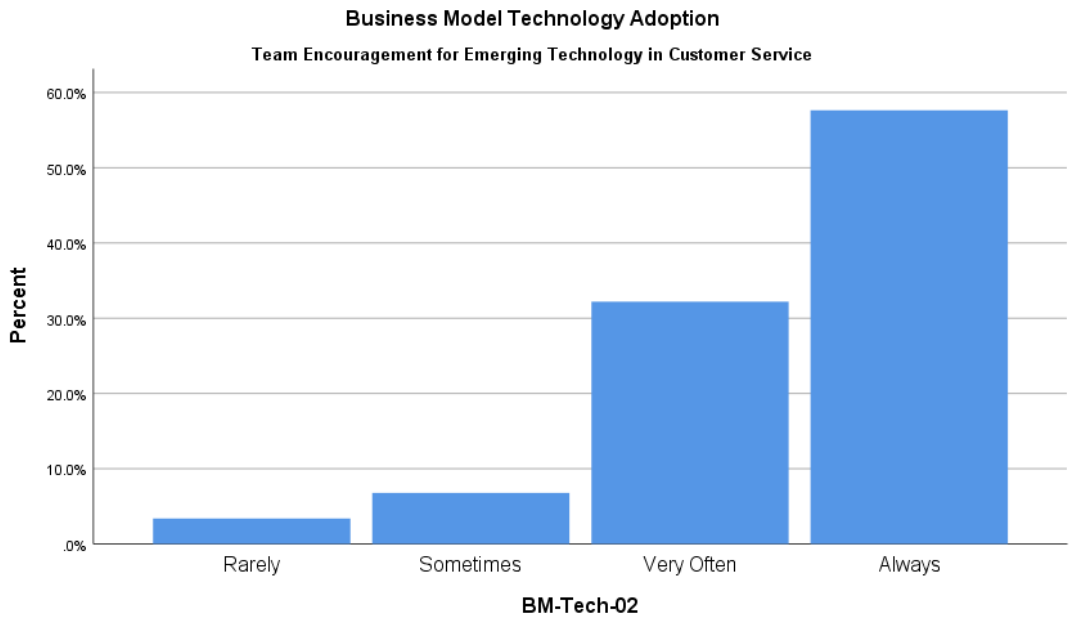
*Figure 4.11*  
*SME Leaders focus on team flexibility and adjustability*

The above frequency graph shows that more than 90% of the SME leaders, who have participated in the survey, have been strongly driving flexibility and adjustability within their team's culture in order to respond to external demands.



*Figure 4.12*  
*SME Leaders fear of failure to adopt new technology platform*

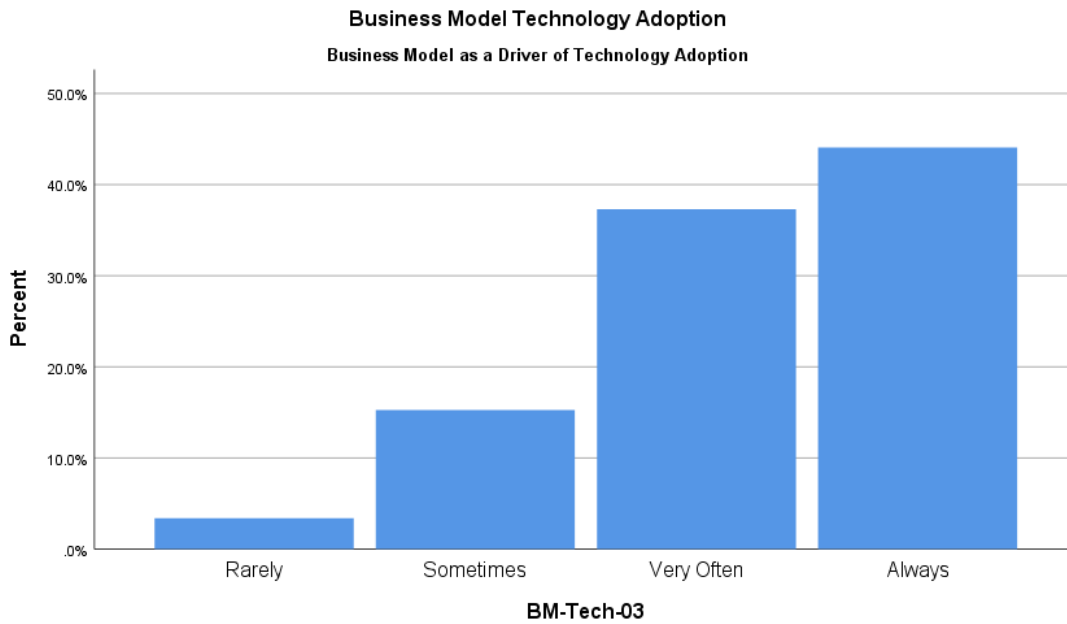
The above frequency graph shows that around 17% of the SME leaders, who have participated in the survey, have a fear of failure to adopt any new technology platform within their business model.





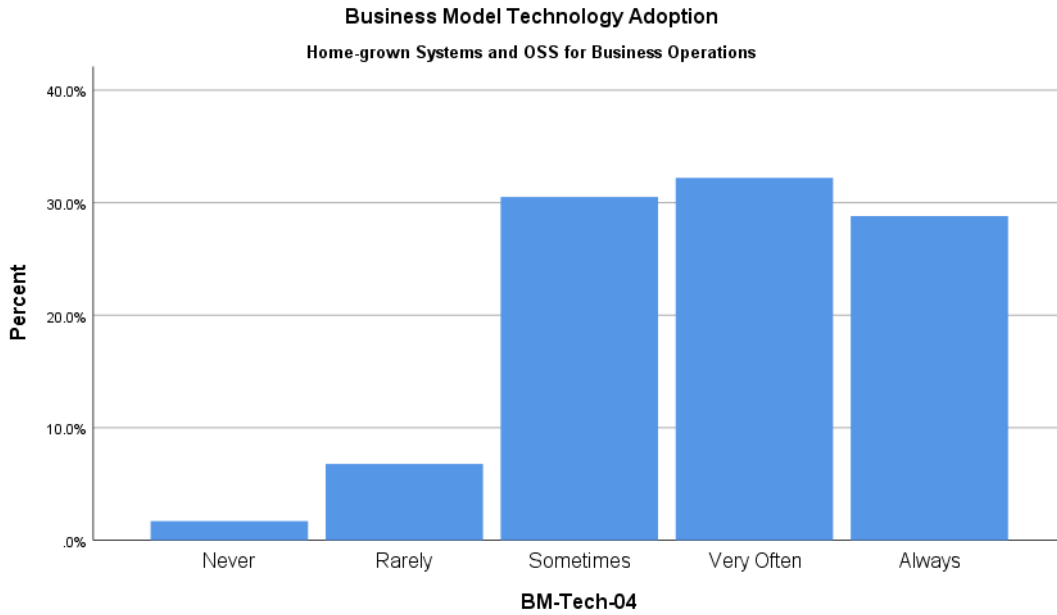
*Figure 4.13*  
*SME Leaders drive for emerging technology in customer service*

The above frequency graph shows that around 90% of the SME leaders, who have participated in the survey, have encouraged their respective teams to adopt emerging technology to bring in innovation in their customer service delivery.



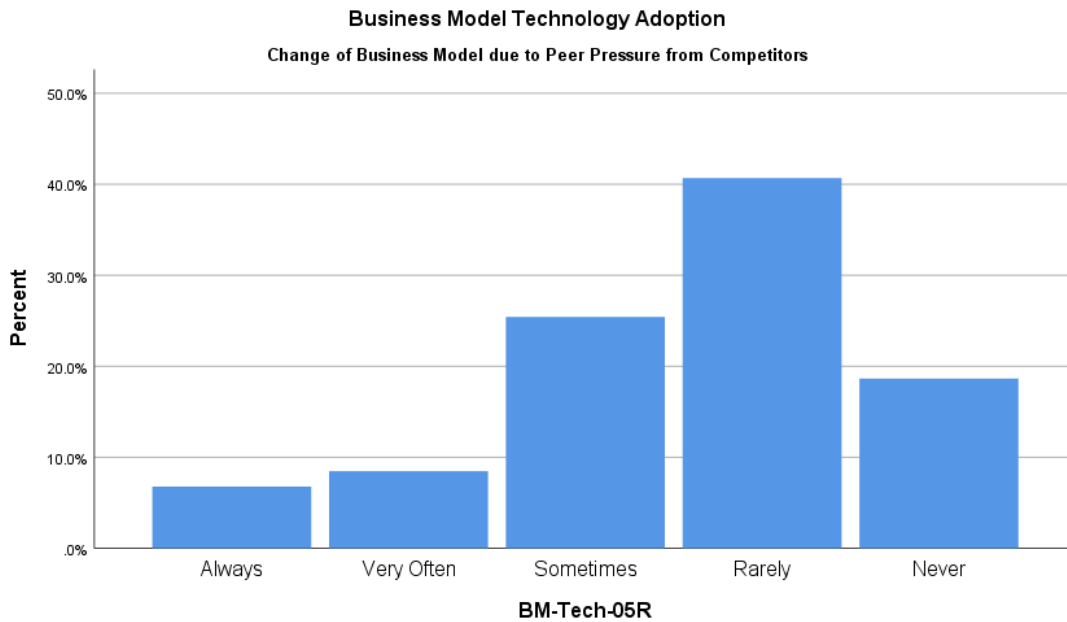
*Figure 4.14*  
*SME Leaders focus on business model to drive technology adoption*

The above frequency graph shows that around 82% of the SME leaders, who have participated in the survey, have ensured that their business model acts as a driver for their technology adoption and not the other way round.



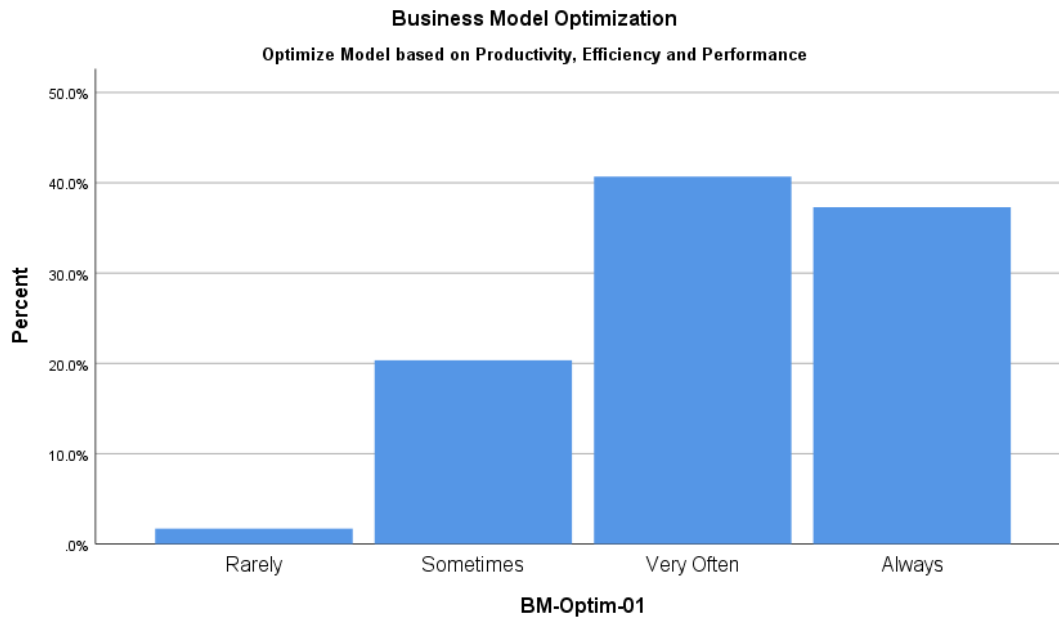
*Figure 4.15*  
*SME Leaders preference for home-grown systems and OSS*

The above frequency graph shows that around 60% of the SME leaders, who have participated in the survey, have pushed for home-grown systems and open-source software for their business operations when it comes to technology adoption.



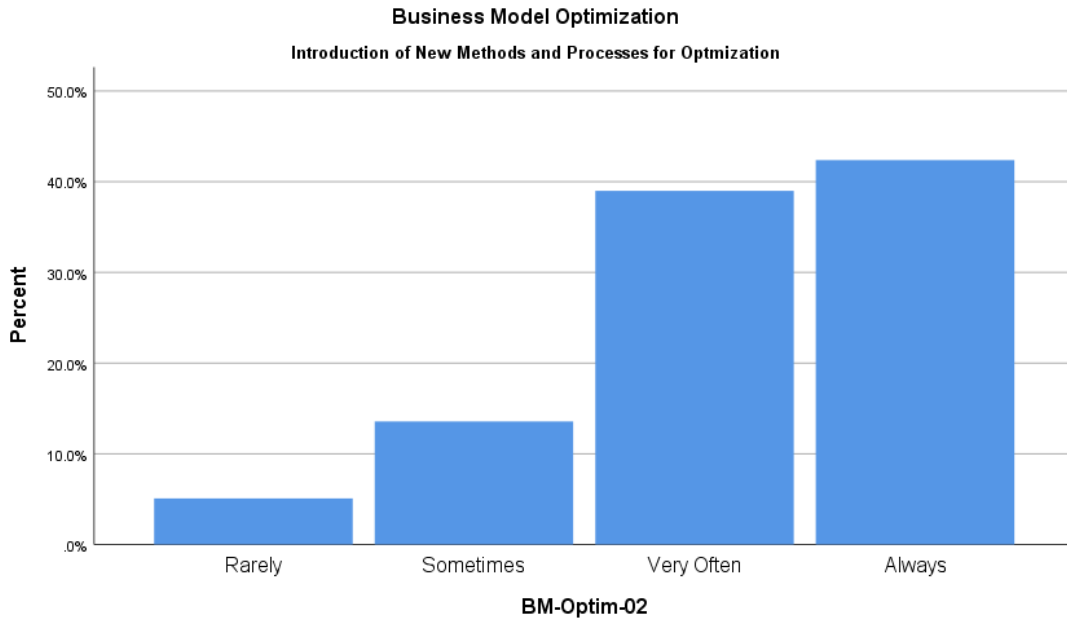
*Figure 4.16  
Business model changes by SME Leaders due to competition*

The above frequency graph shows that around 60% of the SME leaders, who have participated in the survey, have not changed or revamped their business model in spite of having peer pressure specifically from their competitors.



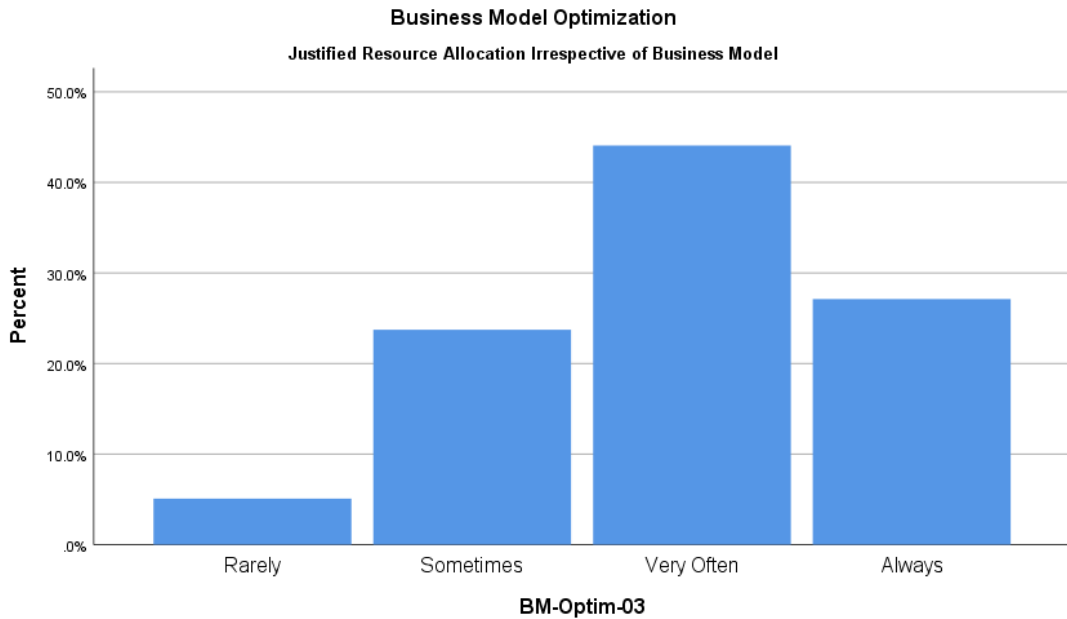
*Figure 4.17  
SMEs Business model optimization based on productivity, efficiency, performance*

The above frequency graph shows that around 78% of the SME leaders, who have participated in the survey, have been practicing the measurement of productivity, efficiency and performance of their respective business for business model optimization.



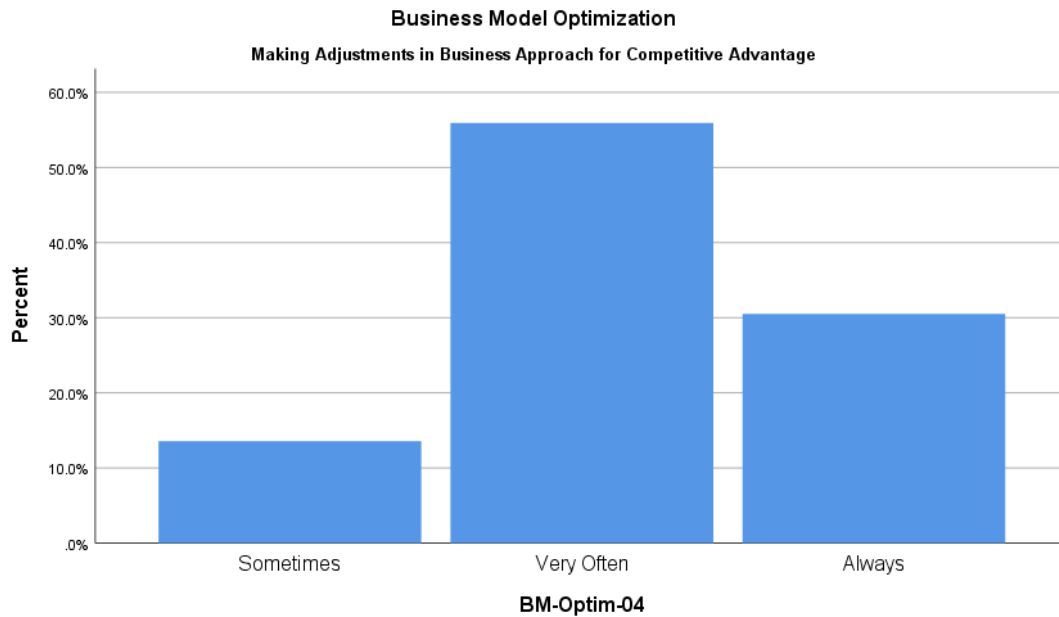
*Figure 4.18*  
*SME Leaders introduction of new methods and processes*

The above frequency graph shows that a little over 80% of the SME leaders, who have participated in the survey, have introduced new methods and processes within their businesses for optimization of the business model.



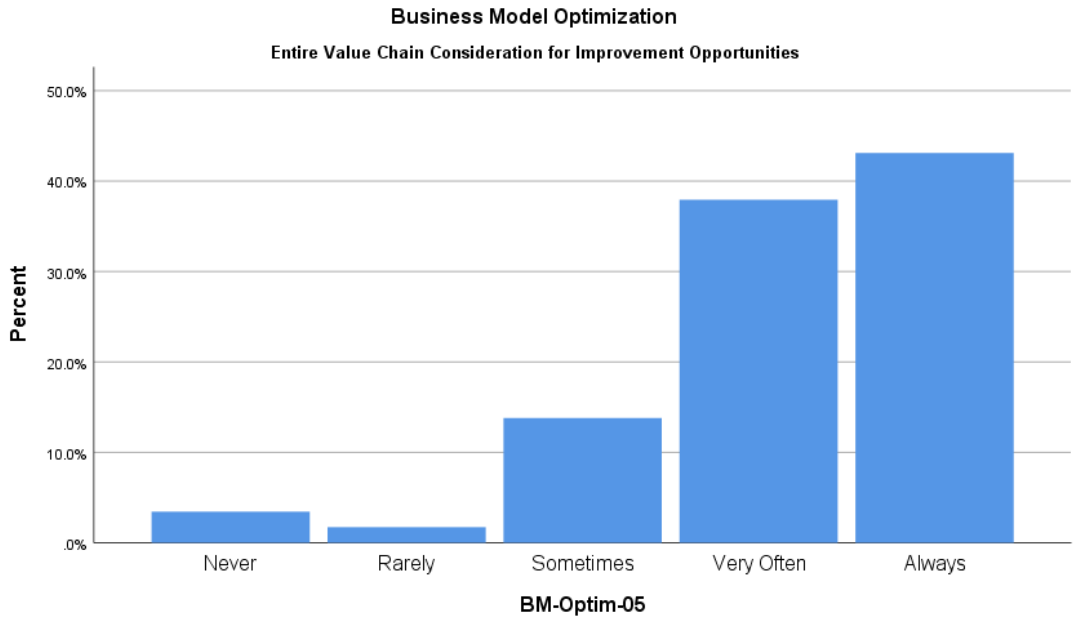
*Figure 4.19*  
*SME Leaders resource allocation irrespective of business model*

The above frequency graph shows that around 70% of the SME leaders, who have participated in the survey, have focused on fair and reasonable resource allocation for their operations irrespective of the adopted business model.



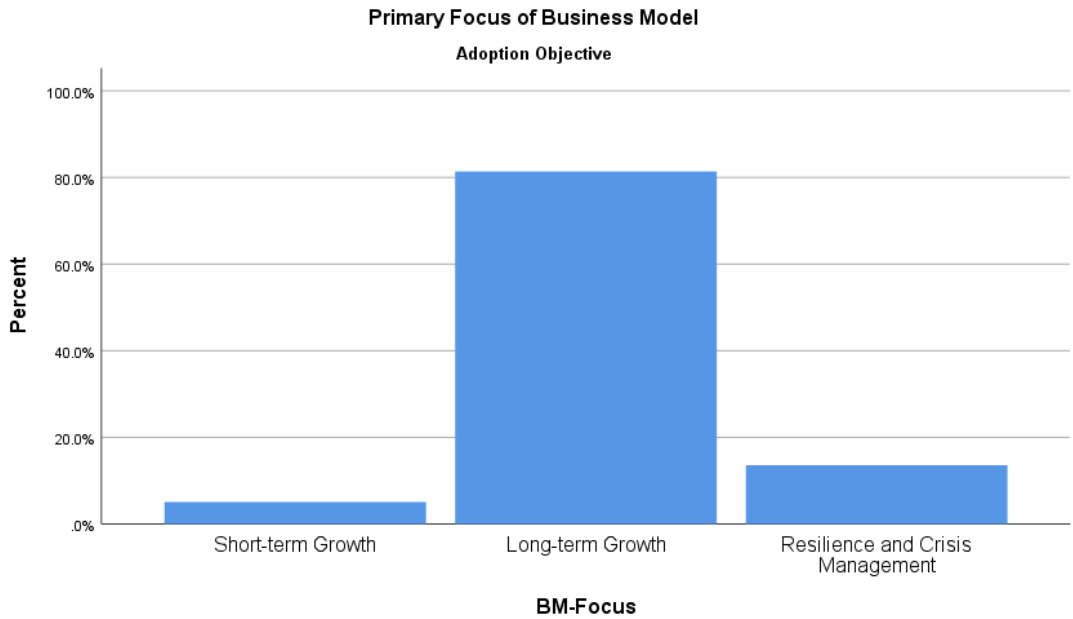
*Figure 4.20*  
*SME Leaders adjustments in approach for competitive advantage*

The above frequency graph shows that around 86% of the SME leaders, who have participated in the survey, have focused on identifying the specific aspects of their business approach and making adjustments to them so as to gain competitive advantage.



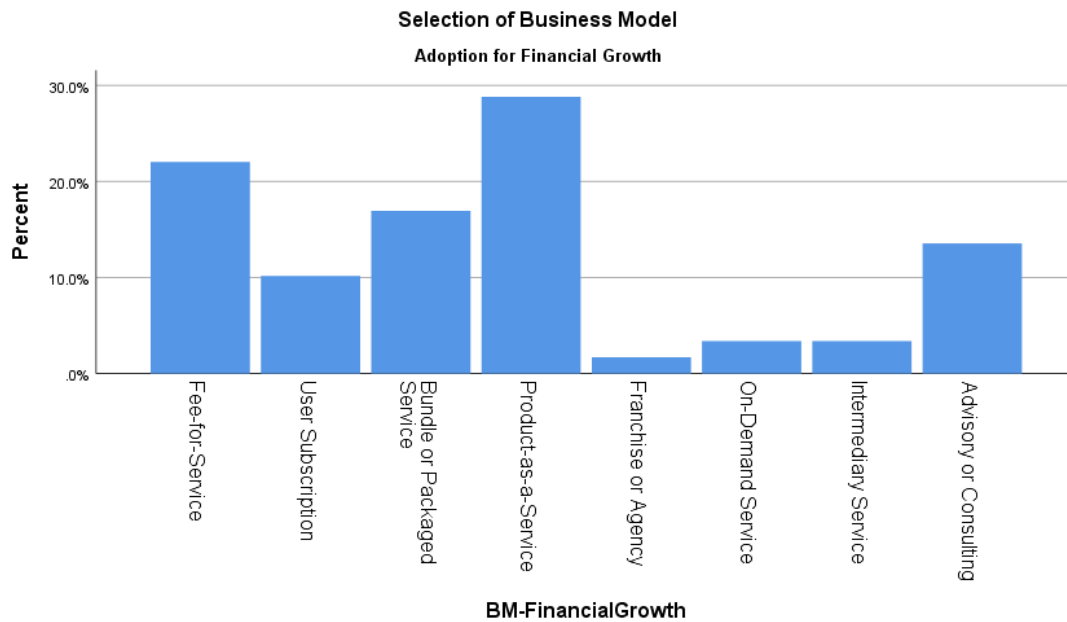
*Figure 4.21*  
*SME Leaders consideration of entire value chain for improvement*

The above frequency graph shows that more than 80% of the SME leaders, who have participated in the survey, have considered the entire customer value chain to identify improvement opportunities for optimization of profit margins.



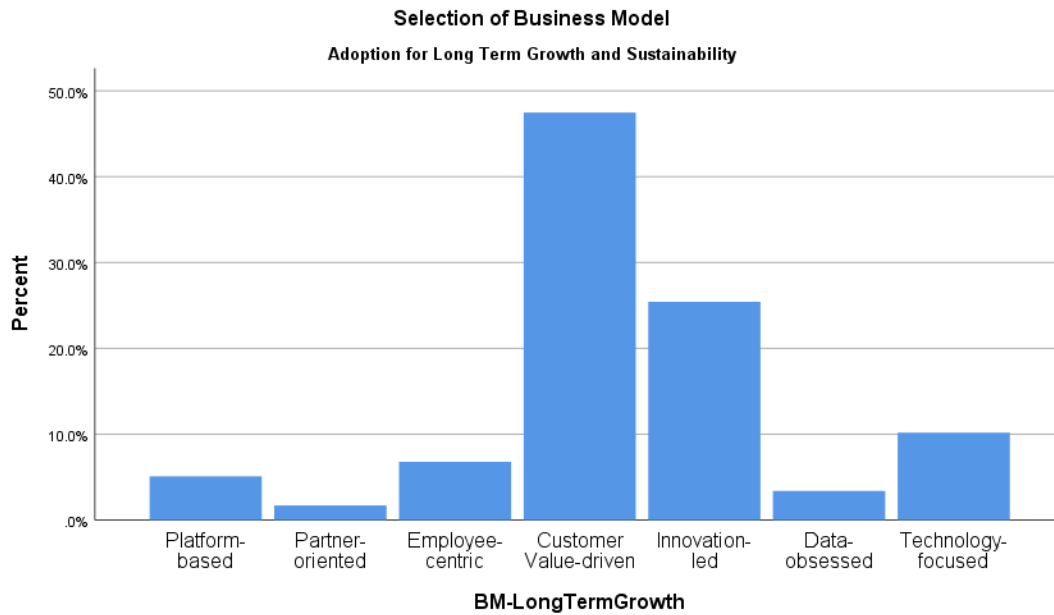
*Figure 4.22*  
*SME Leaders primary focus for business model adoption*

The above frequency graph shows that around 80% of the SME leaders, who have participated in the survey, have their primary focus on long-term growth of their enterprise while considering any business model adoption. The remaining 20% participating SME leaders have their primary focus on either resilience and crisis management or short-term growth.



*Figure 4.23*  
*SME Leaders business model adoption for financial growth*

The above frequency graph shows that highest percentage (28%) of the SME leaders, who have participated in the survey, have chosen “Product-a-a-Service” to be their adopted business model for financial growth of the enterprise.



*Figure 4.24*  
*SME Leaders business model adoption for long-term growth*

The above frequency graph shows that the highest percentage (48%) of the SME leaders, who have participated in the survey, have selected “Customer Value-driven” to be the focus of their adopted business model for long-term firm growth and sustainability.

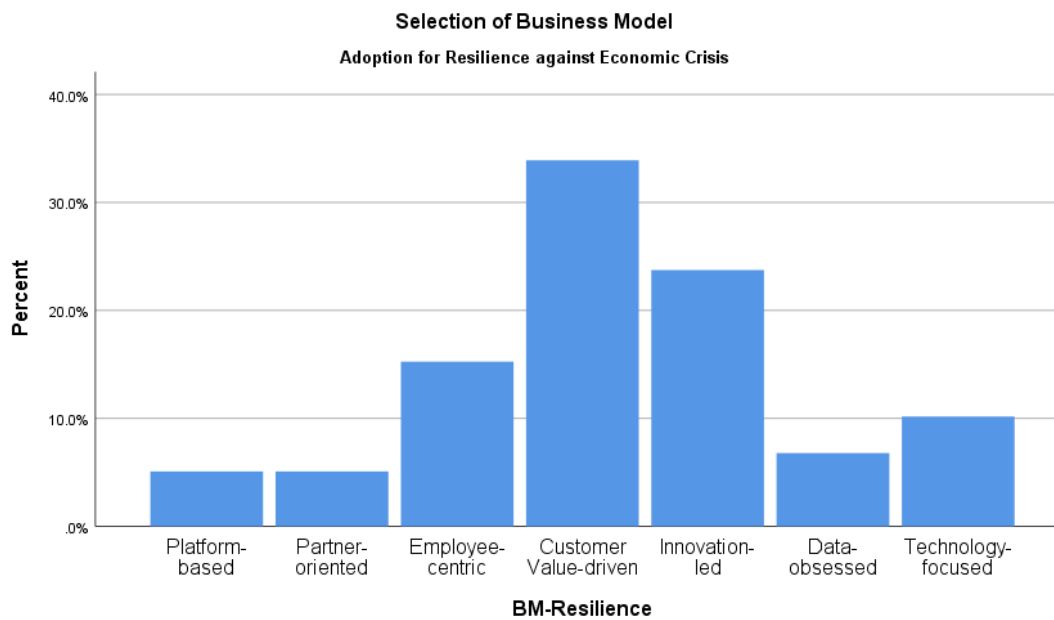




Figure 4.25

*SME Leaders business model adoption for resilience against economic crisis*

The above frequency graph shows that the highest percentage (34%) of the SME leaders, who have participated in the survey, have selected “Customer Value-driven” to be the focus of their adopted business model for their firm’s resilience against economic crisis.

Tabulating the above findings on the mindsets and experience of the participating SME leaders for business model adoption and arranging them in descending order, we get the following table:

Table 4.10

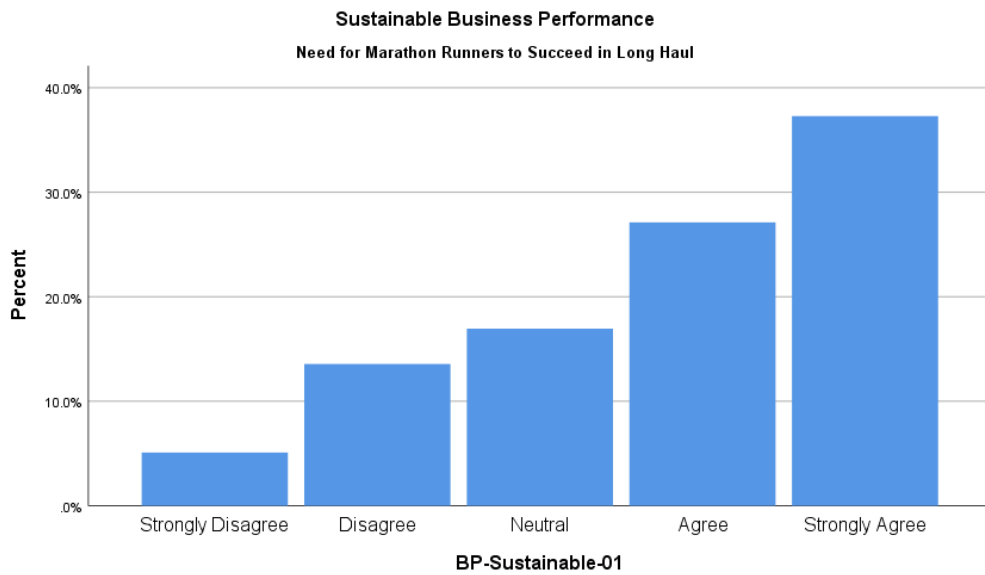
*Key Mindsets for Business Model Adoption based on Responses*

Sr. No.	Model Area	Mindset or Experience	Responses	Key Mindset?
01	Agility	Focusing on developing others as leaders in order to work better towards a shared purpose	96% (positive)	Yes
02	Adaptability	Driving flexibility and adjustability in the team’s culture to respond to external demands	90% (positive)	Yes
03	Technology Adoption	Encouraging team to adopt emerging technology for innovation in customer service delivery	90% (positive)	Yes
04	Optimization	Identifying specific aspects of business approach and making adjustments for competitive advantage	86% (positive)	Yes
05	Agility	Setting up transparent and consistent governance structure to achieve goals and manage risks	85% (positive)	Yes

Sr. No.	Model Area	Mindset or Experience	Responses	Key Mindset?
06	Technology Adoption	Ensuring that the business model drives technology adoption, and not vice-versa	82% (positive)	Yes
07	Optimization	Introducing new methods and processes for optimization of business model	81% (positive)	Yes
08	Optimization	Looking at entire value chain for improvement opportunity and margin optimization	81% (positive)	Yes
09	Agility	Driving the need for adopting agility in the team in order to mitigate change resistance	80% (positive)	Yes
10	Optimization	Measuring productivity, efficiency and performance of business to optimize the model	78% (positive)	Yes
11	Adaptability	Changing the operations to adapt to the changing needs of our customers and market	78% (positive)	Yes
12	Optimization	Making sure resource allocation is done fairly irrespective of adopted business model	71% (positive)	Yes
13	Technology Adoption	Having a fear of failure in adopting any new technology platform within the enterprise	68% (negative)	No
14	Technology Adoption	Pushing for home-grown systems and open-source software for the business operations	62% (positive)	No
15	Technology Adoption	Changing the business model due to peer pressure from the competitors	59% (negative)	No

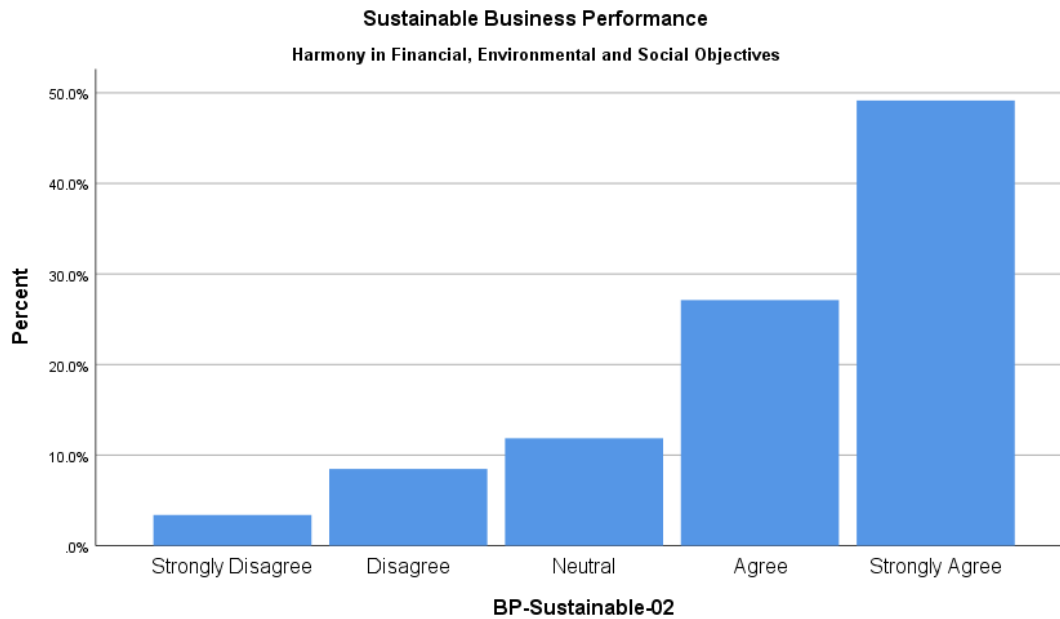
Sr. No.	Model Area	Mindset or Experience	Responses	Key Mindset?
16	Agility	Promoting a culture that discourages creativity and autonomy of employees	51% (negative)	No
17	Adaptability	Reluctance in modifying the service portfolio for being competitive or responding to market	49% (negative)	No
18	Agility	Creating strategy to respond to business issues, not to achieve any high level objective	41% (positive)	No
19	Adaptability	Experiencing failure when trying to adapt the team to a different work culture based on market	34% (negative)	No
20	Adaptability	Facing internal resistance to adapt to changing business state with new value proposition	22% (negative)	No

### 4.3.2 Business Performance



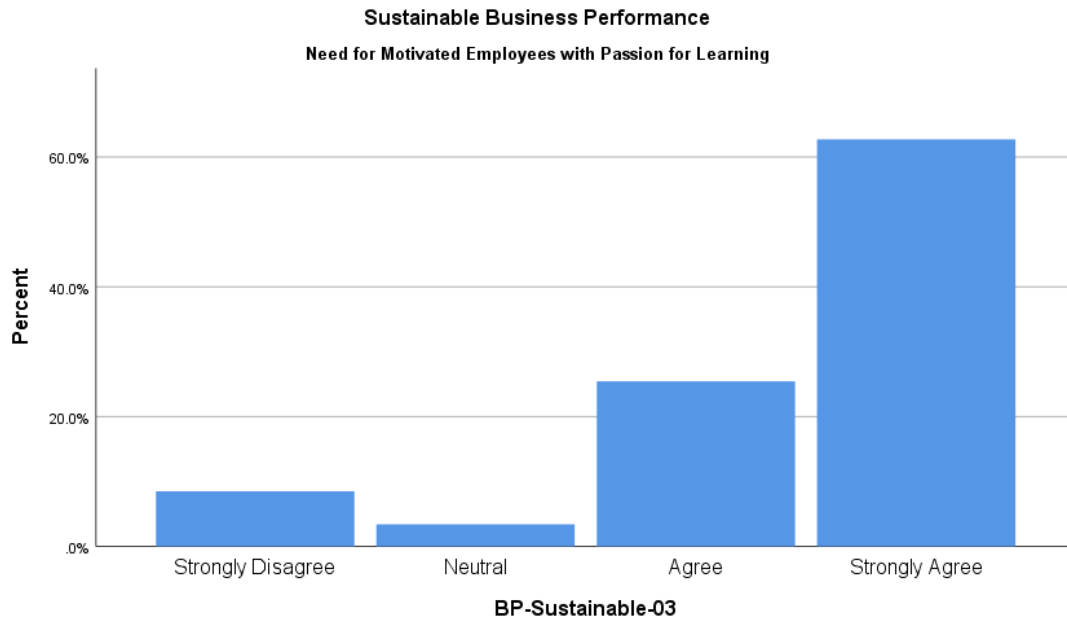
*Figure 4.26*  
*SME Leaders Need for Marathon Runners instead of Sprinters*

The above frequency graph shows that around 65% of the SME leaders, who have participated in the survey, have shown their agreement on the need for marathon runners instead of sprinters for success in the long haul and to have performance sustainability.



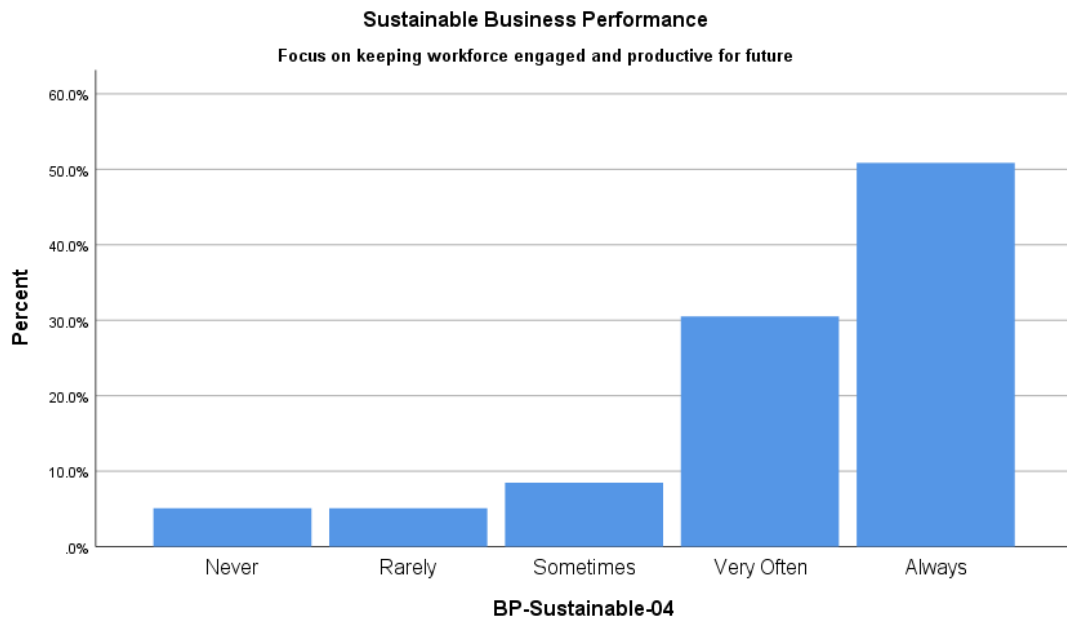
*Figure 4.27*  
*Harmony in Financial, Environmental and Social Objectives to Perform Sustainably*

The above frequency graph shows that around 75% of the SME leaders, who have participated in the survey, have expressed their strong need of harmony in financial, environmental and social objectives to perform sustainably.



*Figure 4.28*  
*Improvement in Performance Sustainability with Motivated Employees*

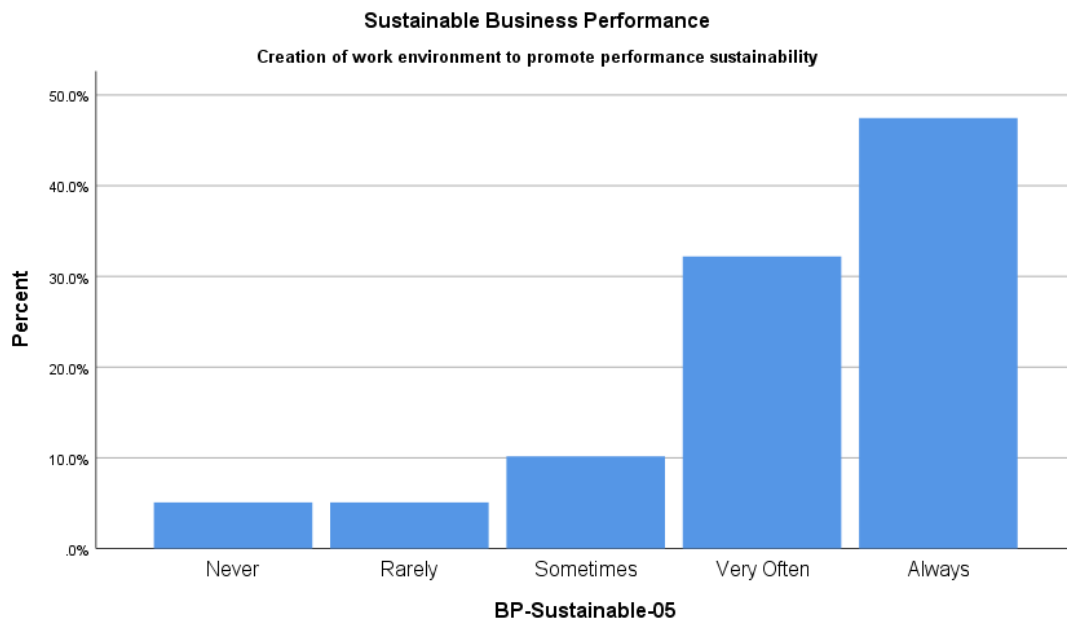
The above frequency graph shows that around 86% of the SME leaders, who have participated in the survey, have concurred the need for motivated employees, with passion for learning, to improve performance sustainability of an enterprise.



*Figure 4.29*

*SME Leaders focus on keeping workforce engaged and productive for future*

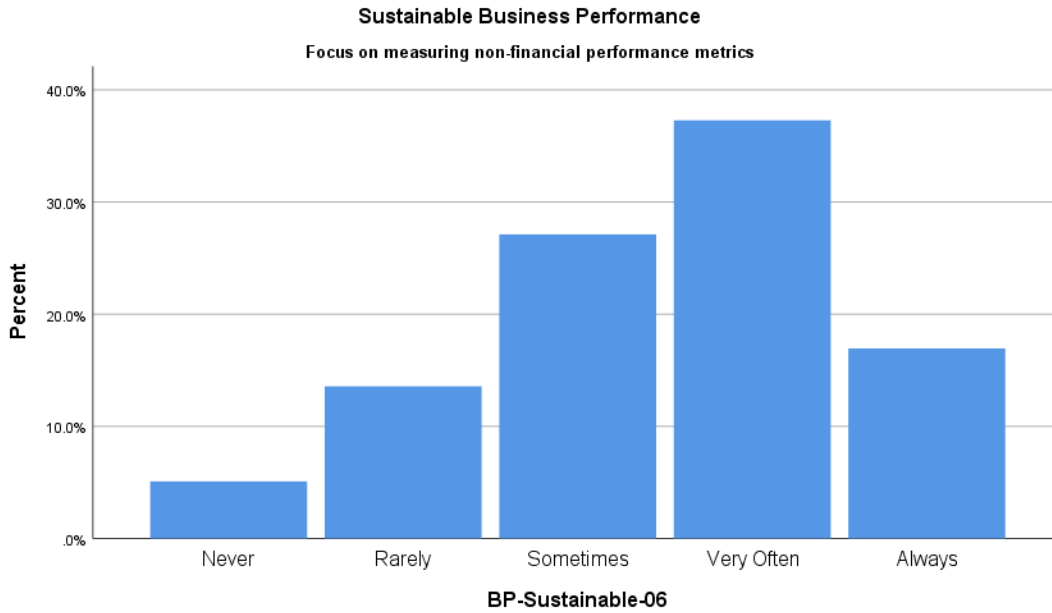
The above frequency graph shows that a little over 80% of the SME leaders, who have participated in the survey, have focused on keeping the workforce engaged and productive for future in spite of ongoing challenges faced by the business.



