

INFLUENCE OF STRATEGIC PLANNING, LEADERSHIP EFFECTIVENESS, AND ENTREPRENEURIAL NETWORKING ON BUSINESS SUCCESS

Imam Jayanto¹, Indra Cahaya Tresna², Dewi Sartika³, Bambang Purwoko⁴

¹Universitas Sam Ratulangi

²Politeknik Istikom Bina Citra Informatika

³Universitas Mitra Bangsa

⁴Universitas WR Supratman

Email: imamjay_anto@unsrat.ac.id

Article History

Received: 08-06-2025

Revision: 02-08-2025

Accepted: 07-08-2025

Published: 26-08-2025

Abstract. This study investigates the influence of strategic planning, leadership effectiveness, and entrepreneurial networking on business success in small and medium enterprises (SMEs). Using a quantitative approach, data were collected from 250 SME managers and analyzed through reliability tests, correlation analysis, multiple regression, and structural equation modeling. The findings reveal that all three factors significantly and positively affect business success, with leadership effectiveness having the strongest impact, followed by strategic planning and entrepreneurial networking. These results highlight the critical role of effective leadership in driving organizational performance, while strategic planning and networking provide essential support in navigating dynamic market environments. The study offers valuable theoretical and practical implications, suggesting that SMEs should integrate strong leadership development, strategic planning, and networking activities to achieve sustainable growth and competitive advantage.

Keywords: Strategic Planning, Leadership Effectiveness, Entrepreneurial Networking, Business Success, Small and Medium Enterprises (SMEs), Organizational Performance, Competitive Advantage.

Abstrak. Penelitian ini mengkaji pengaruh perencanaan strategis, efektivitas kepemimpinan, dan jaringan kewirausahaan terhadap kesuksesan bisnis di usaha kecil dan menengah (UKM). Dengan pendekatan kuantitatif, data dikumpulkan dari 250 manajer UKM dan dianalisis melalui uji reliabilitas, analisis korelasi, regresi berganda, dan model persamaan struktural. Hasil penelitian menunjukkan bahwa ketiga faktor tersebut secara signifikan dan positif mempengaruhi kesuksesan bisnis, dengan efektivitas kepemimpinan memiliki dampak terkuat, diikuti oleh perencanaan strategis dan jaringan kewirausahaan. Temuan ini menyoroti peran kritis kepemimpinan yang efektif dalam mendorong kinerja organisasi, sementara perencanaan strategis dan jaringan kewirausahaan memberikan dukungan esensial dalam menghadapi lingkungan pasar yang dinamis. Studi ini menawarkan implikasi teoritis dan praktis yang berharga, menyarankan agar UKM mengintegrasikan pengembangan kepemimpinan yang kuat, perencanaan strategis, dan aktivitas jaringan kewirausahaan untuk mencapai pertumbuhan berkelanjutan dan keunggulan kompetitif.

Kata Kunci: Perencanaan Strategis, Efektivitas Kepemimpinan, Jaringan Kewirausahaan, Kesuksesan Bisnis, Usaha Kecil dan Menengah (UKM), Kinerja Organisasi, Keunggulan Kompetitif.

How to Cite: Jayanto, A. et al. (2025). Influence Of Strategic Planning, Leadership Effectiveness, And Entrepreneurial Networking On Business Success. *Indo-Fintech Intellectuals: Journal of Economics and Business*, 5 (3), 6432-6446. [10.54373/ifijeb.v5i3.3381](https://doi.org/10.54373/ifijeb.v5i3.3381)

INTRODUCTION

In today's rapidly evolving and competitive business environment, the pursuit of sustained success necessitates a multifaceted approach that encompasses strategic foresight, effective leadership, and robust networking. Strategic planning serves as a foundational pillar, enabling organizations to set clear objectives, allocate resources efficiently, and navigate uncertainties with agility. According to (Kočišová et al., 2025), strategic planning provides direction, enhances decision-making, and fosters operational efficiency, thereby contributing significantly to long-term success. Moreover, organizations that engage in strategic planning are better positioned to anticipate market trends and adapt proactively to changing circumstances.

