
Strategic Entrepreneurship and SMEs Performance: The Mediation Effect of Competitive Advantage

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Abstract

The aim of the study is to examine the effect of entrepreneurial leadership and entrepreneurial mindset on competitive advantage and business performance using a strategic entrepreneurship model in the context of SMEs. This study uses a survey method, data were collected using a questionnaire from 258 SME owner/managers in Indonesia. The proportional random sampling technique was used to select the sample, and PLS-SEM was used for data analysis. The study reveals that entrepreneurial leadership and entrepreneurial mindset had a positive effect on SME performance. The mediating role of competitive advantage was also explained in the relationship between entrepreneurial leadership, entrepreneurial mindset and SME performance. According to the dynamic capability theory, SME possessed the ability to change through strategic entrepreneurial choices. This research was conducted in one country and the results were difficult to generalize. Power distance or decision-making authority was not considered in leadership. Therefore, other results are needed from countries with different cultural contexts to expand the generalization of the research. This research offers novel insights of the importance of strategic entrepreneurship to enhance competitive advantage and business performance in the context of SMEs.

Keywords: strategic entrepreneurship, competitive advantage, SMEs performance

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Introduction

Small and medium-sized enterprise (SME) is recognized as drivers of economic growth in various countries (Alshagawi & Mabkhot, 2024; Surya et al., 2021) but the failure rate is still high. Entrepreneurship research has identified different problems of SMEs in developing countries, including limited resources, business environment dynamics (Anning-Dorson, 2021), competence, business strategy (Griffin, 2012). Furthermore, appropriate strategies and competitiveness should be developed through dynamic capabilities due to the

challenges of the business environment (Saputra et al., 2024). Previous research showed that the development of innovative ideas and strategies enhanced competitive advantage, business performance, and long-term growth (Alshagawi & Mabkhot, 2024; Çağhyan et al., 2022; Farida et al., 2022; Jamil et al., 2024).

Strategic entrepreneurship is a new concept of integration between opportunity and profit-seeking behavior to achieve competitive advantage and value creation (Boudreaux, 2020; Hitt et al., 2011) through the process of developing innovative ideas and strategies (Alshagawi & Mabkhot, 2024).

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Related research mostly explores large businesses (Boudreaux, 2020; Paek & Lee, 2018) and uses the concept of strategic entrepreneurship connected to performance (Alshagawi & Mabkhot, 2024; Jamil et al., 2024). The concept of strategic entrepreneurship requires empirical validation in the context of SME (Boudreaux, 2020), specifically the role of each dimension on competitive advantage (Ireland et al., 2022). There is still a gap related to the adoption of the concept to explain competitive advantage and performance (Boudreaux, 2020). Even though strategic entrepreneurship has attracted the attention of academics, the role in developing competitive advantage and long-term performance is still unclear (Ireland et al., 2022; Kyrgidou & Hughes, 2010; Paek & Lee, 2018; Schröder et al., 2021). In addition, there are conflicting results reported by (Alshagawi & Mabkhot, 2024; Ziyae & Sadeghi, 2021). This research aimed to fill the gap by offering novelty in testing the role of strategic entrepreneurship dimensions on competitive advantage and the impact on performance in the context of SME.

The dynamic capabilities theory is adopted to explain the use of existing resources to achieve competitive advantage. The selection is based on the phenomenon that SME face high internal market dynamics problems with a low competitive advantage. This research broadens the insight for strategy development through business adaptation amidst market changes to ensure sustainable competitiveness through increasing dynamic capabilities.

Strategic Entrepreneurship

Strategic entrepreneurship is a new concept resulting from the integration of strategic management and entrepreneurship (Boudreaux, 2020; Hitt et al., 2011). Entrepreneurship as an effort to seek opportunities is integrated with strategic management as an effort to seek profit (Ireland et al., 2022). Strategic entrepreneurship includes actions to recognize opportunities and maximize

existing resources (Alshagawi & Mabkhot, 2024). This contributes to achieving competitive advantage, organizational sustainability, innovation, and value creation (Schröder et al., 2021).

Strategic entrepreneurship model (Ireland et al., 2003) consisted of basic dimensions, namely entrepreneurial leadership, mindset, and strategic management of organizational resources. Company should have a mindset to obtain resources strategically, as well as leadership to create a competitive advantage. The concept of strategic entrepreneurship was developed by Hitt et al. (2011) known as the input-process-output model. The input consists of individual resources, organizational resources, and environmental factors. To achieve a competitive advantage, company should orchestrate resources to provide benefits for the organization and individuals. Therefore, this research adopted two basic dimensions, namely entrepreneurial leadership and mindset (Ireland et al., 2003) to test the effects on competitive advantage and performance.