*Figure 4.30*

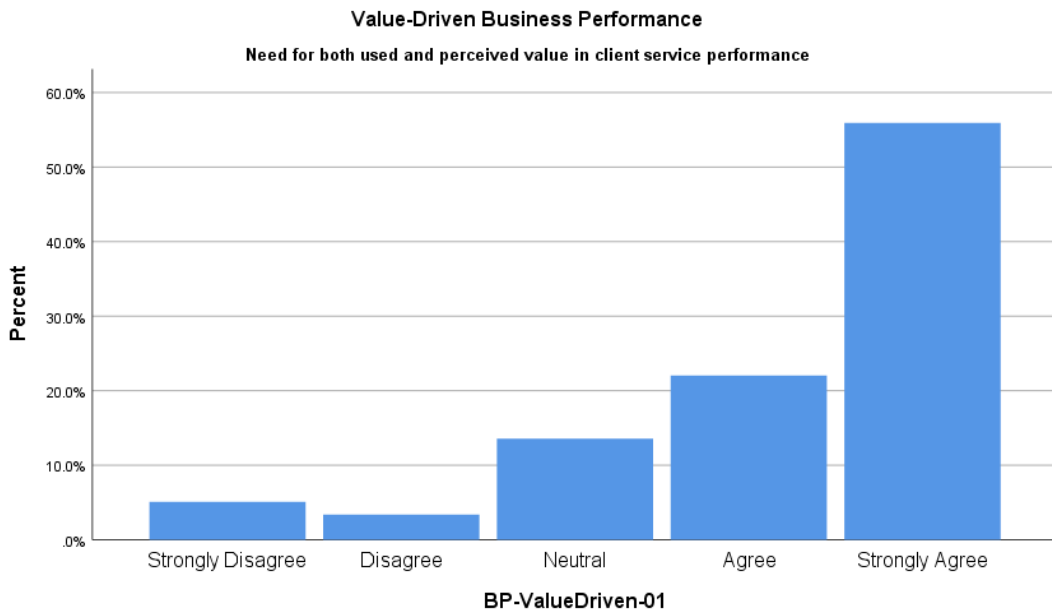
*SME Leaders creation of work environment to promote performance sustainability*

The above frequency graph shows that around 80% of the SME leaders, who have participated in the survey, have created a work environment that promotes sustainability in workforce performance instead of random leapfrogging.



*Figure 4.31*  
*SME Leaders focus on measuring non-financial performance metrics*

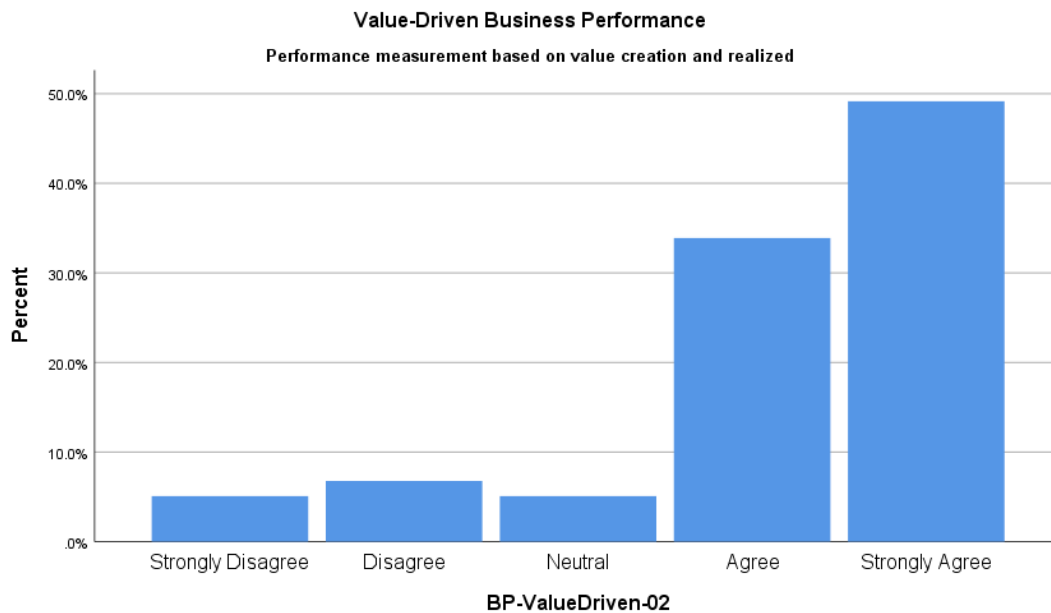
The above frequency graph shows that around 54% of the SME leaders, who have participated in the survey, have provided more focus in measuring the non-financial performance metrics keeping in mind the long term growth of the enterprise.



*Figure 4.32*

*Need for both used and perceived customer value in client service performance*

The above frequency graph shows that around 78% of the SME leaders, who have participated in the survey, have expressed the need for both used and perceived value in addition to client service performance in order to have the right customer experience.

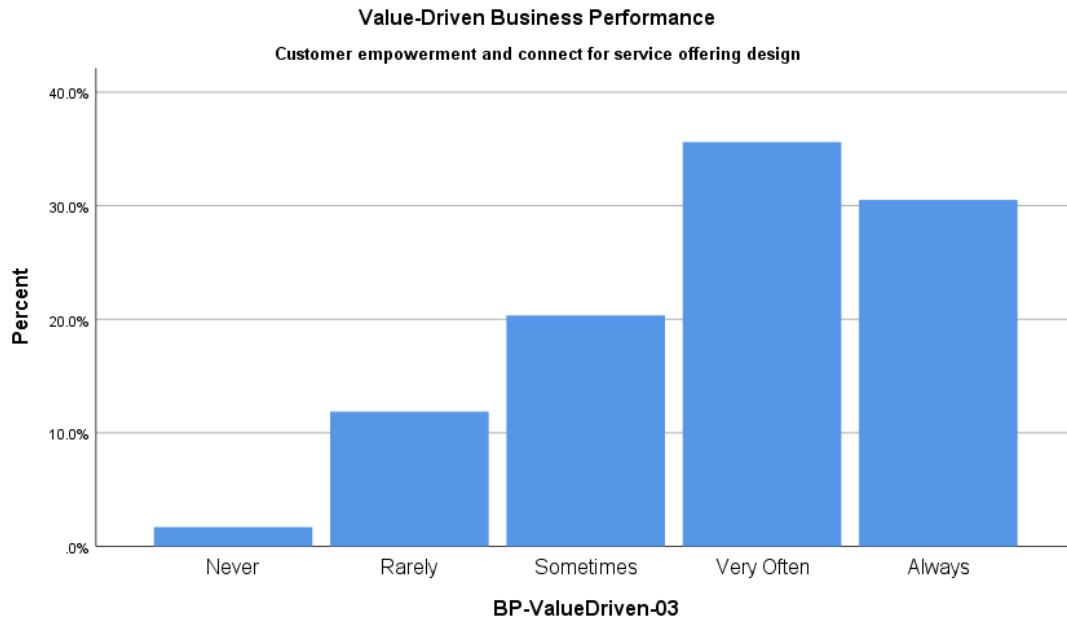


*Figure 4.33*

*Need for value creation and realized in performance measurement approach*

The above frequency graph shows that around 83% of the SME leaders, who have participated in the survey, have voiced the need of performance measurement approach to be based on value creation for the customer and value realized by the customer.





*Figure 4.34*  
*SME Leaders empowerment of customers in service-offering design*

The above frequency graph shows that around 66% of the SME leaders, who have participated in the survey, have focused on empowerment of and connecting with the customers in order to involve them in service offering design to drive more value.

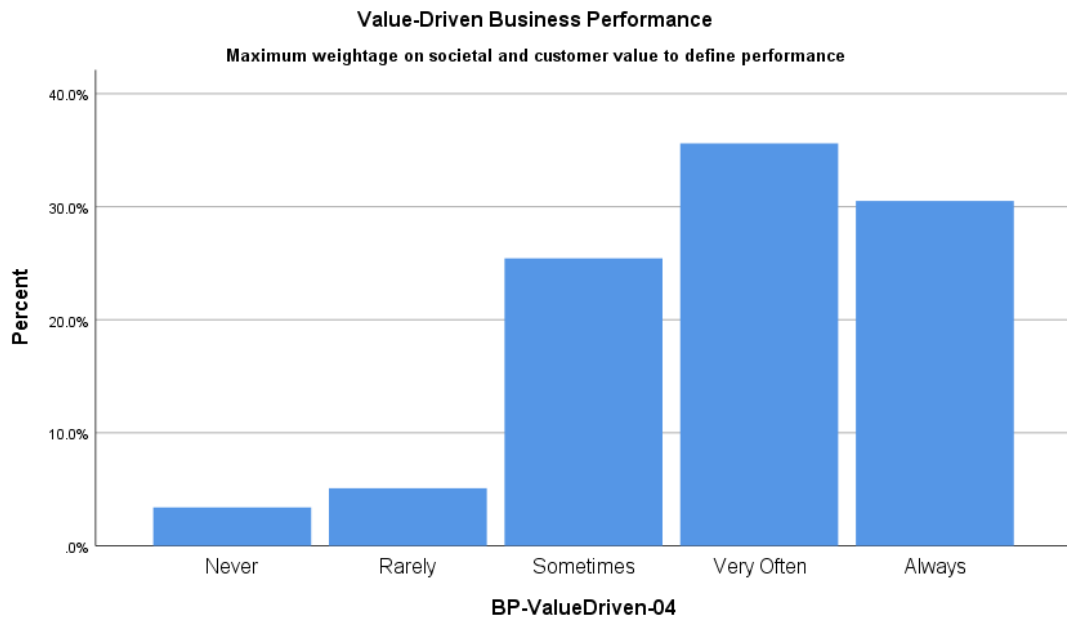


Figure 4.35

*SME Leaders focus on societal and customer value to define performance*

The above frequency graph shows that around 66% of the SME leaders, who have participated in the survey, have focused on giving maximum weightage to societal and customer value for defining the firm performance to enable long term growth.

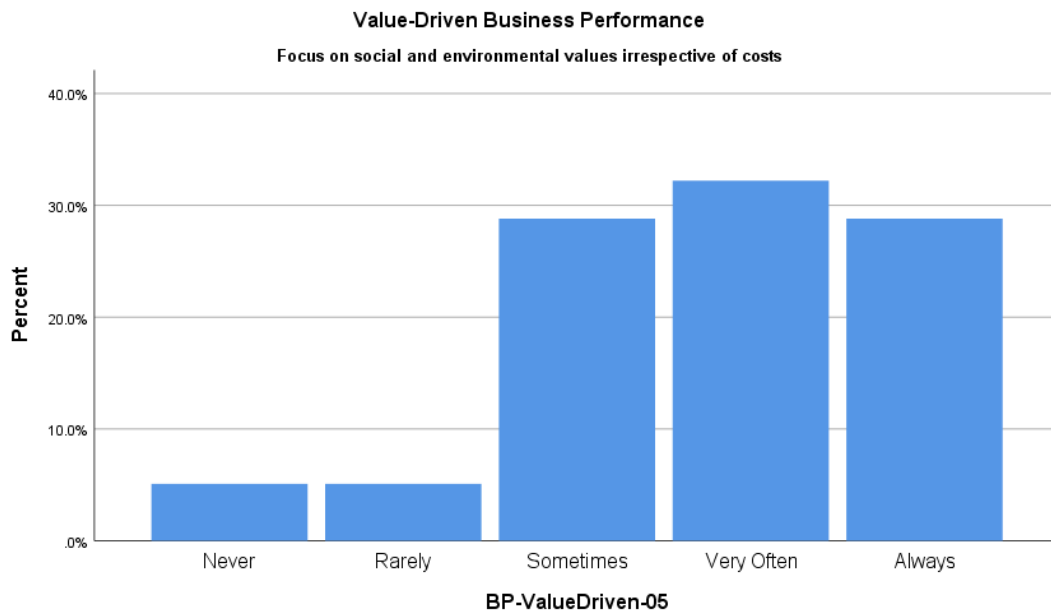
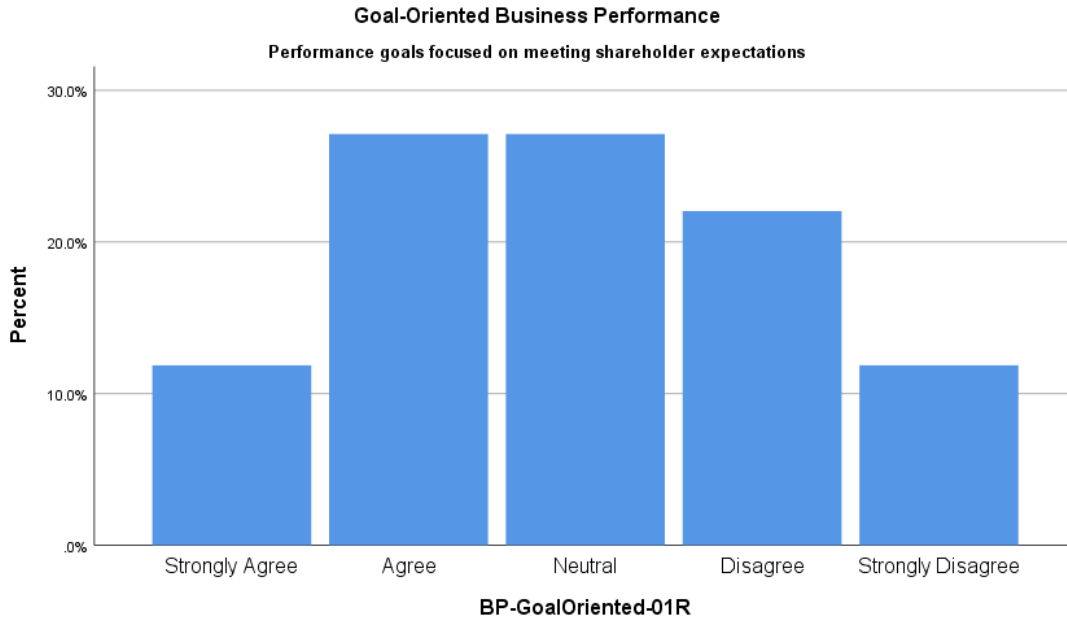


Figure 4.36

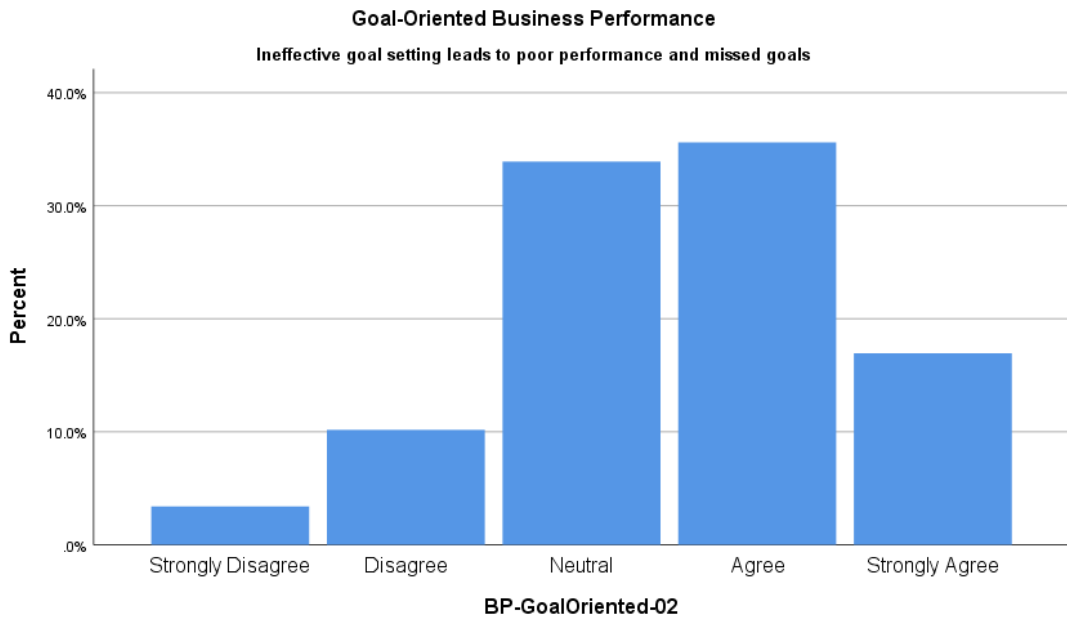
*SME Leaders commitment to social and environmental values*

The above frequency graph shows that around 61% of the SME leaders, who have participated in the survey, have shown commitment to social and environmental values even at the cost of missing a business opportunity or increased expenses.



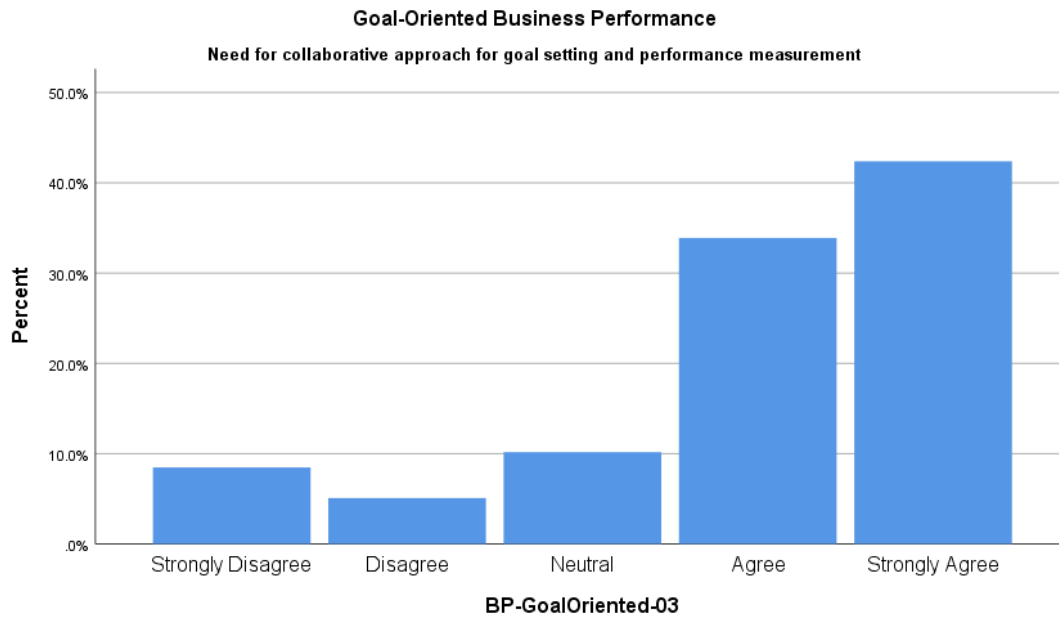
*Figure 4.37*  
*Performance goals focused on meeting stakeholder expectations*

The above frequency graph shows that around 39% of the SME leaders, who have participated in the survey, have acknowledged the fact of defining the performance goals by leadership with a focus on primarily meeting the shareholder expectations.



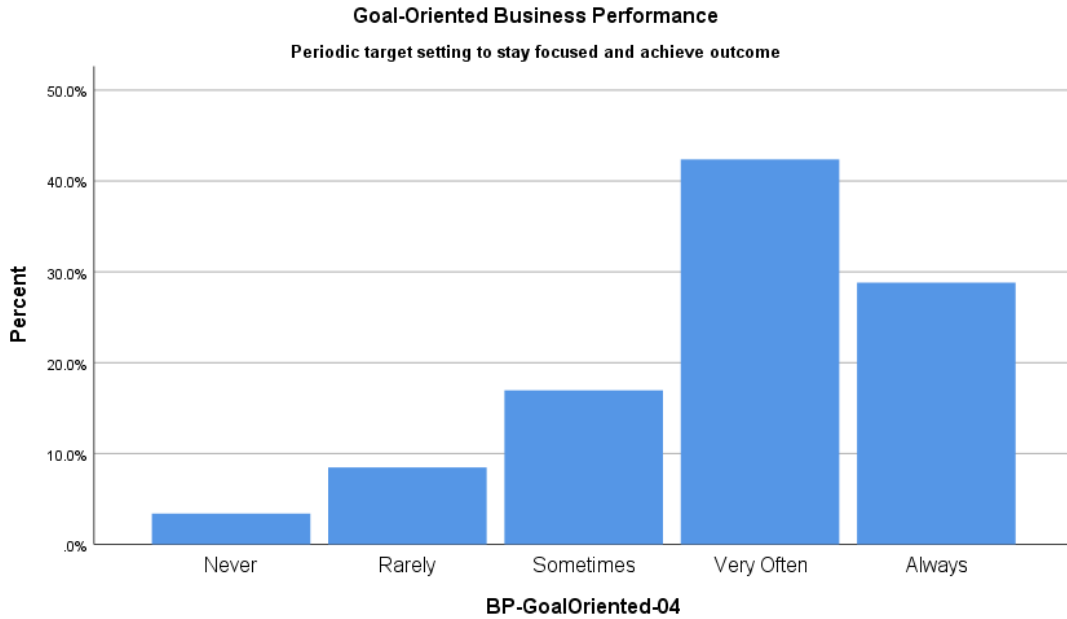
*Figure 4.38*  
*Ineffective goal setting led to poor performance and missed business goals*

The above frequency graph shows that around 52% of the SME leaders, who have participated in the survey, have voiced about poor performance and missed business goals by the employees to be the result of ineffective goal setting.



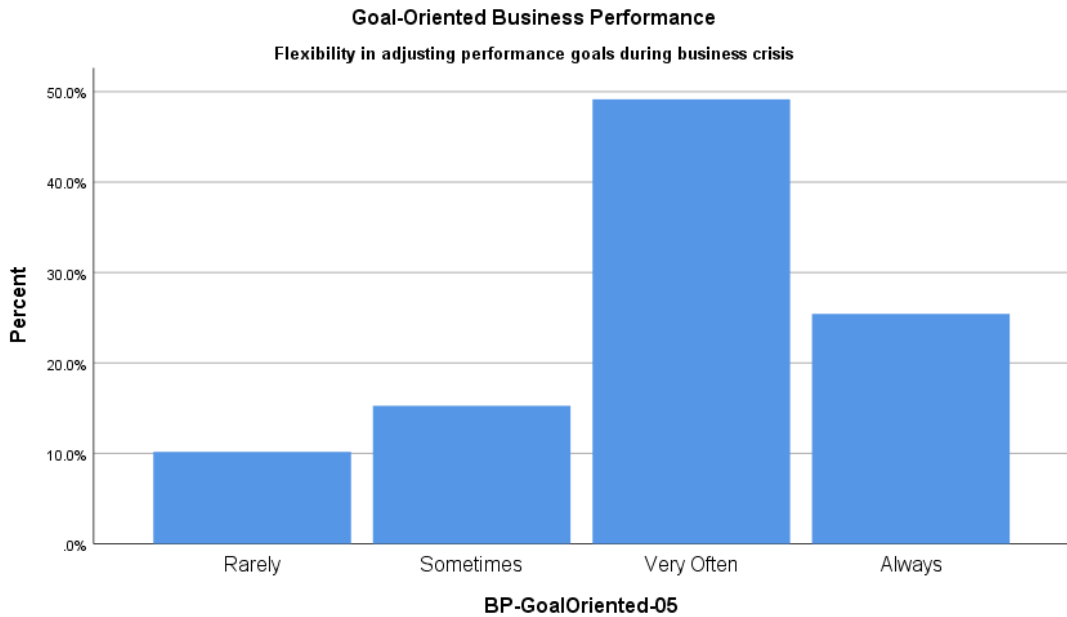
*Figure 4.39*  
*Need for collaborative approach for goal setting and performance measurement*

The above frequency graph shows that around 76% of the SME leaders, who have participated in the survey, have expressed the need of the leaders for a collaborative approach while setting the team goals and measuring performance based on them.



*Figure 4.40*  
*SME Leaders practice of setting periodic target for team focus and achievement*

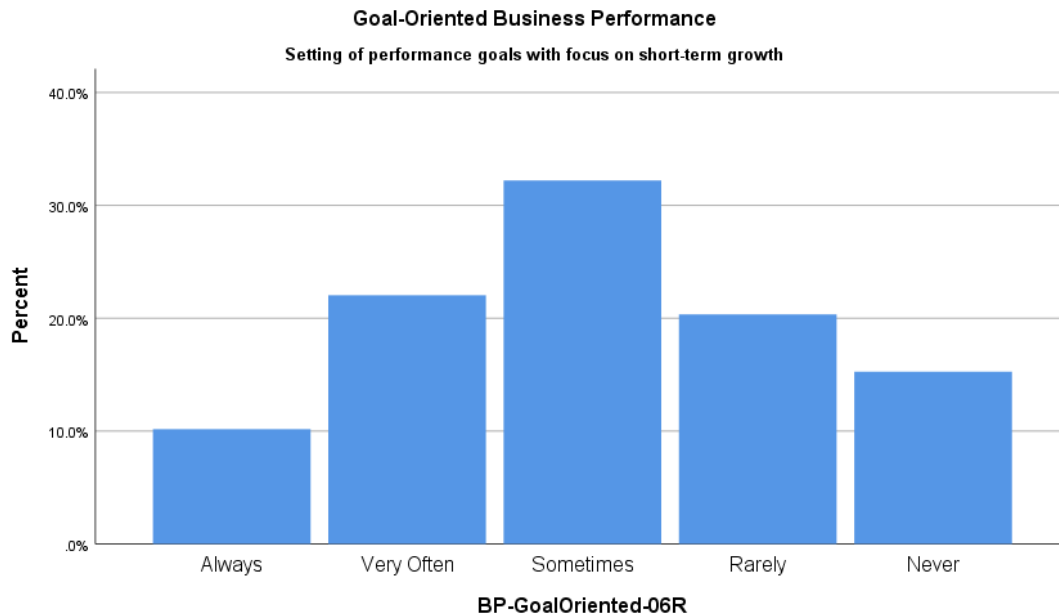
The above frequency graph shows that around 72% of the SME leaders, who have participated in the survey, have practiced periodic target setting for the team so that they could stay focused to achieve the planned outcome in alignment with their goals.



*Figure 4.41*

*SME Leaders exhibiting flexibility in performance goals during business crisis*

The above frequency graph shows that around 75% of the SME leaders, who have participated in the survey, have exhibited flexibility in adjusting the performance goals of the team as well as the enterprise in times of business crisis.



*Figure 4.42*

*SME Leaders focus on short term growth during performance goal setting*

The above frequency graph shows that around 32% of the SME leaders, who have participated in the survey, have practiced the setting of performance goals for the team with a focus on short team growth instead of long term growth.

Tabulating the above findings on the mindsets and experience of the participating SME leaders for business performance and arranging them in descending order, we get the following table:

*Table 4.11*

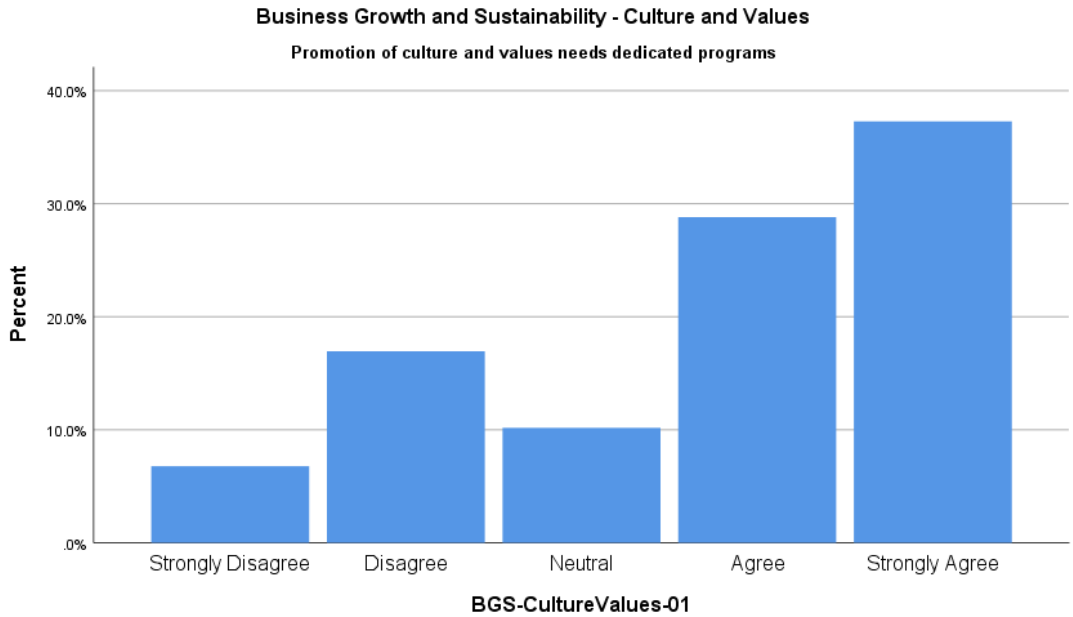
*Key Mindsets of Leadership for Business Performance Framework*

Sr. No.	Performance Area	Mindset or Experience	Response	Key Mindset?
01	Sustainable	Motivated employees, with passion to learn, improve performance sustainability	86% (positive)	Yes
02	Value-driven	Performance measurement approach needs to be based on value creation and value realized	83% (positive)	Yes
03	Sustainable	Focusing on keeping workforce engaged and productive for the future even when business is facing challenges	81% (positive)	Yes
04	Sustainable	Creating a work environment to promote sustainability in performance instead of random leapfrogging	80% (positive)	Yes
05	Value-driven	Customer experience defines both used and perceived value as well as client service performance	78% (positive)	Yes
06	Goal-oriented	Leaders need to take collaborative approach for team goal setting and performance measurement	76% (positive)	Yes
07	Goal-oriented	Showing flexibility in adjustment of team and organization performance goals during business crisis	75% (positive)	Yes
08	Sustainable	Financial, environmental, and social objectives must be in harmony to perform sustainably	75% (positive)	Yes
09	Goal-oriented	Setting periodic targets for my team to stay focused and achieve a planned outcome	71% (positive)	Yes

Sr. No.	Performance Area	Mindset or Experience	Response	Key Mindset?
10	Value-driven	Giving maximum weightage on societal and customer value to define the firm performance for long term growth	66% (positive)	No
11	Value-driven	Empowering of and connecting with the customers to involve them in design of the service offerings	66% (positive)	No
12	Sustainable	SME leaders need marathon runners instead of sprinters in order to succeed in the long haul	65% (positive)	No
13	Value-driven	Standing by social and environmental values even if there is a missed opportunity or are increased costs	61% (positive)	No
14	Sustainable	Focusing more on measuring non-financial performance metrics for long term growth	54% (positive)	No
15	Goal-oriented	Poor performance and missed business goals are a result of ineffective goal setting for employees	53% (positive)	No
16	Goal-oriented	Setting performance goals with a focus on short term growth instead of long-term growth	36% (negative)	No
17	Goal-oriented	Performance goals are defined by leadership primarily to meet expectations of shareholders	34% (negative)	No

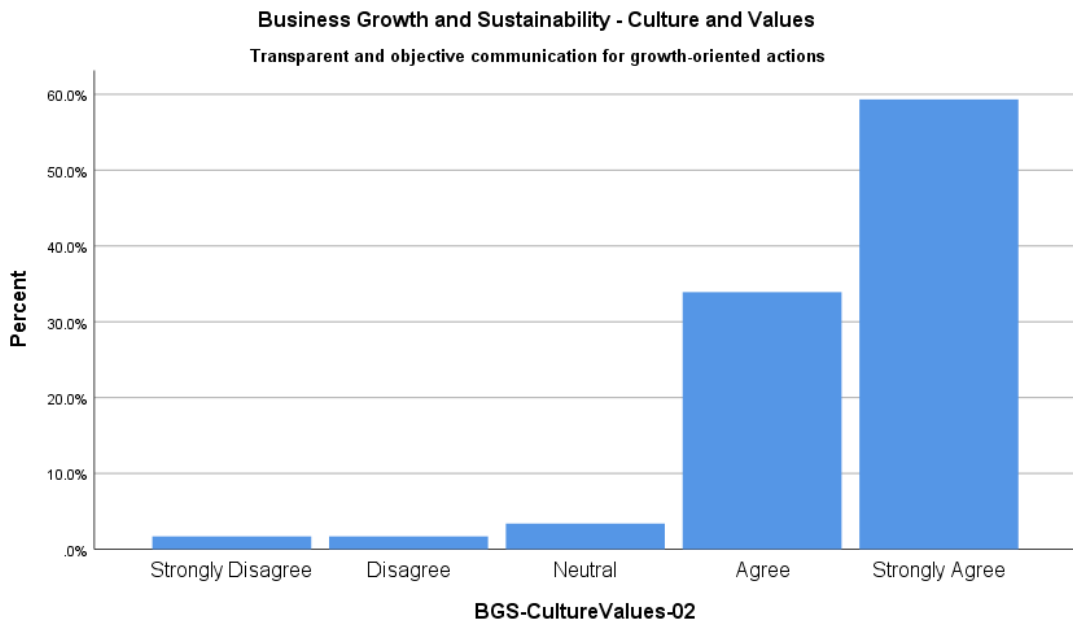
#### 4.3.3 Business Growth and Sustainability





*Figure 4.43*  
*Promotion of values and culture need dedicated training and programs*

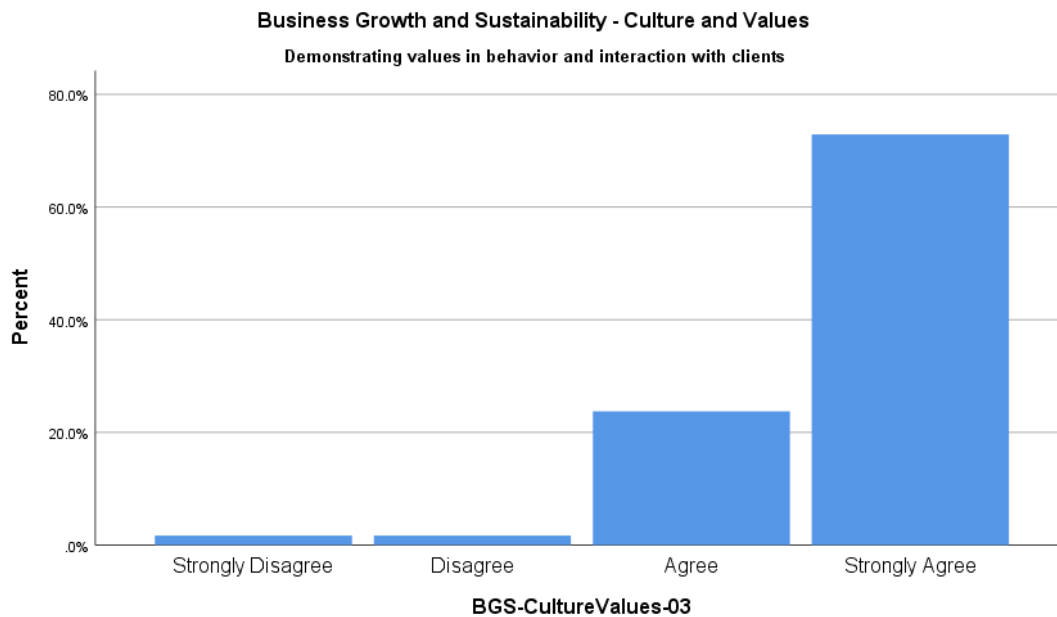
The above frequency graph shows that around 65% of the SME leaders, who have participated in the survey, have expressed the need for dedicated training and development programs for promotion of values and culture in the enterprise.



*Figure 4.44*

*Need for transparent and objective communication for growth-oriented action*

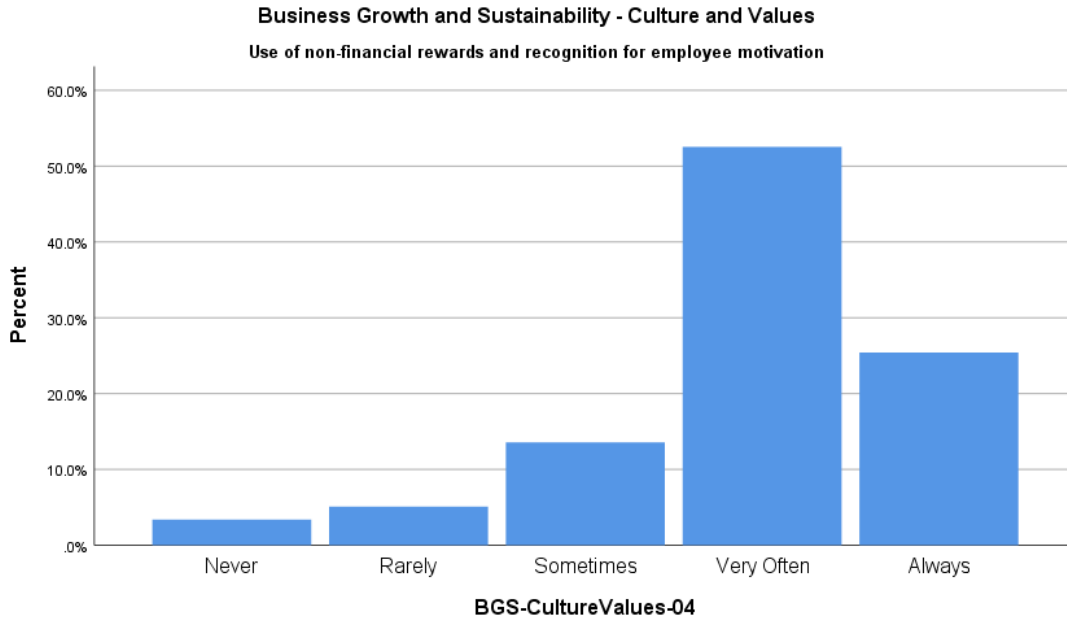
The above frequency graph shows that around 94% of the SME leaders, who have participated in the survey, have voiced for transparent and objective communication to help them to be more engaged for growth-oriented actions.



*Figure 4.45*

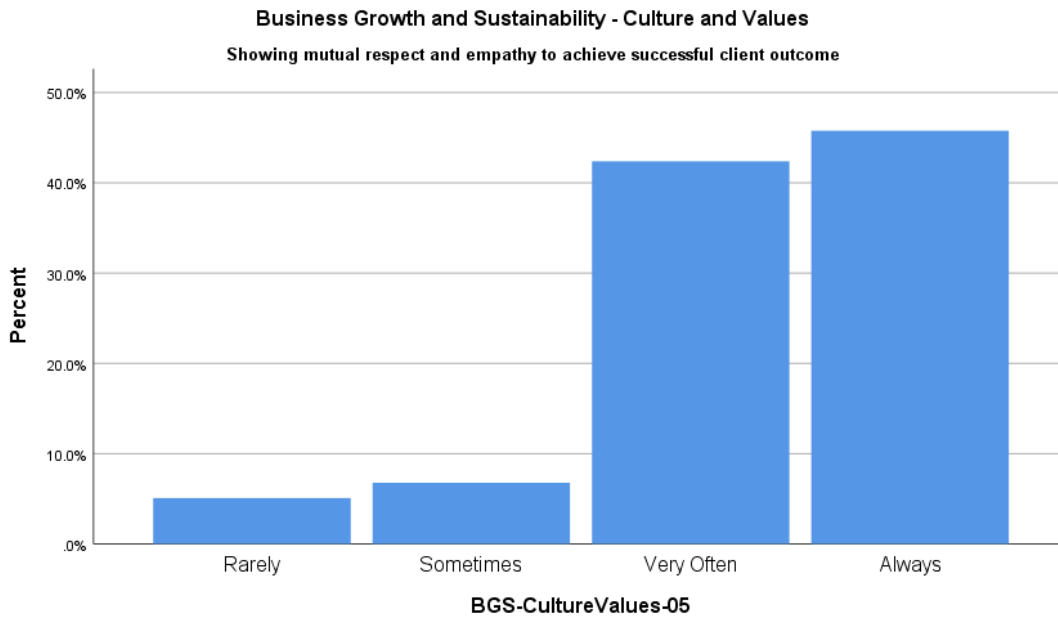
*Demonstrate values in behavior and interaction with clients*

The above frequency graph shows that around 95% of the SME leaders, who have participated in the survey, have concurred the need for showing values in behavior and interaction with clients to increase their trust and confidence.



*Figure 4.46*  
*SME Leaders use of non-financial rewards and recognition for motivation*

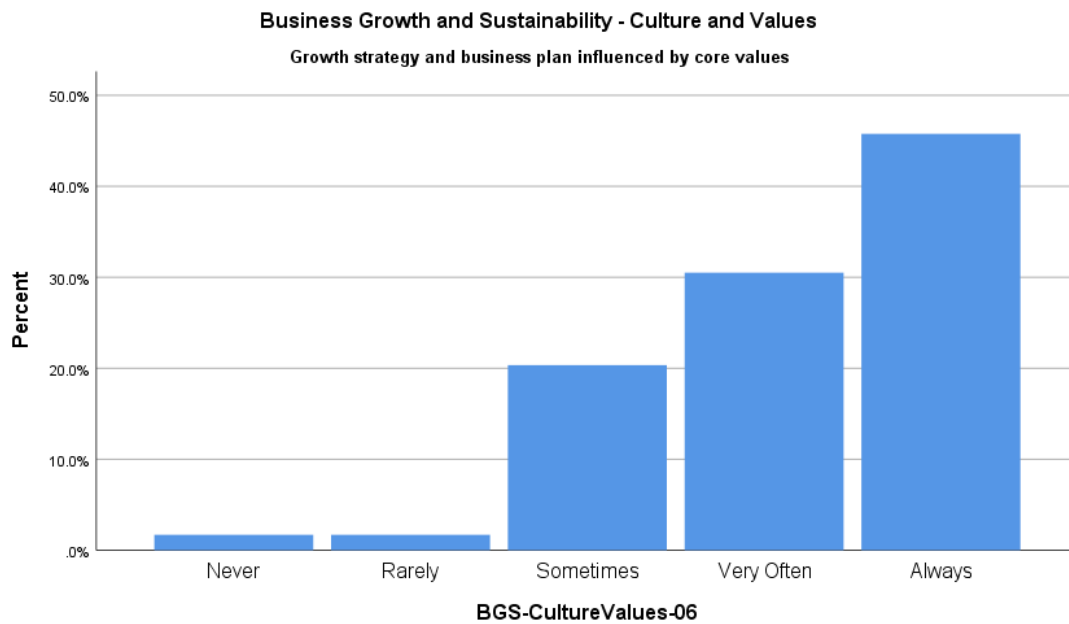
The above frequency graph shows that around 77% of the SME leaders, who have participated in the survey, have practiced the use of non-financial recognitions and rewards for increasing employee happiness and motivation.



*Figure 4.47*

*SME Leaders focus on mutual respect and empathy for successful client outcome*

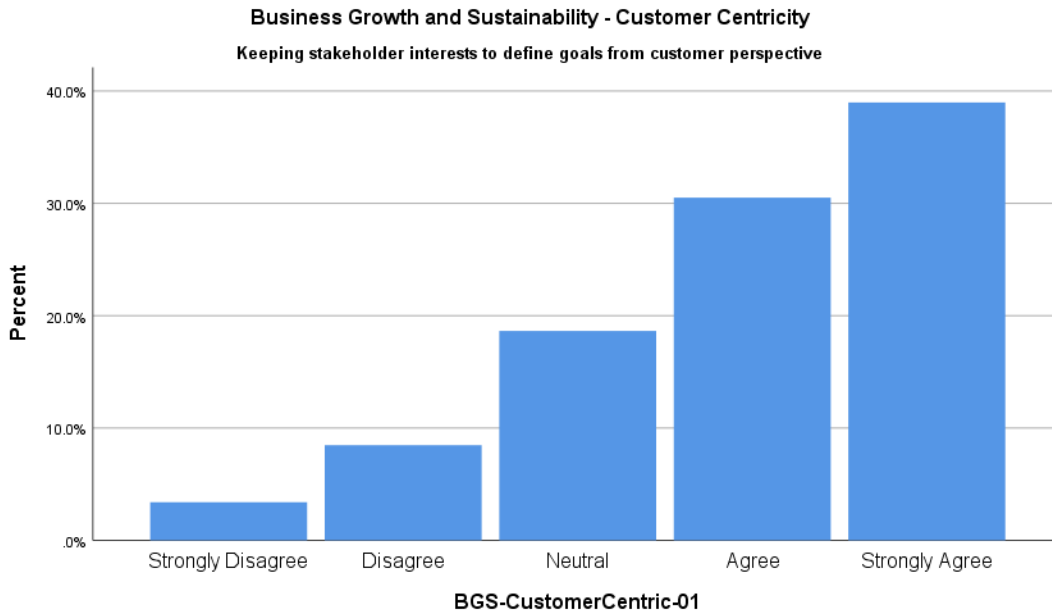
The above frequency graph shows that around 88% of the SME leaders, who have participated in the survey, have leveraged mutual respect and empathy to avoid difference of opinion with the clients and achieve a successful outcome for business growth.