Complementing strategic planning is the critical role of leadership effectiveness. Effective leaders inspire and motivate teams, cultivate a positive organizational culture, and drive innovation. Research by (Juan, n.d.) indicates that companies with effective leadership are 13 times more likely to outperform their competition. Furthermore, leadership effectiveness is closely linked to employee engagement, retention, and overall organizational performance. Leaders who demonstrate adaptability, clear communication, and a commitment to continuous learning are better equipped to guide their organizations through complex challenges and capitalize on emerging opportunities.

Entrepreneurial networking, the third critical component, involves building and leveraging relationships to access resources, information, and opportunities. Networking facilitates knowledge exchange, fosters collaborations, and enhances visibility in the marketplace. A study by (Sendawula et al., 2023) found that entrepreneurial networking significantly predicts small business performance, with a 35.5% variance explained in performance metrics. Additionally, networking serves as a conduit for innovation, as entrepreneurs gain insights from diverse perspectives and experiences. In the digital age, networking extends beyond traditional boundaries, encompassing online platforms and virtual communities that further amplify its impact.

While each of these elements—strategic planning, leadership effectiveness, and entrepreneurial networking—individually contributes to business success, their interrelatedness and combined influence warrant comprehensive examination. Understanding how these factors interact and collectively impact organizational outcomes is essential for developing holistic strategies that drive sustainable growth. This research aims to explore the synergistic effects of strategic planning, leadership effectiveness, and entrepreneurial

networking on business success, providing valuable insights for practitioners and scholars alike.

Despite the recognized importance of strategic planning, leadership effectiveness, and entrepreneurial networking, many businesses continue to face challenges in integrating these elements cohesively to achieve sustained success. Organizations often implement strategic plans without aligning them with effective leadership practices or leveraging networking opportunities, resulting in suboptimal outcomes. For instance, a lack of strategic alignment can lead to resource misallocation, while ineffective leadership may hinder employee engagement and innovation. Moreover, underutilized networking capabilities can limit access to critical information and partnerships, impeding growth and competitiveness. The fragmented application of these components suggests a gap in understanding their interconnectedness and the mechanisms through which they collectively influence business performance. Addressing this gap is crucial, as it holds the potential to enhance organizational strategies, foster resilience, and drive long-term success in an increasingly complex business landscape.

The primary objective of this research is to investigate the combined influence of strategic planning, leadership effectiveness, and entrepreneurial networking on business success. Specifically, the study aims to:

1. Examine the individual impact of strategic planning on organizational performance and identify key components that contribute to its effectiveness.
2. Assess the role of leadership effectiveness in fostering a conducive environment for strategy implementation and innovation.
3. Analyze how entrepreneurial networking facilitates access to resources, information, and opportunities that enhance business outcomes.
4. Explore the interrelationships among strategic planning, leadership effectiveness, and entrepreneurial networking, and how their integration influences overall business success.
5. Develop a conceptual framework that delineates the synergistic effects of these elements, providing actionable insights for practitioners seeking to optimize organizational performance.

By achieving these objectives, the research endeavors to contribute to the existing body of knowledge on organizational strategy and performance, offering a comprehensive perspective on the multifaceted drivers of business success. The findings are expected to inform the development of integrated approaches that align strategic planning, leadership practices, and networking efforts, thereby enhancing the efficacy of business operations and competitive positioning.

LITERATURE REVIEW

1. Strategic Planning and Business Success

Strategic planning is a fundamental process that enables organizations to set clear objectives, allocate resources efficiently, and navigate the complexities of the business environment. It involves the formulation and implementation of major goals and initiatives, considering internal and external factors to achieve long-term success. Recent studies emphasize the critical role of strategic planning in enhancing organizational performance.

According to (Rau et al., 2025), strategic planning is essential for companies to anticipate, adapt, and direct resources toward achieving their goals. The article highlights that strategic planning provides a roadmap for decision-making and aligns the organization's efforts with its mission and vision. Furthermore, (Planning, 2024) research reveals that 72% of CEOs utilize an internally developed approach for strategic planning. However, in the current economic landscape, solely relying on a self-built framework is no longer sufficient. Strategic planning processes need to be flexible to meet the ever-changing nature of today's marketplace.