Entrepreneurial Leadership

Entrepreneurial leadership is a leadership style that identifies and exploits opportunities to build team performance in achieving organizational goals (Renko et al., 2015; Ziyae & Sadeghi, 2021). This theory integrates leadership and entrepreneurship literature in responding to dynamic change (Mehmood et al., 2019). Entrepreneurial leadership strengthens the culture of innovation by exploiting opportunities (Rae, 2016), creating innovative ideas, and directing the innovation process (Bagheri & Harrison, 2020) to achieve competitive advantage and company performance (Pauceanu et al., 2021).

Previous research has developed an entrepreneurial leadership measurement scale. Renko et al. (2015) introduced ENTRELEAD with a follower perspective method to the behavior of the leaders. Harrison et al. (2018) used a skills perspective to measure entrepreneurial leadership, including business, interpersonal,

conceptual, and entrepreneurial skills. Fontana & Musa (2017) used four dimensions of entrepreneurial leadership, namely strategic, communicative, motivational, and personal. Recent research has formulated an entrepreneurial leadership scale including the abilities and competencies of entrepreneurial leaders, as well as specific behaviors in carrying out tasks and positions (Bagheri & Harrison, 2020).

Entrepreneurial leadership is a component of strategic entrepreneurship which leads to innovation with a focus on recognizing and exploiting opportunities (Renko et al., 2015). Research have shown that entrepreneurial leadership is applied to the context of SME (Koryak et al., 2015), improving performance (F. A. A. Sawaeen et al., 2021). In addition, this influence is mediated by organizational factors and innovation management (Nguyen et al., 2021; F. A. A. Sawaeen et al., 2021). Different results show that entrepreneurial leadership affects business performance when mediated by strategic flexibility (Hensellek et al., 2023).

Entrepreneurial leadership promotes innovative behavior that leads to competitive advantage (Ercantan et al., 2024). In a dynamic environment, entrepreneurial leadership creates business competitiveness (Fernald Jr. et al., 2005). This variable requires the ability to adapt to new opportunities and take risks, as well as build creativity and innovation to create a competitive advantage (Ercantan et al., 2024; Palalic, 2017).

H₁. Entrepreneurial leadership has a positive effect on SME performance

H₂. Entrepreneurial leadership has a positive effect on competitive advantage

Entrepreneurial Mindset

Research on entrepreneurial mindsets is increasing but there is no generally agreed-upon definition (Ramadani et al., 2024). Based on the ideas of academics, entrepreneurial mindset is defined as a method of thinking to exploit opportunities used for adaptive decision-making (Daspit et al., 2023; McMullen & Kier, 2016; Naumann, 2017). The entrepreneurial mindset is a

combination of cognitive, behavioral, and emotional components. Cognitive, behavior, and emotion are related to the mentality of thinking, action, and feeling (Kuratko et al., 2021). An entrepreneurial mindset develops creative behavior (Juniardi et al., 2023) to achieve competitive advantage and business performance (Lombardi et al., 2020; Ramadani et al., 2024; Ziyae & Sadeghi, 2021)

There is no agreement regarding the dimensions of an entrepreneurial mindset. Sun et al. (2023) used the dimensions of need for achievement, risk propensity, ambiguity tolerance, dispositional optimism, and alertness to an opportunity to measure entrepreneurial mindset. Cui et al. (2021) adopted the dimensions of goal orientation, alertness to opportunities, risk propensity, ambiguity tolerance, and dispositional optimism. Furthermore, Achi measured entrepreneurial mindset using the dimensions of enthusiasm for pursuing opportunities, focus, and commitment.

Empirical evidence has shown that an entrepreneurial mindset is a determining factor in company performance (Asenge et al., 2018; Ramadani et al., 2024; Ziyae & Sadeghi, 2021). An entrepreneurial mindset promotes innovative behavior, affecting SME performance (Agyapong et al., 2021; Juniardi et al., 2023). The integration of thinking, behaving, and feeling mentality (Kuratko et al., 2021), allows SME to be more proactive and increases the ability to identify and exploit opportunities (Daspit et al., 2023).

Previous research reported that strategic entrepreneurship component played an important role in competitive advantage (Cristo-Andrade & Ferreira, 2020; Paek & Lee, 2018). The key to the success of implementing a strategy to gain a competitive advantage is determined by the ability to optimize the advantages of resources (Kim & Hoskisson, 2015; Urbancova, 2013). In the context of strategic entrepreneurship, these resources include entrepreneurial mindset, culture, and leadership. An entrepreneurial mindset promotes an innovative mindset,

behavior, and competitive advantage (Jaaffar et al., 2024).