*Figure 4.48*

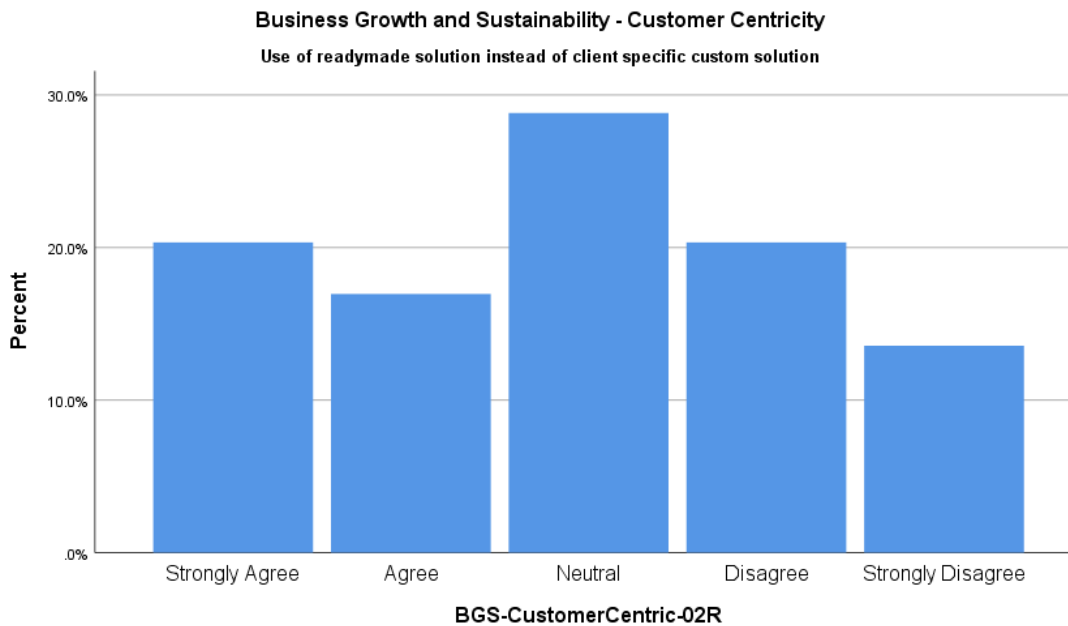
*Influence of core values on growth strategy and business plan*

The above frequency graph shows that around 76% of the SME leaders, who have participated in the survey, have experienced the influence of core values and foundation principles on the growth strategy and business plan of the enterprise.



*Figure 4.49*  
*Consideration of stakeholder interests to define goals from customer perspective*

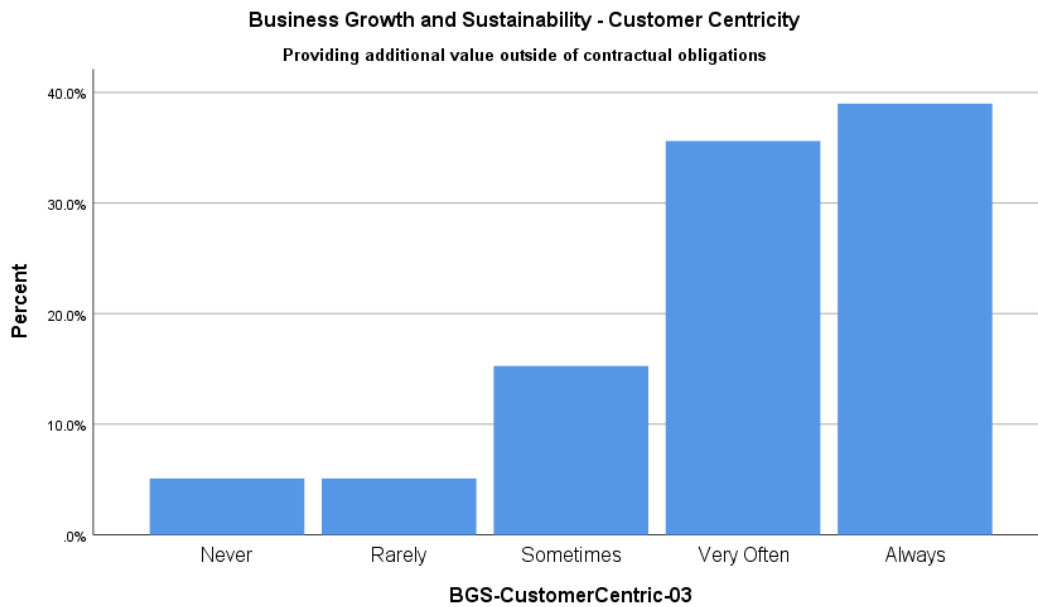
The above frequency graph shows that around 70% of the SME leaders, who have participated in the survey, have voiced strongly the need to consider stakeholder interests in order to define the business goals from customer perspective.



*Figure 4.50*

*Use of readymade solutions instead of client-specific custom solution*

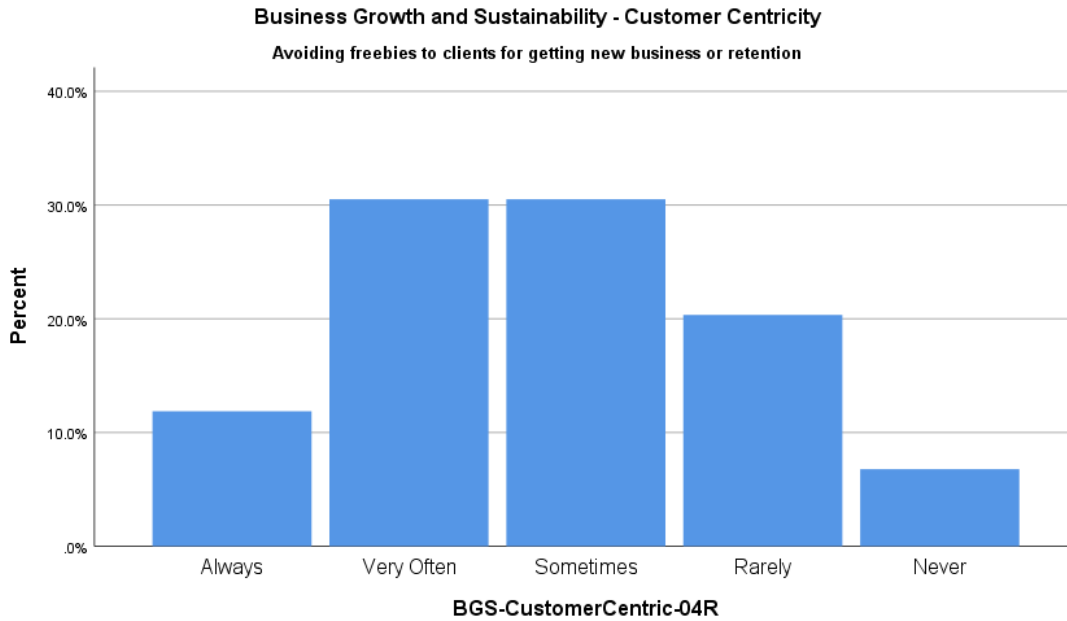
The above frequency graph shows that around 37% of the SME leaders, who have participated in the survey, have expressed the need to use readymade or off-the-shelf solution instead of client specific custom solution due to affordability.



*Figure 4.51*

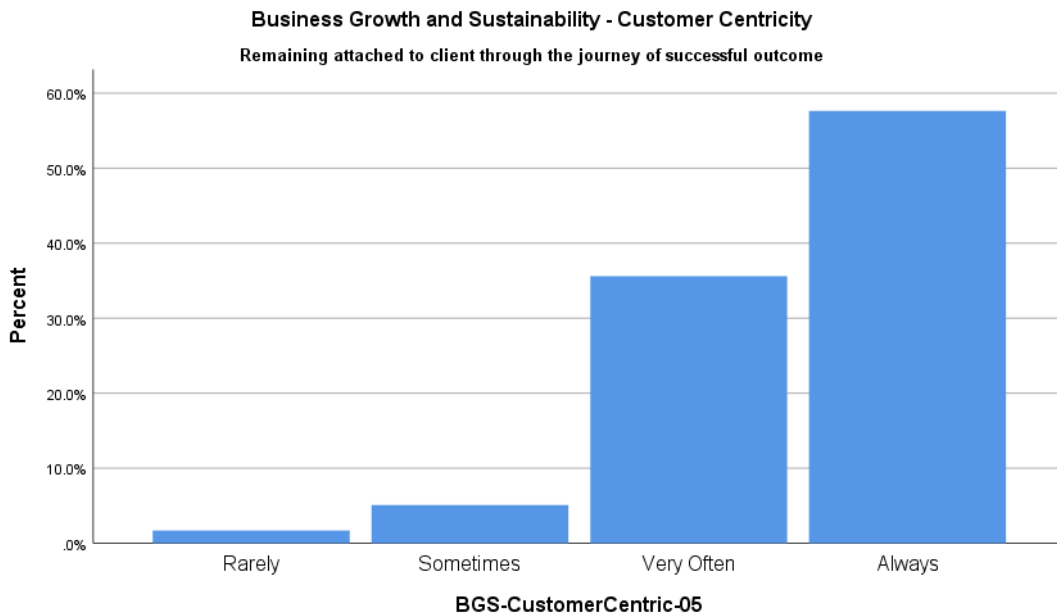
*SME Leaders focus on providing additional value to ensure client success*

The above frequency graph shows that around 75% of the SME leaders, who have participated in the survey, have provided additional value to the client outside of the contractual obligations, if and when applicable, just to ensure success of the client.



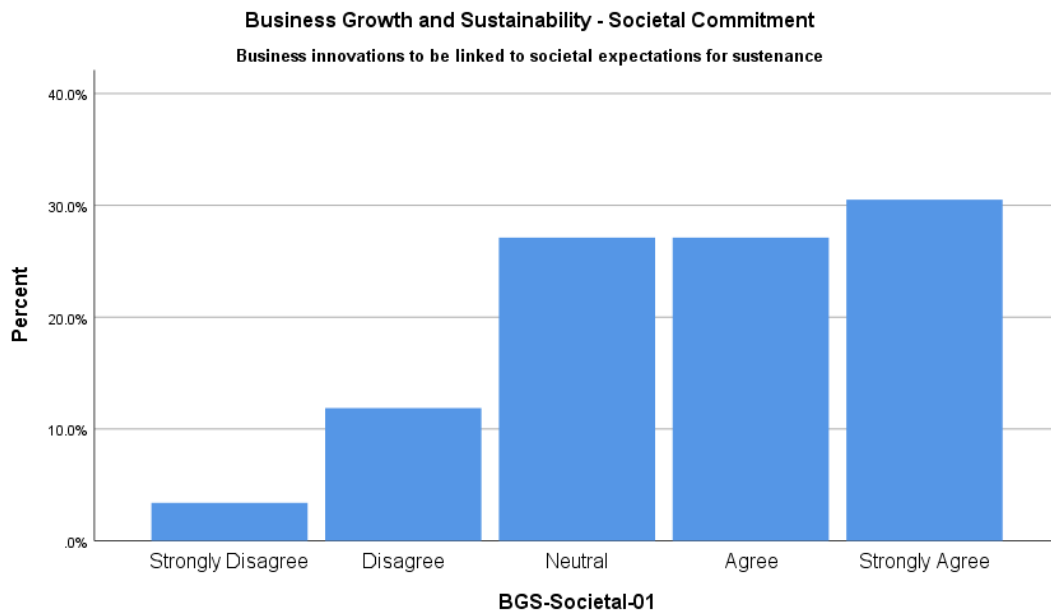
*Figure 4.52*  
*SME Leaders avoidance of giving freebies to the clients*

The above frequency graph shows that around 42% of the SME leaders, who have participated in the survey, have practiced the avoidance of giving freebies to their clients for getting new business or ensuring retention.



*Figure 4.53*  
*SME Leaders attachment to client through its journey of success*

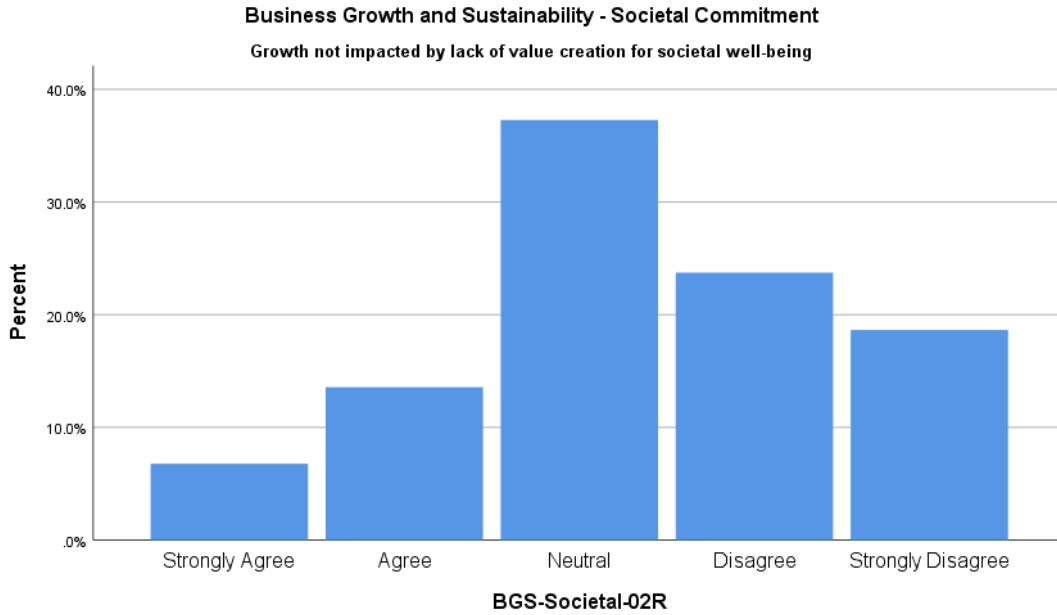
The above frequency graph shows that around 93% of the SME leaders, who have participated in the survey, have ensured to remain attached to their client(s) in order to see them through their journey for a successful outcome.



*Figure 4.54*  
*Need for business innovation to respond to societal expectations*

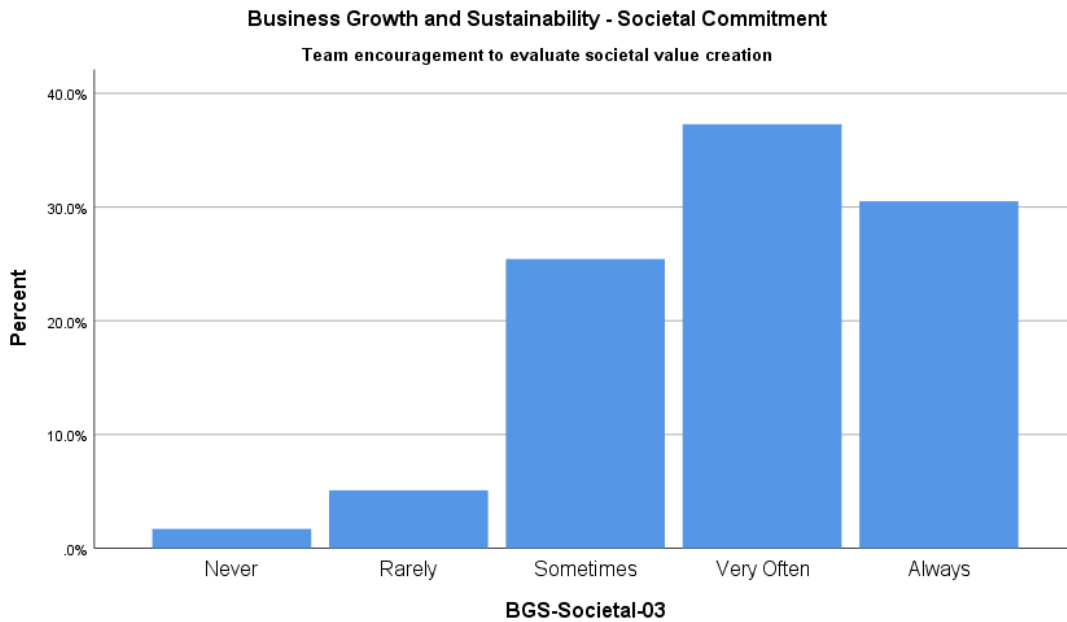
The above frequency graph shows that around 58% of the SME leaders, who have participated in the survey, have expressed the need for business innovations to respond to societal expectations appropriately in order to grow and sustain.





*Figure 4.55*  
*No impact on growth due to lack of value creation for societal well-being*

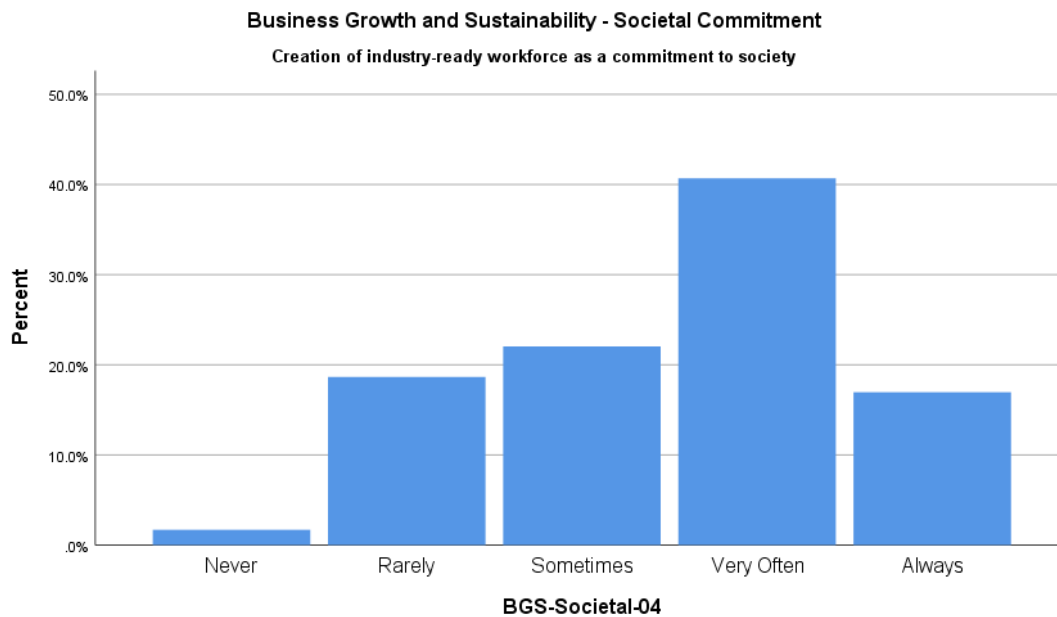
The above frequency graph shows that around 20% of the SME leaders, who have participated in the survey, have expressed there will not be any impact on the growth of an enterprise due to lack of commitment and value creation for societal well-being.



*Figure 4.56*

*SME Leaders encouragement to team for evaluating societal value creation*

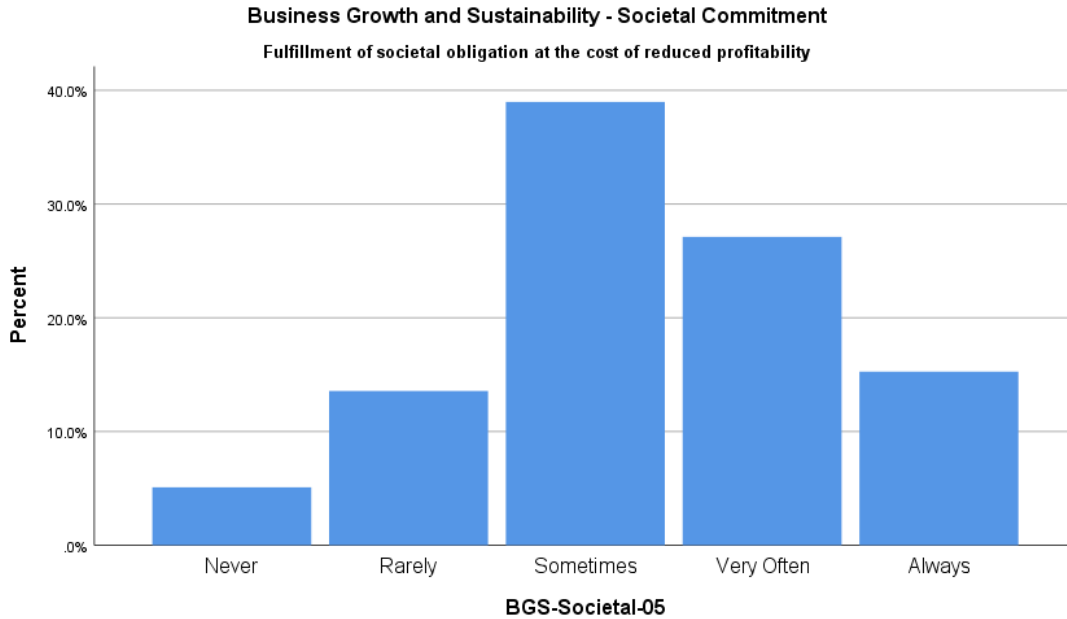
The above frequency graph shows that around 67% of the SME leaders, who have participated in the survey, have encouraged their respective teams to evaluate the influence of their business objectives in creation of societal value.



*Figure 4.57*

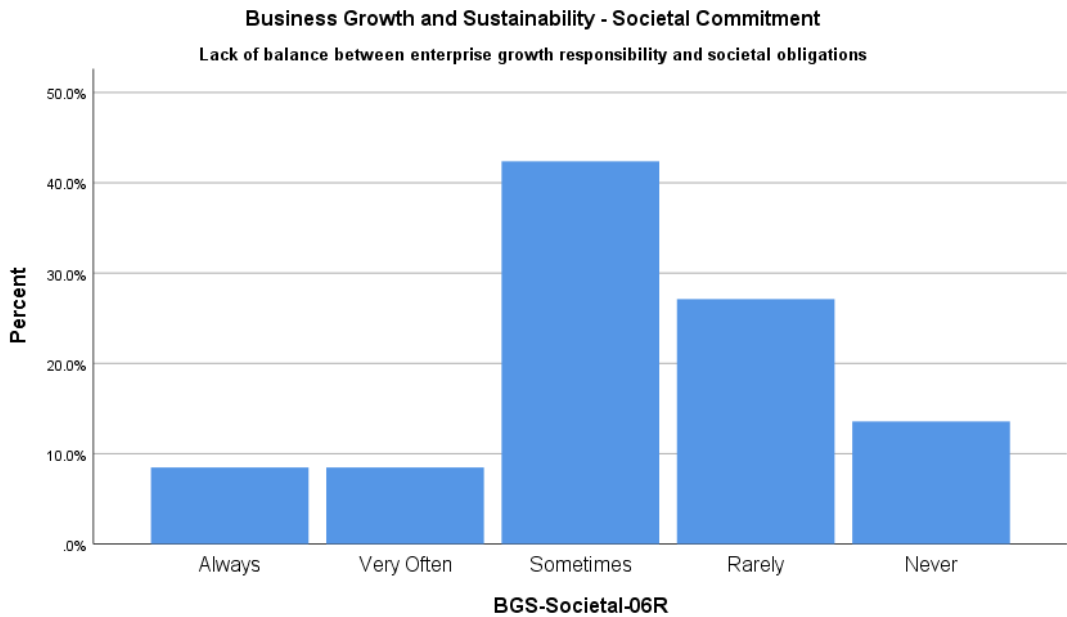
*Creation of industry-ready workforce as a societal commitment*

The above frequency graph shows that around 58% of the SME leaders, who have participated in the survey, have driven the external training initiative to create industry-ready workforce to sustain their growth along with commitment to the society.



*Figure 4.58*  
*SME Leaders focus on fulfillment of societal obligations*

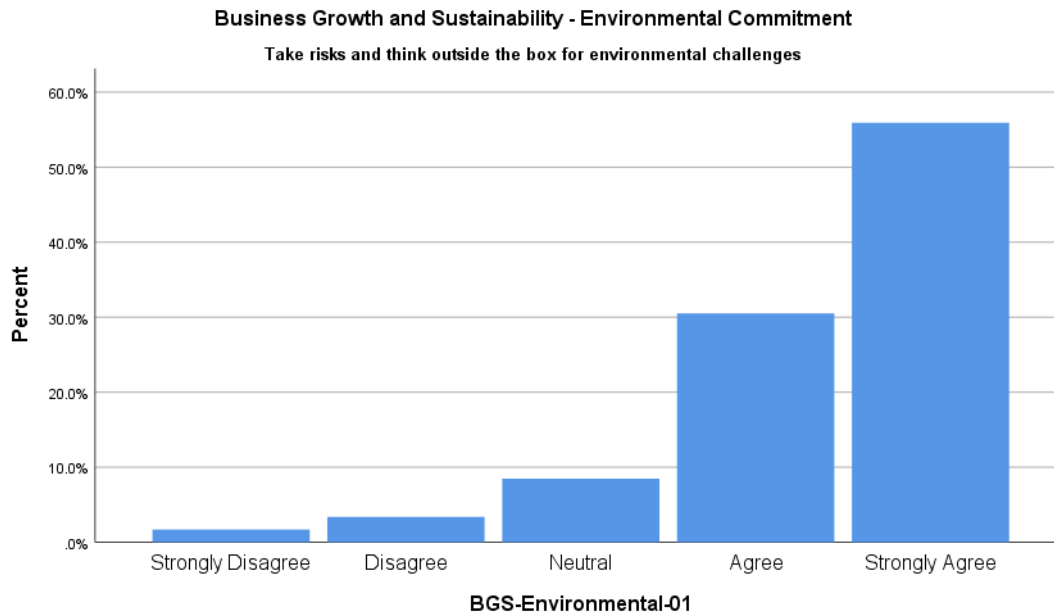
The above frequency graph shows that around 42% of the SME leaders, who have participated in the survey, have practiced going the extra mile to fulfill the societal obligation of the enterprise even at the cost of reduced profitability.



*Figure 4.59*

*Lack of balance between enterprise growth responsibility and societal obligation*

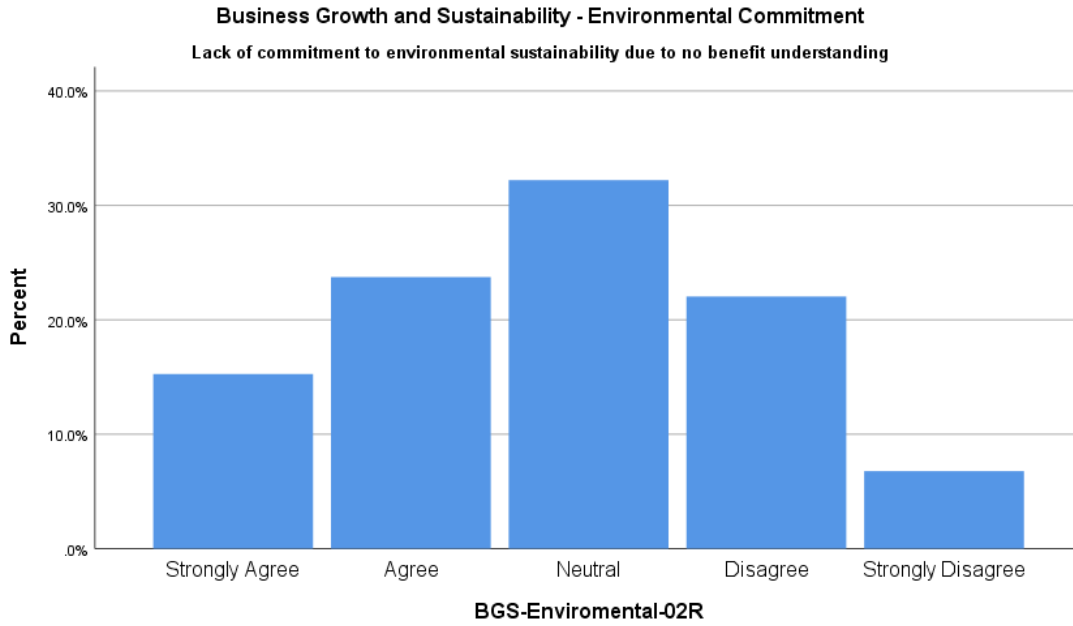
The above frequency graph shows that around 17% of the SME leaders, who have participated in the survey, have experienced failure in maintaining the balance between growth responsibility of the enterprise and obligation to society, where it operates.



*Figure 4.60*

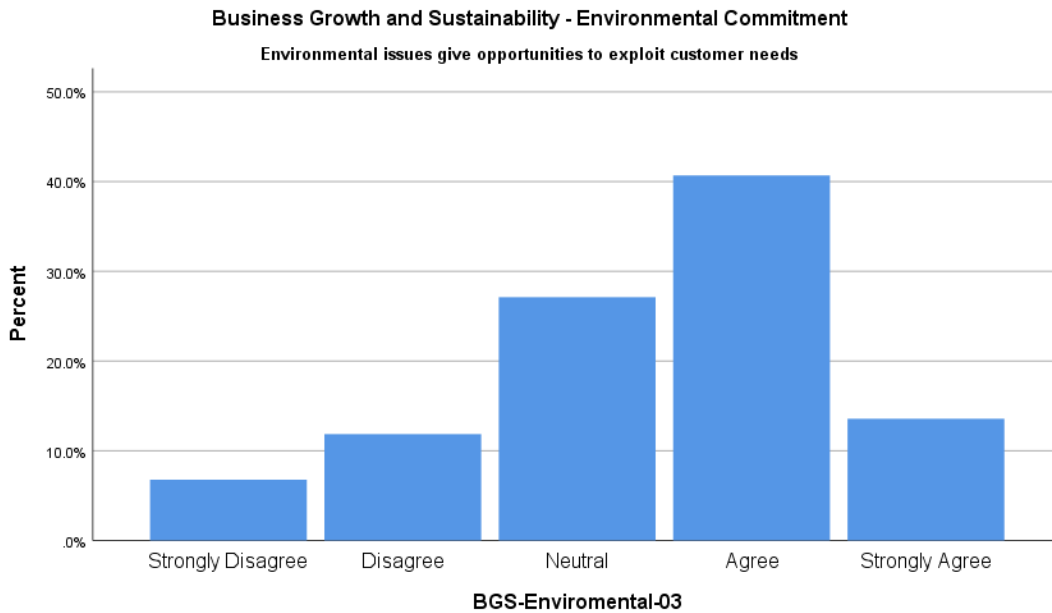
*Need for taking risks and think out-of-box for environmental challenges*

The above frequency graph shows that around 86% of the SME leaders, who have participated in the survey, have voiced on the need of the leaders to take risks and think out-of-the-box in order to respond to environmental challenges.



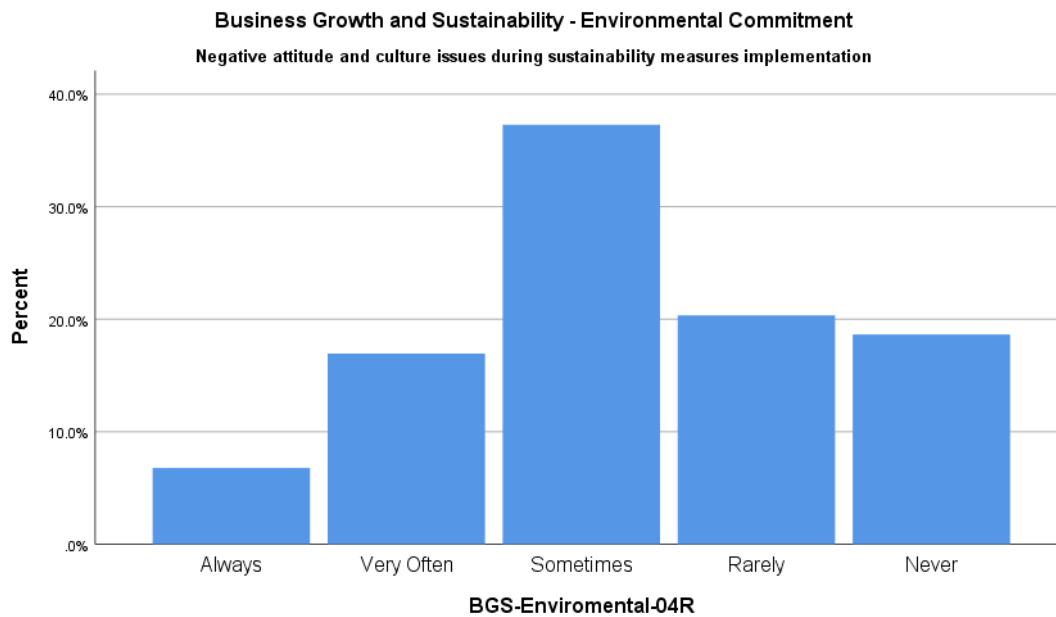
*Figure 4.61*  
*Non-commitment to environmental sustainability for no benefit understanding*

The above frequency graph shows that around 39% of the SME leaders, who have participated in the survey, have concurred on the lack of business benefit understanding to be the reason for non-commitment of SMEs towards environmental sustainability.



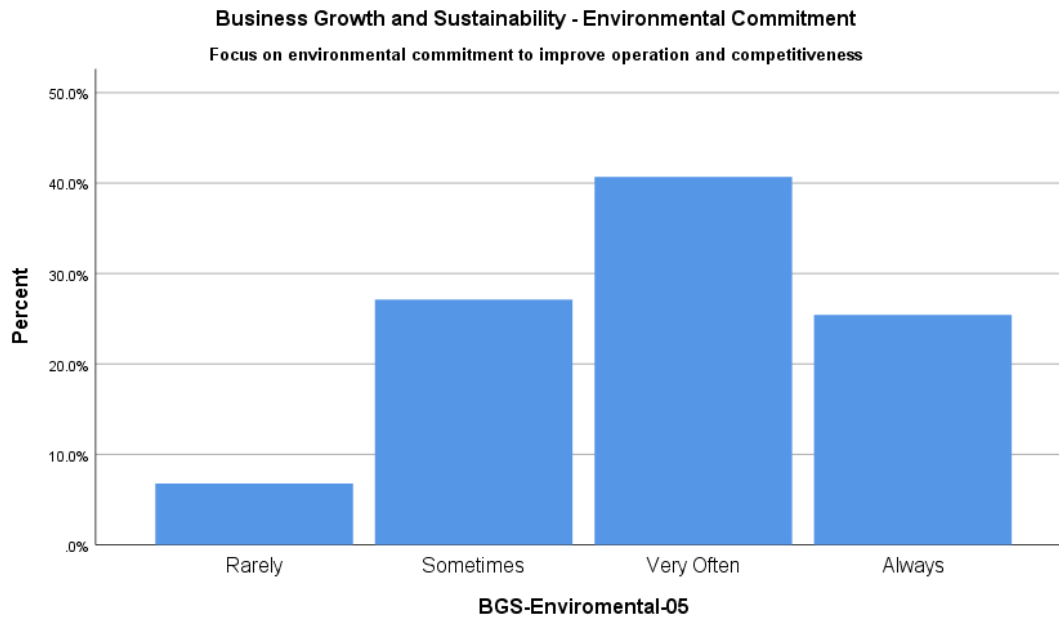
*Figure 4.62*  
*Opportunity creation by environmental issues for changing customer needs*

The above frequency graph shows that around 54% of the SME leaders, who have participated in the survey, have experienced the role of environmental issues in creating opportunities for SMEs to meet and exploit changing customer needs.



*Figure 4.63*  
*Negative attitude and culture issues for sustainability implementation*

The above frequency graph shows that around 25% of the SME leaders, who have participated in the survey, have experienced negative attitude and culture issues within the enterprise during implementation of sustainability aspects and measures.



*Figure 4.64*  
*Environmental commitment to improve operation and competitiveness*

The above frequency graph shows that around 66% of the SME leaders, who have participated in the survey, have demonstrated environmental commitment to improve operation, competitiveness, and future planning of the enterprise.

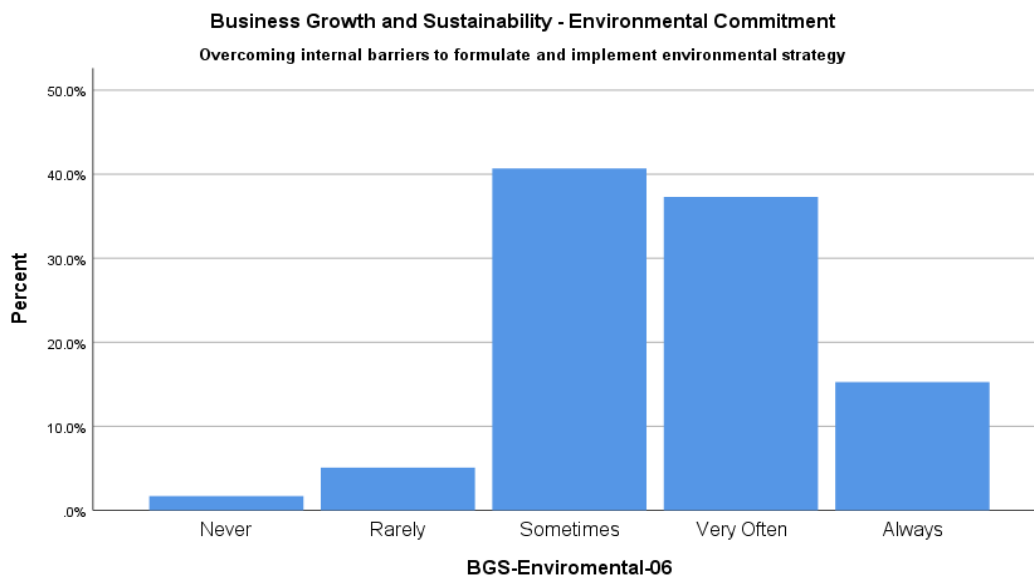


Figure 4.65

*Overcoming internal barriers to formulate and implement environmental strategy*

The above frequency graph shows that around 54% of the SME leaders, who have participated in the survey, have been successful in overcoming the internal barriers of limited financial resources and capabilities to formulate and implement environmental strategy for the growth and sustainability of the enterprise.

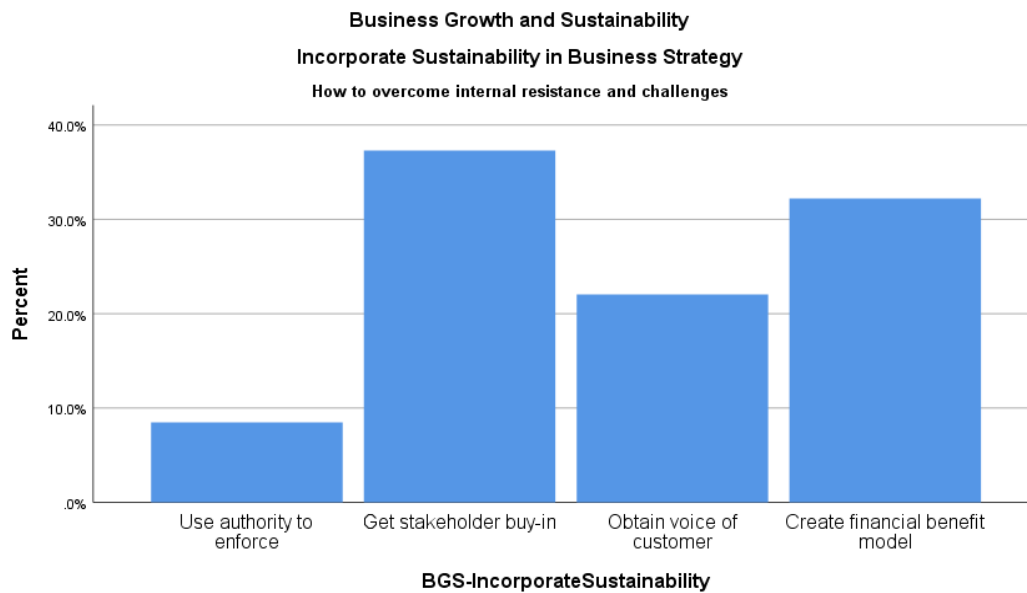
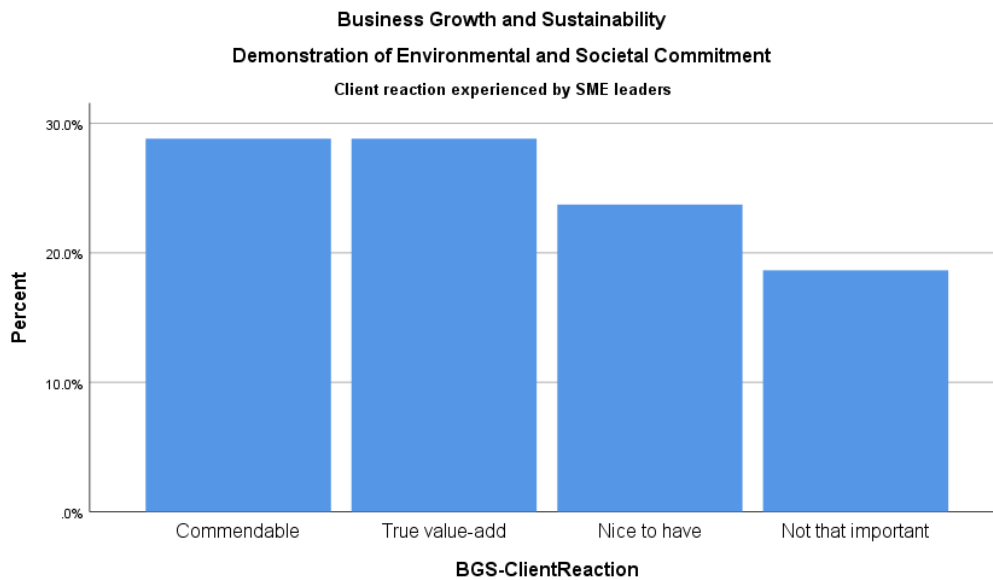


Figure 4.66

*SME Leaders adopted option to overcome internal resistance and challenges*

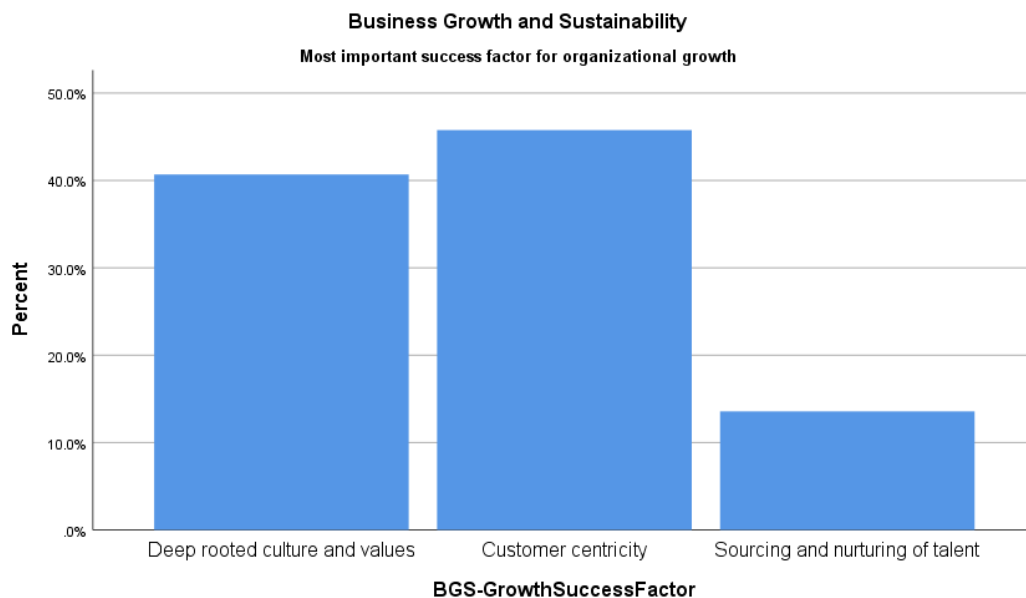
The above frequency graph shows that the highest percentage (38%) of the SME leaders, who have participated in the survey, have adopted the option of “Get stakeholder buy-in” to overcome internal resistance and challenges for incorporating sustainability in business strategy.





*Figure 4.67*  
 Client reaction for environmental and societal commitment of enterprise

The above frequency graph shows that the highest percentage (29%) of the SME leaders, who have participated in the survey, have experienced a client reaction “Commendable” or “True value-add” on demonstrating the environmental and societal commitment of the enterprise.



*Figure 4.68*

*Most important success factor for enterprise growth*

The above frequency graph shows that the highest percentage (46%) of the SME leaders, who have participated in the survey, have identified “Customer Centricity” to be the most important success factor for growth of the enterprise.

Tabulating the above findings on the mindsets and experience of the participating SME leaders for business growth and sustainability, and arranging them in descending order, we get the following table:

*Table 4.12*

*Key Mindsets of Leadership for Business Growth and Sustainability*

Sr. No.	Sustainability Area	Mindset or Experience	Response	Key Mindset?
01	Culture & Values	Showing values in behavior and interaction will increase trust and confidence of the clients	95% (positive)	Yes
02	Culture & Values	Need for transparent and objective communication to help leaders be more engaged for growth-oriented actions	94% (positive)	Yes
03	Customer Centricity	Remaining attached to the clients to see them through their journey for successful outcome	93% (positive)	Yes
04	Culture & Values	Leveraging mutual respect and empathy to avoid differences of opinion with the clients and achieve a successful outcome	88% (positive)	Yes
05	Environmental Commitment	Need for taking risks and think outside the box in order to respond to environmental challenges	86% (positive)	Yes

Sr. No.	Sustainability Area	Mindset or Experience	Response	Key Mindset?
06	Culture & Values	Using non-financial recognition and rewards to increase employee happiness and motivation	77% (positive)	Yes
07	Culture & Values	Have experienced growth strategy and business plan to be influenced by our core values and foundation principles	76% (positive)	Yes
08	Customer Centricity	Providing additional value, if applicable, outside of contractual obligations to ensure client's success	75% (positive)	Yes
09	Customer Centricity	Leaders must consider stakeholder interests to define goals from customer perspective	70% (positive)	Yes
10	Social Commitment	Encouraging team to evaluate how our business objectives are creating societal value	67% (positive)	No
11	Environmental Commitment	Showing environmental commitment to improve operation, competitiveness and future planning of the enterprise	66% (positive)	No
12	Culture & Values	Cannot promote values and culture without dedicated training and development programs	65% (positive)	No
13	Social Commitment	Business innovation needs to respond to societal expectations in order to sustain	58% (positive)	No
14	Social Commitment	Driving external training initiative to create industry-ready workforce as a commitment to society	58% (positive)	No
15	Environmental Commitment	Environmental issues create opportunity to meet and exploit changing customer needs	54% (positive)	No

Sr. No.	Sustainability Area	Mindset or Experience	Response	Key Mindset?
16	Environmental Commitment	Overcoming internal barriers of limited financial resources and capabilities to formulate and implement strategy for environment	54% (positive)	No
17	Customer Centricity	Avoiding to give freebies to client for getting new business or ensuring retention	42% (positive)	No
18	Social Commitment	Going the extra mile to fulfill firm's societal obligation at the cost of reduced profitability	42% (positive)	No
19	Social Commitment	Lack of commitment and value creation for societal well-being have not impacted the growth	42% (negative)	No
20	Social Commitment	Not maintaining a balance between organizational growth responsibility and obligation for society where we operate	41% (negative)	No
21	Environmental Commitment	Facing negative attitude and culture issues in the enterprise during implementation of sustainability aspects	39% (negative)	No
22	Customer Centricity	Need to use ready-made solution instead of client specific custom solution due to affordability	37% (positive)	No
23	Environmental Commitment	Non-commitment of SMEs to environmental sustainability due to incomprehension of business benefits	28% (negative)	No

#### 4.4 Research Question Two

As part of the second research question of this study, the author has combined the scores of the survey questions of the respective SME leaders pertaining to each of the

leadership type or style. This is followed by computing the Bivariate Correlation using Kendall's tau-b Non-Parametric Correlation Coefficient to understand the strength and direction of association that exists between these leadership styles and, the key mindsets and determinants of business model adoption, performance, and sustainability, identified in the previous section for the SME leaders. In this regard, Pearson Coefficient has not been used because of relatively small sample size and ordinal data type. Also, as far as Non-Parametric Correlation computation is concerned, Kendall's tau is selected for this study instead of Spearman's rho because of its robustness (smaller gross error sensitivity) and statistical efficiency (smaller asymptotic variance) as well as due to its large preference for small samples or some outliers. Each of the key mindsets or determinants of the leaders has been analysed for the corresponding leadership style and tabulated with their relative ranking for degree of influence on business model adoption, performance, and sustainability.