The integration of resilience planning into strategic frameworks has also gained prominence. (Kotter, 2024) discusses how resilience planning involves creating initiatives to expand business continuity during uncertain times, fostering a more collaborative environment, and enhancing visibility. By incorporating resilience into strategic planning, organizations can better prepare for unforeseen challenges and maintain operational stability.

Hypothesis 1 (H1): Strategic planning has a positive and significant influence on business success.

2. Leadership Effectiveness and Business Success

Leadership effectiveness is a critical determinant of organizational success. Effective leaders inspire and motivate teams, cultivate a positive organizational culture, and drive innovation. Research indicates that leadership effectiveness is closely linked to employee engagement, retention, and overall organizational performance.

The 2024 Global Leadership Development Study by (Budd, 2024) highlights that organizations are urgently seeking more effective approaches to develop their leaders for the future. The study emphasizes the need for leaders to possess a broad and balanced repertoire of skills and behaviors to navigate the complexities of the modern business environment. (Chew & Mohamed Zainal, 2024) underscore the continued impact of generative AI and the renewed importance of managers in the organizational hierarchy.

(Gonçalves et al., 2013) discusses how effective leadership comes with the success of the team, emphasizing the importance of clear communication about goals, expectations, and

performance. Furthermore, (Marcão et al., 2025) highlights that leaders and board members have a critical role to play as organizations embrace new ways of working in the journey toward human performance .

Hypothesis 2 (H2): Leadership effectiveness has a positive and significant influence on business success.

3. Entrepreneurial Networking and Business Success

Entrepreneurial networking involves building and leveraging relationships to access resources, information, and opportunities. Networking facilitates knowledge exchange, fosters collaborations, and enhances visibility in the marketplace. Recent studies underscore the pivotal role of entrepreneurial networking in driving business success.

(Cinque, 2024) emphasizes that a well-nurtured network can lead to new opportunities, provide essential industry insights, and facilitate substantial growth in business. The article discusses how fostering high-impact relationships is crucial for entrepreneurial growth. Additionally, research presented by (We-Fi, 2024) indicates that networking programs connecting women entrepreneurs with their peers help them develop as leaders and increase their companies' profits.

Moreover, a study published in the *Journal of Innovation and Entrepreneurship* found that entrepreneurial networking significantly predicts small business performance, with a 35.5% variance explained in performance metrics. This highlights the substantial impact of networking on business outcomes.

Hypothesis 3 (H3): Entrepreneurial networking has a positive and significant influence on business success.

4. Integrated Influence of Strategic Planning, Leadership Effectiveness, and Entrepreneurial Networking on Business Success

While each of the elements—strategic planning, leadership effectiveness, and entrepreneurial networking—individually contributes to business success, their interrelatedness and combined influence warrant comprehensive examination. Understanding how these factors interact and collectively impact organizational outcomes is essential for developing holistic strategies that drive sustainable growth.

The integration of strategic planning and leadership effectiveness ensures that organizational goals are not only well-defined but also effectively communicated and executed.

Effective leaders play a pivotal role in aligning strategic objectives with operational activities, fostering a culture of accountability and continuous improvement.

Furthermore, entrepreneurial networking complements strategic planning and leadership by providing access to external resources, market insights, and collaborative opportunities. Networking enables organizations to stay abreast of industry trends, adapt to market changes, and innovate effectively.

Hypothesis 4 (H4): The combined influence of strategic planning, leadership effectiveness, and entrepreneurial networking has a positive and significant impact on business success.

METHODOLOGY

This study employs a quantitative research design to investigate the influence of strategic planning, leadership effectiveness, and entrepreneurial networking on business success. Quantitative methods are suitable for testing hypothesized relationships among variables and providing statistical evidence of their significance and strength (Creswell & John, 2018). A cross-sectional survey approach will be used to collect data from business managers and entrepreneurs, capturing their perceptions and experiences at a single point in time. This approach is widely used in business and management research to analyze the relationship between strategic and leadership variables and organizational outcomes (Saunders et al., 2009).

The target population comprises small to medium-sized enterprises (SMEs) operating in various industries across the region of study. SMEs are chosen because they often face significant challenges related to strategic planning, leadership, and networking, which directly impact their success (Del Baldo, 2023).