#### 4.4.1 Business Model Adoption

*Table 4.13*  
*Non-Parametric Correlation between Leadership Style and Business Model Adoption*

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Governance Structure</i>	<b>Corr. Coeff.</b>				
	<i>0.210</i>	<i>0.190</i>	<i>0.440**</i>	<i>0.423**</i>	<i>0.460**</i>
<i>Team Agility</i>	<b>Sig. (2-tailed)</b>				
	<i>0.050</i>	<i>0.076</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>
<i>Governance Structure</i>	<b>Corr. Coeff.</b>				
	<i>0.279**</i>	<i>0.098</i>	<i>0.157</i>	<i>0.342**</i>	<i>0.381**</i>
<i>Team Agility</i>	<b>Sig. (2-tailed)</b>				
	<i>0.009</i>	<i>0.359</i>	<i>0.143</i>	<i>0.001</i>	<i>0.000</i>

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Leadership Development</i>	<b>Corr. Coeff.</b> 0.445**	0.357**	0.344**	0.428**	0.219
	<b>Sig. (2-tailed)</b> 0.000	0.001	0.002	0.000	0.054
<i>Changing Needs Adaptation</i>	<b>Corr. Coeff.</b> 0.194	(0.018)	0.216*	0.278**	0.296**
	<b>Sig. (2-tailed)</b> 0.070	0.865	0.043	0.009	0.007
<i>Flexibility &amp; Adjustability</i>	<b>Corr. Coeff.</b> 0.423**	0.291**	0.419**	0.541**	0.410**
	<b>Sig. (2-tailed)</b> 0.000	0.007	0.000	0.000	0.000
<i>Emerging Technology Adoption</i>	<b>Corr. Coeff.</b> 0.318**	0.120	0.231*	0.332**	0.226*
	<b>Sig. (2-tailed)</b> 0.003	0.267	0.034	0.002	0.042
<i>Business Model Driven Technology</i>	<b>Corr. Coeff.</b> 0.401**	0.108	0.255*	0.419**	0.354**
	<b>Sig. (2-tailed)</b> 0.000	0.312	0.017	0.000	0.001
<i>Productivity &amp; Efficiency Measurement</i>	<b>Corr. Coeff.</b> 0.362**	0.215*	0.537**	0.475**	0.290*
	<b>Sig. (2-tailed)</b> 0.001	0.043	0.000	0.000	0.008
<i>Methods and Processes Introduction</i>	<b>Corr. Coeff.</b> 0.309**	0.249*	0.491**	0.515**	0.381**
	<b>Sig. (2-tailed)</b> 0.004	0.019	0.000	0.000	0.002
<i>Justified and Apt Resource Allocation</i>	<b>Corr. Coeff.</b> 0.405**	0.218*	0.380**	0.584**	0.389**
	<b>Sig. (2-tailed)</b>				

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
	0.000	0.039	0.000	0.000	0.000
<i>Business Approach and Adjustments</i>	<b>Corr. Coeff.</b>				
	0.381**	0.232*	0.505**	0.646**	0.370**
	<b>Sig. (2-tailed)</b>				
	0.000	0.032	0.000	0.000	0.001
<i>Entire Value Chain Consideration</i>	<b>Corr. Coeff.</b>				
	0.190	0.294*	0.499**	0.369**	0.277*
	<b>Sig. (2-tailed)</b>				
	0.077	0.006	0.000	0.001	0.012

\* Correlation is significant at the 0.05 level (2-tailed)

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

As can be seen from the above table, each of the leadership styles has a positive correlation with the key leadership mindsets or determinants for SME business model adoption, ranging from very small or insignificant degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level.

#### 4.4.2 Business Performance

Table 4.14

*Non-Parametric Correlation between Leadership Style and Business Performance*

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Financial, Environmental and Social Harmony</i>	<b>Corr. Coeff.</b>				
	0.181	0.248*	0.152	0.245*	0.275*
	<b>Sig. (2-tailed)</b>				
	0.086	0.018	0.148	0.020	0.010
<i>Motivated, Learning-</i>	<b>Corr. Coeff.</b>				
	0.205	0.113	0.018	0.209	0.130

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Obsessed Employees</i>	<b>Sig. (2-tailed)</b> 0.059	0.295	0.872	0.054	0.239
<i>Productive and Engaged Workforce</i>	<b>Corr. Coeff.</b> 0.270*	0.363**	0.198	0.257*	0.222*
	<b>Sig. (2-tailed)</b> 0.011	0.001	0.062	0.015	0.040
<i>Performance-oriented Work Environment Creation</i>	<b>Corr. Coeff.</b> 0.245*	0.328**	0.290**	0.289**	0.212*
	<b>Sig. (2-tailed)</b> 0.020	0.002	0.006	0.006	0.049
<i>Perceived and Used Value based Service Performance</i>	<b>Corr. Coeff.</b> 0.260*	0.150	0.302**	0.218*	0.179
	<b>Sig. (2-tailed)</b> 0.013	0.150	0.004	0.037	0.093
<i>Value Creation and Realized based Approach</i>	<b>Corr. Coeff.</b> 0.240*	0.216*	0.290**	0.263*	0.158
	<b>Sig. (2-tailed)</b> 0.021	0.038	0.005	0.011	0.137
<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<b>Corr. Coeff.</b> (0.093)	(0.065)	0.078	0.012	(0.064)
	<b>Sig. (2-tailed)</b> 0.376	0.532	0.456	0.910	0.550
<i>Periodic Target for Focus and Achievement</i>	<b>Corr. Coeff.</b> 0.170	0.171	0.286**	0.306**	0.217*
	<b>Sig. (2-tailed)</b> 0.104	0.101	0.006	0.003	0.042
<i>Flexibility in Performance Goals Adjustment</i>	<b>Corr. Coeff.</b> 0.222*	0.143	0.283**	0.217*	0.222*
	<b>Sig. (2-tailed)</b> 0.036	0.174	0.007	0.040	0.039



\* Correlation is significant at the 0.05 level (2-tailed)

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

As can be seen from the above table, each of the leadership styles has a positive correlation with the key leadership mindsets or determinants for SME business performance, ranging from very small or insignificant degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level. However, there is marginal negative correlation between Collaborative Goal Setting & Performance Measurement and three (3) of the leadership styles.

#### 4.4.3 Business Growth and Sustainability

Table 4.15

*Non-Parametric Correlation between Leadership Style and Growth and Sustainability*

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Transparent and Objective Communication</i>	<b>Corr. Coeff.</b> 0.394**	0.328**	0.424**	0.336**	0.244*
	<b>Sig. (2-tailed)</b> 0.000	0.003	0.000	0.002	0.030
<i>Value-Based Client Behavior and Interaction</i>	<b>Corr. Coeff.</b> 0.209	0.195	0.238*	0.289**	0.186
	<b>Sig. (2-tailed)</b> 0.061	0.079	0.032	0.009	0.103
<i>Non-Financial Rewards and Recognition</i>	<b>Corr. Coeff.</b> 0.195	0.065	0.420**	0.235*	0.212*
	<b>Sig. (2-tailed)</b> 0.065	0.539	0.000	0.027	0.049
<i>Mutual Respect and Empathy for</i>	<b>Corr. Coeff.</b> 0.400**	0.325**	0.328**	0.397**	0.420**

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Successful Client Outcome</i>	<b>Sig. (2-tailed)</b> 0.000	0.003	0.002	0.000	0.000
<i>Core Value-based Growth Strategy and Business Plan</i>	<b>Corr. Coeff.</b> 0.210*	0.089	0.209*	0.372**	0.329**
	<b>Sig. (2-tailed)</b> 0.049	0.403	0.049	0.000	0.002
<i>Stakeholder Interests' Attention for Goal Definition</i>	<b>Corr. Coeff.</b> 0.089	0.098	0.126	0.163	0.100
	<b>Sig. (2-tailed)</b> 0.393	0.345	0.225	0.118	0.347
<i>Additional Value to Client outside Contractual Obligations</i>	<b>Corr. Coeff.</b> 0.193	0.103	0.020	0.156	0.161
	<b>Sig. (2-tailed)</b> 0.066	0.324	0.845	0.136	0.132
<i>Client Attachment for a Successful Outcome Journey</i>	<b>Corr. Coeff.</b> 0.316**	0.183	0.202	0.304**	0.212
	<b>Sig. (2-tailed)</b> 0.004	0.095	0.066	0.006	0.059
<i>Thinking Out-of-Box for Environmental Challenges</i>	<b>Corr. Coeff.</b> 0.205	0.333**	0.243*	0.168	(0.006)
	<b>Sig. (2-tailed)</b> 0.058	0.002	0.024	0.118	0.958

\* Correlation is significant at the 0.05 level (2-tailed)

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

As can be seen from the above table, each of the leadership styles has a positive correlation with each of the key mindsets or determinants for SME business growth and sustainability, ranging from very small or insignificant degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level.

However, there is a single negative correlation for Ethical Leadership style.

The correlations found in the previous tables have been ranked in descending order for the leadership styles based on their positive or negative relationship as well as their strengths and presented in the table below –

*Table 4.16  
Correlation-based Ranking of Key Mindsets with Leadership Style*

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<b><i>Business Model Adoption</i></b>					
<b>Rank 01</b>	<i>Leadership Development</i>	<i>Leadership Development</i>	<i>Productivity &amp; Efficiency Measurement</i>	<i>Business Approach and Adjustments</i>	<i>Governance Structure</i>
<b>Rank 02</b>	<i>Flexibility &amp; Adjustability</i>	<i>Entire Value Chain Consideration</i>	<i>Business Approach and Adjustments</i>	<i>Justified and Apt Resource Allocation</i>	<i>Flexibility &amp; Adjustability</i>
<b>Rank 03</b>	<i>Justified and Apt Resource Allocation</i>	<i>Flexibility &amp; Adjustability</i>	<i>Entire Value Chain Consideration</i>	<i>Flexibility &amp; Adjustability</i>	<i>Justified and Apt Resource Allocation</i>
<b>Rank 04</b>	<i>Business Model Driven Technology</i>	<i>Methods and Processes Introduction</i>	<i>Methods and Processes Introduction</i>	<i>Methods and Processes Introduction</i>	<i>Team Agility</i>
<b>Rank 05</b>	<i>Business Approach and Adjustments</i>	<i>Business Approach and Adjustments</i>	<i>Governance Structure</i>	<i>Productivity &amp; Efficiency Measurement</i>	<i>Methods and Processes Introduction</i>
<b>Rank 06</b>	<i>Productivity &amp; Efficiency Measurement</i>	<i>Justified and Apt Resource Allocation</i>	<i>Flexibility &amp; Adjustability</i>	<i>Leadership Development</i>	<i>Business Approach and Adjustments</i>
<b>Rank 07</b>	<i>Emerging Technology Adoption</i>	<i>Productivity &amp; Efficiency Measurement</i>	<i>Justified and Apt Resource Allocation</i>	<i>Governance Structure</i>	<i>Business Model Driven Technology</i>
<b>Rank 08</b>	<i>Methods and Processes Introduction</i>	<i>Governance Structure</i>	<i>Leadership Development</i>	<i>Business Model Driven Technology</i>	<i>Changing Needs Adaptation</i>

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<b>Rank 09</b>	<i>Team Agility</i>	<i>Emerging Technology Adoption</i>	<i>Business Model Driven Technology</i>	<i>Entire Value Chain Consideration</i>	<i>Productivity &amp; Efficiency Measurement</i>
<b>Rank 10</b>	<i>Governance Structure</i>	<i>Business Model Driven Technology</i>	<i>Emerging Technology Adoption</i>	<i>Team Agility</i>	<i>Entire Value Chain Consideration</i>
<b>Rank 11</b>	<i>Changing Needs Adaptation</i>	<i>Team Agility</i>	<i>Changing Needs Adaptation</i>	<i>Emerging Technology Adoption</i>	<i>Emerging Technology Adoption</i>
<b>Rank 12</b>	<i>Entire Value Chain Consideration</i>	<i>Changing Needs Adaptation</i>	<i>Team Agility</i>	<i>Changing Needs Adaptation</i>	<i>Leadership Development</i>

### ***Business Performance***

<b>Rank 01</b>	<i>Productive and Engaged Workforce</i>	<i>Productive and Engaged Workforce</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Periodic Target for Focus and Achievement</i>	<i>Financial, Environmental and Social Harmony</i>
<b>Rank 02</b>	<i>Perceived and Used Value based Service Performance</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Value Creation and Realized based Approach</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Productive and Engaged Workforce</i>
<b>Rank 03</b>	<i>Performance-oriented Work Environment Creation</i>	<i>Financial, Environmental and Social Harmony</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Value Creation and Realized based Approach</i>	<i>Flexibility in Performance Goals Adjustment</i>
<b>Rank 04</b>	<i>Value Creation and Realized based Approach</i>	<i>Value Creation and Realized based Approach</i>	<i>Periodic Target for Focus and Achievement</i>	<i>Productive and Engaged Workforce</i>	<i>Periodic Target for Focus and Achievement</i>
<b>Rank 05</b>	<i>Flexibility in Performance Goals Adjustment</i>	<i>Periodic Target for Focus and Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>	<i>Financial, Environmental and Social Harmony</i>	<i>Performance-oriented Work Environment Creation</i>
<b>Rank 06</b>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Productive and Engaged Workforce</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Perceived and Used Value based Service Performance</i>

	<b><i>Transformational</i></b>	<b><i>Entrepreneurial</i></b>	<b><i>Strategic</i></b>	<b><i>Sustainable</i></b>	<b><i>Ethical</i></b>
<b>Rank 07</b>	<i>Financial, Environmental and Social Harmony</i>	<i>Flexibility in Performance Goals Adjustment</i>	<i>Financial, Environmental and Social Harmony</i>	<i>Flexibility in Performance Goals Adjustment</i>	<i>Value Creation and Realized based Approach</i>
<b>Rank 08</b>	<i>Periodic Target for Focus and Achievement</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Motivated, Learning-Obsessed Employees</i>
<b>Rank 09</b>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>

***Business Growth and Sustainability***

<b>Rank 01</b>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>	<i>Transparent and Objective Communication</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>
<b>Rank 02</b>	<i>Transparent and Objective Communication</i>	<i>Transparent and Objective Communication</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Core Value-based Growth Strategy and Business Plan</i>
<b>Rank 03</b>	<i>Client Attachment for a Successful Outcome Journey</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Transparent and Objective Communication</i>	<i>Transparent and Objective Communication</i>
<b>Rank 04</b>	<i>Core Value-based Growth Strategy &amp; Business Plan</i>	<i>Value-Based Client Behavior and Interaction</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>	<i>Client Attachment for a Successful Outcome Journey</i>	<i>Non-Financial Rewards and Recognition</i>
<b>Rank 05</b>	<i>Value-Based Client Behavior and Interaction</i>	<i>Client Attachment for a Successful Outcome Journey</i>	<i>Value-Based Client Behavior and Interaction</i>	<i>Value-Based Client Behavior and Interaction</i>	<i>Client Attachment for a Successful Outcome Journey</i>

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<b>Rank 06</b>	<i>Thinking Out-of-Box for Environmental Challenges</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Value-Based Client Behavior and Interaction</i>
<b>Rank 07</b>	<i>Non-Financial Rewards and Recognition</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Client Attachment for a Successful Outcome Journey</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>	<i>Additional Value to Client outside Contractual Obligations</i>
<b>Rank 08</b>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>
<b>Rank 09</b>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>

The bivariate correlation is further categorized with the help of following tabular matrix to show which of the combinations is having statistically significant correlation –

*Table 4.17*  
*Statistically Significant Correlation of Key Mindsets with Leadership Style*

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<b><i>Business Model Adoption</i></b>					
<i>Governance Structure</i>	✗	✗	✓	✓	✓
<i>Team Agility</i>	✓	✗	✗	✓	✓
<i>Leadership Development</i>	✓	✓	✓	✓	✗

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Changing Needs Adaptation</i>	✗	✗	✓	✓	✓
<i>Flexibility &amp; Adjustability</i>	✓	✓	✓	✓	✓
<i>Emerging Technology Adoption</i>	✓	✗	✓	✓	✓
<i>Business Model Driven Technology</i>	✓	✗	✓	✓	✓
<i>Productivity &amp; Efficiency Measurement</i>	✓	✓	✓	✓	✓
<i>Methods and Processes Introduction</i>	✓	✓	✓	✓	✓
<i>Justified and Apt Resource Allocation</i>	✓	✓	✓	✓	✓
<i>Business Approach and Adjustments</i>	✓	✓	✓	✓	✓
<i>Entire Value Chain Consideration</i>	✗	✓	✓	✓	✓
<b><i>Business Performance</i></b>					
<i>Financial, Environmental and Social Harmony</i>	✗	✓	✗	✓	✓
<i>Motivated, Learning-</i>	✗	✗	✗	✗	✗

	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Obsessed Employees</i>					
<i>Productive and Engaged Workforce</i>	✓	✓	✗	✓	✓
<i>Performance-oriented Work Environment Creation</i>	✓	✓	✓	✓	✓
<i>Perceived and Used Value based Service Performance</i>	✓	✗	✓	✓	✗
<i>Value Creation and Realized based Approach</i>	✓	✓	✓	✓	✗
<i>Collaborative Goal Setting &amp; Performance Measurement</i>	✗	✗	✗	✗	✗
<i>Periodic Target for Focus and Achievement</i>	✗	✗	✓	✓	✓
<i>Flexibility in Performance Goals Adjustment</i>	✓	✗	✓	✓	✓
<b><i>Business Growth and Sustainability</i></b>					
<i>Transparent and Objective Communication</i>	✓	✓	✓	✓	✓
<i>Value-Based Client Behavior and Interaction</i>	✗	✗	✓	✓	✗



	<i>Transformational</i>	<i>Entrepreneurial</i>	<i>Strategic</i>	<i>Sustainable</i>	<i>Ethical</i>
<i>Non-Financial Rewards and Recognition</i>	✗	✗	✓	✓	✓
<i>Mutual Respect and Empathy for Successful Client Outcome</i>	✓	✓	✓	✓	✓
<i>Core Value-based Growth Strategy and Business Plan</i>	✓	✗	✓	✓	✓
<i>Stakeholder Interests' Attention for Goal Definition</i>	✗	✗	✗	✗	✗
<i>Additional Value to Client outside Contractual Obligations</i>	✗	✗	✗	✗	✗
<i>Client Attachment for a Successful Outcome Journey</i>	✓	✗	✗	✓	✗
<i>Thinking Out-of-Box for Environmental Challenges</i>	✗	✓	✓	✗	✗

#### 4.5 Research Question Three

As part of the third research question of this study, the author has computed the Bivariate Correlation using Kendall's tau-b Non-Parametric Correlation Coefficient to

understand the strength and direction of association that exists between the key mindsets and measures of SME leaders for business growth and sustainability, and the measurement of business and resource performance mindsets, identified for the first research question earlier in the Chapter. In this regard, Pearson Coefficient has not been used because of relatively small sample size and the ordinal data type. Also, as far as Non-Parametric Correlation computation is concerned, Kendall's tau is selected for this study instead of Spearman's rho because of its robustness (smaller gross error sensitivity) and statistical efficiency (smaller asymptotic variance) as well as due to its large preference for small samples or some outliers. Each of the key mindsets or determinants of business growth and sustainability measures has been analysed and tabulated with their relative ranking for degree of influence on business and resource performance.

This has been followed by a similar computation of Non-Parametric Bivariate Correlation between the different dimensions of Business Performance and Business Growth and Sustainability, in scope of this research study. In this regard, the combined score of each of the dimensions has been computed taking into account the individual score of key mindsets and measures, identified for the first research question.

Table 4.18

Non-Parametric Correlation between Business Performance and Business Growth and Sustainability for SME Leaders

	<i>BPSusta-1</i>	<i>BPSusta-2</i>	<i>BPSusta-3</i>	<i>BPSusta-4</i>	<i>BPValue-1</i>	<i>BPValue-2</i>	<i>BPGGoal-1</i>	<i>BPGGoal-2</i>	<i>BPGGoal-3</i>
<i>BGSCult-1</i>	<b>Corr. Coeff.</b>								
	<i>0.349**</i>	<i>0.236</i>	<i>0.445**</i>	<i>0.300*</i>	<i>0.304**</i>	<i>0.317**</i>	<i>0.295*</i>	<i>0.354**</i>	<i>0.326**</i>
<i>BGSCult-2</i>	<b>Sig. (2-tailed)</b>								
	<i>0.003</i>	<i>0.053</i>	<i>0.000</i>	<i>0.012</i>	<i>0.010</i>	<i>0.007</i>	<i>0.013</i>	<i>0.003</i>	<i>0.006</i>
<i>BGSCult-3</i>	<b>Corr. Coeff.</b>								
	<i>0.420**</i>	<i>0.284*</i>	<i>0.244*</i>	<i>0.072</i>	<i>0.114</i>	<i>0.243*</i>	<i>0.322**</i>	<i>0.249*</i>	<i>0.255*</i>
<i>BGSCult-4</i>	<b>Sig. (2-tailed)</b>								
	<i>0.000</i>	<i>0.022</i>	<i>0.045</i>	<i>0.552</i>	<i>0.342</i>	<i>0.041</i>	<i>0.007</i>	<i>0.037</i>	<i>0.035</i>
<i>BGSCult-5</i>	<b>Corr. Coeff.</b>								
	<i>0.127</i>	<i>0.026</i>	<i>0.266*</i>	<i>0.380**</i>	<i>0.299**</i>	<i>0.331**</i>	<i>0.057</i>	<i>0.261*</i>	<i>0.361**</i>
<i>BGSCult-6</i>	<b>Sig. (2-tailed)</b>								
	<i>0.265</i>	<i>0.828</i>	<i>0.021</i>	<i>0.001</i>	<i>0.008</i>	<i>0.003</i>	<i>0.620</i>	<i>0.022</i>	<i>0.002</i>
<i>BGSCult-7</i>	<b>Corr. Coeff.</b>								
	<i>0.145</i>	<i>0.221</i>	<i>0.322**</i>	<i>0.343**</i>	<i>0.238*</i>	<i>0.270*</i>	<i>(0.090)</i>	<i>0.331**</i>	<i>0.277*</i>
<i>BGSCult-8</i>	<b>Sig. (2-tailed)</b>								
	<i>0.213</i>	<i>0.067</i>	<i>0.006</i>	<i>0.003</i>	<i>0.040</i>	<i>0.019</i>	<i>0.438</i>	<i>0.004</i>	<i>0.018</i>
<i>BGSCult-9</i>	<b>Corr. Coeff.</b>								
	<i>0.215</i>	<i>0.315**</i>	<i>0.318**</i>	<i>0.176</i>	<i>0.228*</i>	<i>0.137</i>	<i>0.053</i>	<i>0.291*</i>	<i>0.236*</i>

	<i>BPSusta-1</i>	<i>BPSusta-2</i>	<i>BPSusta-3</i>	<i>BPSusta-4</i>	<i>BPValue-1</i>	<i>BPValue-2</i>	<i>BPGoal-1</i>	<i>BPGoal-2</i>	<i>BPGoal-3</i>	
<i>BGSCust-1</i>	<b>Sig. (2-tailed)</b>	0.060	0.008	0.006	0.126	0.045	0.228	0.642	0.011	0.040
	<b>Corr. Coeff.</b>	0.258*	0.094	0.269*	0.018	0.109	0.000	0.035	0.260*	0.215
<i>BGSCust-2</i>	<b>Sig. (2-tailed)</b>	0.022	0.417	0.018	0.876	0.329	1.000	0.752	0.020	0.056
	<b>Corr. Coeff.</b>	0.127	0.114	0.116	(0.048)	0.071	0.180	0.053	0.140	0.133
<i>BGSCust-3</i>	<b>Sig. (2-tailed)</b>	0.261	0.327	0.310	0.675	0.526	0.108	0.636	0.212	0.243
	<b>Corr. Coeff.</b>	0.346**	0.293*	0.279*	0.169	0.301*	0.166	0.013	0.265*	0.139
<i>BGSEnviro-1</i>	<b>Sig. (2-tailed)</b>	0.004	0.017	0.020	0.156	0.011	0.158	0.911	0.025	0.244
	<b>Corr. Coeff.</b>	0.368**	0.304*	0.314**	0.191	0.227*	0.226*	0.220	0.158	0.210
	<b>Sig. (2-tailed)</b>	0.002	0.011	0.007	0.102	0.049	0.049	0.057	0.171	0.072

\* Correlation is significant at the 0.05 level (2-tailed)

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

As can be seen from the above table, each of the business performance mindsets or experiences has a positive correlation with each of the key mindsets or experiences for SME business growth and sustainability, ranging from small degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level. It is observed from the correlation results that Culture & Values dimension of Business Growth and Sustainability measure has a strong degree of influence on all the dimensions of Business Performance.

*Table 4.19  
Correlation between Business Performance and Business Growth and Sustainability Dimensions*

	<i>Sustainable Performance</i>	<i>Value Driven Performance</i>	<i>Goal Oriented Performance</i>
<i>Culture and Values</i>	<b>Corr. Coeff.</b> 0.410**	0.310**	0.316**
	<b>Sig. (2-tailed)</b> 0.000	0.002	0.001
<i>Customer Centricity</i>	<b>Corr. Coeff.</b> 0.146	0.165	0.200*
	<b>Sig. (2-tailed)</b> 0.145	0.108	0.046
<i>Environmental Commitment</i>	<b>Corr. Coeff.</b> 0.315**	0.250*	0.185
	<b>Sig. (2-tailed)</b> 0.004	0.025	0.089

\* Correlation is significant at the 0.05 level (2-tailed)

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

In the above table, each of the business performance dimensions has a positive correlation with each of the dimensions for SME business growth and sustainability,

ranging from small degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level. It is observed from the correlation results that Culture & Values dimension of Business Growth and Sustainability measure has a strong degree of influence on all the dimensions of Business Performance.

#### **4.6 Research Question Four**

As part of the fourth research question of this study, the author has computed the Bivariate Correlation using Kendall's tau-b Correlation Coefficient to measure the strength and direction of association that exists between the key mindsets for business model adoption of SME leaders, and both the business performance mindsets as well as the business growth and sustainability mindsets, identified for the first research question earlier in this Chapter. In this regard, Pearson Coefficient has not been used because of relatively small sample size and ordinal data type. Also, as far as Non-Parametric Correlation computation is concerned, Kendall's tau is selected for this study instead of Spearman's rho because of its robustness (smaller gross error sensitivity) and statistical efficiency (smaller asymptotic variance) as well as due to its large preference for small samples or some outliers.

This has been followed by a similar computation of Non-Parametric Bivariate Correlation between the different dimensions of Business Performance and Business Growth and Sustainability, in scope of this research study. In this regard, the combined score of each of the dimensions has been computed taking into account the individual score of key mindsets and measures, identified for the first research question.

#### 4.6.1 Business Model Adoption Impact on Business Performance

Table 4.20

Non-Parametric Correlation between Key Business Performance and Business Model Adoption Parameters for SMEs

	<i>BPSusta-1</i>	<i>BPSusta-2</i>	<i>BPSusta-3</i>	<i>BPSusta-4</i>	<i>BPValue-1</i>	<i>BPValue-2</i>	<i>BPGGoal-1</i>	<i>BPGGoal-2</i>	<i>BPGGoal-3</i>
<i>BMAgile-1</i>	<b>Corr. Coeff.</b>								
	<i>0.082</i>	<i>0.022</i>	<i>0.120</i>	<i>0.202</i>	<i>0.224</i>	<i>0.146</i>	<i>(0.042)</i>	<i>0.261*</i>	<i>0.238*</i>
<i>BMAgile-1</i>	<b>Sig. (2-tailed)</b>								
	<i>0.478</i>	<i>0.855</i>	<i>0.303</i>	<i>0.083</i>	<i>0.051</i>	<i>0.203</i>	<i>0.715</i>	<i>0.023</i>	<i>0.040</i>
<i>BMAgile-2</i>	<b>Corr. Coeff.</b>								
	<i>0.082</i>	<i>0.004</i>	<i>0.132</i>	<i>0.208</i>	<i>0.182</i>	<i>(0.008)</i>	<i>(0.035)</i>	<i>0.338**</i>	<i>0.252*</i>
<i>BMAgile-2</i>	<b>Sig. (2-tailed)</b>								
	<i>0.479</i>	<i>0.974</i>	<i>0.257</i>	<i>0.075</i>	<i>0.113</i>	<i>0.941</i>	<i>0.764</i>	<i>0.003</i>	<i>0.030</i>
<i>BMAgile-3</i>	<b>Corr. Coeff.</b>								
	<i>0.250*</i>	<i>0.269*</i>	<i>0.116</i>	<i>0.178</i>	<i>0.156</i>	<i>0.067</i>	<i>0.104</i>	<i>0.338**</i>	<i>0.254*</i>
<i>BMAgile-3</i>	<b>Sig. (2-tailed)</b>								
	<i>0.038</i>	<i>0.030</i>	<i>0.337</i>	<i>0.141</i>	<i>0.191</i>	<i>0.572</i>	<i>0.385</i>	<i>0.005</i>	<i>0.035</i>
<i>BMAadapt-1</i>	<b>Corr. Coeff.</b>								
	<i>0.031</i>	<i>0.085</i>	<i>0.042</i>	<i>0.014</i>	<i>0.121</i>	<i>(0.143)</i>	<i>0.088</i>	<i>0.244*</i>	<i>0.295*</i>
<i>BMAadapt-1</i>	<b>Sig. (2-tailed)</b>								
	<i>0.791</i>	<i>0.476</i>	<i>0.718</i>	<i>0.903</i>	<i>0.288</i>	<i>0.210</i>	<i>0.445</i>	<i>0.033</i>	<i>0.011</i>

	<i>BPSusta-1</i>	<i>BPSusta-2</i>	<i>BPSusta-3</i>	<i>BPSusta-4</i>	<i>BPValue-1</i>	<i>BPValue-2</i>	<i>BPGGoal-1</i>	<i>BPGGoal-2</i>	<i>BPGGoal-3</i>
<i>BMAadapt-2</i>	<b>Corr. Coeff.</b>								
	<i>0.199</i>	<i>0.061</i>	<i>0.348**</i>	<i>0.213</i>	<i>0.184</i>	<i>0.073</i>	<i>(0.022)</i>	<i>0.248*</i>	<i>0.343**</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.091</i>	<i>0.614</i>	<i>0.003</i>	<i>0.071</i>	<i>0.115</i>	<i>0.531</i>	<i>0.852</i>	<i>0.034</i>	<i>0.004</i>
<i>BMTech-1</i>	<b>Corr. Coeff.</b>								
	<i>0.220</i>	<i>0.263*</i>	<i>0.190</i>	<i>0.147</i>	<i>0.299*</i>	<i>0.127</i>	<i>0.016</i>	<i>0.055</i>	<i>0.226</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.061</i>	<i>0.030</i>	<i>0.109</i>	<i>0.212</i>	<i>0.010</i>	<i>0.273</i>	<i>0.893</i>	<i>0.636</i>	<i>0.055</i>
<i>BMTech-2</i>	<b>Corr. Coeff.</b>								
	<i>0.145</i>	<i>0.075</i>	<i>0.191</i>	<i>0.221</i>	<i>0.348**</i>	<i>0.119</i>	<i>(0.049)</i>	<i>0.216</i>	<i>0.326**</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.208</i>	<i>0.531</i>	<i>0.100</i>	<i>0.056</i>	<i>0.002</i>	<i>0.298</i>	<i>0.668</i>	<i>0.059</i>	<i>0.005</i>
<i>BMOptim-1</i>	<b>Corr. Coeff.</b>								
	<i>0.120</i>	<i>0.163</i>	<i>0.405**</i>	<i>0.497**</i>	<i>0.451**</i>	<i>0.234*</i>	<i>0.162</i>	<i>0.442**</i>	<i>0.362**</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.296</i>	<i>0.169</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.040</i>	<i>0.158</i>	<i>0.000</i>	<i>0.002</i>
<i>BMOptim-2</i>	<b>Corr. Coeff.</b>								
	<i>0.294*</i>	<i>0.149</i>	<i>0.328**</i>	<i>0.288*</i>	<i>0.312**</i>	<i>0.215</i>	<i>0.054</i>	<i>0.207</i>	<i>0.320**</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.011</i>	<i>0.211</i>	<i>0.005</i>	<i>0.013</i>	<i>0.006</i>	<i>0.058</i>	<i>0.636</i>	<i>0.069</i>	<i>0.006</i>
<i>BMOptim-3</i>	<b>Corr. Coeff.</b>								



	<i>BPSusta-1</i>	<i>BPSusta-2</i>	<i>BPSusta-3</i>	<i>BPSusta-4</i>	<i>BPValue-1</i>	<i>BPValue-2</i>	<i>BPGoal-1</i>	<i>BPGoal-2</i>	<i>BPGoal-3</i>
<i>BMOptim-4</i>	0.255*	0.176	0.229*	0.197	0.276*	0.173	(0.089)	0.142	0.112
	<b>Sig. (2-tailed)</b>								
	0.026	0.134	0.046	0.085	0.015	0.126	0.435	0.209	0.327
	<b>Corr. Coeff.</b>								
<i>BMOptim-5</i>	0.151	0.161	0.163	0.209	0.339**	0.277*	(0.049)	0.275*	0.227
	<b>Sig. (2-tailed)</b>								
	0.198	0.183	0.167	0.075	0.004	0.017	0.672	0.018	0.053
	<b>Corr. Coeff.</b>								
<i>BMOptim-5</i>	0.403**	0.168	0.258*	0.335**	0.374**	0.333**	0.124	0.164	0.221
	<b>Sig. (2-tailed)</b>								
	0.000	0.160	0.028	0.004	0.001	0.004	0.284	0.155	0.058

\* Correlation is significant at the 0.05 level (2-tailed)

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

The acronyms used for the column and row names in the table above are explained in the page below -

- BPSusta-1 : Financial, Environmental and Social Harmony
- BPSusta-2 : Motivated, Learning-Obsessed Employees
- BPSusta-3 : Productive and Engaged Workforce
- BPSusta-4 : Performance-oriented Work Environment Creation
- BPValue-1 : Perceived and Used Value based Service Performance
- BPValue-2 : Value Creation and Realized based Approach
- BPGGoal-1 : Collaborative Goal Setting & Performance Measurement
- BPGGoal-2 : Periodic Target for Focus and Achievement
- BPGGoal-3 : Flexibility in Performance Goals Adjustment
- BMAgile-1 : Agility - Governance Structure
- BMAgile-2 : Agility - Team Agility
- BMAgile-3 : Agility - Leadership Development
- BMAdapt-1 : Adaptability - Changing Needs Adaptation
- BMAdapt-2 : Adaptability - Flexibility & Adjustability
- BMTech-1 : Technology - Emerging Technology Adoption
- BMTech-2 : Technology - Business Model Driven Technology
- BMOptim-1 : Optimization - Productivity & Efficiency Measurement
- BMOptim-2 : Optimization - Methods and Processes Introduction
- BMOptim-3 : Optimization - Justified and Apt Resource Allocation
- BMOptim-4 : Optimization - Business Approach and Adjustments
- BMOptim-5 : Optimization - Entire Value Chain Consideration

In the above table, each of the key business performance parameters have a positive correlation with each of the key parameters for SME Business Model Adoption across the different identified dimensions, ranging from small degree of influence to a strong relationship, which is statistically significant either at the 0.05 level or 0.01 level.

The only exceptions are BPValue-2 (Value Creation and Realised based Approach) and BPGGoal-1 (Collaborative Goal Setting and Performance Measurement), having negative correlation with few Business Model parameters.

*Table 4.21  
Correlation between Business Model and Business Performance Dimensions*

	<i>Model Agility</i>	<i>Model Adaptability</i>	<i>Model Tech Adoption</i>	<i>Model Optimization</i>
<i>Sustainable Performance</i>	<b>Corr. Coeff.</b> 0.187	0.165	0.225*	0.358**
	<b>Sig. (2-tailed)</b> 0.067	0.111	0.031	0.000
<i>Value Driven Performance</i>	<b>Corr. Coeff.</b> 0.163	0.062	0.280**	0.399**
	<b>Sig. (2-tailed)</b> 0.120	0.559	0.009	0.000
<i>Goal Oriented Performance</i>	<b>Corr. Coeff.</b> 0.259*	0.231*	0.096	0.205*
	<b>Sig. (2-tailed)</b> 0.011	0.026	0.354	0.038

\* Correlation is significant at the 0.05 level (2-tailed)

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

In the above table, both Technology Adoption and Optimization dimensions of Business Model used by the SME leaders has a strong positive correlation with the Sustainable and Value Driven dimensions of Business Performance, and it is statistically significant at the 0.01 level. On the other hand, Goal Oriented dimension of Business Performance has a positive correlation with the Agility, Adaptability and Optimization dimensions of Business Model adoption by SME leaders, and it is statistically significant at 0.05 level.

#### 4.6.2 Business Model Adoption Impact on Business Growth and Sustainability

Table 4.22

Non-Parametric Correlation between Key Business Growth & Sustainability and Business Model Adoption Parameters

	<i>BGSCult-1</i>	<i>BGSCult-2</i>	<i>BGSCult-3</i>	<i>BGSCult-4</i>	<i>BGSCult-5</i>	<i>BGSCust-1</i>	<i>BGSCust-2</i>	<i>BGSCust-3</i>	<i>BGSEnv-1</i>
<i>BMAgile-1</i>	<b>Corr. Coeff.</b>								
	<i>0.251*</i>	<i>0.075</i>	<i>0.298*</i>	<i>0.233</i>	<i>0.365**</i>	<i>(0.012)</i>	<i>0.066</i>	<i>0.125</i>	<i>0.061</i>
<i>BMAgile-1</i>	<b>Sig. (2-tailed)</b>								
	<i>0.038</i>	<i>0.543</i>	<i>0.010</i>	<i>0.051</i>	<i>0.002</i>	<i>0.916</i>	<i>0.565</i>	<i>0.303</i>	<i>0.608</i>
<i>BMAgile-2</i>	<b>Corr. Coeff.</b>								
	<i>0.124</i>	<i>0.197</i>	<i>0.130</i>	<i>0.265*</i>	<i>0.141</i>	<i>0.051</i>	<i>0.101</i>	<i>0.143</i>	<i>(0.142)</i>
<i>BMAgile-2</i>	<b>Sig. (2-tailed)</b>								
	<i>0.305</i>	<i>0.108</i>	<i>0.263</i>	<i>0.026</i>	<i>0.228</i>	<i>0.656</i>	<i>0.382</i>	<i>0.238</i>	<i>0.232</i>
<i>BMAgile-3</i>	<b>Corr. Coeff.</b>								
	<i>0.346**</i>	<i>0.225</i>	<i>0.110</i>	<i>0.266*</i>	<i>0.099</i>	<i>0.073</i>	<i>0.235*</i>	<i>0.244</i>	<i>0.213</i>
<i>BMAgile-3</i>	<b>Sig. (2-tailed)</b>								
	<i>0.006</i>	<i>0.078</i>	<i>0.363</i>	<i>0.032</i>	<i>0.414</i>	<i>0.542</i>	<i>0.050</i>	<i>0.052</i>	<i>0.083</i>
<i>BMAadapt-1</i>	<b>Corr. Coeff.</b>								
	<i>0.035</i>	<i>0.124</i>	<i>0.118</i>	<i>0.096</i>	<i>0.227</i>	<i>0.087</i>	<i>0.078</i>	<i>0.012</i>	<i>(0.006)</i>
<i>BMAadapt-1</i>	<b>Sig. (2-tailed)</b>								
	<i>0.770</i>	<i>0.309</i>	<i>0.310</i>	<i>0.417</i>	<i>0.051</i>	<i>0.446</i>	<i>0.498</i>	<i>0.923</i>	<i>0.962</i>

	<i>BGSCult-1</i>	<i>BGSCult-2</i>	<i>BGSCult-3</i>	<i>BGSCult-4</i>	<i>BGSCult-5</i>	<i>BGSCust-1</i>	<i>BGSCust-2</i>	<i>BGSCust-3</i>	<i>BGSEnv-1</i>
<i>BMAadapt-2</i>	<b>Corr. Coeff.</b>								
	<i>0.211</i>	<i>0.285*</i>	<i>0.183</i>	<i>0.321**</i>	<i>0.366**</i>	<i>0.196</i>	<i>0.160</i>	<i>0.270*</i>	<i>0.052</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.086</i>	<i>0.022</i>	<i>0.122</i>	<i>0.008</i>	<i>0.002</i>	<i>0.092</i>	<i>0.172</i>	<i>0.028</i>	<i>0.663</i>
<i>BMTech-1</i>	<b>Corr. Coeff.</b>								
	<i>(0.061)</i>	<i>0.099</i>	<i>0.144</i>	<i>0.266*</i>	<i>0.239*</i>	<i>0.182</i>	<i>0.076</i>	<i>0.078</i>	<i>0.122</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.618</i>	<i>0.424</i>	<i>0.224</i>	<i>0.027</i>	<i>0.044</i>	<i>0.117</i>	<i>0.517</i>	<i>0.528</i>	<i>0.312</i>
<i>BMTech-2</i>	<b>Corr. Coeff.</b>								
	<i>0.142</i>	<i>0.138</i>	<i>0.206</i>	<i>0.390**</i>	<i>0.196</i>	<i>0.127</i>	<i>0.203</i>	<i>0.111</i>	<i>0.061</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.240</i>	<i>0.257</i>	<i>0.076</i>	<i>0.001</i>	<i>0.093</i>	<i>0.264</i>	<i>0.077</i>	<i>0.356</i>	<i>0.606</i>
<i>BMOptim-1</i>	<b>Corr. Coeff.</b>								
	<i>0.456**</i>	<i>0.127</i>	<i>0.440**</i>	<i>0.294*</i>	<i>0.288*</i>	<i>0.097</i>	<i>0.033</i>	<i>0.313**</i>	<i>0.221</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.000</i>	<i>0.297</i>	<i>0.000</i>	<i>0.013</i>	<i>0.013</i>	<i>0.396</i>	<i>0.772</i>	<i>0.009</i>	<i>0.061</i>
<i>BMOptim-2</i>	<b>Corr. Coeff.</b>								
	<i>0.422**</i>	<i>0.243*</i>	<i>0.286*</i>	<i>0.255*</i>	<i>0.369**</i>	<i>0.097</i>	<i>0.135</i>	<i>0.229</i>	<i>0.190</i>
	<b>Sig. (2-tailed)</b>								
	<i>0.000</i>	<i>0.047</i>	<i>0.013</i>	<i>0.031</i>	<i>0.001</i>	<i>0.393</i>	<i>0.240</i>	<i>0.057</i>	<i>0.106</i>
<i>BMOptim-3</i>	<b>Corr. Coeff.</b>								

	<i>BGSCult-1</i>	<i>BGSCult-2</i>	<i>BGSCult-3</i>	<i>BGSCult-4</i>	<i>BGSCult-5</i>	<i>BGSCust-1</i>	<i>BGSCust-2</i>	<i>BGSCust-3</i>	<i>BGSEnv-1</i>
<i>BMOptim-4</i>	0.255*	0.131	0.164	0.275*	0.323**	0.202	0.102	0.324**	0.145
	<b>Sig. (2-tailed)</b>								
	0.033	0.279	0.153	0.019	0.005	0.074	0.370	0.007	0.216
	<b>Corr. Coeff.</b>								
<i>BMOptim-5</i>	0.317**	0.162	0.228	0.323**	0.261*	0.118	0.194	0.285*	0.157
	<b>Sig. (2-tailed)</b>								
	0.010	0.193	0.053	0.007	0.027	0.307	0.097	0.020	0.189
	<b>Corr. Coeff.</b>								
<i>BMOptim-5</i>	0.379**	0.378**	0.458**	0.273*	0.273*	0.137	0.092	0.129	0.338**
	<b>Sig. (2-tailed)</b>								
	0.002	0.002	0.000	0.022	0.020	0.234	0.425	0.288	0.004

\* Correlation is significant at the 0.05 level (2-tailed)

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

The acronyms used for the column and row names in the table above are explained in the page below -

- BGSCult-1 : Transparent and Objective Communication
- BGSCult-2 : Value-Based Client Behavior and Interaction
- BGSCult-3 : Non-Financial Rewards and Recognition
- BGSCult-4 : Mutual Respect and Empathy for Successful Client Outcome
- BGSCult-5 : Core Value-based Growth Strategy and Business Plan
- BGSCust-1 : Stakeholder Interests' Attention for Goal Definition
- BGSCust-2 : Additional Value to Client outside Contractual Obligations
- BGSCust-3 : Client Attachment for a Successful Outcome Journey
- BGSEnv-1 : Thinking Out-of-Box for Environmental Challenges
- BMAgile-1 : Agility - Governance Structure
- BMAgile-2 : Agility - Team Agility
- BMAgile-3 : Agility - Leadership Development
- BMAdapt-1 : Adaptability - Changing Needs Adaptation
- BMAdapt-2 : Adaptability - Flexibility & Adjustability
- BMTech-1 : Technology - Emerging Technology Adoption
- BMTech-2 : Technology - Business Model Driven Technology
- BMOptim-1 : Optimization - Productivity & Efficiency Measurement
- BMOptim-2 : Optimization - Methods and Processes Introduction
- BMOptim-3 : Optimization - Justified and Apt Resource Allocation
- BMOptim-4 : Optimization - Business Approach and Adjustments
- BMOptim-5 : Optimization - Entire Value Chain Consideration

In the above table, each of the key business growth and sustainability parameters has a positive correlation with each of the key parameters for SME Business Model Adoption across the different identified dimensions, ranging from small degree of influence to a strong relationship, which is statistically significant either at the 0.05 level

or 0.01 level. The only exception is BGSEnv-1 (Thinking Out-of-Box for Environmental Challenges), having negative correlation with couple of Business Model parameters.

*Table 4.23*  
*Correlation between Business Model and Business Growth & Sustainability Dimensions*

	<i>Model Agility</i>	<i>Model Adaptability</i>	<i>Model Tech Adoption</i>	<i>Model Optimization</i>
<i>Culture and Values</i>	<b>Corr. Coeff.</b>			
	<i>0.327**</i>	<i>0.257*</i>	<i>0.241*</i>	<i>0.475**</i>
	<b>Sig. (2-tailed)</b>			
	<i>0.001</i>	<i>0.012</i>	<i>0.020</i>	<i>0.000</i>
<i>Customer Centricity</i>	<b>Corr. Coeff.</b>			
	<i>0.192</i>	<i>0.205*</i>	<i>0.205</i>	<i>0.249*</i>
	<b>Sig. (2-tailed)</b>			
	<i>0.062</i>	<i>0.049</i>	<i>0.051</i>	<i>0.012</i>
<i>Environmental Commitment</i>	<b>Corr. Coeff.</b>			
	<i>0.037</i>	<i>0.037</i>	<i>0.075</i>	<i>0.286**</i>
	<b>Sig. (2-tailed)</b>			
	<i>0.740</i>	<i>0.744</i>	<i>0.509</i>	<i>0.008</i>

\* *Correlation is significant at the 0.05 level (2-tailed)*

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

In the above table, Culture and Values dimension of Business Growth and Sustainability used by the SME leaders has a strong positive correlation with all the dimensions of Business Model Adoption, and it is statistically significant at the 0.01 or 0.05 level. On the other hand, Customer Centricity dimension of Business Growth and Sustainability has a positive correlation with the Adaptability and Optimization dimensions of Business Model adoption by SME leaders, and it is statistically significant at 0.05 level.



Each of the dimensions for business model adoption of the SME leaders has been analysed and tabulated with their relative ranking in descending order for level of impact on dimensions of business performance and business growth and sustainability. This is based on their positive or negative correlations as well as their strengths found in the previous tables.

*Table 4.24  
Correlation-based Ranking of Performance and Growth with Business Model Adoption*

	<i>Business Model Agility</i>	<i>Business Model Adaptability</i>	<i>Business Model Tech Adoption</i>	<i>Business Model Optimization</i>
<b><i>Business Performance</i></b>				
<b><i>Rank 01</i></b>	<i>Goal Oriented Performance</i>	<i>Goal Oriented Performance</i>	<i>Value Driven Performance</i>	<i>Value Driven Performance</i>
<b><i>Rank 02</i></b>	<i>Sustainable Performance</i>	<i>Sustainable Performance</i>	<i>Sustainable Performance</i>	<i>Sustainable Performance</i>
<b><i>Rank 03</i></b>	<i>Value Driven Performance</i>	<i>Value Driven Performance</i>	<i>Goal Oriented Performance</i>	<i>Goal Oriented Performance</i>
<b><i>Business Growth and Sustainability</i></b>				
<b><i>Rank 01</i></b>	<i>Culture and Values</i>	<i>Culture and Values</i>	<i>Culture and Values</i>	<i>Culture and Values</i>
<b><i>Rank 02</i></b>	<i>Customer Centricity</i>	<i>Customer Centricity</i>	<i>Customer Centricity</i>	<i>Environmental Commitment</i>
<b><i>Rank 03</i></b>	<i>Environmental Commitment</i>	<i>Environmental Commitment</i>	<i>Environmental Commitment</i>	<i>Customer Centricity</i>

#### **4.7 Research Question Five**

As part of the fifth research question of this study, the author has created the heat map of the combined score for each of the parameters (mindsets and experience) of

Sustainability and Value-Driven dimensions of Business Performance, separately for the participants who demonstrated predominant Transformational, Entrepreneurial, Strategic, Sustainable or Ethical Leadership Style. This has been followed by graphical representation of the ranking of non-financial performance indicators, as found important in the survey responses for firm growth by each of the above predominant SME leadership styles. Subsequently this has been combined with the rankings of non-financial success factors and success indicators by the different predominant leadership styles to analyze and formulate the sustainable and value-driven performance framework for SME leaders in the context of both service and product businesses.

*Table 4.25  
Heat Map of Different Leadership Styles for each Participant*

<b>Transformational Style</b>	<b>Entrepreneurial Style</b>	<b>Strategic Style</b>	<b>Sustainable Style</b>	<b>Ethical Style</b>
4.83	4.50	4.00	4.17	5.00
3.83	4.17	4.50	4.67	5.00
3.33	4.00	4.00	3.83	4.67
4.83	3.83	4.33	4.17	4.83
4.33	3.83	3.67	4.00	4.17
4.67	4.00	4.00	4.33	4.67
4.83	4.50	3.67	4.50	4.83
4.67	3.33	2.83	3.33	4.50
4.33	4.83	4.67	4.67	5.00
3.17	3.50	3.33	3.50	3.83
4.83	4.67	4.33	4.83	4.83
4.17	4.17	3.67	4.33	4.33
4.83	4.17	4.17	4.67	5.00
4.50	4.00	3.67	4.50	3.33
4.83	4.67	4.17	4.83	4.00
4.67	3.83	4.50	4.83	5.00
4.83	4.33	4.17	4.50	4.83
4.67	3.67	3.50	4.50	5.00
4.67	3.83	3.50	4.17	4.50

Transformational Style	Entrepreneurial Style	Strategic Style	Sustainable Style	Ethical Style
4.00	3.50	3.33	3.83	4.00
5.00	4.33	4.33	5.00	5.00
4.83	4.83	4.50	4.83	4.83
4.50	4.50	3.67	4.67	4.67
4.33	4.17	4.67	5.00	5.00
4.67	3.50	4.83	4.83	5.00
3.67	3.50	3.67	4.00	4.17
4.17	3.50	3.67	3.83	4.00
3.67	4.17	4.33	4.33	4.17
4.50	4.33	4.17	4.00	4.50
4.17	4.00	4.17	4.00	4.50
3.83	4.17	3.33	4.00	4.33
4.83	4.67	4.33	4.67	5.00
4.00	3.83	3.83	4.67	5.00
4.33	4.33	4.00	4.50	4.67
5.00	4.33	4.67	4.83	4.67
4.17	4.00	3.83	4.33	4.33
4.00	3.83	3.33	4.00	4.17
5.00	4.50	4.17	4.50	5.00
4.00	4.00	3.50	4.00	4.83
4.67	4.33	4.00	4.17	5.00
4.33	3.17	3.17	3.17	4.00
5.00	4.50	4.83	4.67	4.00
4.50	3.83	3.83	4.33	4.83
4.17	4.50	3.83	4.67	5.00
4.50	2.83	4.33	4.17	4.83
4.50	4.83	4.33	4.00	3.33
3.83	3.67	4.17	3.83	4.00
3.83	4.33	3.17	3.17	4.83
4.50	4.33	4.17	4.83	4.67
4.83	3.50	4.00	5.00	5.00
4.00	3.33	3.83	3.17	4.67
4.50	3.67	3.33	4.00	4.50
5.00	4.50	4.33	5.00	5.00
4.00	4.00	3.83	4.17	4.50
5.00	3.83	4.33	5.00	5.00
5.00	4.50	3.67	4.17	4.33
4.33	4.17	4.17	4.33	4.67
3.67	4.17	3.67	4.33	4.33

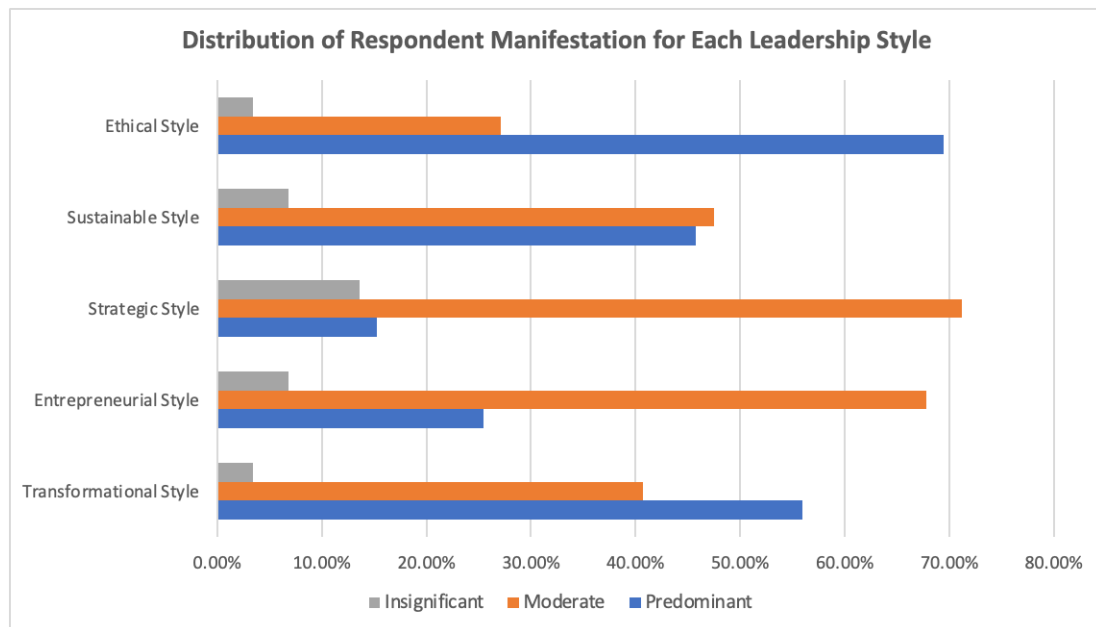
Transformational Style	Entrepreneurial Style	Strategic Style	Sustainable Style	Ethical Style
4.83	5.00	4.50	4.83	5.00

The above heat map shows that each of the SME leaders, who participated in the research study, has shown some degree of manifestation for each of the leadership styles, with predominant style being one or two of them. The author has used a 3-point scale to determine whether a certain leadership style is predominant, moderate or insignificant.

The scale is shown below for reference purpose:

- Predominant - Score  $\geq 4.5$
- Moderate -  $4.5 > \text{Score} \geq 3.5$
- Insignificant - Score  $< 3.5$

Majority of the leaders has shown Ethical Style to be their dominant style, followed by Transformational Style and Sustainable Style. On the other hand, majority of the leaders has shown Strategic Style to be their moderate style, followed by Entrepreneurial Style.



*Figure 4.69*

*Distribution of Participant Manifestation for Each Leadership Style*

As can be seen in the above figure, 69.5% of the participating SME leaders manifested predominant Ethical Leadership style, followed by 56% manifesting predominant Transformational Leadership style and 45.75% of the leaders manifesting predominant Sustainable Leadership style. Since these three leadership styles were found to be the most predominant among majority of the participating leaders, the author has also considered a combination of these leadership styles within a SME leader while consolidating the data and tabulating the findings of the reesarch study in the tables below.

*Table 4.26*

*Heat Map of Sustainable Business Performance Parameters with Leadership Styles*

Predominant Leadership Style	Sustainable Business Performance Mindset and Experience Parameters					
	Need for Steadfast, Long Term Staff	Environment, Social & Financial Harmony	Motivated, Learning-Obsessed Employees	Engaged and Productive Workforce	Performance Oriented Work Environment	Non-Financial Metrics Measurement
<i>Transformational</i>	3.97	4.15	4.45	4.39	4.21	3.55
<i>Entrepreneurial</i>	4.27	4.80	4.87	4.53	4.33	3.53
<i>Strategic</i>	3.78	4.00	4.00	4.22	4.44	3.33
<i>Sustainable</i>	4.19	4.33	4.56	4.22	4.19	3.44
<i>Ethical</i>	4.02	4.15	4.37	4.27	4.22	3.66
<i>Transformational + Ethical</i>	4.04	4.11	4.43	4.43	4.21	3.68
<i>Transformational + Sustainable</i>	4.33	4.48	4.71	4.33	4.14	3.48
<i>Sustainable + Ethical</i>	4.29	4.33	4.54	4.29	4.25	3.58

Predominant Leadership Style	Sustainable Business Performance Mindset and Experience Parameters					
	Need for Steadfast, Long Term Staff	Environment, Social & Financial Harmony	Motivated, Learning-Obsessed Employees	Engaged and Productive Workforce	Performance Oriented Work Environment	Non-Financial Metrics Measurement
<i>Transformational + Sustainable + Ethical</i>	4.50	4.50	4.72	4.44	4.22	3.67

In the above heat map of different sustainable business performance mindset and experience parameters for each of the predominant leadership styles, it has been observed that ‘Motivated and Learning-Obsessed Employees’ is considered by the leaders to be the most important parameter for sustainable performance framework of the SMEs, followed by ‘Engaged and Productive Workforce’, ‘Environmental, Social and Financial Harmony’ and ‘Performance-Oriented Work Environment’ respectively. The results table also shows that ‘Non-Financial Metrics Measurement’ is considered to be the least important parameter for sustainable business performance framework of the SMEs by each of the leadership styles. However, when considered at individual predominant leadership style level, the relative importance of the above parameters for sustainable business performance framework varies across styles. These have been discussed and analysed in the next Chapter.

*Table 4.27  
Heat Map of Value-Driven Business Performance Parameters with Leadership Styles*

Predominant Leadership Style	Value-Driven Business Performance Mindset and Experience Parameters				
	Customer Empowerment & Involvement in Design	Maximize Societal and Customer Value	Upholding Social and Environmental Value	Perceived & Used Value based Performance	Value Creation and Realised based Approach
<i>Transformational</i>	4.06	4.03	3.94	4.27	4.00

Predominant Leadership Style	Value-Driven Business Performance Mindset and Experience Parameters				
	Customer Empowerment & Involvement in Design	Maximize Societal and Customer Value	Upholding Social and Environmental Value	Perceived & Used Value based Performance	Value Creation and Realised based Approach
<i>Entrepreneurial</i>	4.40	4.27	4.20	4.13	4.13
<i>Strategic</i>	4.11	3.78	4.33	4.33	4.56
<i>Sustainable</i>	4.19	4.15	4.07	4.07	4.00
<i>Ethical</i>	4.10	4.07	4.00	3.90	3.73
<i>Transformational + Ethical</i>	4.00	4.00	3.93	3.93	3.82
<i>Transformational + Sustainable</i>	4.10	4.14	3.90	4.10	3.95
<i>Sustainable + Ethical</i>	4.13	4.08	4.17	4.08	4.00
<i>Transformational + Sustainable + Ethical</i>	4.00	4.06	4.00	4.11	3.94

In the above heat map of different value-driven business performance mindset and experience parameters for each of the predominant leadership styles, it has been observed that ‘Customer Empowerment & Involvement in Design’ and ‘Maximize Societal and Customer Value’ are considered by the leaders to be the most important parameter for value-driven performance framework of the SMEs, followed by ‘Perceived & Used Value based Performance’ and ‘Upholding Social and Environmental Value’ parameters respectively. The results table also shows that ‘Value Creation and Realised Based Approach’ is considered to be the least important parameter for value-driven performance framework of the SMEs by each of the leadership styles, except Strategic style, where this parameter was considered to be the most important. This indicates that when considered at individual predominant leadership style level, the relative importance of the above parameters for value-driven performance framework varies across styles or style combinations. These have been discussed and analysed in the next Chapter.

Table 4.28

Heat Map for Ranking of Non-Financial Performance Indicators by Different Predominant Leadership Styles

Predominant Leadership Style	Rank Value	Top 3 Ranking of Non-Financial Performance Indicators for their Importance on Firm Growth						
		Customer Satisfaction Index	Employee Happiness	Client Retention Rate	Service Innovation	Service Quality	Energy Efficiency of Operations	Environmental Impact Reduction
<i>Transformational</i>	Rank 1	84.85%	63.64%	63.64%	42.42%	60.61%	36.36%	30.30%
	Rank 2	9.09%	24.24%	27.27%	33.33%	30.30%	24.24%	30.30%
	Rank 3	3.03%	6.06%	6.06%	12.12%	6.06%	27.27%	21.21%
<i>Entrepreneurial</i>	Rank 1	86.67%	60.00%	66.67%	53.33%	66.67%	26.67%	26.67%
	Rank 2	6.67%	26.67%	20.00%	26.67%	20.00%	33.33%	40.00%
	Rank 3	0.00%	0.00%	6.67%	6.67%	6.67%	26.67%	13.33%
<i>Strategic</i>	Rank 1	77.78%	66.67%	55.56%	55.56%	77.78%	33.33%	33.33%
	Rank 2	0.00%	11.11%	22.22%	22.22%	0.00%	22.22%	22.22%
	Rank 3	0.00%	0.00%	0.00%	0.00%	0.00%	22.22%	22.22%
<i>Sustainable</i>	Rank 1	81.48%	51.85%	62.96%	51.85%	66.67%	25.93%	25.93%
	Rank 2	3.70%	29.63%	18.52%	25.93%	18.52%	33.33%	37.04%
	Rank 3	3.70%	3.70%	7.41%	3.70%	3.70%	25.93%	18.52%
<i>Ethical</i>	Rank 1	78.05%	51.22%	60.98%	46.34%	53.66%	26.83%	21.95%
	Rank 2	12.20%	34.15%	24.39%	24.39%	31.71%	34.15%	31.71%
	Rank 3	2.44%	4.88%	4.88%	12.20%	7.32%	21.95%	19.51%
	Rank 1	85.71%	60.71%	60.71%	39.29%	53.57%	39.29%	32.14%



Predominant Leadership Style	Rank Value	Top 3 Ranking of Non-Financial Performance Indicators for their Importance on Firm Growth						
		Customer Satisfaction Index	Employee Happiness	Client Retention Rate	Service Innovation	Service Quality	Energy Efficiency of Operations	Environmental Impact Reduction
<i>Transformational + Ethical</i>	Rank 2	7.14%	25.00%	28.57%	32.14%	35.71%	21.43%	25.00%
	Rank 3	3.57%	7.14%	7.14%	14.29%	7.14%	25.00%	21.43%
<i>Transformational + Sustainable</i>	Rank 1	85.71%	57.14%	61.90%	52.38%	66.67%	33.33%	33.33%
	Rank 2	4.76%	28.57%	23.81%	28.57%	23.81%	23.81%	28.57%
	Rank 3	4.76%	4.76%	9.52%	4.76%	4.76%	33.33%	23.81%
<i>Sustainable + Ethical</i>	Rank 1	83.33%	50.00%	62.50%	50.00%	62.50%	29.17%	25.00%
	Rank 2	0.00%	29.17%	16.67%	25.00%	20.83%	33.33%	37.50%
	Rank 3	4.17%	4.17%	8.33%	4.17%	4.17%	20.83%	16.67%
<i>Transformational + Sustainable + Ethical</i>	Rank 1	88.89%	55.56%	61.11%	50.00%	61.11%	38.89%	33.33%
	Rank 2	0.00%	27.78%	22.22%	27.78%	27.78%	22.22%	27.78%
	Rank 3	5.56%	5.56%	11.11%	5.56%	5.56%	27.78%	22.22%

In the above heat map of top 3 ranked Non-Financial Performance Indicators by the different predominant leadership styles in terms of their importance on SME growth, it has been observed that ‘Customer Satisfaction Index’ is the highest ranked non-financial performance indicator for the leaders, followed by ‘Service Quality’, ‘Client Retention Rate’, ‘Employee Happiness’ and ‘Service Innovation’. It also shows that the other two indicators used for the research study, namely ‘Energy Efficiency of Operations’ and ‘Environmental Impact Reduction’ are not considered to be of importance by the leaders, when it comes to focusing on non-financial performance for SME growth.

Table 4.29

Heat Map for Ranking of Non-Financial Success Indicators by Different Predominant Leadership Styles

Predominant Leadership Style	Rating Number	Top 3 Ratings of Non-Financial Success Indicators for their Importance on Firm Growth						
		Constant Learning Environment	High Employee Satisfaction	Effective Crisis Management	Economic Shock Endurance	Resilience for Technology Disruption	Trusted Customer Relationship	Low Customer Churn Rate
<i>Transformational</i>	Rating 1	69.70%	66.67%	57.58%	27.27%	45.45%	75.76%	39.39%
	Rating 2	12.12%	18.18%	27.27%	45.45%	27.27%	12.12%	33.33%
	Rating 3	12.12%	9.09%	3.03%	12.12%	9.09%	3.03%	18.18%
<i>Entrepreneurial</i>	Rating 1	80.00%	73.33%	53.33%	26.67%	46.67%	93.33%	26.67%
	Rating 2	0.00%	20.00%	33.33%	46.67%	20.00%	0.00%	40.00%
	Rating 3	13.33%	0.00%	0.00%	13.33%	13.33%	0.00%	26.67%
<i>Strategic</i>	Rating 1	77.78%	77.78%	44.44%	22.22%	44.44%	77.78%	44.44%
	Rating 2	0.00%	0.00%	33.33%	55.56%	11.11%	0.00%	22.22%
	Rating 3	0.00%	0.00%	0.00%	0.00%	11.11%	0.00%	11.11%
<i>Sustainable</i>	Rating 1	70.37%	62.96%	59.26%	29.63%	40.74%	81.48%	37.04%
	Rating 2	7.41%	22.22%	22.22%	37.04%	25.93%	3.70%	37.04%
	Rating 3	7.41%	0.00%	0.00%	11.11%	11.11%	0.00%	11.11%

Predominant Leadership Style	Rating Number	Top 3 Ratings of Non-Financial Success Indicators for their Importance on Firm Growth						
		Constant Learning Environment	High Employee Satisfaction	Effective Crisis Management	Economic Shock Endurance	Resilience for Technology Disruption	Trusted Customer Relationship	Low Customer Churn Rate
<i>Ethical</i>	Rating 1	63.41%	58.54%	53.66%	34.15%	43.90%	73.17%	41.46%
	Rating 2	17.07%	21.95%	24.39%	31.71%	29.27%	9.76%	31.71%
	Rating 3	7.32%	7.32%	4.88%	17.07%	4.88%	2.44%	12.20%
<i>Transformational + Ethical</i>	Rating 1	71.43%	64.29%	57.14%	28.57%	46.43%	71.43%	42.86%
	Rating 2	10.71%	17.86%	25.00%	42.86%	32.14%	14.29%	28.57%
	Rating 3	10.71%	10.71%	3.57%	10.71%	0.00%	3.57%	17.86%
<i>Transformational + Sustainable</i>	Rating 1	76.19%	66.67%	57.14%	19.05%	38.10%	85.71%	33.33%
	Rating 2	4.76%	23.81%	28.57%	47.62%	28.57%	4.76%	42.86%
	Rating 3	9.52%	0.00%	0.00%	14.29%	14.29%	0.00%	14.29%
<i>Sustainable + Ethical</i>	Rating 1	75.00%	62.50%	62.50%	33.33%	45.83%	79.17%	41.67%
	Rating 2	4.17%	20.83%	16.67%	33.33%	29.17%	4.17%	29.17%
	Rating 3	4.17%	0.00%	0.00%	8.33%	0.00%	0.00%	12.50%
<i>Transformational + Sustainable + Ethical</i>	Rating 1	83.33%	66.67%	61.11%	22.22%	44.44%	83.33%	38.89%
	Rating 2	0.00%	22.22%	22.22%	44.44%	33.33%	5.56%	33.33%

Predominant Leadership Style	Rating Number	Top 3 Ratings of Non-Financial Success Indicators for their Importance on Firm Growth						
		Constant Learning Environment	High Employee Satisfaction	Effective Crisis Management	Economic Shock Endurance	Resilience for Technology Disruption	Trusted Customer Relationship	Low Customer Churn Rate
	Rating 3	5.56%	0.00%	0.00%	11.11%	0.00%	0.00%	16.67%

In the above heat map of 3 top rated Non-Financial Success Indicators by the different predominant leadership styles in terms of their importance on SME growth, it has been observed that ‘Trusted Customer Relationship’ is the highest rated non-financial success indicator for the leaders, followed by ‘Constant Learning Environment’, ‘High Employee Satisfaction’, and ‘Effective Crisis Management’. It also shows that the other three indicators used for the research study, namely ‘Economic Shock Endurance’, ‘Resilience for Technology Disruption’ and ‘Low Customer Churn Rate’ are considered to be of much lesser importance by the leaders, when it comes to focusing on non-financial success parameters for SME growth.

## **4.8 Summary of Findings**

The overall findings from the results of this research study of identified group of SME leaders, based on the consolidation, statistical calculations and interpretation of the survey response data, are summarized below.

### ***4.8.1 Demographic Characteristics***

The survey response data shows that 85% of the participating SME leaders were males while remaining 15% were females, with majority (59%) of the participants in the age group of over 45 years. Majority (61%) of these participating SME leaders are having Masters/Post Graduate as their highest qualifications, and most of them (64.5%) having a professional experience of more than 20 years. Finally, the highest participation (56%) in this research study came from SME leaders having leadership experience of more than 8 years.

### ***4.8.2 Enterprise Characteristics***

As far as the SME firms of the participating leaders are concerned, majority (66%) of them are either young or newly established (within last 5 years) or relatively old firms (more than 12 years ago), with the highest percentage (42.5%) of them having less than 20 employees, i.e. falls in the micro and small enterprise category in India. The participating firms are predominantly (60%) from ICT or Software business, while the remaining 40% firms are from the mixed business areas of Agriculture, Healthcare, Food, Logistics, Retail, Travel & Tourism, Training & Development, Education, Export & Import, etc. with 57.5% of these SME firms are having service as their primary business while the remaining 42.5% are product-based. The survey response data also shows that

majority of the participating SMEs have not been profitable or are not having year-on-year revenue growth over the past 3 years, their percentage being 61% and 74.5% respectively.

#### ***4.8.3 Key Mindsets and Experience of SME Leaders***

The consolidation of survey response data for the participating SME leaders shows that there are 12 key mindsets and experience of business model adoption across the dimensions of agility, adaptability, technology adoption and optimisation. This is based on a positive response rate of 70% or more by the SME leaders for each of the mindsets and experience in scope of the survey. They are the following in descending order:

1. Focusing on developing others as leaders in order to work better towards a shared purpose (96% positive)
2. Driving flexibility and adjustability in the team's culture to respond to external demands (90% positive)
3. Encouraging team to adopt emerging technology for innovation in customer service delivery (90% positive)
4. Identifying specific aspects of business approach and making adjustments for competitive advantage (86% positive)
5. Setting up transparent and consistent governance structure to achieve goals and manage risks (85% positive)
6. Ensuring that the business model drives technology adoption, and not vice-versa (82% positive)
7. Introducing new methods and processes for optimisation of business model (81% positive)

8. Looking at entire value chain for improvement opportunity and margin optimisation (81% positive)
9. Driving the need for adopting agility in the team in order to mitigate change resistance (80% positive)
10. Measuring productivity, efficiency and performance of business to optimize the model (78% positive)
11. Changing the operations to adapt to the changing needs of our customers and market (78% positive)
12. Making sure resource allocation is done fairly irrespective of adopted business model (71% positive)

The consolidation of survey response data for the participating SME leaders shows that there are 9 key mindsets and experience of business performance framework across the dimensions of sustainable, value-driven, and goal-oriented. This is based on a positive response rate of 70% or more by the SME leaders for each of the mindsets and experience in scope of the survey. They are the following in descending order:

1. Motivated employees, with passion to learn, improve performance sustainability (86% positive)
2. Performance measurement approach needs to be based on value creation and value realised (83% positive)
3. Focusing on keeping workforce engaged and productive for the future even when business is facing challenges (81% positive)
4. Creating a work environment to promote sustainability in performance instead of random leapfrogging (80% positive)
5. Customer experience defines both used and perceived value as well as client service performance (78% positive)

6. Leaders need to take collaborative approach for team goal setting and performance measurement (76% positive)
7. Showing flexibility in adjustment of team and organisation performance goals during business crisis (75% positive)
8. Financial, environmental, and social objectives must be in harmony to perform sustainably (75% positive)
9. Setting periodic targets for my team to stay focused and achieve a planned outcome (71% positive)

The consolidation of survey response data for the participating SME leaders shows that there are 9 key mindsets and experience of business growth and sustainability framework across the dimensions of culture & values, customer centricity, and environmental commitment. This is based on a positive response rate of 70% or more by the SME leaders for each of the mindsets and experience in scope of the survey. They are the following in descending order:

1. Showing values in behaviour and interaction will increase trust and confidence of the clients (95% positive)
2. Need for transparent and objective communication to help leaders be more engaged for growth-oriented actions (94% positive)
3. Remaining attached to the clients to see them through their journey for successful outcome (93% positive)
4. Leveraging mutual respect and empathy to avoid differences of opinion with the clients and achieve a successful outcome (88% positive)
5. Need for taking risks and think outside the box in order to respond to environmental challenges (86% positive)



6. Using non-financial recognition and rewards to increase employee happiness and motivation (77% positive)
7. Have experienced growth strategy and business plan to be influenced by our core values and foundation principles (76% positive)
8. Providing additional value, if applicable, outside of contractual obligations to ensure client's success (75% positive)
9. Leaders must consider stakeholder interests to define goals from customer perspective (70% positive)

#### ***4.8.4 Influence of Leadership Styles of SME Leaders***

The non-parametric correlation between the consolidated response data of Leadership Style and Business Model Adoption of participating SME leaders shows that each of the leadership styles under study (Transformational, Entrepreneurial, Strategic, Sustainable, and Ethical) has a positive correlation with the key mindsets or experience of SME leaders for business model adoption, with correlation-coefficient varying between 0.098 and 0.646. Across the different leadership styles, the top 3 rankings of key business model adoption mindsets included Leadership Development, Productivity & Efficiency Measurement, Business Approach & Adjustments, Governance Structure, Flexibility & Adjustability, Entire Value Chain Consideration, and Justified & Apt Resource Allocation.

Similarly, the non-parametric correlation between the consolidated response data of Leadership Style and Business Performance Dimensions of participating SME leaders shows that each of the leadership styles under study has a positive correlation with the key mindsets or experience of SME leaders for business performance, with correlation-coefficient varying between 0.012 and 0.363. However, there is marginal negative

correlation between Collaborative Goal Setting & Performance Measurement and three (3) of the leadership styles, namely transformational, entrepreneurial, and ethical. Across the different leadership styles, the top 3 rankings of key business performance mindsets included Productive & Engaged Workforce, Perceived & Used Value Based Service Performance, Periodic Target for Focus & Achievement, Financial Environmental & Social Harmony, Performance-oriented Work Environment Creation, Value Creation & Realised Based Approach, and Flexibility in Performance Goals Adjustment.

Likewise, the non-parametric correlation between the consolidated response data of Leadership Style and Business Growth & Sustainability Dimensions of participating SME leaders shows that each of the leadership styles under study has a positive correlation with the key mindsets or experience of SME leaders for business growth & sustainability, with correlation-coefficient varying between 0.020 and 0.424. However, there is a single negative correlation between 'Thinking Out-of-Box for Environmental Challenges' and Ethical leadership style. Across the different leadership styles, the top 3 rankings of key business performance mindsets included Mutual Respect & Empathy for Successful Client Outcome, Thinking Out-of-Box for Environmental Challenges, Transparent & Objective Communication, Non-Financial Rewards & Recognition, Core Value-based Growth Strategy and Business Plan, and Client Attachment for a Successful Outcome Journey.

#### ***4.8.5 Influence of Growth and Sustainability Measures of SME Leaders***

The non-parametric correlation between the key mindsets and experience of Business Performance dimensions and Business Growth & Sustainability dimensions for participating SME leaders shows that each of the business performance mindsets/ experience has a positive correlation with each of the mindsets/experience for SME

business growth and sustainability, with correlation-coefficient varying between 0.013 and 0.445. It is observed from the correlation results that Culture & Values dimension of Business Growth and Sustainability measure has a strong degree of influence on all the dimensions of Business Performance.

Similarly, the non-parametric correlation between the dimensions (aggregated by the respective key mindsets and experiences response data) of Business Performance and Business Growth & Sustainability for participating SME leaders shows that each of the business performance dimensions has a positive correlation with each of the dimensions for SME business growth and sustainability, with correlation-coefficient varying between 0.146 and 0.410. It is observed from the correlation results that Culture & Values dimension of Business Growth and Sustainability measure has a strong degree of influence on all the dimensions of Business Performance.

#### ***4.8.6 Impact of Business Model Adoption Mindsets of SME Leaders***

The non-parametric correlation between the key mindsets and experience of Business Performance dimensions and Business Model Adoption dimensions for participating SME leaders shows that each of the key business performance mindsets/experience has a positive correlation with each of the key mindsets/experience for SME business model adoption, with correlation-coefficient varying between 0.004 and 0.497. It is observed from the correlation results that the business performance parameters namely, Value Creation and Realised Based Approach, and Collaborative Goal Setting and Performance Measurement, have a negative correlation with few parameters of Business Model Adoption. However, when this correlation is performed at the dimensions level, aggregated by the respective key mindsets and experiences response data, it has been observed that Technology Adoption and Optimisation

dimensions of Business Model Adoption used by the SME leaders has a strong positive correlation with the Sustainable and Value Driven dimensions of Business Performance. On the other hand, Goal Oriented dimension of Business Performance has a positive correlation with the Agility, Adaptability and Optimisation dimensions of Business Model adoption by SME leaders.

The non-parametric correlation between the key mindsets and experience of Business Growth and Sustainability dimensions and Business Model Adoption dimensions for participating SME leaders shows that each of the key business growth & sustainability mindsets/experience has a positive correlation with each of the key mindsets/experience for SME business model adoption, with correlation-coefficient varying between 0.012 and 0.458. The only exception is the parameter, Thinking Out-of-Box for Environmental Challenges, having negative correlation with couple of Business Model parameters. However, when this correlation is performed at the dimensions level, aggregated by the respective key mindsets and experiences response data, it has been observed that Culture and Values dimension of Business Growth and Sustainability used by the SME leaders has a strong positive correlation with all the dimensions of Business Model Adoption. On the other hand, Customer Centricity dimension of Business Growth and Sustainability has a positive correlation with the Adaptability and Optimization dimensions of Business Model adoption by SME leaders.

#### ***4.8.7 Sustainable and Value-Driven Performance Framework for SME Leaders***

The heat map of six (6) key sustainable business performance mindset and experience parameters across predominant leadership styles, as per the survey response data, shows their relative importance in firm growth for the SME leaders in descending order as below:

1. Motivated and Learning-Obsessed Employees
2. Engaged and Productive Workforce
3. Environmental, Social and Financial Harmony
4. Performance-Oriented Work Environment
5. Need for Steadfast, Long-Term Staff
6. Non-Financial Metrics Measurement

However, when considered at individual predominant leadership style or combination leadership style, the top 3 ranked sustainable performance parameters also includes "Motivated and Learning-Obsessed Employees", "Engaged and Productive Workforce", and "Environmental, Social and Financial Harmony".

The heat map of five (5) key value-driven business performance mindset and experience parameters across predominant leadership styles, as per the survey response data, shows their relative importance in firm growth for the SME leaders in descending order as below:

1. Customer Empowerment & Involvement in Design
2. Maximise Societal and Customer Value
3. Perceived & Used Value based Performance
4. Upholding Social and Environmental Value
5. Value Creation and Realised Based Approach

But, when considered at individual predominant leadership style level, the relative importance of the above parameters for value-driven performance framework varies across styles or style combinations.

The heat map of seven (7) non-financial performance indicators of firm growth based on their rankings (top 3) by different predominant leadership styles shows that 'Customer Satisfaction Index' is the highest ranked non-financial performance indicator

for the SME leaders, followed by ‘Service Quality’, ‘Client Retention Rate’, ‘Employee Happiness’ and ‘Service Innovation’.

#### **4.9 Conclusion**

This chapter has compared, summarised and consolidated the survey response data of the participating SME leaders through the use of descriptive statistics, two-tailed non-parametric correlation, heat maps and data transformation, as applicable for the qualitative research study. The results were categorised based on the five research questions of this study with tabular and graphical representation, along with demographic and corresponding enterprise data exploration and interpretation. In this context, the author has created a codebook for the collected response data in order to quantify the qualitative responses and perform the statistical methods for comparison, representation and interpretation. This was complemented by the derived response data columns to get aggregated or weighted values based on computation of the existing survey response data columns.

The results of the survey responses showed a comparative analysis of the actions, viewpoints and perspectives of the targeted SME leaders based on their predominant leadership style, with due consideration of the design limitations and triangulation of data factors. According to the results, the predominant style of the SME leaders have certain degree of influence on the different dimensions of business model adoption, business performance assessment, and business growth and sustainability process or approach. The relationship is mostly positive, with very few exceptions, where the particular leadership style has a negative relationship. However, the results also clearly indicated that societal commitment and environmental commitment are not a priority for the SME leaders

compared to other dimensions when it comes to their business growth and sustainability process or approach.

## CHAPTER V: DISCUSSION

### **5.1 Discussion of Results**

The research study involved a detailed and comprehensive survey of 59 SME leaders from 59 different SMEs, who are primarily in the business or organisational decision-making positions. The survey respondents had a good mix of leadership experience, educational background and domain areas, and were from positions ranging from VPs and CXOs to Directors and MDs. The data from the survey participants were collected from Google Forms, sanitized and transformed in MS-Excel, and then analyzed both in IBM SPSS and MS-Excel for comparison and interpretation. The survey was designed to include different categories and types of objective questions in order to get contextual responses from the participants from multiple perspectives.

As per the results of the survey response data of the participating SME leaders under the scope of this research study, there can be several ways in which the business model adoption, business performance assessment, and business growth and sustainability approach get influenced by each of the different leadership styles, namely transformational, entrepreneurial, strategic, sustainable and ethical, along with their combinations. The degree of influence, represented by the correlation coefficient, varies for the different dimensions of the aforementioned study areas within a business, specific to each style or style combination. Moreover, the rankings of different business models to be adopted for achieving either topline growth or business sustainability and resilience, as given by the participating SME leaders, shows the varying priorities of the different leadership styles or style combinations. Similarly, when it comes to business performance measurement approach, the SME leaders have provided their rankings of the non-financial performance indicators based on their importance for firm growth and also



categorised them as long-term and short-term growth, depending on the corresponding leadership style(s). As the focus of this research study was to delve into the non-financial aspects of SME leadership mindset and approach, the participating leaders have also provided their ratings of the different non-financial success indicators and non-financial challenges and constraints of sustainable growth, as deemed important to them. These ratings have shown that although the relative weights of the different success indicators and challenges varies across the leadership style(s), the top-rated success indicators and challenges remains similar i.e. irrespective of the leadership style(s), a fixed set of indicators and challenges are more important to the leaders than the rest.

## 5.2 Discussion of Research Question One

### **What are the key mindsets and experience of business model adoption, performance, and sustainability for the SME leaders?**

In the study pertaining to this research question, the author has considered any of the mindsets or experiences, in scope of the survey, to be a key factor if it gets a positive response from 70% or more of the participating SME leaders. As found from the results of survey response data in the previous chapter, there are 12 key mindsets and experience of business model adoption across the dimensions of agility, adaptability, technology adoption and optimisation. The distribution of these 12 key mindsets and experience, as found from the response data of the SME leaders, is as follows:

*Table 5.1  
Distribution of Key Mindsets and Experience across Business Model Dimensions*

<i>Business Model Dimension</i>	<b>Total Traits in Scope of Study</b>	<b>No. of Key Traits</b>	<b>Percentage of Key Traits</b>
<i>Agility</i>	5	3	60%

<b><i>Business Model Dimension</i></b>	<b>Total Traits in Scope of Study</b>	<b>No. of Key Traits</b>	<b>Percentage of Key Traits</b>
<i>Adaptability</i>	5	2	40%
<i>Technology Adoption</i>	5	2	40%
<i>Optimisation</i>	5	5	100%

As shown above, all the 5 traits of optimization, in scope of this study, are considered to be important by the SME leaders, while only 2 out of 5 traits are considered to be key for the dimensions of adaptability and technology adoption, and 3 out of 5 traits are considered to be key by the leaders for the agility dimension. This shows that irrespective of the predominant leadership style, SME leaders give the maximum focus on optimisation, followed by agility, when it comes to framing or adopting any business model.

However, when the response data is segregated for these 12 key mindsets and experiences, based on the predominant leadership style of the participating SME leaders, the author found a distinct variation between the percentage of positive responses across predominant styles, as shown in the table below:

*Table 5.2  
Positive Responses for Key Business Model Traits across Predominant Leadership Styles*

<b>Business Model Dimension</b>	<b>Mindset or Experience</b>	<b>Positive Response % of Predominant Leadership Style</b>				
		<b>Transformational</b>	<b>Entrepreneurial</b>	<b>Strategic</b>	<b>Sustainable</b>	<b>Ethical</b>
<i>Agility</i>	Setting up transparent and consistent governance	87.88%	93.33%	100.00%	100.00%	90.24%
<i>Agility</i>	Adopting agility to mitigate change resistance	81.82%	80.00%	77.78%	88.89%	82.93%

Business Model Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>Agility</i>	Developing others as leaders for a shared purpose	96.97%	100.00%	100.00%	100.00%	97.56%
<i>Adaptability</i>	Changing operations to adapt to changing market needs	81.82%	73.33%	88.89%	81.48%	85.37%
<i>Adaptability</i>	Driving flexibility and adjustability to adjust to external demand	96.97%	100.00%	88.89%	96.30%	92.68%
<i>Tech Adoption</i>	Encouraging team to adopt emerging technologies	90.91%	93.33%	100.00%	92.59%	92.68%
<i>Tech Adoption</i>	Ensuring business model driven tech adoption	93.94%	86.67%	88.89%	92.59%	87.80%
<i>Optimisation</i>	Optimising business model based on productivity, efficiency and performance measurement	84.85%	86.67%	100.00%	88.89%	82.93%
<i>Optimisation</i>	Introducing new methods and processes for business model optimisation	90.91%	100.00%	100.00%	96.30%	87.80%
<i>Optimisation</i>	Doing apt resource allocation irrespective of business model	84.85%	86.67%	88.89%	88.89%	80.49%
<i>Optimisation</i>	Making adjustments to business approach for competitive advantage	96.97%	100.00%	100.00%	100.00%	92.68%

Business Model Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>Optimisation</i>	Looking at entire value chain for opportunity to optimise margins	90.91%	100.00%	100.00%	96.30%	90.24%

The above table indicates that SME leaders with strategic leadership style have the highest focus on optimisation dimension while formulating a business model, followed by entrepreneurial leadership style. On the other hand, leaders with sustainable leadership style demonstrate the most agile mindset and traits for adopting a business model, followed by strategic leadership style. When it comes to the dimensions of adaptability and technology adoption for formulating business model, the SME leaders have shown similar focus on the corresponding mindsets and practices, irrespective of the different predominant leadership styles.

As found from the results of SME leaders' survey response data in the previous chapter, there are 9 key mindsets and experience of business performance measurement across the dimensions of sustainable, value-driven and goal-oriented. The distribution of these 9 key mindsets and experience, as found from the response data of the SME leaders, is as follows:

*Table 5.3  
Distribution of Key Mindsets and Experience across Business Performance Dimensions*

<b><i>Business Performance Dimension</i></b>	<b>Total Traits in Scope of Study</b>	<b>No. of Key Traits</b>	<b>Percentage of Key Traits</b>
<i>Sustainable</i>	6	4	67%
<i>Value-Driven</i>	5	2	40%
<i>Goal-Oriented</i>	6	3	50%

As shown above, 4 out of 6 traits for sustainable performance, in scope of this study, are considered to be important by the SME leaders, while only 2 out of 5 traits are considered to be key for the dimension of value-driven performance, and 3 out of 6 traits are considered to be key by the leaders for the goal-oriented performance dimension. This shows that irrespective of the predominant leadership style, SME leaders give the maximum focus on sustainable performance, followed by goal-oriented performance, when it comes to framing or adopting the business performance measurement model.

However, when the response data is segregated for these 9 key mindsets and experiences, based on the predominant leadership style of the participating SME leaders, the author found a distinct variation between the percentage of positive responses across predominant styles, as shown in the table below:

*Table 5.4  
Positive Responses for Key Business Performance Traits across Predominant Leadership Styles*

Business Performance Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>Sustainable</i>	Harmony of financial, environmental and social objectives	72.73%	100.00%	77.78%	85.19%	78.05%
<i>Sustainable</i>	Improving performance sustainability with motivated, learning-obsessed employees	87.88%	100.00%	77.78%	92.59%	87.80%
<i>Sustainable</i>	Keeping workforce engaged and productive even	87.88%	86.67%	77.78%	77.78%	85.37%

Business Performance Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
	when business is facing challenges					
<i>Sustainable</i>	Creating a work environment to promote sustainability in performance	81.82%	86.67%	88.89%	81.48%	82.93%
<i>Value-Driven</i>	Need for both used and perceived value as well as client service performance	66.67%	73.33%	88.89%	74.07%	68.29%
<i>Value-Driven</i>	Performance measurement approach to be based on value creation and value realised	66.67%	80.00%	100.00%	74.07%	60.98%
<i>Goal-Oriented</i>	Need for collaborative approach for team goal setting and performance measurement	63.64%	66.67%	66.67%	66.67%	73.17%
<i>Goal-Oriented</i>	Setting periodic targets to stay focused and achieve a planned outcome	72.73%	80.00%	100.00%	81.48%	73.17%
<i>Goal-Oriented</i>	Showing flexibility in adjusting performance goals during business crisis	81.82%	86.67%	100.00%	81.48%	75.61%

The above table indicates that SME leaders with predominant strategic leadership style have the highest focus on both value-driven and goal-oriented dimension while

formulating a business performance measurement approach, followed by entrepreneurial leadership style. On the other hand, leaders with predominant entrepreneurial leadership style demonstrate the most sustainable performance mindset and traits for framing a business performance measurement approach, followed by sustainable leadership style. When it comes to showing value-driven traits for business performance approach, SME leaders with predominant ethical leadership style have the least focus, while for goal-oriented traits for business performance approach, SME leaders with predominant transformational leadership style have the least focus among the different styles.