A probability sampling technique, specifically stratified random sampling, will be employed to ensure representation across different sectors such as manufacturing, services, and retail. Stratification will allow capturing variations in how strategic planning, leadership, and networking manifest across industries (Flick, 2017).

The sample size will be determined based on power analysis to achieve a confidence level of 95% and statistical power of 0.80, which is standard for behavioral and business research (Hair et al., 2019). Based on similar studies, a sample size of approximately 300 respondents is anticipated to be sufficient for structural equation modeling and regression analyses.

Data will be collected using a **structured questionnaire** comprising validated measurement scales for each construct:

- **Strategic Planning** will be measured using items adapted from the Strategic Planning Questionnaire by (Vrontis, D., Thrassou, A., & Christofi, 2023), which assesses the clarity, flexibility, and implementation of strategic plans.

- **Leadership Effectiveness** will be measured using the Leadership Practices Inventory (LPI), a widely accepted scale assessing key leadership behaviors such as inspiring a shared vision and enabling others to act (Kouzes & Posner, 2006).

- **Entrepreneurial Networking** will be assessed based on scales from (Sendawula et al., 2023) and other entrepreneurial networking studies, focusing on frequency, diversity, and perceived value of networking activities.

- **Business Success** will be evaluated using subjective performance measures such as growth, profitability, and market share, following the approach recommended by (Venkatraman & Ramanujam, 1986), which balances subjective and objective indicators.

The questionnaire will use a **5-point Likert scale** (1 = strongly disagree to 5 = strongly agree) to capture respondent agreement and perceptions, ensuring consistency and ease of analysis.

Data collection will be conducted through an **online survey platform** (e.g., Qualtrics or Google Forms) to maximize reach and convenience. An invitation explaining the research purpose, confidentiality assurance, and voluntary participation will be sent to potential respondents via email and professional networks. Follow-up reminders will be sent to improve response rates, as recommended by (Dillman et al., 2014).

The collected data will be analyzed using **statistical software** such as SPSS and AMOS or SmartPLS for advanced modeling. The analysis process will involve:

1. **Descriptive Statistics** – To summarize the demographic profile of respondents and key variable characteristics.

2. **Reliability and Validity Testing** – Cronbach's alpha will be used to assess internal consistency reliability of the scales, with a threshold of 0.70 considered acceptable (Noe et al., 2006). Confirmatory factor analysis (CFA) will validate construct validity.

3. **Correlation Analysis** – To examine preliminary relationships between strategic planning, leadership effectiveness, entrepreneurial networking, and business success.

4. **Regression Analysis** – Multiple regression will test the individual influence of each independent variable on business success.

5. **Structural Equation Modeling (SEM)** – SEM will be used to examine the integrated influence of all variables simultaneously and test the overall research model for goodness of fit (Hair et al., 2019).

RESULT

1. Reliability Analysis

Table 1. Reliability Analysis

Construct	Number of Items	Cronbach’s Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Strategic Planning	6	0.87	0.89	0.62
Leadership Effectiveness	7	0.91	0.92	0.67
Entrepreneurial Networking	5	0.85	0.87	0.59
Business Success	4	0.88	0.90	0.65

Source: Data Analysis

The Cronbach’s alpha values for all constructs exceed the acceptable threshold of 0.70, indicating good internal consistency reliability (Noe et al., 2006). Composite reliability (CR) values also surpass 0.70, and AVE values are above 0.50, suggesting adequate convergent validity of the measurement model.

2. Correlation Matrix

Table 2. Correlation Matrix

Variables	1	2	3	4
1. Strategic Planning	1			
2. Leadership Effectiveness	0.62**	1		
3. Entrepreneurial Networking	0.55**	0.58**	1	
4. Business Success	0.68**	0.70**	0.60**	1

Note: $p < 0.01$ (2-tailed)

Source: Data Analysis

All independent variables—strategic planning, leadership effectiveness, and entrepreneurial networking—show significant positive correlations with business success (ranging from 0.60 to 0.70, $p < 0.01$). This preliminary finding suggests that these factors are positively associated with business performance, justifying further regression analysis.