As found from the results of SME leaders' survey response data in the previous chapter, there are 9 key mindsets and experience of business growth and sustainability approach across the dimensions of culture and values, customer centricity and environmental commitment. The distribution of these 9 key mindsets and experience, as found from the response data of the SME leaders, is as follows:

*Table 5.5  
Distribution of Key Mindsets and Experience across Business Growth and Sustainability Dimensions*

<b><i>Business Sustainability and Growth Dimension</i></b>	<b>Total Traits in Scope of Study</b>	<b>No. of Key Traits</b>	<b>Percentage of Key Traits</b>
<i>Culture and Values</i>	6	5	83%
<i>Customer Centricity</i>	5	3	60%
<i>Environment Commitment</i>	6	1	17%
<i>Societal Commitment</i>	6	0	0%

As shown above, 5 out of 6 traits for enterprise culture and values, in scope of this study, are considered to be important by the SME leaders, while only 3 out of 5 traits are considered to be key for the dimension of customer centricity, and 1 out of 6 traits are

considered to be key by the leaders for the environmental commitment dimension. This shows that irrespective of the predominant leadership style, SME leaders give the maximum focus on enterprise culture and values, followed by customer centricity, when it comes to framing or adopting the business growth and sustainability approach. In this context, a significant percentage of the SME leaders have not demonstrated focus on any of the societal commitment traits as part of their growth and sustainability approach, which shows that aspect of societal commitment is not yet an area of emphasis and attention for the SME leaders.

However, when the response data is segregated for these 9 key mindsets and experiences, based on the predominant leadership style of the participating SME leaders, the author found a distinct variation between the percentage of positive responses across predominant styles, as shown in the table below:

*Table 5.6  
Positive Responses for Key Business Growth & Sustainability Traits across Predominant Leadership Styles*

Business Growth and Sustainability Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>Culture and Values</i>	Transparent and objective communication for growth-oriented actions	93.94%	100.00%	88.89%	92.59%	92.68%
<i>Culture and Values</i>	Showing values in behaviour and interaction to increase client trust and confidence	96.97%	100.00%	88.89%	96.30%	95.12%



<b>Business Growth and Sustainability Dimension</b>	<b>Mindset or Experience</b>	<b>Positive Response % of Predominant Leadership Style</b>				
		<b>Transformational</b>	<b>Entrepreneurial</b>	<b>Strategic</b>	<b>Sustainable</b>	<b>Ethical</b>
<i>Culture and Values</i>	Using non-financial rewards and recognition to increase employee happiness and motivation	72.73%	73.33%	100.00%	81.48%	78.05%
<i>Culture and Values</i>	Leveraging mutual respect and empathy to avoid differences of opinion	90.91%	93.33%	100.00%	92.59%	92.68%
<i>Culture and Values</i>	Influencing growth strategy and business plan by core values and principles	78.79%	80.00%	100.00%	92.59%	82.93%
<i>Customer Centricity</i>	Taking into account stakeholder interests to define goals from customer perspective	75.76%	80.00%	77.78%	77.78%	68.29%
<i>Customer Centricity</i>	Providing additional value outside of contractual obligations to ensure client's success	78.79%	80.00%	66.67%	77.78%	78.05%
<i>Customer Centricity</i>	Keeping attached to clients to see them through their journey for successful business outcome	93.94%	100.00%	100.00%	96.30%	92.68%

Business Growth and Sustainability Dimension	Mindset or Experience	Positive Response % of Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>Environmental Commitment</i>	Taking risks and thinking outside the box in order to respond to environmental challenges	90.91%	100.00%	88.89%	88.89%	85.37%

The above table indicates that SME leaders, irrespective of their predominant leadership style, have a strong positive focus on enterprise culture and values while framing their business growth and sustainability approach. Out of them, highest positive focus is from predominant strategic leadership style, closely followed by predominant entrepreneurial and sustainable leadership styles. On the other hand, leaders with predominant entrepreneurial leadership style demonstrate the highest customer centric mindset and traits for framing a business growth and sustainability approach, followed by sustainable leadership style. When it comes to showing the single key environmental commitment trait for business growth and sustainability approach, SME leaders have exhibited similar strong focus irrespective of the predominant leadership style.

### **5.3 Discussion of Research Question Two**

#### **How do the leadership styles influence these key attributes?**

In the previous Chapter, the author has computed the Bivariate Correlation using Kendall's tau-b Non-Parametric Correlation Coefficient to understand the strength and direction of association that exists between these leadership styles and the key mindsets and practices of business model adoption, business performance, and business growth and sustainability. As found from the results, each of the predominant leadership styles has either a strong or weak positive correlation with the key mindsets or experiences for

SME business model adoption, business performance, and business growth and sustainability, ranging from very small or insignificant degree of influence to a strong association. There are very few exceptions, where the corresponding mindset or experience has a weak or negligible negative correlation with a particular leadership style. However, when looked at each of the predominant leadership style levels, the association ranking of these key mindsets and experiences varies, as can be seen below.

### 5.3.1 Business Model Adoption

The table below shows the ranking of the different key mindsets and experiences of SME business model adoption based on their association with each of the predominant leadership styles.

*Table 5.7  
Association Strength based Ranking of Key Business Model Traits with Leadership Styles*

Business Model Dimension	Key Mindset and Experience	Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
<i>AGILITY</i>	<i>Leadership Development</i>	Rank 01	Rank 01	Rank 08	Rank 06	Rank 12
	<i>Team Agility</i>	Rank 09	Rank 11	Rank 12	Rank 10	Rank 04
	<i>Governance Structure</i>	Rank 10	Rank 08	Rank 05	Rank 07	Rank 01
<i>ADAPTABILITY</i>	<i>Flexibility &amp; Adjustability</i>	Rank 02	Rank 03	Rank 06	Rank 03	Rank 02
	<i>Changing Needs Adaptation</i>	Rank 11	Rank 12	Rank 11	Rank 12	Rank 08

Business Model Dimension	Key Mindset and Experience	Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
TECHNOLOGY ADOPTION	<i>Emerging Technology Adoption</i>	Rank 07	Rank 09	Rank 10	Rank 11	Rank 11
	<i>Business Model Driven Technology</i>	Rank 04	Rank 10	Rank 09	Rank 08	Rank 07
OPTIMISATION	<i>Productivity &amp; Efficiency Measurement</i>	Rank 06	Rank 07	Rank 01	Rank 05	Rank 09
	<i>Methods and Processes Introduction</i>	Rank 08	Rank 04	Rank 04	Rank 04	Rank 05
	<i>Justified and Apt Resource Allocation</i>	Rank 03	Rank 06	Rank 07	Rank 02	Rank 03
	<i>Business Approach and Adjustments</i>	Rank 05	Rank 05	Rank 02	Rank 01	Rank 06
	<i>Entire Value Chain Consideration</i>	Rank 12	Rank 02	Rank 03	Rank 09	Rank 10

As seen from the above table, the top 5 ranks in association strength, in descending order, for the different predominant leadership styles are:

#### 5.3.1.1 Transformational Style

1. Leadership Development [AGILITY dimension]
2. Flexibility and Adjustability [ADAPTABILITY dimension]
3. Justified and Apt Resource Allocation [OPTIMISATION dimension]
4. Business Model Driven Technology [TECHNOLOGY ADOPTION dimension]
5. Business Approach and Adjustments [OPTIMISATION dimension]

The above list indicates that the predominant transformational leadership style has strong positive association with one or more traits of each of the dimensions of business model adoption under the scope of this study, with the strongest positive association being with ‘developing others as leaders to work towards a shared purpose’ within the Agility dimension. Also, for any business model adoption process, SME leaders, with predominant transformational leadership style, tend to have more positive association with ‘driving flexibility and adjustability to respond to external demands’ and ‘making sure to do justified and apt resource allocation’ than any association with technology adoption related traits.

#### **5.3.1.2 Entrepreneurial Style**

1. Leadership Development [AGILITY dimension]
2. Entire Value Chain Consideration [OPTIMISATION dimension]
3. Flexibility and Adjustability [ADAPTABILITY dimension]
4. Methods and Processes Introduction [OPTIMISATION dimension]
5. Business Approach and Adjustments [OPTIMISATION dimension]

The above list indicates that the predominant entrepreneurial leadership style has strong positive association with one or more traits of Optimization, Adaptability and Agility dimensions of business model adoption under the scope of this study, with the strongest positive association being with ‘developing others as leaders to work towards a shared purpose’ within the Agility dimension. However, none of the traits of Technology Adoption dimension of business model adoption area appears in the top 5 positive associations of this leadership style. Also, for any business model adoption process, SME leaders, with predominant entrepreneurial leadership style, tend to have more positive association with ‘looking into the entire value chain for improvement opportunity and

margin optimisation’ and ‘driving flexibility and adjustability to respond to external demands’ compared to association with other key mindsets and experience. This implies that SME leaders, having inherent entrepreneurial leadership style, will tend to adopt a business model that has flexibility and adjustability to respond to external demands, and has consideration for the entire value chain of the corresponding product and/or service to identify improvement opportunity and optimise operating margin.

### **5.3.1.3 Strategic Style**

1. Productivity and Efficiency Measurement [OPTIMISATION dimension]
2. Business Approach and Adjustments [OPTIMISATION dimension]
3. Entire Value Chain Consideration [OPTIMISATION dimension]
4. Methods and Processes Introduction [OPTIMISATION dimension]
5. Governance Structure [AGILITY dimension]

The above list indicates that the predominant strategic leadership style has strong positive association with primarily the traits of Optimisation dimension, and one trait of Agility dimension of business model adoption under the scope of this study, with the strongest positive association being with ‘measuring productivity, efficiency and performance to optimise business model’ within the Optimisation dimension. However, none of the traits of Adaptability and Technology Adoption dimensions of business model adoption area appears in the top 5 positive associations of this leadership style. This implies that SME leaders, having inherent strategic leadership style, will tend to adopt a business model that is focused on primarily the optimisation aspects of operating a business. Also, for any business model adoption process, SME leaders, with predominant strategic leadership style, tend to have more positive association with ‘identifying aspects of business approach that can be adjusted for competitive advantage’

and ‘looking into the entire value chain for improvement opportunity and margin optimisation’, compared to association with other key mindsets and experience.

#### **5.3.1.4 Sustainable Style**

1. Business Approach and Adjustments [OPTIMISATION dimension]
2. Justified and Apt Resource Allocation [OPTIMISATION dimension]
3. Flexibility and Adjustability [ADAPTABILITY dimension]
4. Methods and Processes Introduction [OPTIMISATION dimension]
5. Productivity and Efficiency Measurement [OPTIMISATION dimension]

The above list indicates that the predominant sustainable leadership style has strong positive association with primarily the traits of Optimisation dimension and one trait of Adaptability dimension of business model adoption under the scope of this study, with the strongest positive association being with ‘identifying aspects of business approach that can be adjusted for competitive advantage’ within the Optimisation dimension. However, none of the traits of Agility and Technology Adoption dimensions of business model adoption area appears in the top 5 positive associations of this leadership style. This implies that SME leaders, having inherent sustainable leadership style, will tend to adopt a business model that is focused on primarily the optimisation aspects of operating a business. Also, for any business model adoption process, SME leaders, with predominant sustainable leadership style, tend to have more positive association with ‘making sure to do justified and apt resource allocation’ and ‘driving flexibility and adjustability to respond to external demands’, compared to association with other key mindsets and experience.

#### **5.3.1.5 Ethical Style**

1. Governance Structure [AGILITY dimension]
2. Flexibility and Adjustability [ADAPTABILITY dimension]
3. Justified and Apt Resource Allocation [OPTIMISATION dimension]
4. Team Agility [AGILITY dimension]
5. Methods and Processes Introduction [OPTIMISATION dimension]

The above list indicates that the predominant ethical leadership style has strong positive association with one or more traits of Optimisation, Adaptability and Agility dimensions of business model adoption under the scope of this study, with the strongest positive association being with ‘setting up transparent and consistent governance structure to achieve goals and manage risks’ within the Agility dimension. However, none of the traits of Technology Adoption dimension of business model adoption area appears in the top 5 positive associations of this leadership style. Also, for any business model adoption process, SME leaders, with predominant ethical leadership style, tend to have more positive association with ‘driving flexibility and adjustability to respond to external demands’ and ‘making sure to do justified and apt resource allocation’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent ethical leadership style, will tend to adopt a business model that has flexibility and adjustability to respond to external demands, and has consideration for apt and justified resource allocation irrespective of the business model embraced.

### **5.3.2 Business Performance Measurement**

The table below shows the ranking of the different key mindsets and experiences of SME business performance measurement based on their association with each of the predominant leadership styles.



Table 5.8  
 Association Strength based Ranking of Key Business Performance Traits with Leadership  
 Styles

Business Model Dimension	Key Mindset and Experience	Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
SUSTAINABLE PERFORMANCE	<i>Financial, Environmental &amp; Social Harmony</i>	Rank 07	Rank 03	Rank 07	Rank 05	Rank 01
	<i>Motivated, Learning-Obsessed Employees</i>	Rank 06	Rank 08	Rank 09	Rank 08	Rank 08
	<i>Productive and Engaged Workforce</i>	Rank 01	Rank 01	Rank 06	Rank 04	Rank 02
	<i>Performance-oriented Work Environment Creation</i>	Rank 03	Rank 02	Rank 03	Rank 02	Rank 05
VALUE-DRIVEN PERFORMANCE	<i>Perceived and Used Value based Service Performance</i>	Rank 02	Rank 06	Rank 01	Rank 06	Rank 06
	<i>Value Creation and Realized based Approach</i>	Rank 04	Rank 04	Rank 02	Rank 03	Rank 07
GOAL-ORIENTED PERFORMANCE	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	Rank 09	Rank 09	Rank 08	Rank 09	Rank 09
	<i>Periodic Target for Focus and Achievement</i>	Rank 08	Rank 05	Rank 04	Rank 01	Rank 04

Business Model Dimension	Key Mindset and Experience	Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
	<i>Flexibility in Performance Goals Adjustment</i>	Rank 05	Rank 07	Rank 05	Rank 07	Rank 03

As seen from the above table, the top 5 ranks in association strength, in descending order, for the different predominant leadership styles are:

### 5.3.2.1 Transformational Style

1. Productive and Engaged Workforce [SUSTAINABLE]
2. Perceived and Used Value based Service Performance [VALUE-DRIVEN]
3. Performance Oriented Work Environment Creation [SUSTAINABLE]
4. Value Creation and Realised based Approach [VALUE-DRIVEN]
5. Flexibility in Performance Goals Adjustment [GOAL-ORIENTATION]

The above list indicates that the predominant transformational leadership style has strong positive association with one or more traits of Sustainable, Value-Driven and Goal-Oriented Performance dimensions of Business Performance measurement under the scope of this study, the strongest positive association being with ‘keeping workforce productive and engaged for the future even when business is facing challenges’ within the Sustainable Performance dimension. Also, for framing a business performance measurement approach, SME leaders, with predominant transformational leadership style, tend to have more positive association with ‘used and perceived value based client service performance’ and ‘performance oriented work environment creation to promote sustainability’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent transformational leadership style, will tend to adopt a business performance framework that allows to keep a productive and engaged workforce for the future along with a performance oriented work environment, and

incorporates customer experience defined by used and perceived value as well as client service performance.

### **5.3.2.2 Entrepreneurial Style**

1. Productive and Engaged Workforce [SUSTAINABLE]
2. Performance Oriented Work Environment Creation [SUSTAINABLE]
3. Financial Environmental and Social Harmony [SUSTAINABLE]
4. Value Creation and Realised based Approach [VALUE-DRIVEN]
5. Periodic Target for Focus and Achievement [GOAL-ORIENTATION]

The above list indicates that the predominant entrepreneurial leadership style has strong positive association with one or more traits of Sustainable, Value-Driven and Goal-Oriented Performance dimensions of Business Performance measurement under the scope of this study, the strongest positive association being with ‘keeping workforce productive and engaged for the future even when business is facing challenges’ within the Sustainable Performance dimension. Also, for framing a business performance measurement approach, SME leaders, with predominant entrepreneurial leadership style, tend to have more positive association with ‘performance oriented work environment creation to promote sustainability’ and ‘harmony in financial, environmental and social objectives’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent entrepreneurial leadership style, will tend to adopt a business performance framework that allows to keep a productive and engaged workforce for the future along with a performance oriented work environment, and ensures sustainable performance by fostering a harmony in financial, environmental and social objectives.

### **5.3.2.3 Strategic Style**

1. Perceived and Used Value based Service Performance [VALUE-DRIVEN]
2. Value Creation and Realised based Approach [VALUE-DRIVEN]
3. Performance Oriented Work Environment Creation [SUSTAINABLE]
4. Periodic Target for Focus and Achievement [GOAL-ORIENTATION]
5. Flexibility in Performance Goals Adjustment [GOAL-ORIENTATION]

The above list indicates that the predominant strategic leadership style has strong positive association with one or more traits of Sustainable, Value-Driven and Goal-Oriented Performance dimensions of Business Performance measurement under the scope of this study, the strongest positive association being with ‘including customer experience defined by both used and perceived value as well as client service performance’ within the Value-Driven Performance dimension. The list also reveals that predominant strategic leadership style is more positively associated with Value-Driven and Goal-Oriented Performance than with Sustainable Performance dimension.

Moreover, for framing a business performance measurement approach, SME leaders, with predominant strategic leadership style, tend to have more positive association with ‘performance oriented work environment creation to promote sustainability’ and ‘value creation and value realised based approach for performance measurement’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent strategic leadership style, will tend to adopt a business performance framework that incorporates customer experience defined by used and perceived value as well as client service performance and allows to have a measurement approach based on value creation and value realised along with a performance oriented work environment.

### **5.3.2.4 Sustainable Style**

1. Periodic Target for Focus and Achievement [GOAL-ORIENTATION]
2. Performance Oriented Work Environment Creation [SUSTAINABLE]
3. Value Creation and Realised based Approach [VALUE-DRIVEN]
4. Productive and Engaged Workforce [SUSTAINABLE]
5. Financial Environmental and Social Harmony [SUSTAINABLE]

The above list indicates that the predominant sustainable leadership style has strong positive association with one or more traits of Sustainable, Value-Driven and Goal-Oriented Performance dimensions of Business Performance measurement under the scope of this study, the strongest positive association being with ‘setting up periodic targets for the team to stay focused and achieve a planned outcome’ within the Goal-Oriented Performance dimension. The list also reveals that predominant sustainable leadership style is more positively associated with Sustainable Performance dimension than with Value-Driven and Goal-Oriented Performance dimension. Moreover, for framing a business performance measurement approach, SME leaders, with predominant sustainable leadership style, tend to have more positive association with ‘performance oriented work environment creation to promote sustainability’ and ‘value creation and value realised based measurement approach’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent sustainable leadership style, will tend to adopt a business performance framework that allows to set up periodic targets for the team to stay focused and achieve the planned outcome, and incorporates a value creation and value realised based measurement approach along with a performance oriented work environment.

#### **5.3.2.5 Ethical Style**

1. Financial Environmental and Social Harmony [SUSTAINABLE]

2. Productive and Engaged Workforce [SUSTAINABLE]
3. Flexibility in Performance Goals Adjustment [GOAL-ORIENTATION]
4. Periodic Target for Focus and Achievement [GOAL-ORIENTATION]
5. Performance Oriented Work Environment Creation [SUSTAINABLE]

The above list indicates that the predominant ethical leadership style has strong positive association with one or more traits of Sustainable and Goal-Oriented Performance dimensions of Business Performance measurement under the scope of this study, the strongest positive association being with ‘harmony in financial, environmental and social objectives to perform sustainably’ within the Sustainable Performance dimension. The list also reveals that predominant ethical leadership style is more positively associated with Sustainable Performance dimension and does not have any strong positive association with Value-Driven Performance dimension. Moreover, for framing a business performance measurement approach, SME leaders, with predominant ethical leadership style, tend to have more positive association with ‘keeping workforce productive and engaged for the future even when business is facing challenges’ and ‘showing flexibility in adjusting performance goals during business crisis’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent ethical leadership style, will tend to adopt a business performance framework that ensures sustainable performance by fostering a harmony in financial, environmental and social objectives and allows to keep a productive and engaged workforce for future along with flexibility in adjusting performance goals of team and enterprise during business crisis.

### **5.3.3 Business Growth and Sustainability**

The table below shows the ranking of the different key mindsets and experiences of SME business growth and sustainability approach based on their association with each of the predominant leadership styles.

*Table 5.9  
Association Strength based Ranking of Key Business Growth and Sustainability Traits with Leadership Styles*

<b>Business Model Dimension</b>	<b>Key Mindset and Experience</b>	<b>Predominant Leadership Style</b>				
		<b>Transformational</b>	<b>Entrepreneurial</b>	<b>Strategic</b>	<b>Sustainable</b>	<b>Ethical</b>
<i>CULTURE AND VALUES</i>	<i>Transparent and Objective Communication</i>	Rank 02	Rank 02	Rank 01	Rank 03	Rank 03
	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	Rank 01	Rank 03	Rank 03	Rank 01	Rank 01
	<i>Non-Financial Rewards and Recognition</i>	Rank 07	Rank 09	Rank 02	Rank 06	Rank 04
	<i>Core Value-based Growth Strategy and Business Plan</i>	Rank 04	Rank 08	Rank 06	Rank 02	Rank 02
	<i>Value-Based Client Behavior and Interaction</i>	Rank 05	Rank 04	Rank 05	Rank 05	Rank 06
<i>CUSTOMER CENTRICITY</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	Rank 09	Rank 07	Rank 08	Rank 08	Rank 08

Business Model Dimension	Key Mindset and Experience	Predominant Leadership Style				
		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
	<i>Additional Value to Client outside Contractual Obligations</i>	Rank 08	Rank 06	Rank 09	Rank 09	Rank 07
	<i>Client Attachment for Successful Outcome Journey</i>	Rank 03	Rank 05	Rank 07	Rank 04	Rank 05
<i>ENVIRONMENT COMMITMENT</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>	Rank 06	Rank 01	Rank 04	Rank 07	Rank 09

As seen from the above table, the top 5 ranks in association strength, in descending order, for the different predominant leadership styles are:

### 5.3.3.1 Transformational Style

1. Mutual Respect and Empathy for Successful Client Outcome [CULTURE AND VALUES]
2. Transparent and Objective Communication [CULTURE AND VALUES]
3. Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]
4. Core Value-based Growth Strategy and Business Plan [CULTURE AND VALUES]
5. Value-based Client Behavior and Interaction [CULTURE AND VALUES]

The above list indicates that the predominant transformational leadership style has strong positive association with one or more traits of Culture and Values, and Customer Centricity dimensions of Business Growth and Sustainability approach under the scope of



this study, with the strongest positive association for ‘leveraging mutual respect and empathy to avoid differences of opinion and achieve a successful outcome’ within the Culture and Values dimension. The list also reveals that predominant transformational leadership style is more positively associated with Culture and Values dimension and does not have any strong positive association with Environmental Commitment or Societal Commitment dimension. Moreover, for framing a business growth and sustainability approach, SME leaders, with predominant transformational leadership style, tend to have more positive association with ‘transparent and objective communication to be more engaged for growth-oriented actions’ and ‘remaining attached to clients through their journey for successful outcome’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent transformational leadership style, will tend to adopt a business growth and sustainability framework that leverages mutual respect and empathy with customers, and ensures transparent and objective communication along with client attachment through their journey till successful outcome.

#### **5.3.3.2 Entrepreneurial Style**

1. Thinking Out-of-Box for Environmental Challenges [ENVIRONMENTAL COMMITMENT]
2. Transparent and Objective Communication [CULTURE AND VALUES]
3. Mutual Respect and Empathy for Successful Client Outcome [CULTURE AND VALUES]
4. Value-based Client Behavior and Interaction [CULTURE AND VALUES]
5. Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]

The above list indicates that the predominant entrepreneurial leadership style has strong positive association with one or more traits of Culture and Values, Customer Centricity and Environmental Commitment dimensions of Business Growth and Sustainability approach under the scope of this study, with the strongest positive association for ‘taking risks and thinking outside the box in order to respond to environmental challenges’ within the Environmental Commitment dimension. The list also reveals that predominant entrepreneurial leadership style is more positively associated with Culture and Values dimension and does not have any strong positive association with Societal Commitment dimension. Moreover, for framing a business growth and sustainability approach, SME leaders, with predominant entrepreneurial leadership style, tend to have more positive association with ‘transparent and objective communication to be more engaged for growth-oriented actions’ and ‘mutual respect and empathy to avoid differences of opinion and achieve a successful outcome’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent entrepreneurial leadership style, will tend to adopt a business growth and sustainability framework that is capable of taking risks and thinking outside the box to respond to environmental challenges, and ensures transparent and objective communication leveraging mutual respect and empathy with customers.

#### **5.3.3.3 Strategic Style**

1. Transparent and Objective Communication [CULTURE AND VALUES]
2. Non-Financial Rewards and Recognition [CULTURE AND VALUES]
3. Mutual Respect and Empathy for Successful Client Outcome [CULTURE AND VALUES]
4. Value-based Client Behavior and Interaction [CULTURE AND VALUES]

#### 5. Thinking Out-of-Box for Environmental Challenges [ENVIRONMENTAL COMMITMENT]

The above list indicates that the predominant strategic leadership style has strong positive association with one or more traits of Culture and Values, and Customer Centricity dimensions of Business Growth and Sustainability approach under the scope of this study, the strongest positive association with ‘transparent and objective communication to be more engaged for growth-oriented actions’ within the Culture and Values dimension. The list also reveals that predominant strategic leadership style is more positively associated with Culture and Values dimension and does not have any strong positive association with Customer Centricity or Societal Commitment dimension. Moreover, for framing a business growth and sustainability approach, SME leaders, with predominant strategic leadership style, tend to have more positive association with ‘non-financial rewards and recognition to increase employee happiness and motivation’ and ‘mutual respect and empathy to avoid differences of opinion and achieve a successful outcome’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent strategic leadership style, will tend to adopt a business growth and sustainability framework that ensures transparent and objective communication and uses non-financial rewards and recognition for employee happiness and motivation, along with leveraging mutual respect and empathy with customers.

##### **5.3.3.4 Sustainable Style**

1. Mutual Respect and Empathy for Successful Client Outcome [CULTURE AND VALUES]
2. Core Value-based Growth Strategy and Business Plan [CULTURE AND VALUES]

3. Transparent and Objective Communication [CULTURE AND VALUES]
4. Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]
5. Value-based Client Behavior and Interaction [CULTURE AND VALUES]

The above list indicates that the predominant sustainable leadership style has strong positive association with one or more traits of Culture and Values, and Customer Centricity dimensions of Business Growth and Sustainability approach under the scope of this study, the strongest positive association being for ‘mutual respect and empathy to avoid differences of opinion and achieve a successful outcome’ within the Culture and Values dimension. The list also reveals that predominant sustainable leadership style is more positively associated with Culture and Values dimension and does not have any strong positive association with Environmental Commitment or Societal Commitment dimension. Moreover, for framing a business growth and sustainability approach, SME leaders, with predominant sustainable leadership style, tend to have more positive association with ‘growth strategy and business plan influenced by core values and foundation principles’ and ‘transparent and objective communication to be more engaged for growth-oriented actions’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent sustainable leadership style, will tend to adopt a business growth and sustainability framework that leverages mutual respect and empathy with customers, and ensures transparent & objective communication along with growth strategy and business plan influenced by values and principles.

#### **5.3.3.5 Ethical Style**

1. Mutual Respect and Empathy for Successful Client Outcome [CULTURE AND VALUES]

2. Core Value-based Growth Strategy and Business Plan [CULTURE AND VALUES]
3. Transparent and Objective Communication [CULTURE AND VALUES]
4. Non-Financial Rewards and Recognition [CULTURE AND VALUES]
5. Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]

The above list indicates that the predominant ethical leadership style has strong positive association with one or more traits of Culture and Values, and Customer Centricity dimensions of Business Growth and Sustainability approach under the scope of this study, with the strongest positive association being with ‘leveraging mutual respect and empathy to avoid differences of opinion and achieve a successful outcome’ within the Culture and Values dimension. The list also reveals that predominant ethical leadership style is more positively associated with Culture and Values dimension and does not have any strong positive association with Environmental Commitment or Societal Commitment dimension. Moreover, for framing a business growth and sustainability approach, SME leaders, with predominant ethical leadership style, tend to have more positive association with ‘growth strategy and business plan influenced by core values and foundation principles’ and ‘transparent and objective communication to be more engaged for growth-oriented actions’, compared to association with other key mindsets and experience. This implies that SME leaders, having inherent ethical leadership style, will tend to adopt a business growth and sustainability framework that leverages mutual respect and empathy with customers, and ensures transparent & objective communication along with growth strategy and business plan influenced by values and principles.

#### **5.4 Discussion of Research Question Three**

##### **How does the growth and sustainability mindsets of SME leaders influence their measurement of business and resource performance?**

In the previous Chapter, the author has computed the Bivariate Correlation using Kendall's tau-b Non-Parametric Correlation Coefficient to understand the strength and direction of association that exists between the key mindsets and measures of SME leaders for business growth and sustainability, and the measurement of business and resource performance mindsets. As found from the results, each of the business performance mindsets or experiences has a positive correlation with each of the key mindsets or experiences for SME business growth and sustainability, ranging from small degree of influence to a strong association. The table below shows the ranking of the different key mindsets and experiences of SME growth and sustainability based on their association with each of the key business and resource performance mindsets.

Table 5.10

Association Strength based Ranking of Key Business Growth and Sustainability Traits with Key Performance Mindsets



		Business and Resource Performance Mindsets								
		SUSTAINABLE				VALUE-DRIVEN		GOAL-ORIENTED		
		<i>Financial, Environmental and Social Harmony</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus &amp; Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>
CULTURE AND VALUES	<i>Transparent and Objective Communication</i>	Rank 03	Rank 09	Rank 01	Rank 07	Rank 06	Rank 05	Rank 08	Rank 02	Rank 04
	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	Rank 01	Rank 03	Rank 06	Rank 09	Rank 08	Rank 07	Rank 02	Rank 05	Rank 04
	<i>Non-Financial Rewards and Recognition</i>	Rank 07	Rank 09	Rank 05	Rank 01	Rank 04	Rank 03	Rank 08	Rank 06	Rank 02
	<i>Core Value-based Growth Strategy and Business Plan</i>	Rank 08	Rank 07	Rank 03	Rank 01	Rank 06	Rank 05	Rank 09	Rank 02	Rank 04

		<b>Business and Resource Performance Mindsets</b>								
<b>Business Growth and Sustainability Mindsets</b>		<i>SUSTAINABLE</i>				<i>VALUE-DRIVEN</i>		<i>GOAL-ORIENTED</i>		
		<i>Financial, Environmental and Social Harmony</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus &amp; Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>
	<i>Value-Based Client Behavior and Interaction</i>	Rank 06	Rank 02	Rank 01	Rank 07	Rank 05	Rank 08	Rank 09	Rank 03	Rank 04
<i>CUSTOMER CENTRICITY</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	Rank 03	Rank 06	Rank 01	Rank 08	Rank 05	Rank 09	Rank 07	Rank 02	Rank 04
	<i>Additional Value to Client outside Contractual Obligations</i>	Rank 04	Rank 06	Rank 05	Rank 09	Rank 07	Rank 01	Rank 08	Rank 02	Rank 03
	<i>Client Attachment for Successful Outcome Journey</i>	Rank 01	Rank 03	Rank 04	Rank 06	Rank 02	Rank 07	Rank 09	Rank 05	Rank 08



<b>Business Growth and Sustainability Mindsets</b>		<b>Business and Resource Performance Mindsets</b>								
		<i>SUSTAINABLE</i>				<i>VALUE-DRIVEN</i>		<i>GOAL-ORIENTED</i>		
		<i>Financial, Environmental and Social Harmony</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus &amp; Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>
<i>ENVIRONMENT COMMITMENT</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>	Rank 01	Rank 03	Rank 02	Rank 08	Rank 04	Rank 05	Rank 06	Rank 09	Rank 07

In the above table, there are 3 highlighted cells to indicate that there is no positive association between the corresponding business growth and sustainability mindset and the business performance mindset in each of those cases.

-  No association exists
-  Negative association exists

For the purpose of discussion and analysis of the influence, the top 3 ranks in association strength, in descending order, for the different Business Growth and Sustainability mindsets are considered from the above table as shown below:

#### **5.4.1 Transparent and Objective Communication**

1. Productive and Engaged Workforce [SUSTAINABLE]
2. Periodic Target for Focus and Achievement [GOAL-ORIENTED]
3. Financial, Environmental and Social Harmony [SUSTAINABLE]

The above list indicates that the ‘Transparent and Objective Communication’ mindset of SME leaders, irrespective of their predominant leadership styles, has a positive association with the Sustainable and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘keeping a productive and engaged workforce for the future even when business is facing challenges’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘periodic target to stay focused and achieve planned outcome’ and ‘harmony in financial, environmental and social objectives for performing sustainably’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Transparent and Objective Communication’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that allows to keep a productive and engaged workforce for future and set up periodic targets for the team to stay focused and achieve the planned outcome;
- that ensures sustainable performance by fostering a harmony in financial, environmental and social objectives.

#### **5.4.2 Mutual Respect and Empathy for Successful Client Outcome**

1. Financial, Environmental and Social Harmony [SUSTAINABLE]

2. Collaborative Goal Setting and Performance Measurement [GOAL-ORIENTED]
3. Motivated Learning-Obsessed Employees [SUSTAINABLE]

The above list indicates that the ‘Mutual Respect and Empathy for Successful Client Outcome’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘harmony in financial, environmental and social objectives to perform sustainably’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘collaborative approach for team goal setting and performance measurement’ and ‘motivated employees with passion for learning to improve performance sustainability’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Mutual Respect and Empathy for Successful Client Outcome’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that ensures sustainable performance by fostering a harmony in financial, environmental and social objectives; and
- that drives collaborative goal-setting and performance measurement of the team using motivated, learning-obsessed employees.

#### **5.4.3 Non-Financial Rewards and Recognition**

1. Performance-Oriented Work Environment Creation [SUSTAINABLE]

2. Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]
3. Value Creation and Value Realised based Approach [VALUE-DRIVEN]

The above list indicates that the ‘Non-Financial Rewards and Recognition’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with all the dimensions of Business Performance under scope of this study, namely Sustainable, Goal-Oriented and Value-Driven, the strongest association being with the mindset ‘creating a work environment to promote sustainability in performance’ under the Sustainable dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘value creation and value realised based approach for performance measurement’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Non-Financial Rewards and Recognition’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that allows flexibility in adjusting performance goals of team and enterprise during business crisis; and
- that incorporates a value creation and value realised based measurement approach along with a performance oriented work environment.

#### **5.4.4 Core Value-based Business Strategy and Growth Plan**

1. Performance-Oriented Work Environment Creation [SUSTAINABLE]
2. Periodic Target for Focus and Achievement [GOAL-ORIENTED]
3. Productive and Engaged Workforce [SUSTAINABLE]

The above list indicates that the ‘Core Value-based Business Strategy and Growth Plan’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘creating a work environment to promote sustainability in performance’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘periodic target to stay focused and achieve planned outcome’ and ‘productive and engaged workforce for the future even when business is facing challenges’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Core Value-based Business Strategy and Growth Plan’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that allows to keep a productive and engaged workforce for future and set up periodic targets for the team to stay focused and achieve the planned outcome;
- that creates a work environment to promote sustainability in performance.

#### **5.4.5 Value-based Client Behavior and Interaction**

1. Productive and Engaged Workforce [SUSTAINABLE]
2. Motivated Learning-Obsessed Employees [SUSTAINABLE]
3. Periodic Target for Focus and Achievement [GOAL-ORIENTED]

The above list indicates that the ‘Value-based Client Behavior and Interaction’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable and Goal-Oriented dimensions of Business

Performance under scope of this study, the strongest association being with the mindset ‘keeping a productive and engaged workforce for the future even when business is facing challenges’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘periodic target to stay focused and achieve planned outcome’ and ‘motivated, learning-obsessed employees to improve performance sustainability’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Value-based Client Behavior and Interaction’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that allows to keep a productive and engaged workforce for future and set up periodic targets for the team to stay focused and achieve the planned outcome;
- that encourages motivated employees, with passion for learning, to improve performance sustainability.

#### **5.4.6 Attention to Stakeholder Interests for Goal Definition**

1. Productive and Engaged Workforce [SUSTAINABLE]
2. Periodic Target for Focus and Achievement [GOAL-ORIENTED]
3. Financial, Environmental and Social Harmony [SUSTAINABLE]

The above list indicates that the ‘Attention to Stakeholder Interests for Goal Definition’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘keeping a productive and engaged workforce for the future even when business

is facing challenges’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘periodic target to stay focused and achieve planned outcome’ and ‘harmony in financial, environmental and social objectives for performing sustainably’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Attention to Stakeholder Interests for Goal Definition’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that allows to keep a productive and engaged workforce for future; and
- that enables setting up periodic targets for the team to stay focused and achieve the planned outcome, while ensuring sustainable performance by fostering harmony in financial, environmental and social objectives.

#### **5.4.7 Additional Value to Client outside Contractual Obligations**

1. Value Creation and Value Realised based Approach [VALUE-DRIVEN]
2. Periodic Target for Focus and Achievement [GOAL-ORIENTED]
3. Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]

The above list indicates that the ‘Additional Value to Client outside Contractual Obligations’ mindset of SME leaders, irrespective of their predominant leadership styles, has a positive association with the Value-Driven and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘value creation and value realised based performance measurement approach’ under the Value-Driven dimension. The list also reveals that this mindset is less positively associated with Sustainable Performance dimension. Moreover, the above

mindset of Business Growth and Sustainability tend to have more positive association with ‘periodic target to stay focused and achieve planned outcome’ and ‘flexibility in adjusting performance goals during business crisis’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Additional Value to Client outside Contractual Obligations’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that incorporates a value creation and value realised based measurement approach; and
- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome, while having flexibility in adjusting performance goals of team and enterprise during business crisis.

#### **5.4.8 Client Attachment for Successful Outcome Journey**

1. Financial, Environmental and Social Harmony [SUSTAINABLE]
2. Perceived and Used Value based Service Performance [VALUE-DRIVEN]
3. Motivated, Learning-Obsessed Employees [SUSTAINABLE]

The above list indicates that the ‘Client Attachment for Successful Outcome Journey’ mindset of SME leaders, irrespective of their predominant leadership styles, has a positive association with the Sustainable and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘harmony in financial, environmental and social objectives for performing sustainably’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Goal-Oriented Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with



‘customer experience defined by used and perceived value as well as client service performance’ and ‘motivated employees, with passion for learning, for performing sustainably’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Client Attachment for Successful Outcome Journey’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that ensures sustainable performance by fostering harmony in financial, environmental and social objectives along with motivated employees with passion for learning; and
- that encourages customer experience defined by used and perceived value as well as client service performance.

#### **5.4.9 Thinking Out-of-Box for Environmental Challenges**

1. Financial, Environmental and Social Harmony [SUSTAINABLE]
2. Productive and Engaged Workforce [SUSTAINABLE]
3. Motivated, Learning-Obsessed Employees [SUSTAINABLE]

The above list indicates that the ‘Thinking Out-of-Box for Environmental Challenges’ mindset of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable dimension of Business Performance under scope of this study, the strongest association being with the mindset ‘harmony in financial, environmental and social objectives for performing sustainably’ under the Sustainable dimension. The list also reveals that this mindset is less positively associated with Value-Driven and Goal-Oriented Performance dimension. Moreover, the above mindset of Business Growth and Sustainability tend to have more positive association with ‘motivated employees, with passion for learning, for performing sustainably’ and

‘productive and engaged workforce for the future even when business is facing challenges’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Thinking Out-of-Box for Environmental Challenges’ as part of Business Growth and Sustainability approach, will tend to adopt a business performance framework –

- that ensures sustainable performance by fostering harmony in financial, environmental and social objectives; and
- that allows to keep a productive and engaged workforce for future with the help of motivated employees, with passion for learning, for performing sustainably.

Moreover, correlation results between Business Performance and Business Growth and Sustainability dimensions have shown that each of the business performance dimensions has a positive association with each of the dimensions for SME business growth and sustainability, the strongest association being with Culture and Values dimension of Business Growth and Sustainability. This implies that Culture and Values related mindsets of SME leaders, irrespective of their predominant leadership style, will strongly influence them to adopt a sustainable business performance measurement approach that is either value-driven or goal-oriented or both.

### **5.5 Discussion of Research Question Four**

#### **What is the impact of business model adoption mindset of SME leaders on the performance and growth of those businesses?**

In the previous Chapter, the author has computed the Bivariate Correlation using Kendall’s tau-b Non-Parametric Correlation Coefficient to understand the strength and direction of association that exists between the key mindsets for business model adoption

of SME leaders, and both the business performance mindsets as well as the business growth and sustainability mindsets. As found from the results, each of the key Business Performance mindsets have a positive correlation with each of the key mindsets for SME Business Model Adoption across the different identified dimensions, ranging from small degree of influence to a strong association, with only a few exceptions of negative association. Similarly, the results show that each of the key Business Growth and Sustainability mindsets have a positive correlation with each of the key mindsets for SME Business Model Adoption across the different identified dimensions, ranging from small degree of influence to a strong association, with only a couple of exceptions related to negative association.

#### **5.5.1 Business Model Adoption Influence on Business Performance**

The table below shows the ranking of the different key mindsets and experiences of Business Model Adoption for SME leaders based on their association with each of the key business and resource performance mindsets.

Table 5.11

Association Strength based Ranking of Key Business Model Adoption Mindsets with Key Business Performance Mindsets

Business Model Adoption Mindsets of SME Leaders		Business and Resource Performance Mindsets								
		SUSTAINABLE				VALUE-DRIVEN		GOAL-ORIENTED		
		<i>Financial, Environmental &amp; Social Harmony</i>	<i>Motivated, Learning- Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus and Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>
BUSINESS AGILITY	<i>Governance Structure</i>	Rank 07	Rank 08	Rank 06	Rank 04	Rank 03	Rank 05	Rank 09	Rank 01	Rank 02
	<i>Team Agility</i>	Rank 06	Rank 07	Rank 05	Rank 03	Rank 04	Rank 08	Rank 09	Rank 01	Rank 02
	<i>Leadership Development</i>	Rank 04	Rank 02	Rank 07	Rank 05	Rank 06	Rank 09	Rank 08	Rank 01	Rank 03
BUSINESS ADAPTABILITY	<i>Changing Needs Adaptation</i>	Rank 07	Rank 05	Rank 06	Rank 08	Rank 03	Rank 09	Rank 04	Rank 02	Rank 01

		<b>Business and Resource Performance Mindsets</b>								
<b>Business Model Adoption Mindsets of SME Leaders</b>		<i>SUSTAINABLE</i>				<i>VALUE-DRIVEN</i>		<i>GOAL-ORIENTED</i>		
		<i>Financial, Environmental &amp; Social Harmony</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus and Achievement</i>	<i>Flexibility in Performance Goals Adjustment</i>
	<i>Flexibility and Adjustability</i>	Rank 05	Rank 08	Rank 01	Rank 04	Rank 06	Rank 07	Rank 09	Rank 03	Rank 02
<i>TECHNOLOGY ADOPTION</i>	<i>Emerging Technology Adoption</i>	Rank 04	Rank 02	Rank 05	Rank 06	Rank 01	Rank 07	Rank 09	Rank 08	Rank 03
	<i>Business Model Driven Technology</i>	Rank 06	Rank 08	Rank 05	Rank 03	Rank 01	Rank 07	Rank 09	Rank 04	Rank 02
<i>BUSINESS OPTIMISATION</i>	<i>Productivity and Efficiency Measurement</i>	Rank 09	Rank 07	Rank 04	Rank 01	Rank 02	Rank 06	Rank 08	Rank 03	Rank 05
	<i>Methods and Processes Introduction</i>	Rank 04	Rank 08	Rank 01	Rank 05	Rank 03	Rank 06	Rank 09	Rank 07	Rank 02

		Business and Resource Performance Mindsets							
		<i>SUSTAINABLE</i>				<i>VALUE-DRIVEN</i>		<i>GOAL-ORIENTED</i>	
		<i>Financial, Environmental &amp; Social Harmony</i>	<i>Motivated, Learning-Obsessed Employees</i>	<i>Productive and Engaged Workforce</i>	<i>Performance-oriented Work Environment Creation</i>	<i>Perceived and Used Value based Service Performance</i>	<i>Value Creation and Realized based Approach</i>	<i>Collaborative Goal Setting &amp; Performance Measurement</i>	<i>Periodic Target for Focus and Achievement</i>
<i>Business Model Adoption Mindsets of SME Leaders</i>									
<i>Justified and Apt Resource Allocation</i>	Rank 02	Rank 05	Rank 03	Rank 04	Rank 01	Rank 06	Rank 09	Rank 07	Rank 08
<i>Business Approach and Adjustments</i>	Rank 08	Rank 07	Rank 06	Rank 05	Rank 01	Rank 02	Rank 09	Rank 03	Rank 04
<i>Entire Value Chain Consideration</i>	Rank 01	Rank 07	Rank 05	Rank 03	Rank 02	Rank 04	Rank 09	Rank 08	Rank 06

In the above table, there are 8 highlighted cells to indicate that there is marginal negative association between the corresponding business model adoption mindset and the business performance mindset in each of those cases.

For the purpose of discussion and analysis of business model adoption impact, the top 3 ranks in association strength, in descending order, for the different Business Performance mindsets are considered from the above table as shown below:

### **5.5.1.1 Transparent and Consistent Governance Structure**

- 1. Periodic Target for Focus and Achievement [GOAL-ORIENTED]*
- 2. Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
- 3. Perceived and Used Value based Service Performance [VALUE-DRIVEN]*

The above list indicates that the ‘Transparent and Consistent Governance Structure’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘periodic targets for the team to stay focused and achieve the planned outcome’ under the Goal-Oriented dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘customer experience based on both used and perceived value as well as client service performance’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Transparent and Consistent Governance Structure’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome as well as keep flexibility in adjusting performance goals of team and enterprise during business crisis; and
- that incorporates customer experience defined by used and perceived value as well as client service performance.