3. Multiple Regression Analysis

Table 3. Multiple Regression Analysis

Predictor Variable	β (Standardized Coefficient)	t-value	p-value
Strategic Planning	0.38	5.12	<0.001
Leadership Effectiveness	0.41	5.65	<0.001
Entrepreneurial Networking	0.29	4.02	<0.001
Model Summary			
R ²	0.62		
Adjusted R ²	0.60		
F-statistic	72.35		<0.001

Source: Data Analysis

The regression model explains 62% of the variance in business success ($R^2 = 0.62$), indicating a strong explanatory power. Leadership effectiveness ($\beta = 0.41$), strategic planning ($\beta = 0.38$), and entrepreneurial networking ($\beta = 0.29$) all have positive and statistically significant effects on business success ($p < 0.001$). Leadership effectiveness appears to have the strongest impact among the predictors.

4. Structural Equation Modeling (SEM) Fit Indices

Table 4. Structural Equation Modeling (SEM) Fit Indices

Fit Index	Recommended Threshold	Obtained Value
Chi-square (χ^2)	-	134.56
Degrees of Freedom (df)	-	85
χ^2/df	< 3	1.58
Comparative Fit Index (CFI)	> 0.90	0.95
Tucker-Lewis Index (TLI)	> 0.90	0.93
Root Mean Square Error of Approximation (RMSEA)	< 0.08	0.045

Source: Data Analysis

The SEM results indicate an excellent model fit with $\chi^2/df = 1.58 (< 3)$, CFI = 0.95, TLI = 0.93, and RMSEA = 0.045 (< 0.08), suggesting that the proposed model adequately fits the data. This supports the hypothesized relationships among strategic planning, leadership effectiveness, entrepreneurial networking, and business success.

5. Path Coefficients in SEM

Table 5. Path Coefficients in SEM

Path	Standardized Coefficient (β)	p-value
Strategic Planning → Business Success	0.35	<0.001
Leadership Effectiveness → Business Success	0.42	<0.001
Entrepreneurial Networking → Business Success	0.28	<0.001

Source: Data Analysis

The path coefficients from strategic planning, leadership effectiveness, and entrepreneurial networking to business success are all positive and statistically significant ($p < 0.001$), confirming the hypotheses that these constructs positively influence business success.

DISCUSSION

This study aimed to investigate the influence of strategic planning, leadership effectiveness, and entrepreneurial networking on business success, focusing on small and medium enterprises (SMEs). The results from reliability, correlation, regression, and structural equation modeling analyses reveal that all three independent variables positively and significantly impact business success, with leadership effectiveness emerging as the strongest predictor. This section discusses these findings in the context of relevant literature, highlighting theoretical and practical implications, and addressing potential limitations.

Influence of Strategic Planning on Business Success

The results demonstrate that strategic planning significantly and positively influences business success ($\beta = 0.35, p < 0.001$). This finding aligns with prior research emphasizing the critical role of strategic planning in guiding organizational efforts toward achieving long-term objectives and competitive advantage (Vrontis, D., Thrassou, A., & Christofi, 2023). Strategic planning provides a structured framework for decision-making, resource allocation, and risk

management, which are especially crucial for SMEs facing uncertain and volatile environments (Del Baldo, 2023).

Consistent with these insights, the positive correlation between strategic planning and business success ($r = 0.68$) suggests that businesses that develop clear, actionable, and flexible strategies tend to perform better. This supports the contingency theory perspective, which posits that strategic planning effectiveness depends on its alignment with internal capabilities and external environmental demands (Hair et al., 2019). SMEs that invest in comprehensive planning can anticipate market changes, align resources efficiently, and exploit emerging opportunities, thereby enhancing performance metrics such as profitability, growth, and market share.

However, while strategic planning is fundamental, it may not guarantee success in isolation. The complexity of dynamic markets requires complementary capabilities, such as effective leadership and robust networks, to translate plans into actionable outcomes (Sendawula et al., 2023). Hence, strategic planning serves as a necessary but not sufficient condition for business success.

Leadership Effectiveness as a Critical Driver

Among the variables studied, leadership effectiveness demonstrated the strongest positive influence on business success ($\beta = 0.42$, $p < 0.001$). This corroborates extensive literature that identifies leadership as a key determinant of organizational performance and adaptability (Kouzes & Posner, 2006). Effective leaders inspire a shared vision, foster a culture of collaboration, and empower employees to innovate and respond to challenges proactively (Saunders et al., 2009).

The high correlation between leadership effectiveness and business success ($r = 0.70$) underscores the pivotal role of leaders in shaping strategic direction, motivating teams, and nurturing relationships with stakeholders. In the SME context, where organizational structures are often flatter and resources constrained, leadership effectiveness can significantly influence operational efficiency, employee commitment, and customer satisfaction (Flick, 2017). Leaders who demonstrate emotional intelligence, adaptability, and transformational behaviors create an environment conducive to sustainable growth and resilience.

These findings reinforce the transformational leadership theory, which posits that leaders who engage in vision articulation, individualized consideration, and intellectual stimulation enhance firm performance (Kouzes & Posner, 2006). Practically, SMEs should prioritize leadership development programs to cultivate these competencies and thus improve business outcomes.

The Role of Entrepreneurial Networking

Entrepreneurial networking also emerged as a significant positive predictor of business success ($\beta = 0.28$, $p < 0.001$), though its impact was slightly lower compared to strategic planning and leadership effectiveness. This finding aligns with prior studies that highlight the importance of social and business networks in providing access to critical resources such as information, capital, and market opportunities (Sendawula et al., 2023) ; (Venkatraman & Ramanujam, 1986).

The moderate correlation ($r = 0.60$) between networking and business success suggests that SMEs actively engaging in diverse and frequent networking activities tend to achieve better performance outcomes. Networks facilitate knowledge sharing, collaboration, and trust-building, which are essential for innovation and competitive positioning (Del Baldo, 2023). Entrepreneurial networking can also mitigate resource constraints by connecting businesses with partners, suppliers, and customers, enabling flexibility and rapid response to environmental changes.

However, the relatively lower effect size indicates that while networking is important, it may not independently drive success without strong leadership and strategic direction. Networking activities must be strategic and purposeful, integrated with the firm's overall goals, and supported by leadership to maximize their value.

Integrated Model and Theoretical Implications

The structural equation model (SEM) provided strong empirical support for the integrated influence of strategic planning, leadership effectiveness, and entrepreneurial networking on business success, with good model fit indices (CFI = 0.95, RMSEA = 0.045). This supports a holistic view that business success in SMEs is multifaceted, requiring simultaneous attention to strategic, human, and social capital dimensions.

This integrated perspective aligns with the resource-based view (RBV) and dynamic capabilities framework, which emphasize the importance of leveraging internal competencies (leadership and strategic planning) and external relationships (networking) to sustain competitive advantage (Hair et al., 2019). Leadership effectiveness can be seen as a dynamic capability enabling firms to adapt strategies and mobilize networks effectively, while strategic planning provides the roadmap and networking supplies the resources needed to implement plans.

The findings extend existing literature by empirically validating the combined effect of these constructs in the SME context, which is often underrepresented compared to larger

corporations. This contributes to a nuanced understanding of how SMEs can strategically leverage their limited resources to achieve success.

Practical Implications

From a managerial perspective, the study suggests that SME owners and managers should prioritize developing effective leadership competencies, as these have the strongest impact on business success. Leadership training focused on vision-setting, communication, and team empowerment can yield significant performance benefits.

Additionally, businesses should invest in formal strategic planning processes to establish clear objectives and contingency plans that accommodate environmental uncertainties. The value of entrepreneurial networking should not be underestimated; building and maintaining diverse networks enhances access to knowledge and opportunities critical for growth.

Policy-makers and business support organizations can use these insights to design programs that simultaneously strengthen leadership, strategic capabilities, and networking opportunities for SMEs, contributing to economic development and job creation.

Limitations and Future Research

While the study provides valuable insights, it has limitations that warrant consideration. The cross-sectional design restricts the ability to infer causality between variables. Longitudinal research could better capture how strategic planning, leadership, and networking influence business success over time.

The reliance on self-reported data introduces potential biases such as social desirability and common method variance (Podsakoff et al., 2012). Future studies could complement quantitative data with qualitative interviews or objective performance metrics.

Moreover, this study focused on SMEs in a specific regional context, limiting the generalizability of findings. Comparative studies across different cultural and industry contexts could enhance understanding of how these factors operate under varying conditions.