### **5.5.1.2 Team Agility to Mitigate Change Resistance**

- 1. Periodic Target for Focus and Achievement [GOAL-ORIENTED]*

2. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
3. *Performance-Oriented Work Environment Creation [SUSTAINABLE]*

The above list indicates that the ‘Team Agility to Mitigate Change Resistance’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Goal-Oriented and Sustainable dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘periodic targets for the team to stay focused and achieve the planned outcome’ under the Goal-Oriented dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘work environment to promote sustainability in performance’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Team Agility to Mitigate Change Resistance’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome along with a sustainable performance oriented work environment; and
- that incorporates flexibility in adjusting performance goals of team and enterprise during business crisis.

#### **5.5.1.3 Leadership Development towards a Shared Purpose**

1. *Periodic Target for Focus and Achievement [GOAL-ORIENTED]*
2. *Motivated, Learning-Obsessed Employees [SUSTAINABLE]*
3. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*



The above list indicates that the ‘Leadership Development towards a Shared Purpose’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Goal-Oriented and Sustainable dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘periodic targets for the team to stay focused and achieve the planned outcome’ under the Goal-Oriented dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘motivated employees, with passion for learning’ and ‘flexibility in adjusting performance goals during business crisis’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Leadership Development towards a Shared Purpose’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome as well as keep flexibility in adjusting performance goals of team and enterprise during business crisis; and
- that incorporates motivated employees, with passion for learning, for performing sustainably.

#### **5.5.1.4 Changing Needs Adaptation**

1. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
2. *Periodic Target for Focus and Achievement [GOAL-ORIENTED]*
3. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*

The above list indicates that the ‘Adaptation to Changing Needs of Customer and Market’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Goal-Oriented

and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘flexibility in adjusting performance goals during business crisis’ under the Goal-Oriented dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘periodic targets for the team to stay focused and achieve the planned outcome’ and ‘customer experience based on both used and perceived value as well as client service performance’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Adaptation to Changing Needs of Customer and Market’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to have flexibility in adjusting performance goals of team and enterprise during business crisis as well as set up periodic targets for the team to stay focused and achieve the planned outcome; and
- that incorporates customer experience defined by used and perceived value as well as client service performance.

#### **5.5.1.5 Flexibility and Adjustability**

1. *Productive and Engaged Workforce [SUSTAINABLE]*
2. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
3. *Periodic Target for Focus and Achievement [GOAL-ORIENTED]*

The above list indicates that the ‘Flexibility and Adjustability to Respond to External Demands’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Sustainable and Goal-Oriented dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘productive and engaged workforce for the

future’ under the Sustainable dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘periodic targets for the team to stay focused and achieve the planned outcome’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Flexibility and Adjustability to Respond to External Demands’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that enables productive and engaged workforce for the future even when business is facing challenges; and
- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome as well as have flexibility in adjusting performance goals of team and enterprise during business crisis.

#### **5.5.1.6 Emerging Technology Adoption**

1. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
2. *Motivated, Learning-Obsessed Employees [SUSTAINABLE]*
3. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*

The above list indicates that the ‘Emerging Technology Adoption for Customer Service Innovation’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a positive association with the Sustainable, Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘customer experience based on both used and perceived value as well as client service performance’ under the Value-Driven dimension. Moreover, the above mindset of Business Model Adoption tend to

have more positive association with ‘motivated employees, with passion for learning’ and ‘flexibility in adjusting performance goals during business crisis’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Emerging Technology Adoption for Customer Service Innovation’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that incorporates customer experience defined by used and perceived value as well as client service performance; and
- that allows to promote motivated employees, with passion for learning, to perform sustainably as well as have flexibility in adjusting performance goals of team and enterprise during business crisis.

#### **5.5.1.7 Business Model Driven Technology**

1. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
2. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
3. *Performance-oriented Work Environment Creation [SUSTAINABLE]*

The above list indicates that the ‘Business Model Driven Technology’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable, Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘customer experience based on both used value and perceived value as well as client service performance’ under the Value-Driven dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘work environment to promote sustainability in performance’, compared to

association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Business Model Driven Technology’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that incorporates customer experience defined by used and perceived value as well as client service performance; and
- that allows to have flexibility in adjusting performance goals of team and enterprise during business crisis as well as promote sustainable performance oriented work environment.

#### **5.5.1.8 Productivity and Efficiency Measurement**

1. *Performance-oriented Work Environment Creation [SUSTAINABLE]*
2. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
3. *Periodic Target for Focus and Achievement [GOAL-ORIENTED]*

The above list indicates that the ‘Productivity and Efficiency Measurement to Optimise Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable, Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘work environment creation to promote sustainability in performance’ under the Sustainable dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘customer experience based on both used and perceived value as well as client service performance’ and ‘periodic targets for the team to stay focused and achieve the planned outcome’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key

mindset for ‘Productivity and Efficiency Measurement to Optimise Model’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to create a work environment to promote sustainability in performance as well as set up periodic targets for the team to stay focused and achieve the planned outcome; and
- that incorporates customer experience defined by used and perceived value as well as client service performance.

#### **5.5.1.9 Methods and Processes Introduction**

1. *Productive and Engaged Workforce [SUSTAINABLE]*
2. *Flexibility in Performance Goals Adjustment [GOAL-ORIENTED]*
3. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*

The above list indicates that the ‘New Methods and Processes Introduction to Optimise Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Sustainable, Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘productive and engaged workforce for the future’ under the Sustainability dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘flexibility in adjusting performance goals during business crisis’ and ‘customer experience based on both used and perceived value as well as client service performance’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘New Methods and Processes Introduction to Optimise Model’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that allows to set up productive and engaged workforce for the future even when there are business challenges, as well as have flexibility in adjusting performance goals of team and enterprise during business crisis; and
- that incorporates customer experience defined by used and perceived value as well as client service performance.

#### **5.5.1.10 Justified and Apt Resource Allocation**

1. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
2. *Financial, Environmental and Social Harmony [SUSTAINABLE]*
3. *Productive and Engaged Workforce [SUSTAINABLE]*

The above list indicates that the ‘Justified and Apt Resource Allocation Irrespective of Business Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Sustainable and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset of ‘customer experience based on both used and perceived value as well as client service performance’ under the Value-Driven dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘harmony in financial, environmental and social objectives’ and ‘productive and engaged workforce for the future’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Justified and Apt Resource Allocation Irrespective of Business Model’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that incorporates customer experience defined by used and perceived value as well as client service performance; and

- that allows to set up productive and engaged workforce for the future even when there are business challenges as well as ensures sustainable performance by fostering a harmony in financial, environmental and social objectives.

#### **5.5.1.11 Business Approach and Adjustments**

1. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
2. *Value Creation and Value Realised based Approach [VALUE-DRIVEN]*
3. *Periodic Target for Focus and Achievement [GOAL-ORIENTED]*

The above list indicates that the ‘Business Approach and Adjustments for Competitive Advantage’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Goal-Oriented and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘customer experience based on both used and perceived value as well as client service performance’ under the Value-Driven dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘value creation and value realised based performance measurement approach’ and ‘periodic targets for the team to stay focused and achieve the planned outcome’ mindsets, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Business Approach and Adjustments for Competitive Advantage’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that incorporates customer experience defined by used and perceived value as well as client service performance; and



- that allows to set up periodic targets for the team to stay focused and achieve the planned outcome as well as have a measurement approach based on value creation and value realised.

#### **5.5.1.12 Entire Value Chain Consideration**

1. *Financial, Environmental and Social Harmony [SUSTAINABLE]*
2. *Perceived and Used Value based Service Performance [VALUE-DRIVEN]*
3. *Performance-oriented Work Environment Creation [SUSTAINABLE]*

The above list indicates that the ‘Entire Value Chain for Improvement and Margin Optimisation’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Sustainable and Value-Driven dimensions of Business Performance under scope of this study, the strongest association being with the mindset ‘harmony in financial, environmental and social objectives’ under the Sustainable dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘customer experience based on both used and perceived value as well as client service performance’ and ‘work environment creation to promote sustainability in performance’, compared to association with other key mindsets of Business Performance approach. This implies that any SME leader, who is having a key mindset for ‘Entire Value Chain for Improvement and Margin Optimisation’ as part of Business Model Adoption, will tend to adopt a business performance framework –

- that ensures sustainable performance by fostering a harmony in financial, environmental and social objectives, as well as allows to create a work environment to promote sustainability in performance; and

- that incorporates customer experience defined by used and perceived value as well as client service performance.

### **5.5.2 Business Model Adoption Influence on Business Growth**

The table below shows the ranking of the different key mindsets and experiences of Business Model Adoption for SME leaders based on their association with each of the key business growth and sustainability mindsets.

Table 5.12

Association Strength based Ranking of Key Business Model Adoption Mindsets with Key Business Growth Mindsets

Business Model Adoption Mindsets of SME Leaders		Business Growth and Sustainability Mindsets								
		CULTURE AND VALUES					CUSTOMER CENTRICITY			ENVIRONMENT COMMITMENT
		<i>Transparent and Objective Communication</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Value-Based Client Behaviour and Interaction</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Client Attachment for Successful Outcome Journey</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>
BUSINESS AGILITY	<i>Governance Structure</i>	Rank 03	Rank 06	Rank 02	Rank 04	Rank 01	Rank 09	Rank 07	Rank 05	Rank 08
	<i>Team Agility</i>	Rank 06	Rank 02	Rank 05	Rank 01	Rank 04	Rank 08	Rank 07	Rank 03	Rank 09
	<i>Leadership Development</i>	Rank 01	Rank 05	Rank 07	Rank 02	Rank 08	Rank 09	Rank 03	Rank 04	Rank 06
BUSINESS ADAPTABILITY	<i>Changing Needs Adaptation</i>	Rank 07	Rank 02	Rank 03	Rank 04	Rank 01	Rank 05	Rank 06	Rank 08	Rank 09

		<b>Business Growth and Sustainability Mindsets</b>								
<b>Business Model Adoption Mindsets of SME Leaders</b>		<i>CULTURE AND VALUES</i>					<i>CUSTOMER CENTRICITY</i>			<i>ENVIRONMENT COMMITMENT</i>
		<i>Transparent and Objective Communication</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Value-Based Client Behaviour and Interaction</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Client Attachment for Successful Outcome Journey</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>
	<i>Flexibility and Adjustability</i>	Rank 05	Rank 03	Rank 07	Rank 02	Rank 01	Rank 06	Rank 08	Rank 04	Rank 09
<i>TECHNOLOGY ADOPTION</i>	<i>Emerging Technology Adoption</i>	Rank 09	Rank 06	Rank 04	Rank 01	Rank 02	Rank 03	Rank 08	Rank 07	Rank 05
	<i>Business Model Driven Technology</i>	Rank 05	Rank 06	Rank 02	Rank 01	Rank 04	Rank 06	Rank 03	Rank 04	Rank 09
<i>BUSINESS OPTIMISATION</i>	<i>Productivity and Efficiency Measurement</i>	Rank 01	Rank 07	Rank 02	Rank 04	Rank 05	Rank 08	Rank 09	Rank 03	Rank 06
	<i>Methods and Processes Introduction</i>	Rank 01	Rank 05	Rank 03	Rank 04	Rank 02	Rank 09	Rank 08	Rank 06	Rank 07

		<b>Business Growth and Sustainability Mindsets</b>							
<b>Business Model Adoption Mindsets of SME Leaders</b>	<i>CULTURE AND VALUES</i>					<i>CUSTOMER CENTRICITY</i>			<i>ENVIRONMENT COMMITMENT</i>
	<i>Transparent and Objective Communication</i>	<i>Mutual Respect and Empathy for Successful Client Outcome</i>	<i>Non-Financial Rewards and Recognition</i>	<i>Core Value-based Growth Strategy and Business Plan</i>	<i>Value-Based Client Behaviour and Interaction</i>	<i>Stakeholder Interests' Attention for Goal Definition</i>	<i>Additional Value to Client outside Contractual Obligations</i>	<i>Client Attachment for Successful Outcome Journey</i>	<i>Thinking Out-of-Box for Environmental Challenges</i>
<i>Justified and Apt Resource Allocation</i>	Rank 04	Rank 08	Rank 06	Rank 03	Rank 02	Rank 05	Rank 09	Rank 01	Rank 07
<i>Business Approach and Adjustments</i>	Rank 02	Rank 07	Rank 05	Rank 01	Rank 04	Rank 09	Rank 06	Rank 03	Rank 08
<i>Entire Value Chain Consideration</i>	Rank 02	Rank 03	Rank 01	Rank 05	Rank 05	Rank 06	Rank 08	Rank 07	Rank 04

In the above table, there are 4 highlighted cells to indicate that there is marginal negative association between the corresponding business model adoption mindset and the business performance mindset in each of those cases.

For the purpose of discussion and analysis of business model adoption impact, the top 3 ranks in association strength, in descending order, for the different Growth and Sustainability mindsets are considered from the above table as shown below:

### **5.5.2.1 Transparent and Consistent Governance Structure**

- 1. Value-based Client Behavior and Interaction [CULTURE & VALUES]*
- 2. Non-Financial Rewards and Recognition [CULTURE & VALUES]*
- 3. Transparent and Objective Communication [CULTURE & VALUES]*

The above list indicates that the ‘Transparent and Consistent Governance Structure’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Culture & Values dimension of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘value-based behavior and interaction with clients to increase trust and confidence’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘non-financial rewards and recognition for happiness and motivation’ and ‘transparent and objective communication for better engagement’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Transparent and Consistent Governance Structure’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that supports value-based behavior and interaction to increase client trust and confidence as well as leverages transparent and objective communication for more engaging actions; and
- that encourages the use of non-financial rewards and recognition for employee happiness and motivation.

### **5.5.2.2 Team Agility to Mitigate Change Resistance**

1. *Core Value-based Growth Strategy and Business Plan [CULTURE & VALUES]*
2. *Mutual Respect & Empathy for Successful Client Outcome [CULTURE & VALUES]*
3. *Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Team Agility to Mitigate Change Resistance’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values, and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘growth strategy and business plan driven by core values and foundation principles’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘mutual respect & empathy for avoiding differences and achieving successful client outcome’ and ‘client attachment to take them through a successful outcome journey’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Team Agility to Mitigate Change Resistance’ as part of Business Model Adoption, will tend to embrace a business growth & sustainability approach –

- that drives mutual respect and empathy to avoid difference in opinion and achieve successful client outcome as well as client attachment till the culmination of a successful outcome journey; and
- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise.

### **5.5.2.3 Leadership Development towards a Shared Purpose**

- 1. Transparent and Objective Communication [CULTURE & VALUES]*
- 2. Core Value-based Growth Strategy and Business Plan [CULTURE & VALUES]*
- 3. Additional Value to Client outside Contractual Obligations [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Leadership Development towards a Shared Purpose’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘transparent and objective communication for better engagement’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘growth strategy and business plan driven by core values and foundation principles’ and ‘additional value outside contractual obligations for client success’ mindsets, compared to association with other key mindsets of Business Growth and Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Leadership Development towards a Shared Purpose’ as part of Business Model Adoption, will tend to embrace a business growth & sustainability approach –

- that leverages transparent and objective communication for more engaging actions as well as encourages to provide additional value, outside of contractual obligations, to ensure client's success; and
- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise.



#### **5.5.2.4 Adpatation to Changing Needs**

- 1. Value-based Client Behavior and Interaction [CULTURE & VALUES]*
- 2. Mutual Respect & Empathy for Successful Client Outcome [CULTURE & VALUES]*
- 3. Non-Financial Rewards and Recognition [CULTURE & VALUES]*

The above list indicates that the ‘Adaptation to Changing Needs of Customer and Market’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Culture & Values dimension of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘value-based behavior and interaction with clients to increase trust and confidence’ under the Culture & Values dimension.

Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘mutual respect & empathy for avoiding differences and achieving successful client outcome’ and ‘non-financial rewards and recognition for happiness and motivation’ mindsets, compared to association with other key mindsets of Business Growth and Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Adaptation to Changing Needs of Customer and Market’ as part of Business Model Adoption, will tend to embrace a business growth & sustainability approach –

- that supports value-based behavior and interaction to increase client trust and confidence as well as encourages the use of non-financial rewards and recognition for employee happiness and motivation; and
- that drives mutual respect and empathy to avoid difference in opinion and achieve successful client outcome.

### **5.5.2.5 Flexibility and Adjustability**

- 1. Value-based Client Behavior and Interaction [CULTURE & VALUES]*
- 2. Core Value-based Growth Strategy and Business Plan [CULTURE & VALUES]*
- 3. Mutual Respect & Empathy for Successful Client Outcome [CULTURE & VALUES]*

The above list indicates that the ‘Flexibility and Adjustability to Respond to External Demands’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Culture & Values dimension of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘value-based behavior and interaction with clients to increase trust and confidence’ under the Culture & Values dimension.

Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘growth strategy and business plan driven by core values and foundation principles’ and ‘mutual respect & empathy for avoiding differences and achieving successful client outcome’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Flexibility and Adjustability to Respond to External Demands’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that supports value-based behavior and interaction to increase client trust and confidence as well as creates growth strategy and business plan influenced by core values and foundation principles of the enterprise; and
- that drives mutual respect and empathy to avoid difference in opinion and achieve successful client outcome.

### **5.5.2.6 Emerging Technology Adoption**

- 1. Core Value-based Growth Strategy and Business Plan [CULTURE & VALUES]*
- 2. Value-based Client Behavior and Interaction [CULTURE & VALUES]*
- 3. Attention to Stakeholder Interest for Goal Definition [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Emerging Technology Adoption for Customer Service Innovation’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘growth strategy and business plan driven by core values and foundation principles’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘value-based behavior and interaction with clients to increase trust and confidence’ and ‘accounting for stakeholder interests to define customer-oriented goals’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Emerging Technology Adoption for Customer Service Innovation’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise; and

- that supports value-based behavior and interaction to increase client trust and confidence as well as firmly considers stakeholder interests to define customer-oriented goals.

### **5.5.2.7 Business Model Driven Technology**

1. *Core Value-based Growth Strategy and Business Plan [CULTURE & VALUES]*
2. *Non-Financial Rewards and Recognition [CULTURE & VALUES]*
3. *Additional Value to Client outside Contractual Obligations [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Business Model Driven Technology’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘growth strategy and business plan driven by core values and foundation principles’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘non-financial rewards and recognition for happiness and motivation’ and ‘additional value outside contractual obligations for client success’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Business Model Driven Technology’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise; and

- that encourages the use of non-financial rewards and recognition for employee happiness and motivation as well as provide additional value, outside of contractual obligations, to ensure client's success.

#### **5.5.2.8 Productivity and Efficiency Measurement**

1. *Transparent and Objective Communication [CULTURE & VALUES]*
2. *Non-Financial Rewards and Recognition [CULTURE & VALUES]*
3. *Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Productivity and Efficiency Measurement to Optimise Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘transparent and objective communication for better engagement’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘non-financial rewards and recognition for happiness and motivation’ and ‘client attachment to take them through a successful outcome journey’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Productivity and Efficiency Measurement to Optimise Model’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that leverages transparent and objective communication for more engaging actions; and

- that encourages the use of non-financial rewards and recognition for employee happiness and motivation as well as drives client attachment till the culmination of a successful outcome journey.

#### **5.5.2.9 New Methods and Processes Introduction**

1. *Transparent and Objective Communication [CULTURE & VALUES]*
2. *Value-based Client Behavior and Interaction [CULTURE & VALUES]*
3. *Non-Financial Rewards and Recognition [CULTURE & VALUES]*

The above list indicates that the ‘New Methods and Processes Introduction to Optimise Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Culture & Values dimension of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘transparent and objective communication for better engagement’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘value-based behavior and interaction with clients to increase trust and confidence’ and ‘non-financial rewards and recognition for happiness and motivation’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘New Methods and Processes Introduction to Optimise Model’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that leverages transparent and objective communication for more engaging actions, as well as supports value-based behavior and interaction to increase client trust and confidence; and

- that encourages the use of non-financial rewards and recognition for employee happiness and motivation.

#### **5.5.2.10 Justified and Apt Resource Allocation**

1. *Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]*
2. *Value-based Client Behavior and Interaction [CULTURE & VALUES]*
3. *Core Value-based Business Strategy and Growth Plan [CULTURE & VALUES]*

The above list indicates that the ‘Justified and Apt Resource Allocation Irrespective of Business Model’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset of ‘client attachment to take them through a successful outcome journey’ under the Customer Centricity dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘value-based behavior and interaction with clients to increase trust and confidence’ and ‘growth strategy and business plan driven by core values and foundation principles’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Justified and Apt Resource Allocation Irrespective of Business Model’ as part of Business Model Adoption, will tend to embrace a business growth & sustainability approach –

- that drives client attachment till the culmination of a successful outcome journey as well as supports value-based behavior and interaction to increase client trust and confidence; and
- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise.

#### **5.5.2.11 Business Approach and Adjustments**

1. *Core Value-based Business Strategy and Growth Plan [CULTURE & VALUES]*
2. *Transparent and Objective Communication [CULTURE & VALUES]*
3. *Client Attachment for Successful Outcome Journey [CUSTOMER CENTRICITY]*

The above list indicates that the ‘Business Approach and Adjustments for Competitive Advantage’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a more positive association with the Culture & Values and Customer Centricity dimensions of Business Growth & Sustainability under scope of this study, the strongest association being with the mindset ‘growth strategy and business plan driven by core values and foundation principles’ under the Culture & Values dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘transparent and objective communication for better engagement’ and ‘client attachment to take them through a successful outcome journey’ mindsets, compared to association with other key mindsets of Business Growth & Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Business Approach and Adjustments for Competitive



Advantage’ as part of Business Model Adoption, will tend to embrace a business growth and sustainability approach –

- that creates growth strategy and business plan influenced by core values and foundation principles of the enterprise; and
- that leverages transparent and objective communication for more engaging actions, as well as drives client attachment till the culmination of a successful outcome journey.

#### **5.5.2.12 Entire Value Chain Consideration**

1. *Non-Financial Rewards and Recognition [CULTURE & VALUES]*
2. *Transparent and Objective Communication [CULTURE & VALUES]*
3. *Mutual Respect & Empathy for Successful Client Outcome [CULTURE & VALUES]*

The above list indicates that the ‘Entire Value Chain for Improvement and Margin Optimisation’ mindset for Business Model Adoption of SME leaders, irrespective of their predominant leadership styles, has a strong positive association with the Culture and Values dimension of Business Growth and Sustainability under scope of this study, the strongest association being with the mindset ‘non-financial rewards and recognition for happiness and motivation’ under the Sustainable dimension. Moreover, the above mindset of Business Model Adoption tend to have more positive association with ‘transparent and objective communication for better engagement’ and ‘mutual respect & empathy for avoiding differences and achieving successful client outcome’ mindsets, compared to association with other key mindsets of Business Growth and Sustainability approach. This implies that any SME leader, who is having a key mindset for ‘Entire

Value Chain for Improvement and Margin Optimisation' as part of Business Model

Adoption, will tend to embrace a business growth and sustainability approach –

- that encourages the use of non-financial rewards and recognition for employee happiness and motivation, as well as leverages transparent and objective communication for more engaging action; and
- that drives mutual respect and empathy to avoid differences in opinion and achieve successful client outcome.

Moreover, correlation results between Business Model Adoption and Business Performance dimensions have shown that both Technology Adoption and Optimization dimensions of Business Model used by the SME leaders has a strong positive association with the Sustainable and Value-Driven dimensions of Business Performance. On the other hand, Goal-Oriented dimension of Business Performance has a positive correlation with the Agility, Adaptability and Optimization dimensions of Business Model adoption by SME leaders. This implies that Technology Adoption and Optimisation related mindsets of SME leaders for adopting a business model, irrespective of their predominant leadership style, will strongly influence them to embrace a sustainable and/or value-driven business performance measurement approach. Likewise, Agility and Adaptability related mindsets for adopting a business model will have a likely influence on the SME leaders to embrace a more goal-oriented business performance framework.

Similarly, correlation results between Business Model Adoption and Business Growth and Sustainability dimensions have shown that Culture and Values dimension of Business Growth and Sustainability used by the SME leaders has a strong positive correlation with all the dimensions of Business Model Adoption. On the other hand, Customer Centricity dimension of Business Growth and Sustainability has a positive

correlation with the Adaptability and Optimization dimensions of Business Model adoption by SME leaders. This implies that Agility, Adaptability, Technology or Optimisation related mindsets of SME leaders for a adopting a business model, irrespective of their predominant leadership style, will strongly influence them to embrace a business growth and sustainability approach, driven by culture & values. Likewise, Adaptability and Optimisation related mindsets for adopting a business model will have a likely influence on the SME leaders to embrace a more customer centric business growth & sustainability approach.

### **5.6 Discussion of Research Question Five**

#### **How can we define sustainable and value-driven performance framework for SME leaders in the context of both service and product businesses?**

In the previous Chapter, the author has created the heat map of the combined score for each of the parameters (mindsets and experience) of Sustainability and Value-Driven dimensions of Business Performance, separately for the participants who demonstrated predominantly one or more of the leadership styles in scope of this research study namely, Transformational, Entrepreneurial, Strategic, Sustainable or Ethical Leadership. This has been followed by heat map of the top 3 ranking of non-financial performance indicators, as found important in the survey responses for firm growth by each of the above predominant SME leadership styles. Subsequently this has been combined with the rankings of non-financial success factors and success indicators by the different predominant leadership styles to analyze and formulate the sustainable and value-driven performance framework for SME leaders in the context of both service and product businesses.

The results of the above analysis have been discussed individually for each of the predominant leadership styles in the sections below, in order to define the respective preferred performance framework within the scope of this research study.

### **5.6.1 Transformational Leadership Style**

The heat map table of Predominant Leadership Styles, and *Sustainable Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for transformational leadership style as follows –

1. Motivated, Learning-obsessed Employees
2. Engaged and Productive Workforce
3. Performance-oriented Work Environment

Similarly, the heat map table of Predominant Leadership Styles, and *Value-Driven Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for transformational leadership style as follows –

1. Perceived and Used Value based Performance
2. Customer Empowerment and Involvement in Design
3. Maximize Societal and Customer Value

The above two sets of preferred Sustainable and Value-Driven Performance parameters for SME leaders with transformational leadership styles are based on the descriptive statistics of the combined response data. However, *bivariate correlation-based ranking* of key Business Performance mindsets and leadership styles, based on the strength of positive association, shows the top 5 mindsets of *Sustainable and Value-Driven Business Performance* as follows –

1. Engaged and Productive Workforce
2. Perceived and Used Value based Performance
3. Performance-oriented Work Environment

4. Value Creation and Realized based Measurement Approach
5. Motivated, Learning-obsessed Employees

Combining the top mindsets from Descriptive Statistics and Bivariate Correlation, the author obtained the following list of mindsets that influence SME leaders with transformational leadership style to define the business performance framework –

1. Engaged and Productive Workforce [Sustainable]
2. Performance-oriented Work Environment [Sustainable]
3. Motivated, Learning-obsessed Employees [Sustainable]
4. Perceived and Used Value based Performance [Value-Driven]
5. Value Creation and Realized based Measurement Approach [Value-Driven]
6. Customer Empowerment and Involvement in Design [Value-Driven]
7. Maximize Societal and Customer Value [Value-Driven]

The above 7 mindsets act as the core components for the business performance framework of leaders with transformational leadership style. The peripheral driving components of this framework are the associated key business model adoption mindsets and key business growth & sustainability mindsets. As found from the discussions of the previous research questions, the **5 top ranked key business model adoption mindsets** of SME leaders having strong positive association with one or more of the above 7 core performance framework components are –

1. Productivity and Efficiency Measurement [Optimization]
2. Flexibility and Adjustability [Adaptability]
3. Business Model Driven Technology [Technology Adoption]
4. Business Approach and Adjustments [Optimization]
5. Methods and Processes Introduction [Optimization]

Similarly, the *5 top ranked key business growth and sustainability mindsets* of SME leaders having strong positive association with one or more of the above 7 core performance framework components are –

1. Transparent and Objective Communication [Culture & Values]
2. Non-Financial Rewards and Recognition [Culture & Values]
3. Core Value-based Growth Strategy and Business Plan [Culture & Values]
4. Value-based Client Behavior and Interaction [Culture & Values]
5. Attention to Stakeholder Interests for Goal Definition [Customer Centricity]

The results of the rankings of *Non-Financial Performance Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with transformational leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Customer Satisfaction Index
2. Employee Happiness
3. Client Retention Rate

Similarly, the results of the rankings of *Non-Financial Success Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with transformational leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Trusted Customer Relationship
2. Constant Learning Environment
3. High Employee Satisfaction

The results of the survey response data for the SME leaders have also shown that the top 3 important *Success Factors for Enterprise Growth*, in descending order, as considered by leaders with transformational leadership style, are as follows –

1. Customer Centricity
2. Deep Rooted Culture and Values
3. Sourcing and Nurturing of Talent

The above set of performance or success indicators and factors would support the non-financial measurability of the business performance framework, as adopted by the leaders with transformational leadership style, through development of proper metrics.

### **5.6.2 Entrepreneurial Leadership Style**

The heat map table of Predominant Leadership Styles, and *Sustainable Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for entrepreneurial leadership style as follows –

1. Motivated, Learning-obsessed Employees
2. Financial, Environmental and Social Harmony
3. Engaged and Productive Workforce

Similarly, the heat map table of Predominant Leadership Styles, and *Value-Driven Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for entrepreneurial leadership style as follows –

1. Customer Empowerment and Involvement in Design
2. Maximize Societal and Customer Value
3. Upholding Social and Environmental Value

The above two sets of preferred Sustainable and Value-Driven Performance parameters for SME leaders with entrepreneurial leadership styles are based on the

descriptive statistics of the combined response data. However, *bivariate correlation-based ranking* of key Business Performance mindsets and leadership styles, based on the strength of positive association, shows the top 5 mindsets of *Sustainable and Value-Driven Business Performance* as follows –

1. Engaged and Productive Workforce
2. Performance-oriented Work Environment
3. Financial, Environmental and Social Harmony
4. Value Creation and Realized based Measurement Approach
5. Perceived and Used Value based Performance

Combining the top mindsets from Descriptive Statistics and Bivariate Correlation, the author obtained the following list of mindsets that influence SME leaders with entrepreneurial leadership style to define the business performance framework –

1. Engaged and Productive Workforce [Sustainable]
2. Performance-oriented Work Environment [Sustainable]
3. Financial, Environmental and Social Harmony [Sustainable]
4. Motivated, Learning-obsessed Employees [Sustainable]
5. Perceived and Used Value based Performance [Value-Driven]
6. Value Creation and Realized based Measurement Approach [Value-Driven]
7. Customer Empowerment and Involvement in Design [Value-Driven]
8. Maximize Societal and Customer Value [Value-Driven]
9. Upholding Social and Environmental Value [Value-Driven]

The above 9 mindsets act as the core components for the business performance framework of leaders with entrepreneurial leadership style. The peripheral driving components of this framework are the associated key business model adoption mindsets



and key business growth & sustainability mindsets. As found from the discussions of the previous research questions, the **5 top ranked key business model adoption mindsets** of SME leaders having strong positive association with one or more of the above 9 core performance framework components are –

1. Productivity and Efficiency Measurement [Optimization]
2. Entire Value Chain Consideration [Optimization]
3. Flexibility and Adjustability [Adaptability]
4. Business Model Driven Technology [Technology Adoption]
5. Business Approach and Adjustments [Optimization]

Similarly, the **5 top ranked key business growth and sustainability mindsets** of SME leaders having strong positive association with one or more of the above 7 core performance framework components are –

1. Transparent and Objective Communication [Culture & Values]
2. Mutual Respect & Empathy for Successful Client Outcome [Culture & Values]
3. Non-Financial Rewards and Recognition [Culture & Values]
4. Thinking Out-of-Box for Environmental Challenges [Environmental Commitment]
5. Client Attachment for Successful Outcome Journey [Customer Centricity]

The results of the rankings of **Non-Financial Performance Indicators** by the SME leaders have shown that the top 3 preferred indicators of leaders with entrepreneurial leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Customer Satisfaction Index
2. Employee Happiness

### 3. Client Retention Rate

Similarly, the results of the rankings of *Non-Financial Success Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with entrepreneurial leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Trusted Customer Relationship
2. Constant Learning Environment
3. High Employee Satisfaction

The results of the survey response data for the SME leaders have also shown that the top 3 important *Success Factors for Enterprise Growth*, in descending order, as considered by leaders with entrepreneurial leadership style, are as follows –

1. Customer Centricity
2. Deep Rooted Culture and Values
3. Sourcing and Nurturing of Talent

The above set of performance or success indicators and factors would support the non-financial measurability of the business performance framework, as adopted by the leaders with entrepreneurial leadership style, through development of proper metrics.

### **5.6.3 Strategic Leadership Style**

The heat map table of Predominant Leadership Styles, and *Sustainable Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for strategic leadership style as follows –

1. Performance-oriented Work Environment
2. Engaged and Productive Workforce
3. Motivated, Learning-obsessed Employees

Similarly, the heat map table of Predominant Leadership Styles, and *Value-Driven Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for strategic leadership style as follows –

1. Value Creation and Realized based Measurement Approach
2. Perceived and Used Value based Performance
3. Upholding Social and Environmental Value

The above two sets of preferred Sustainable and Value-Driven Performance parameters for SME leaders with strategic leadership styles are based on the descriptive statistics of the combined response data. However, *bivariate correlation-based ranking* of key Business Performance mindsets and leadership styles, based on the strength of positive association, shows the top 5 mindsets of *Sustainable and Value-Driven Business Performance* as follows –

1. Perceived and Used Value based Performance
2. Value Creation and Realized based Measurement Approach
3. Performance-oriented Work Environment
4. Engaged and Productive Workforce
5. Financial, Environmental and Social Harmony

Combining the top mindsets from Descriptive Statistics and Bivariate Correlation, the author obtained the following list of mindsets that influence SME leaders with strategic leadership style to define the business performance framework –

1. Financial, Environmental and Social Harmony [Sustainable]
2. Engaged and Productive Workforce [Sustainable]
3. Performance-oriented Work Environment [Sustainable]
4. Motivated, Learning-obsessed Employees [Sustainable]
5. Perceived and Used Value based Performance [Value-Driven]

6. Value Creation and Realized based Measurement Approach [Value-Driven]
7. Upholding Social and Environmental Value [Value-Driven]

The above 7 mindsets act as the core components for the business performance framework of leaders with strategic leadership style. The peripheral driving components of this framework are the associated key business model adoption mindsets and key business growth & sustainability mindsets. As found from the discussions of the previous research questions, the **5 top ranked key business model adoption mindsets** of SME leaders having strong positive association with one or more of the above 7 core performance framework components are –

1. Productivity and Efficiency Measurement [Optimization]
2. Entire Value Chain Consideration [Optimization]
3. Flexibility and Adjustability [Adaptability]
4. Business Model Driven Technology [Technology Adoption]
5. Business Approach and Adjustments [Optimization]

Similarly, the **5 top ranked key business growth and sustainability mindsets** of SME leaders having strong positive association with one or more of the above 7 core performance framework components are –

1. Transparent and Objective Communication [Culture & Values]
2. Mutual Respect & Empathy for Successful Client Outcome [Culture & Values]
3. Non-Financial Rewards and Recognition [Culture & Values]
4. Thinking Out-of-Box for Environmental Challenges [Environmental Commitment]
5. Client Attachment for Successful Outcome Journey [Customer Centricity]

The results of the rankings of *Non-Financial Performance Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with strategic leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Service Quality
2. Customer Satisfaction Index
3. Employee Happiness

Similarly, the results of the rankings of *Non-Financial Success Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with strategic leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Trusted Customer Relationship
2. Constant Learning Environment
3. High Employee Satisfaction

The results of the survey response data for the SME leaders have also shown that the top 2 important *Success Factors for Enterprise Growth*, in descending order, as considered by leaders with strategic leadership style, are as follows –

1. Deep Rooted Culture and Values
2. Customer Centricity

The above set of performance or success indicators and factors would support the non-financial measurability of the business performance framework, as adopted by the leaders with strategic leadership style, through development of proper metrics.

#### **5.6.4 Sustainable Leadership Style**

The heat map table of Predominant Leadership Styles, and *Sustainable Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for sustainable leadership style as follows –

1. Motivated, Learning-obsessed Employees
2. Financial, Environmental and Social Harmony
3. Engaged and Productive Workforce

Similarly, the heat map table of Predominant Leadership Styles, and *Value-Driven Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for sustainable leadership style as follows –

1. Customer Empowerment and Involvement in Design
2. Maximize Societal and Customer Value
3. Perceived and Used Value based Performance

The above two sets of preferred Sustainable and Value-Driven Performance parameters for SME leaders with sustainable leadership styles are based on the descriptive statistics of the combined response data. However, *bivariate correlation-based ranking* of key Business Performance mindsets and leadership styles, based on the strength of positive association, shows the top 5 mindsets of *Sustainable and Value-Driven Business Performance* as follows –

1. Performance-oriented Work Environment
2. Value Creation and Realized based Measurement Approach
3. Productive and Engaged Workforce
4. Financial, Environmental and Social Harmony
5. Perceived and Used Value based Measurement Approach

Combining the top mindsets from Descriptive Statistics and Bivariate Correlation, the author obtained the following list of mindsets that influence SME leaders with sustainable leadership style to define the business performance framework –

1. Engaged and Productive Workforce [Sustainable]
2. Performance-oriented Work Environment [Sustainable]
3. Financial, Environmental and Social Harmony [Sustainable]
4. Motivated, Learning-obsessed Employees [Sustainable]
5. Perceived and Used Value based Performance [Value-Driven]
6. Value Creation and Realized based Measurement Approach [Value-Driven]
7. Customer Empowerment and Involvement in Design [Value-Driven]
8. Maximize Societal and Customer Value [Value-Driven]

The above 8 mindsets act as the core components for the business performance framework of leaders with sustainable leadership style. The peripheral driving components of this framework are the associated key business model adoption mindsets and key business growth & sustainability mindsets. As found from the discussions of the previous research questions, the **5 top ranked key business model adoption mindsets** of SME leaders having strong positive association with one or more of the above 8 core performance framework components are –

1. Productivity and Efficiency Measurement [Optimization]
2. Entire Value Chain Consideration [Optimization]
3. Flexibility and Adjustability [Adaptability]
4. Business Model Driven Technology [Technology Adoption]
5. Business Approach and Adjustments [Optimization]

Similarly, the *5 top ranked key business growth and sustainability mindsets* of SME leaders having strong positive association with one or more of the above 8 core performance framework components are –

1. Transparent and Objective Communication [Culture & Values]
2. Mutual Respect & Empathy for Successful Client Outcome [Culture & Values]
3. Non-Financial Rewards and Recognition [Culture & Values]
4. Thinking Out-of-Box for Environmental Challenges [Environmental Commitment]
5. Client Attachment for Successful Outcome Journey [Customer Centricity]

The results of the rankings of *Non-Financial Performance Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with sustainable leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Customer Satisfaction Index
2. Service Quality
3. Client Retention Rate

Similarly, the results of the rankings of *Non-Financial Success Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with sustainable leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Trusted Customer Relationship
2. Constant Learning Environment
3. High Employee Satisfaction



The results of the survey response data for the SME leaders have also shown that the top 3 important *Success Factors for Enterprise Growth*, in descending order, as considered by leaders with sustainable leadership style, are as follows –

1. Deep Rooted Culture and Values
2. Customer Centricity
3. Sourcing and Nurturing of Talent

The above set of performance or success indicators and factors would support the non-financial measurability of the business performance framework, as adopted by the leaders with sustainable leadership style, through development of proper metrics.

#### **5.6.5 Ethical Leadership Style**

The heat map table of Predominant Leadership Styles, and *Sustainable Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for ethical leadership style as follows –

1. Motivated, Learning-obsessed Employees
2. Engaged and Productive Workforce
3. Performance-oriented Work Environment

Similarly, the heat map table of Predominant Leadership Styles, and *Value-Driven Business Performance Mindsets and Experience Parameters* shows the top 3 parameters, in descending order, for ethical leadership style as follows –

1. Customer Empowerment and Involvement in Design
2. Maximize Societal and Customer Value
3. Upholding Social and Environmental Value

The above two sets of preferred Sustainable and Value-Driven Performance parameters for SME leaders with ethical leadership styles are based on the descriptive

statistics of the combined response data. However, *bivariate correlation-based ranking* of leadership styles and key Business Performance mindsets, based on the strength of positive association, shows the top 5 mindsets of *Sustainable and Value-Driven Business Performance* as follows –

1. Financial, Environmental and Social Harmony
2. Productive and Engaged Workforce
3. Performance-oriented Work Environment
4. Perceived and Used Value based Performance
5. Value Creation and Realized based Measurement Approach

Combining the top mindsets from Descriptive Statistics and Bivariate Correlation, the author obtained the following list of mindsets that influence SME leaders with ethical leadership style to define the business performance framework –

1. Financial, Environmental and Social Harmony [Sustainable]
2. Engaged and Productive Workforce [Sustainable]
3. Performance-oriented Work Environment [Sustainable]
4. Motivated, Learning-obsessed Employees [Sustainable]
5. Perceived and Used Value based Performance [Value-Driven]
6. Value Creation and Realized based Measurement Approach [Value-Driven]
7. Customer Empowerment and Involvement in Design [Value-Driven]
8. Maximize Societal and Customer Value [Value-Driven]
9. Upholding Social and Environmental Value [Value-Driven]

The above 9 mindsets act as the core components for the business performance framework of leaders with ethical leadership style. The peripheral driving components of this framework are the associated key business model adoption mindsets and key

business growth & sustainability mindsets. As found from the discussions of the previous research questions, the **5 top ranked key business model adoption mindsets** of SME leaders having strong positive association with one or more of the above 9 core performance framework components are –

1. Productivity and Efficiency Measurement [Optimization]
2. Entire Value Chain Consideration [Optimization]
3. Flexibility and Adjustability [Adaptability]
4. Business Model Driven Technology [Technology Adoption]
5. Business Approach and Adjustments [Optimization]

Similarly, the **5 top ranked key business growth and sustainability mindsets** of SME leaders having strong positive association with one or more of the above 9 core performance framework components are –

1. Transparent and Objective Communication [Culture & Values]
2. Mutual Respect & Empathy for Successful Client Outcome [Culture & Values]
3. Non-Financial Rewards and Recognition [Culture & Values]
4. Thinking Out-of-Box for Environmental Challenges [Environmental Commitment]
5. Client Attachment for Successful Outcome Journey [Customer Centricity]

The results of the rankings of **Non-Financial Performance Indicators** by the SME leaders have shown that the top 3 preferred indicators of leaders with ethical leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Customer Satisfaction Index
2. Client Retention Rate

### 3. Service Quality

Similarly, the results of the rankings of *Non-Financial Success Indicators* by the SME leaders have shown that the top 3 preferred indicators of leaders with ethical leadership style, in descending order, based on their importance for enterprise growth, are as follows –

1. Trusted Customer Relationship
2. Constant Learning Environment
3. High Employee Satisfaction

The results of the survey response data for the SME leaders have also shown that the top 3 important *Success Factors for Enterprise Growth*, in descending order, as considered by leaders with ethical leadership style, are as follows –

1. Customer Centricity
2. Deep Rooted Culture and Values
3. Sourcing and Nurturing of Talent

The above set of performance or success indicators and factors would support the non-financial measurability of the business performance framework, as adopted by the leaders with ethical leadership style, through development of proper metrics.

CHAPTER VI:  
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

**6.1 Summary**

This research study was intended to capture the mindsets and experiences or practices of SME leaders, irrespective of their industry sector, gender or geographical location, through a detailed and comprehensive survey that encompassed their leadership style, business model adoption, business performance considerations, and business growth and sustainability approach. The overall objective was to determine the inter-relationship and associations of the mindsets and practices in above leadership areas and understand how they would influence the actions and decision-making of SME leaders in business. The expected outcome of this study would be to formulate a leadership style specific business performance framework along with performance indicators and success factors.

Analysis of the survey responses to the mindsets and practice related statements of the different dimensions of Business Model Adoption have revealed that there are 12 key parameters considered by the SME leaders with greater emphasis prior to adopting any business model. SME leaders with predominant Strategic leadership style have shown the maximum focus on the 5 key parameters of Optimisation, followed by predominant Entrepreneurial and Sustainable leadership style. For the 3 key parameters of Business Agility, SME leaders with predominant Sustainable leadership style have expressed their maximum emphasis, followed by Strategic and Entrepreneurial leadership style. Likewise, for the 2 key parameters of Technology Adoption, SME leaders with predominant Strategic leadership style have shown the maximum attention, while for the 2 key parameters of Business Adaptability, SME leaders, irrespective of their predominant leadership style, have indicated similar importance.

Analysis of the survey responses to the mindsets and practice related statements of the different dimensions of Business Performance has revealed that there are 9 key parameters being taken into consideration by the SME leaders with more priority while adopting any business performance measurement approach. SME leaders with predominant Entrepreneurial leadership style have shown the maximum focus on the 4 key parameters of Sustainable Performance, followed by predominant Sustainable and Ethical leadership style. For the 3 key parameters of Goal-Oriented Performance, SME leaders with predominant Strategic leadership style have expressed their maximum emphasis, followed by Entrepreneurial and Sustainable leadership style. Likewise, for the 2 key parameters of Value-Driven Performance, SME leaders with predominant Strategic leadership style have indicated the maximum importance, followed by Entrepreneurial and Sustainable leadership style.

Analysis of the survey responses to the mindsets and practice related statements of the different dimensions of Business Growth & Sustainability has revealed that there are 9 key parameters being taken into consideration by the SME leaders with more priority while preparing any business growth and sustainability approach. SME leaders with predominant Strategic leadership style have shown the maximum focus on the 5 key parameters of Enterprise Culture & Values, followed by predominant Sustainable and Entrepreneurial leadership style. For the 3 key parameters of Customer Centricity, SME leaders with predominant Entrepreneurial leadership style have expressed their maximum emphasis, followed by Sustainable and Transformational leadership style. Likewise, for the single key parameter of Environmental Commitment, SME leaders with predominant Entrepreneurial leadership style have indicated the maximum importance, followed by Transformational leadership style.