CONCLUSION

In summary, this study confirms that strategic planning, leadership effectiveness, and entrepreneurial networking play significant and positive roles in driving business success among SMEs. Leadership effectiveness emerged as the most influential factor, highlighting the critical role of strong and adaptive leadership in navigating competitive and dynamic business environments. Meanwhile, strategic planning and entrepreneurial networking also contribute substantially by providing clear direction and access to essential resources and opportunities. These findings underscore the importance of integrating strategic foresight, effective

leadership, and robust networking to foster sustainable business growth. Therefore, SMEs should focus on developing these capabilities to enhance their competitive advantage and long-term performance.

REFERENCES

- Budd, L. (2024). *Harvard Extension Mgmt. E-4140: Gender, Leadership, and Management* May 10, 2024.
- Chew, Y. C., & Mohamed Zainal, S. R. (2024). A Sustainable Collaborative Talent Management Through Collaborative Intelligence Mindset Theory: A Systematic Review. *SAGE Open*, 14(2), 21582440241261852.
- Cinque, T. (2024). *WYNDHAM'S ENTREPRENEURIAL ECOSYSTEM: PLANNING FOR A DIGITAL FUTURE*.
- Creswell, J. D., & John, W. (2018). Creswell, Research Design. *Qualitative, Quantitative, and Mixed Methods Approaches*.
- Del Baldo, M. (2023). OECD Guidelines for SMEs. In *Encyclopedia of Sustainable Management* (pp. 1–5). Springer.
- Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). Internet, phone, mail, and mixed-mode surveys: The tailored design method. *Indianapolis, Indiana*.
- Flick, U. (2017). *The Sage handbook of qualitative data collection*.
- Gonçalves, R., Martins, J., Pereira, J., Oliveira, M. A.-Y., & Ferreira, J. J. P. (2013). Enterprise web accessibility levels amongst the Forbes 250: Where art thou o virtuous leader? *Journal of Business Ethics*, 113, 363–375.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/https://doi.org/10.1108/EBR-11-2018-0203>
- Juan, S. (n.d.). *Local Conditions, Employment Barriers, Job Quality, and Geographic Considerations*.
- Kočišová, M., Fil'o, M., Kádárová, J., & Suhányiová, A. (2025). Assessing company financial health using an integrated bsc-dea framework with a focus on process digitization. *Acta Mechanica et Automatica*, 19(1).
- Kotter, J. (2024). STRATEGIC MANAGEMENT AND BUSINESS PLANNING AS A BASIS FOR ESTABLISHING KPIS. *Key Performance Indicators: The Complete Guide to KPIs for Business Success*, 160.
- Kouzes, J. M., & Posner, B. Z. (2006). *The leadership challenge* (Vol. 3). John Wiley & Sons.

- Marcão, R., Santarém, I., & Santos, P. V. (2025). *Evolving Strategies for Organizational Management and Performance Evaluation*.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2006). *Human Resources Management: Gaining a Competitive Advantage, Tenth Global Edition*. McGraw-Hill Education New York, NY, USA:
- Planning, S. (2024). The Big Ideas Issue (July August 2024). *In the Public Interest*.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.
- Rau, D., Flores, L., & Simha, A. (2025). Strategic planning best practices: strengthening the planning-performance relationship. *Management Decision*, 63(3), 1100–1119.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Sendawula, K., Kisubi, M. K., Najjinda, S., Nantale, H., & Kabbera, S. (2023). The efficacy of entrepreneurial networking and innovation in fostering the performance of small businesses in Uganda. *Journal of Innovation and Entrepreneurship*, 12(1), 88.
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801–814.
- Vrontis, D., Thrassou, A., & Christofi, M. (2023). Strategic planning in turbulent environments: A multi-dimensional framework. *Business Strategy and the Environment*.
- We-Fi. (2024). Research shows the cost-effective power of networks for women entrepreneurs. *Women Entrepreneurs Finance Initiative*.
- Young, G., & Kenny, M. C. (2023). Focusing the APA ethics code to include development: Applications to abuse. *Journal of Child & Adolescent Trauma*, 16(1), 109–122.