The results of the non-parametric correlation coefficient have revealed that each of the predominant SME leadership styles has either a strong or weak positive correlation with the key mindsets or experiences for SME business model adoption, business performance, and business growth and sustainability approach, ranging from very small or insignificant degree of influence to a strong association. There are very few exceptions, where the corresponding mindset or experience has a weak or negligible negative correlation with a particular leadership style. However, when looked at each of the predominant leadership style levels, the top 5 association ranking of these key mindsets and experiences varies, as can be seen below.

		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
AGILITY	<i>Leadership Development</i>	1	1			
	<i>Team Agility</i>					4
	<i>Governance Structure</i>			5		1
ADAPTABILITY	<i>Flexibility &amp; Adjustability</i>	2	3		3	2
TECHNOLOGY ADOPTION	<i>Business Model Driven Technology</i>	4				
OPTIMIZATION	<i>Productivity &amp; Efficiency Measurement</i>			1	5	
	<i>Methods and Processes Introduction</i>		4	4	4	5
	<i>Justified and Apt Resource Allocation</i>	3			2	3
	<i>Business Approach and Adjustments</i>	5	5	2	1	
	<i>Entire Value Chain Consideration</i>		2	3		

Figure 6.1  
Summary of Leading Influences of Leadership Styles for Key Business Model Mindsets

		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
SUSTAINABLE PERFORMANCE	Financial, Environmental & Social Harmony		3		5	1
	Productive and Engaged Workforce	1	1		4	2
	Performance-oriented Work Environment Creation	3	2	3	2	5
VALUE-DRIVEN PERFORMANCE	Perceived and Used Value based Service Performance	2		1		
	Value Creation and Realized based Approach	4	4	2	3	
GOAL-ORIENTED PERFORMANCE	Periodic Target for Focus and Achievement		5	4	1	4
	Flexibility in Performance Goals Adjustment	5		5		3

Figure 6.2  
Summary of Leading Influences of Leadership Styles for Key Business Performance Mindsets



		Transformational	Entrepreneurial	Strategic	Sustainable	Ethical
CULTURE AND VALUES	Transparent and Objective Communication	2	2	1	3	3
	Mutual Respect and Empathy for Successful Client Outcome	1	3	3	1	1
	Non-Financial Rewards and Recognition			2		4
	Core Value-based Growth Strategy and Business Plan	4			2	2
	Value-Based Client Behavior and Interaction	5	4	5	5	
CUSTOMER CENTRICITY	Client Attachment for Successful Outcome Journey	3	5		4	5
ENVIRONMENT COMMITMENT	Thinking Out-of-Box for Environmental Challenges		1	4		

*Figure 6.3  
Summary of Leading Influences of Leadership Styles for Key Business Growth and Sustainability Mindsets*

The findings and interpretation from the non-parametric bivariate correlation results have indicated that a positive association exists between the key mindsets and practices of SME leaders for business growth and sustainability, and their mindsets for business and resource performance measurement, ranging from small degree of influence to a strong association. There are only couple of exception cases where either there is no association or negative association. The top 3 rankings based on the strength of association between the business growth & sustainability and business performance mindsets of SME leaders are shown below.

Business Growth and Sustainability Mindsets		Business and Resource Performance Mindsets								
		SUSTAINABLE			VALUE-DRIVEN			GOAL-ORIENTED		
		Financial, Environmental & Social Harmony	Motivated, Learning-Obsessed Employees	Productive and Engaged Workforce	Performance-oriented Work Environment Creation	Perceived and Used Value based Service Performance	Value Creation and Realized based Approach	Collaborative Goal Setting & Performance Measurement	Periodic Target for Focus and Achievement	Flexibility in Performance Goals Adjustment
CULTURE AND VALUES	Transparent and Objective Communication	3		1					2	
	Mutual Respect and Empathy for Successful Client Outcome	1	3					2		
	Non-Financial Rewards and Recognition				1		3			2
	Core Value-based Growth Strategy and Business Plan			3	1				2	
	Value-Based Client Behavior and Interaction		2	1					3	
CUSTOMER CENTRICITY	Attention to Stakeholder Interests for Goal Definition	3		1					2	
	Additional Value to Client outside Contractual Obligations						1		2	3
	Client Attachment for Successful Outcome Journey	1	3				2			
ENVIRONMENT COMMITMENT	Thinking Out-of-Box for Environmental Challenges	1	3	2						

*Figure 6.4*

*Top Ranked Associations between Key Business Growth and Sustainability Mindsets and Performance Mindsets*

The results of the non-parametric correlation coefficient have also revealed that each of the key Business Performance mindsets have a positive correlation with each of the key mindsets for Business Model Adoption of SME leaders across the different identified dimensions, ranging from small degree of influence to a strong association, with only a few exceptions of negative association. It was found that the mindset of 'Collaborative Goal Setting for Performance Measurement' of the SME leaders has a negative association with one or more key mindsets or practices of Business Optimization, Business Agility, Business Adaptability and Technology Adoption. The top 3 rankings based on the strength of association between the business model adoption and business performance mindsets of SME leaders are shown below.

Business Model Adoption Mindsets of SME Leaders		Business and Resource Performance Mindsets							
		SUSTAINABLE				VALUE-DRIVEN		GOAL-ORIENTED	
		Financial, Environmental & Social Harmony	Motivated, Learning-Obsessed Employees	Productive and Engaged Workforce	Performance-oriented Work Environment Creation	Perceived and Used Value based Service Performance	Value Creation and Realized based Approach	Periodic Target for Focus and Achievement	Flexibility in Performance Goals Adjustment
BUSINESS AGILITY	Transparent Governance Structure					3		1	2
	Team Agility to Mitigate Change Resistance				3			1	2
	Leadership Development		2					1	3
BUSINESS ADAPTABILITY	Changing Needs Adaptation					3		2	1
	Flexibility and Adjustability			1				3	2
TECHNOLOGY ADOPTION	Emerging Technology Adoption		2			1			3
	Business Model Driven Technology				3	1			2
BUSINESS OPTIMISATION	Productivity and Efficiency Measurement				1	2		3	
	Methods and Processes Introduction			1		3			2
	Justified and Apt Resource Allocation	2		3		1			
	Business Approach and Adjustments					1	2	3	
	Entire Value Chain Consideration	1			3	2			

*Figure 6.5*

*Top Ranked Associations between Key Business Model Adoption Mindsets and Business Performance Mindsets*

Similarly, the results show that each of the key Business Growth & Sustainability mindsets have a positive correlation with each of the key mindsets for SME Business Model Adoption across the different identified dimensions, ranging from small degree of influence to a strong association, with only a couple of exceptions related to negative association. The top 3 rankings based on the strength of association between the business model adoption and business growth & sustainability mindsets of SME leaders are shown below.

Business Model Adoption Mindsets of SME Leaders		Business Growth and Sustainability Mindsets							
		CULTURE AND VALUES					CUSTOMER CENTRICITY		
		Transparent and Objective Communication	Mutual Respect and Empathy for Successful Client Outcome	Non-Financial Rewards and Recognition	Core Value-based Growth Strategy and Business Plan	Value-Based Client Behavior and Interaction	Stakeholder Interests' Attention for Goal Definition	Additional Value to Client outside Contractual Obligations	Client Attachment for Successful Outcome Journey
BUSINESS AGILITY	Transparent Governance Structure	3		2		1			
	Team Agility to Mitigate Change Resistance		2		1				3
	Leadership Development	1			2			3	
BUSINESS ADAPTABILITY	Changing Needs Adaptation		2	3		1			
	Flexibility and Adjustability		3		2	1			
TECHNOLOGY ADOPTION	Emerging Technology Adoption				1	2	3		
	Business Model Driven Technology			2	1			3	
BUSINESS OPTIMISATION	Productivity and Efficiency Measurement	1		2					3
	Methods and Processes Introduction	1		3		2			
	Justified and Apt Resource Allocation				3	2			1
	Business Approach and Adjustments	2			1				3
	Entire Value Chain Consideration	2	3	1					

*Figure 6.6*

*Top Ranked Associations between Key Business Model Adoption Mindsets and Business Growth and Sustainability Mindsets*

The heat map for each of the parameters (mindsets and practices) of Sustainability and Value-Driven dimensions of Business Performance for the SME leaders, who demonstrated predominantly one or more of the leadership styles in scope of this research study namely, Transformational, Entrepreneurial, Strategic, Sustainable or Ethical Leadership, in combination with the Bivariate Correlation analysis has revealed the core components to define the respective business performance framework. This has been combined with the associated key business model adoption mindsets and key business growth & sustainability mindsets as the peripheral driving forces to formulate the sustainable and value-driven business performance framework. The 3 top ranked Performance Indicators and Success Indicators as revealed by the SME leaders would support the non-financial measurability of the framework. The conceptual business performance framework, specific to each predominant leadership style, are shown below.

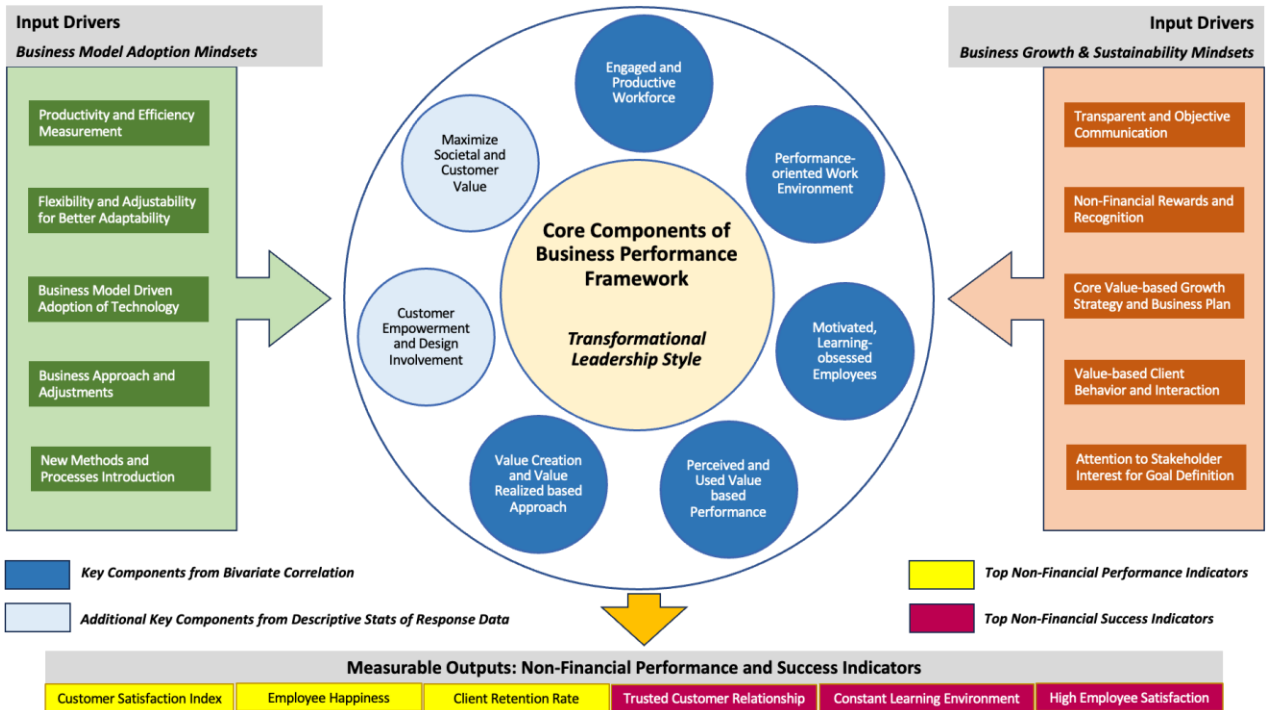


Figure 6.7  
Sustainable & Value-Driven Performance Framework for Transformational Leadership

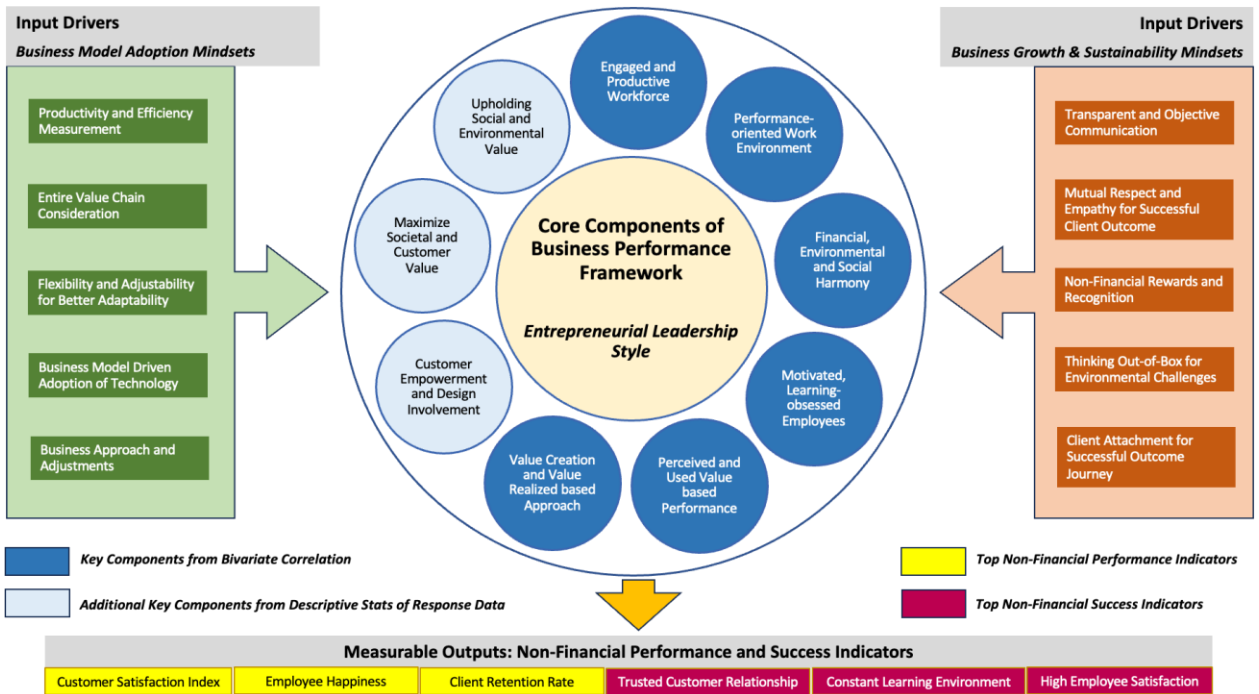




Figure 6.8  
Sustainable & Value-Driven Performance Framework for Entrepreneurial Leadership

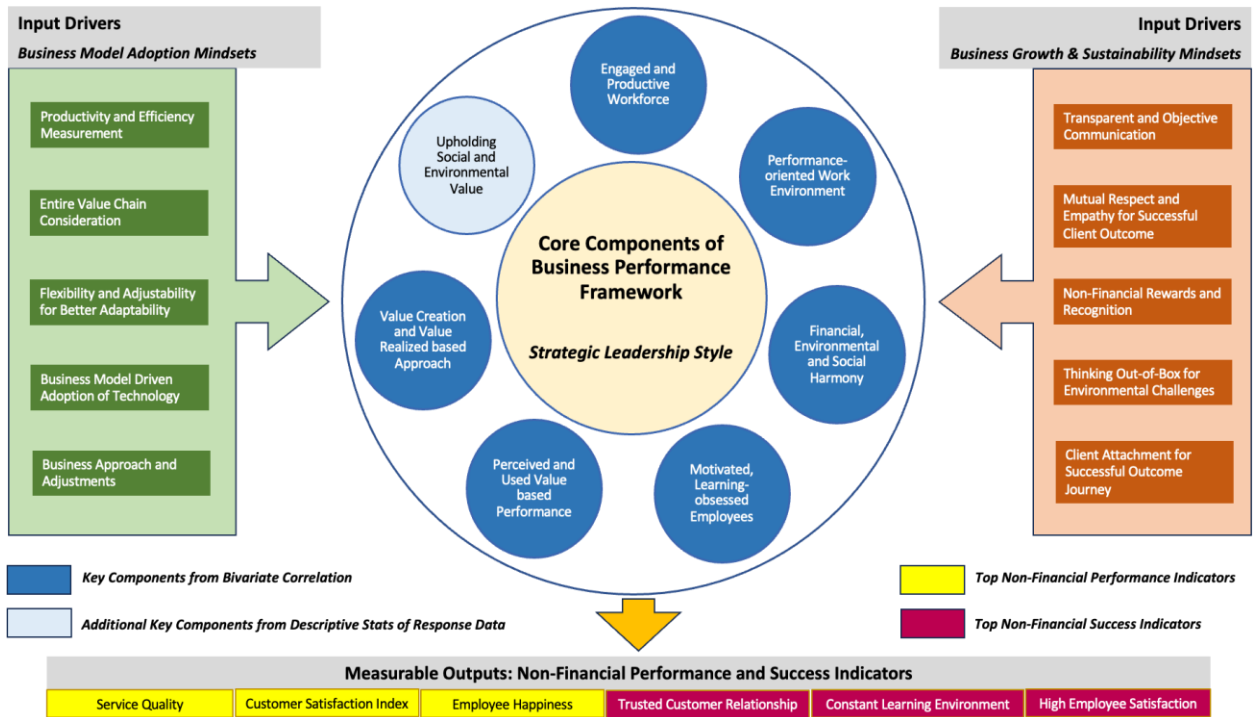


Figure 6.9  
Sustainable & Value-Driven Performance Framework for Strategic Leadership

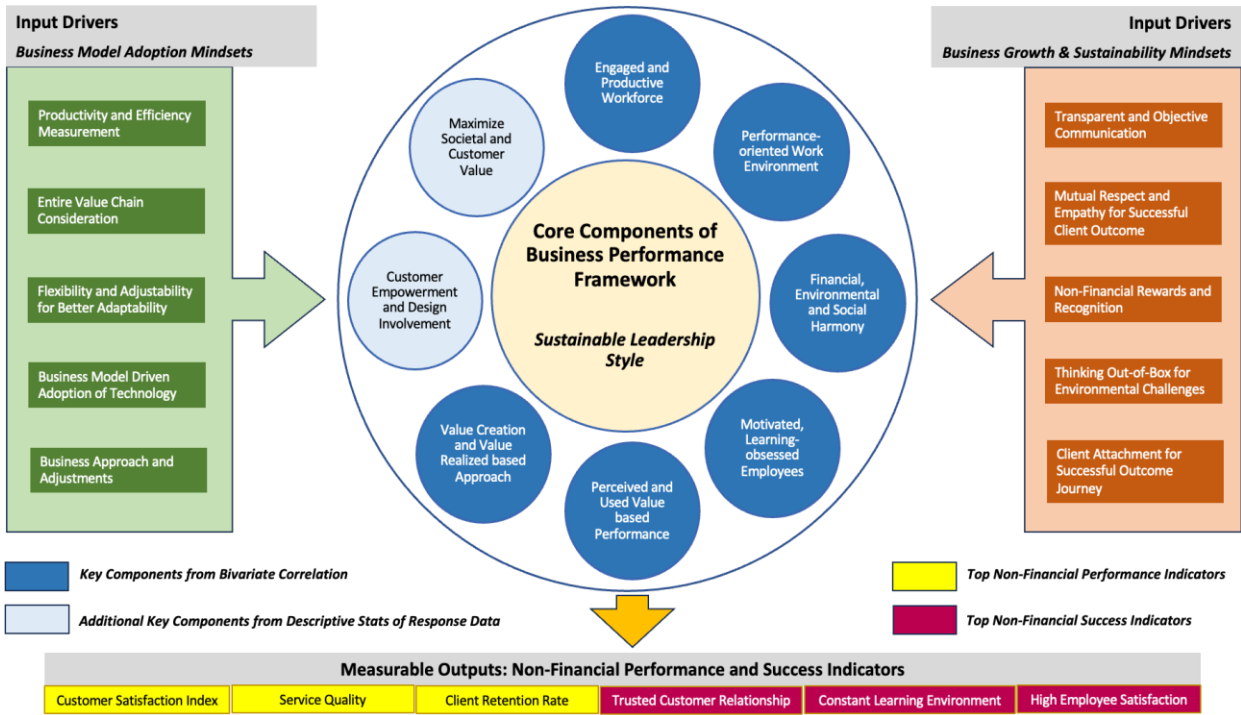
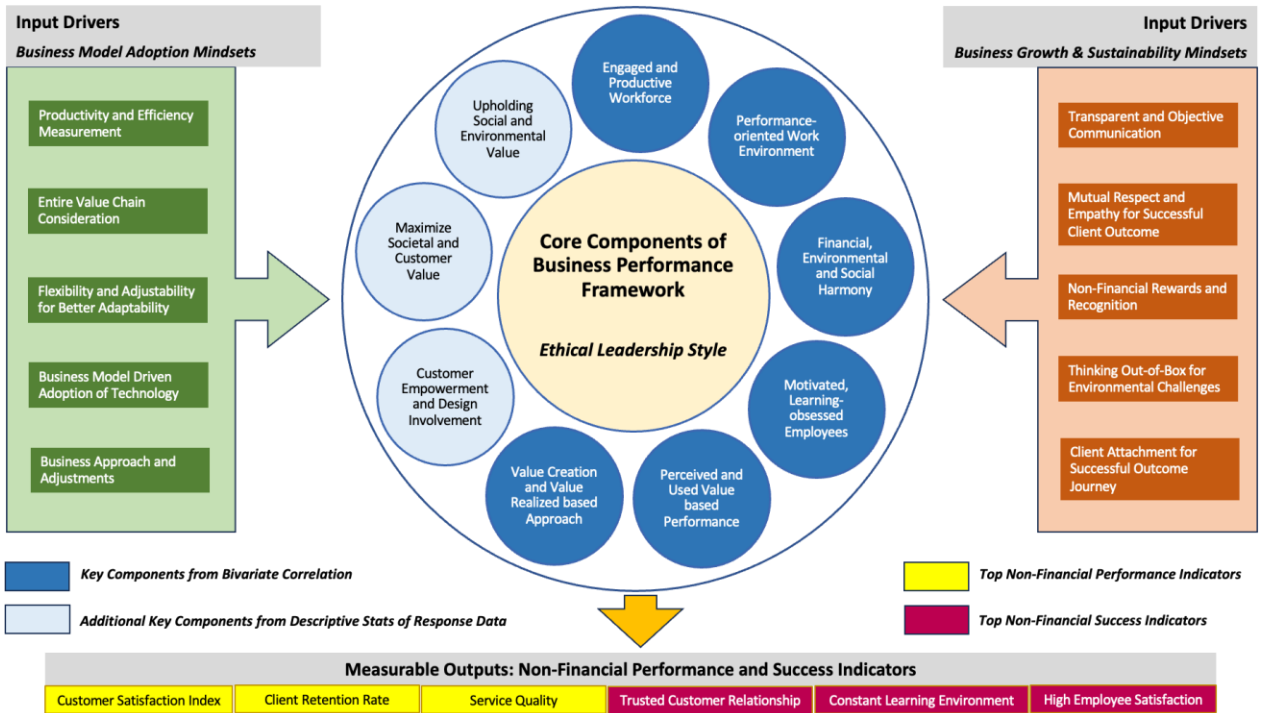


Figure 6.10  
Sustainable & Value-Driven Performance Framework for Sustainable Leadership



*Figure 6.11*  
*Sustainable & Value-Driven Performance Framework for Ethical Leadership*

## **6.2 Implications**

The purpose of this research study was to identify the relationship that may exist between leadership styles, adopted business models, business performance measurement and business growth & sustainability approach of small and medium enterprises in India, and explain the factors for sustainable, value-driven and goal-oriented performance in the context of culture and values, customer centricity, and environmental and social commitment. The final aim was to develop a SME leadership style specific business performance framework that would enable them to be sustainable in the current dynamic and uncertain business environment. Unlike the existing theories and models, this research study has focused on the non-financial aspects of leadership from a stakeholder perspective that would help to create sustainability and long term growth prospects of the SMEs.

The research addressed all the five questions that had been formulated specifically as a guideline during the context setting stage to conduct this study and accomplish the above purpose. The findings and results of this study would thus contribute to the SME leaders' body of knowledge, who could subsequently use the framework as a guideline to understand the factors and associated competency and skills to manage the challenges of growth and sustainability of a SME business in their respective domains. The findings also demonstrate the significance of predominant leadership styles for the practicing SME leaders to define performance framework and non-financial performance indicators while being agile, adaptable, technology-driven or optimization-oriented for business model adoption.

Focusing on culture and values, and implementation of sustainability through societal and environmental commitment have been more prevalent to large enterprise leadership due to resource constraints and limited awareness of the sustainability business case for the SME leaders, as argued and explored in earlier research (Cantele, Vernizzi and Campedelli, 2020). However, this particular research has provided recommendation to the SME leaders on how their outlook and practice of culture and values could affect the performance framework and business model used for growth and operations of respective SMEs.

The outcome of this research will also be useful for focused and contextual training to new leaders to improve their effectiveness based on the enterprise goals and their relationship. The results of this study will be valuable to the SME industry practitioners in India in particular and similar countries in the region in general, as well as those researchers involved in developing better practice and tools for leadership development, growth management, business modelling and sustainability of SMEs from both motivation and inspiration perspective.

### **6.3 Recommendations for Future Research**

This research study was specific to leaders of Small and Medium Enterprises, irrespective of the industry sectors, gender and geographical locations. Also, the data collection was solely on the basis of SME leaders' response data from the online, Google Form based qualitative survey that offered only closed-ended, Likert scale questions with no scope for either explaining rationale for the responses or providing further insights that may be open to interpretation. In order to further deep dive on the influence of SME leaders in business model adoption, performance measurement and, growth and sustainability approach for an enterprise, further research should be undertaken from

various perspectives that can be either case study based or mixed mode (both closed-ended and open-ended questions) survey based or interview based approach. The future study can also be based on periodic data collection at fixed intervals to understand whether and how the mindsets and practices of SME leaders vary over time for a given set of conditions and external factors in the business ecosystem.

There should be a research study to complement this current study focusing on how the mindsets and practices of men SME leaders and women SME leaders varies and how their influencing effect compares when it comes to adoption of business models or following a business performance measurement framework or embracing a business growth and sustainability approach. Similarly, there could be a separate research study to perform a comparative analysis of SME leadership mindsets and influence across the most prevalent industry sectors since it is very likely that the business, operation, growth and financial challenges and priorities are quite different and unique across the sectors. Likewise, it is understood that external operational factors, economic conditions and environmental challenges varies based on the geographical location(s) of a SME, which can have an effect on how the respective leaders model their business and performance framework in order to ensure the growth and sustainability of the enterprise. In this context, a research study should be done to perform a regional benchmarking of the SME leaders' mindsets and how they can possibly influence their planning and actions.

Apart from the above demographic specific future research opportunities, there should be another research study focused on drill down of each of the 4 dimensions of Business Growth and Sustainability namely, Culture and Values, Customer Centricity, Environmental Commitment and Social Commitment, to understand their interdependencies, relative importance and applicability for the different predominant leadership styles of SME leaders, under scope of this study. Also, it has been found from

the collected response data of this current study that few of the participating SME leaders demonstrated predominant dual-leadership or multi-leadership characteristics. In this context, another research study that can prove to be useful, subject to the availability of sufficient volume of quality data, is the understanding and analysis of business and operational influence for predominant multi-style leadership.

#### **6.4 Conclusion**

This research study presented the analysis, findings and their interpretation from a detailed and comprehensive survey of 59 leaders from the respective SMEs across different parts of India from multiple industry sectors. These leaders are the key decision-makers of those SMEs, being primarily responsible for their business operations, growth and performance. The study endeavored to capture the mindsets and practices of the SME leaders for selected dimensions of business model adoption, business performance measurement, and business growth & sustainability approach, and thereby understand their inter-relationships and associations, which influence the actions of those leaders. The study revealed that SME leaders, while adopting a Business Model, gives the maximum focus on the Optimization dimension compared to Agility, Adaptability or Technology. Similarly, in order to formulate the approach for Business Growth and Sustainability, the SME leaders have shown a strong emphasis on the Culture & Values of the enterprise compared to Customer Centricity, Environmental Commitment and Societal Commitment. In this context, the SME leaders have demonstrated their least importance for the Societal Commitment dimension when it comes to Growth and Sustainability approach for the enterprise. Likewise, for preparing Business Performance measurement approach, the SME leaders have shown the maximum preference for the parameters of Sustainable Performance followed by Goal-Oriented and Value-Driven

Performance. Moreover, the study has revealed that there are 12 key mindsets and practices of SME leaders for Business Model Adoption, and 9 key mindsets and practices, each, for Business Performance, and Business Growth & Sustainability. These are based on the positive response percentage of the leaders for the survey and have a likely influence on the business actions and decision-making of the leaders.

The responses also suggest that more than 80% SME leaders have kept Long Term Growth as their primary focus for business model adoption irrespective of their predominant leadership style. Similarly, for long term growth and sustainability of the enterprise as well as for resilience against economic crisis, SME leaders, irrespective of their predominant style, have the most preference for Customer Value-driven Model (33%-55%), followed by Innovation-led Model (24%-33%). Likewise, the SME leaders have shown the maximum preference for Product-As-A-Service (24%-45%) to be the adopted business model for financial growth, followed by Advisory or Consulting (11% - 24%) and Fee-for-Service (14%-22%). The study also revealed that the four non-financial performance indicators mostly used or preferred by the SME leaders, irrespective of their predominant leadership style, are Customer Satisfaction Index (77% -87%), Client Retention Rate (55% -67%), Service Quality (53% -78%) and Employee Happiness (51% - 67%). Similarly, the four non-financial success indicators mostly used or preferred by the SME leaders, irrespective of their predominant leadership style, are Trusted Customer Relationship (71% -94%), Constant Learning Environment (63% -80%), High Employee Satisfaction (58% -78%) and Effective Crisis Management (44% -60%). The study has also shown that 38% (highest) of the SME leaders have adopted the option of “Get stakeholder buy-in” to overcome internal resistance and challenges for incorporating sustainability in business strategy and 29% (highest) of the SME leaders have

experienced a client reaction “Commendable” or “True value-add” on demonstrating the environmental and societal commitment of the enterprise.

Although the findings from the current study indicates some strong mindsets and practices of the SME leaders towards non-financial parameters, indicators and success factors, the prevalence of these aspects when compared to or combined with the financial aspects of decision-making in running the business may still not upto the level as seen in large enterprises, and has a long way to go.



## APPENDIX A

### SURVEY COVER LETTER

# Study on influence of leadership style on business model adoption, performance, growth and sustainability of a SME

This questionnaire is intended to conduct an online survey of the SME leaders from multiple domains as part of a doctoral research (DBA) study.

#### Informed Consent

This is Sourabh Das, a DBA student of Swiss School of Business and Management, Geneva. I am inviting you to take part in this survey, which is integral to the research study related to my doctoral dissertation (DBA degree), focused primarily on the influence of leadership style on business model adoption as well as performance and growth of a SME.

This survey is completely voluntary. If you start the survey, you can always change your mind and stop at any time. However, your views and real-life experiences are invaluable in this regard and shall allow me to carry out a more realistic study based on practical data and achieve the desired outcome.

The survey has been divided into different sections based on the category of questions. It would start with the Demographic Section, followed by Leadership Style, Business Model, Performance, and Growth & Sustainability sections. All the questions are objective in nature and types include multiple choice, checkboxes, linear scale, or multiple-choice grid.

Please note the following points regarding this survey:

1. Your response will be strictly confidential, and all the information received will be kept anonymous
2. The collected data will be used only for academic study and research purpose
3. The responses will be used to conduct analysis at Aggregate Level
4. I will remove all identifiers after a period of 12 months from the end of the survey period
5. I will store all electronic data on a password-protected computer or on an encrypted USB drive
6. I will keep your identifying information separate from your research data, but will be able to link it to you, which will be destroyed after I finish collecting and analyzing the entire survey data
7. The de-identified data may subsequently be used or shared for future research studies

This research would explore and understand the relationship between leadership style and adopted business model, performance, sustainability, resilience and crisis management of the service-based SMEs. The study would also define a situational leadership framework for the SMEs that would act as a tool to reduce the risk of failure from a leader's perspective.

The entire survey would take approximately 20 minutes to complete.

#### Do you give your consent to participate and wish to continue?

- Yes  
 No

APPENDIX B  
DATA COLLECTION CODEBOOK

**Data Collection Exercise Codebook**

**Likert Scale (R):**

- 1 = Always
- 2 = Very Often
- 3 = Sometimes
- 4 = Rarely
- 5 = Never

**Likert Scale:**

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

**Ranking Scale:**

- 1 = Rank 1
- 2 = Rank 2
- 3 = Rank 3
- 4 = Rank 4
- 5 = Rank 5

**Rating Scale:**

- 1 = Rating 1
- 2 = Rating 2
- 3 = Rating 3

4 = Rating 4

5 = Rating 5

**Growth Criticality Scale of Non-Financial Performance Indicators:**

1 = Short term growth

2 = Long Term growth

3 = Both

**Demographics:**

Gender = Please specify your gender

1 = Male

2 = Female

3 = Prefer not to say

Age = Please specify your age

1 = Below 35 Years

2 = 35-40 Years

3 = 40-45 Years

4 = 45-50 Years

5 = Above 50 Years

Education = Please specify your highest level of education

1 = Graduate

2 = Masters or Post Graduate

3 = Doctorate

4 = Others

OrgAge = Please specify the age of your current organization

1 = Less than 5 Years

2 = 5-8 Years

3 = 8-12 Years

4 = More than 12 Years

Employee = Please specify the employee strength of your current organization

1 = Less than 20 employees

2 = 20-50 employees

3 = 50-100 employees

4 = 100-150 employees

5 = More than 150 employees

Designation = Please mention your current designation

1 = Chairperson

2 = Managing Director

3 = Director/Executive Director

4 = CEO

5 = COO

6 = VP/SVP

Experience = Please specify the years of your professional experience

1 = Less than 10 Years

2 = 10-15 Years

3 = 15-20 Years

4 = 20-25 Years

5 = More than 25 Years

Leadership = Please specify your number of years in company leadership role

1 = Less than 3 years

2 = 3-5 Years

3 = 5-8 Years

4 = More than 8 Years

Business = Please specify the primary business of your company

1 = Product

2 = Service

Profitable = Was your company profitable over the past 3 years?

1 = Yes

0 = No

2 = May be

RevGrowth = Was your company having a year-on-year growth in revenue over the past 3 years?

1 = Yes

0 = No

2 = May be

### **Leadership Style Variables**

LS-Trans-01 = I encourage habit of curiosity within my team

LS-Trans-02 = I am an ardent listener of ideas from my team and customers

LS-Trans-03 = I have a “team first” attitude

LS-Trans-04 = I am tolerant and open-minded to face business risks

LS-Trans-05 = I engage my key employees in the decision-making process

LS-Trans-06 = I am inquisitive to leverage new technology, irrespective of our expertise

LS-Entre-01R = I am afraid of failure for any new business initiative

LS-Entre-02 = I strive to create a collaborative work environment for my team

LS-Entre-03 = I give more importance to year-on-year growth of business than on high profit margin

LS-Entre-04 = I discourage and condemn any sort of pessimistic attitude and thinking

LS-Entre-05 = I like to challenge my employees with new goals and aspirations

LS-Entre-06 = I am willing to take risk and adopt strategy based on market feedback

LS-Strat-01 = I ensure that strategic planning in my company occurs formally on a regular cycle

LS-Strat-02R = I go for quick decision-making instead of being cautious to put my step forward

LS-Strat-03 = I reward the employees who demonstrate continuous dedication and passion for excellence

LS-Strat-04 = I keep a positive frame of mind even under operational setback or business challenges

LS-Strat-05 = I encourage experimentation to identify new and innovative approaches for our client solutions

LS-Strat-06 = I drive service innovation even if there is well-established service portfolio and delivery model

LS-Susta-01 = I drive the philosophy of "change is the only constant" across all levels in my company

LS-Susta-02 = I create a common understanding on the purpose and value of any new business initiative for our stakeholders

LS-Susta-03 = I establish an empowering culture for my employees instead of having a control on them all time

LS-Susta-04 = I fully clarify obstacles and issues instead of getting impulsive or anxious and then take decision

LS-Susta-05 = I encourage cross-communication to avoid silos and include multiple perspectives for an incident

LS-Susta-06 = I change work culture to co-create future services with my team and customers

LS-Ethic-01 = I promote self-accountability and healthy workplace culture, free of favoritism and partiality

LS-Ethic-02 = I stand up for what I believe in, and this has improved my trust factor among the employees

LS-Ethic-03 = I am conscious of how my conduct towards employees gets reflected in their attitude towards me

LS-Ethic-04 = I make decisions based on my values, which form the core part of operating model in my company

LS-Ethic-05 = I consider the feelings, rights and wishes of my employees with compassion and empathy

LS-Ethic-06 = I get my hands dirty by involving myself in the actual work rather than only giving directions

### **Business Model Variables**

BM-Agile-01 = I set up transparent and consistent governance structure to achieve goals and manage risks (Y)

BM-Agile-02R = I promote a culture that discourages and penalize creativity and autonomy of my employees

BM-Agile-03 = I create my strategy to respond to business issue, not to achieve any high-level objective

BM-Agile-04 = I drive the need for adopting agility in my team in order to mitigate change resistance (Y)

BM-Agile-05 = I focus on developing others as leaders in order to work better towards a shared purpose (Y)

BM-Adapt-01R = I face internal resistance to adapt to changing business state with new value proposition

BM-Adapt-02 = I change our operations to adapt to the changing needs of our customers and market (Y)

BM-Adapt-03R = I am reluctant to modify our service portfolio only for being competitive or responding to market

BM-Adapt-04R = I experience failure when trying to adapt my team to a different work culture based on market

BM-Adapt-05 = I drive flexibility and adjustability in our team's culture to respond to external demands (Y)

BM-Tech-01R = I have a fear of failure in adopting any new technology platform within our business

BM-Tech-02 = I encourage my team to adopt emerging technology for innovation in customer service delivery (Y)

BM-Tech-03 = I ensure that our business model drives our technology adoption, and not vice-versa (Y)

BM-Tech-04 = I push for home-grown systems and open-source software for our business operations

BM-Tech-05R = I change our business model due to peer pressure from our competitors

BM-Optim-01 = I measure productivity, efficiency and performance of our business to optimize the model (Y)



BM-Optim-02 = I introduce new methods and processes for optimization of our business model (Y)

BM-Optim-03 = I make sure resource allocation is being done justly irrespective of the adopted business model (Y)

BM-Optim-04 = I identify specific aspects of our business approach and make adjustments for competitive advantage (Y)

BM-Optim-05 = I look at the whole value chain for improvement opportunity and to optimize margins (Y)

BM-Focus = I adopt a business model with primary focus on the following

1 = Short-term growth

2 = Long-term growth

3 = Resilience and Crisis Management

BM-FinGrow = Select the business model to be adopted for financial growth

1 = Fee-for-Service

2 = User Subscription

3 = Bundle or Packaged Service

4 = Product-as-a-Service

5 = Franchise or Agency

6 = On-Demand Service

7 = Intermediary Service

8 = Advisory or Consulting

BM-LTGrow = Select the business model to be adopted for long term growth and sustainability

1 = Platform-based

2 = Partner-oriented

3 = Employee-centric

4 = Customer Value-driven

5 = Innovation-led

6 = Data-obsessed

7 = Technology-focused

BM-Resil = Select the business model to be adopted for resilience against economic crisis

1 = Platform-based

2 = Partner-oriented

3 = Employee-centric

4 = Customer Value-driven

5 = Innovation-led

6 = Data-obsessed

7 = Technology-focused

### **Business Performance Variables**

BP-Susta-01 = SME leaders need marathon runners instead of sprinters in order to succeed in the long haul

BP-Susta-02 = Financial, environmental and social objectives must be in harmony to perform sustainably (Y)

BP-Susta-03 = Motivated employees, with passion for learning, improve performance sustainability (Y)

BP-Susta-04 = I focus on keeping my workforce engaged and productive for the future even when my business is facing challenges (Y)

BP-Susta-05 = I create a work environment to promote sustainability in performance instead of random leapfrogging (Y)

BP-Susta-06 = I focus more on measuring non-financial performance metrics for long term growth

BP-Value-01 = Customer experience defines both used and perceived value as well as client service performance (Y)

BP-Value-02 = Performance measurement approach needs to be based on value creation and value realized (Y)

BP-Value-03 = I empower and connect with my customers to involve them in design of our service offerings

BP-Value-04 = I give maximum weightage on societal and customer value to define the firm performance for long term growth

BP-Value-05 = I stand by social and environmental values even if we miss an opportunity or have increased costs

BP-Goal-01R = Performance goals are defined by leadership primarily to meet the expectations of shareholders

BP-Goal-02 = Poor performance and missed business goals are a result of ineffective goal setting for employees

BP-Goal-03 = Leaders need to take collaborative approach for team goal setting and performance measurement (Y)

BP-Goal-04 = I set periodic targets for my team to stay focused and achieve a planned outcome (Y)

BP-Goal-05 = I show flexibility in adjusting performance goals of my team and organization during business crisis (Y)

BP-Goal-06R = I set performance goals with a focus on short term growth instead of long-term growth

NFin-PerfInd-CSI = Customer Satisfaction Index as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-EH = Employee Happiness as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-CRR = Client Retention Rate as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-SI = Service Innovation as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-SQ = Service Quality as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-EEO = Energy Efficiency of Operations as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PerfInd-EIR = Environmental Impact Reduction as the non-financial Performance Indicator in the importance ranking for firm growth

NFin-PI-Growth-CSI = Customer Satisfaction Index as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-EH = Employee Happiness as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-CRR = Client Retention Rate as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-SI = Service Innovation as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-SQ = Service Quality as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-EEO = Energy Efficiency of Operations as the non-financial Performance Indicator for short or long-term Growth

NFin-PI-Growth-EIR = Energy Impact Reduction as the non-financial Performance Indicator for short or long-term Growth

### **Business Growth and Sustainability Variables**

BGS-CultVal-01 = Values and culture cannot be promoted without dedicated training and development programs

BGS-CultVal-02 = Transparent and objective communication helps leaders to be more engaged for growth-oriented actions (Y)

BGS-CultVal-03 = Showing our values in behavior and interaction will increase trust and confidence of the clients (Y)

BGS-CultVal-04 = I use the non-financial rewards and recognition to increase employee happiness and motivation (Y)

BGS-CultVal-05 = I leverage mutual respect and empathy to avoid differences of opinion with the clients and achieve a successful outcome (Y)

BGS-CultVal-06 = I have seen growth strategy and business plan to be influenced by our core values and foundation principles (Y)

BGS-CCentric-01 = Leaders must take into account stakeholder interests to define goals from customer perspective (Y)

BGS-CCentric-02R = SMEs need to use ready-made solution instead of client specific custom solution due to affordability

BGS-CCentric-03 = I provide additional value, if applicable, outside of contractual obligations to ensure client's success (Y)

BGS-CCentric-04R = I avoid giving freebies to my client for getting new business or ensuring retention

BGS-CCentric-05 = I remain attached to my clients to see them through their journey for successful outcome (Y)

BGS-Social-01 = Business innovation of SMEs needs to respond to societal expectations in order to sustain

BGS-Social-02R = Lack of commitment and value creation for societal well-being have not impacted the SME growth

BGS-Social-03 = I encourage my team to evaluate how our business objectives are creating societal value

BGS-Social-04 = I drive external training initiative to create industry-ready workforce as a commitment to society

BGS-Social-05 = I go the extra mile to fulfill my firm's societal obligation at the cost of reduced profitability

BGS-Social-06R = I could not maintain a balance between my organizational growth responsibility and my obligation for the society where we operate

BGS-Enviro-01 = Leaders need to take risks and think outside the box in order to respond to environmental challenges (Y)

BGS-Enviro-02R = SMEs are not committed to environmental sustainability due to incomprehension of business benefits

BGS-Enviro-03 = Environmental issues create an opportunity for SMEs to meet and exploit changing customer needs

BGS-Enviro-04R = I face negative attitude and culture issues in the company during implementation of sustainability aspects

BGS-Enviro-05 = I show environmental commitment to improve operation, competitiveness and future planning of the organization

BGS-Enviro-06 = I overcome the internal barriers of limited financial resources and capabilities to formulate and implement environmental strategy

BGS-IncSust = Select the appropriate option that you would adopt whenever you face internal resistance and challenge to incorporate sustainability in the business strategy

1 = Use authority to enforce

2 = Get stakeholder buy-in

3 = Obtain voice of customer

4 = Create financial benefit model

5 = Do competitor practice analysis

BGS-ClientReact = Select the reaction from client that you have experienced whenever you demonstrated the company's environmental and societal commitment

1 = Commendable

2 = True value-add

3 = Nice to have

4 = Not that important

5 = Don't see any benefit

NFin-SucInd-CLE = Constant Learning Environment as non-financial Success Indicator in your importance scale

NFin-SucInd-HES = High Employee Satisfaction as non-financial Success Indicator in your importance scale

NFin-SucInd-ECM = Effective Crisis Management as non-financial Success Indicator in your importance scale

NFin-SucInd-ESE = Economic Shock Endurance as non-financial Success Indicator in your importance scale

NFin-SucInd-RTD = Resilience for Technology Disruption as non-financial Success Indicator in your importance scale

NFin-SucInd-TCR = Trusted Customer Relationship as non-financial Success Indicator in your importance scale

NFin-SucInd-LCCR = Low Customer Churn Rate as non-financial Success Indicator in your importance scale

BGS-SFactor = According to you, which is the most important success factor for organizational growth out of the following?

1 = Deep rooted culture and values

2 = Customer centricity

3 = Substantial capital investment in technology

4 = Commitment to the society

5 = Sourcing and nurturing of talent

6 = Response to environmental risks and concerns

NFin-CnC-EFPM = Excess Focus on Profit Margin as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-MPC = Misalignment of Process and Culture as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-NRBM = Non-Resilient Business Model as non-financial challenge and constraint in the ranking scale for sustainable growth



NFin-CnC-IISP = Inadequate Innovation of Service Portfolio as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-LCS = Lack of Commitment to Society as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-LDHC = Limited Development of Human Capital as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-CLE = Competition from Large Enterprises as non-financial challenge and constraint in the ranking scale for sustainable growth

NFin-CnC-IBA = Insufficient Business Agility as non-financial challenge and constraint in the ranking scale for sustainable growth

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