H₃. Entrepreneurial mindset has a positive effect on SME performance

H₄. Entrepreneurial mindset has a positive effect on competitive advantage

Mediating Effect of Competitive Advantage

Competitive advantage allows company to choose and implement strategies different from competitors (Lee & Chu, 2011). Previous research reported that competitive advantages were an important factor in achieving business performance (Kiyabo & Isaga, 2020; Yasa et al., 2020; Zainol & Al Mamun, 2018). Competitive advantage is the superiority of resources over competitors

(Lee & Chu, 2011), and becomes a driver of performance (Ferreira & Fernandes, 2017). Company with competitive advantages generates economic value that is difficult for competitors to achieve (Helfat & Peteraf, 2015) provide benefits in achieving business performance (Rua et al., 2018). Competitive advantage is a mediator between strategic entrepreneurship components and performance (Kiyabo & Isaga, 2020).

H₅. Competitive advantage has a positive effect on SME performance

H₆. Competitive advantage as a mediator of entrepreneurial leadership on SME performance

H₇. Competitive advantage as a mediator of entrepreneurial mindset on SME performance

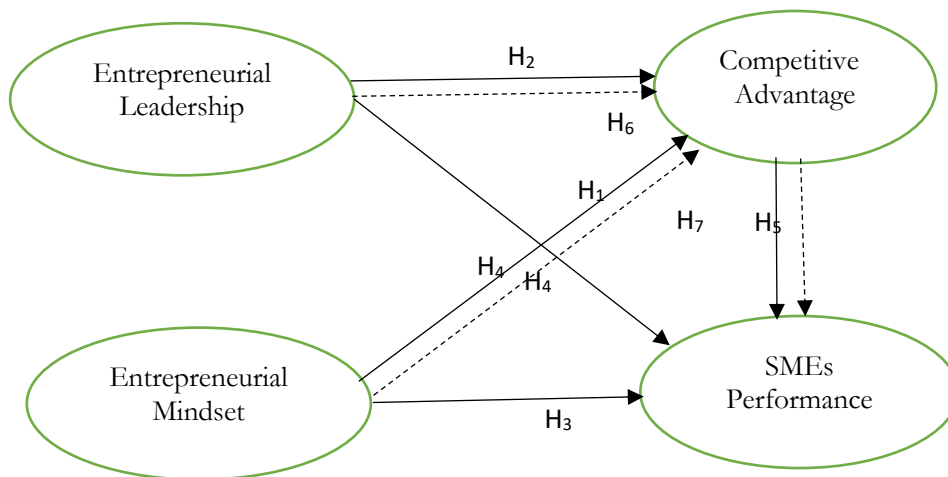


Figure 1. Conceptual framework

Method

Sample and Data Collection

This research adopts a quantitative approach using a survey method. Data were collected from owner/managers of SMEs in the tourism support sector operating in Malang City, Batu City, and Malang Regency, East Java province, Indonesia. SMEs in the tourism support sector were researched because Malang City, Batu, and Malang Regency are the largest tourist destinations in East Java province, Indonesia. Publication data from the Cooperative and Small and

Medium Enterprises Office, East Java Province, shows that there are 1,262 SMEs operating in the tourism support sector (travel, culinary, accommodation, and souvenir shops), and using the Slovin formula, 295 owner/managers were selected as samples. The proportional random sampling technique was used to select the sample, consisting of 232 SMEs in Malang City, 34 SMEs in Batu City, and 28 SMEs in Malang Regency. This sampling technique was chosen for two reasons. First, the population is divided into three cities, and to ensure a representative sample, it was determined proportionally based on the number of SMEs in the tourism support

sector in each city. Second, data categorized by SME type was not available from the Cooperative and Small and Medium Enterprises Office; only data on tourism sector SMEs under government guidance was accessible.

Data were collected using a questionnaire with a 5-point Likert scale, distributed to SME owner/manager from November 2024 to January 2025. The questionnaire has undergone instrument testing (pre-test) and meets the criteria for validity and reliability (Cronbach's alpha > 0.8). The results of the validity and reliability test are in Appendix 3. Out of the 295 questionnaires distributed, after verification, 34 respondents were disqualified; therefore, the data analyzed consisted of 261 respondents. The outlier test results using Mahalanobis distance (appendix 2) show that 3 respondents (case IDs 52, 152, and 244) have Mahalanobis distance values above 9.48, so these three respondents were not used in the analysis. Therefore, the final data analysis used 258 respondents.

Variables and Measurements

Entrepreneurial leadership as an exogenous variable is measured with eight items adapted from Renko et al. (2015). Respondents were asked to address questions regarding their capacity for idea generation, creative problem-solving, risk-taking, vision, and innovative challenges. Entrepreneurial mindset as an exogenous variable is measured with five items adapted from (Sun et al., 2023). Respondents are prompted to respond to inquiries regarding dispositional optimism, need for achievement, risk propensity, alertness to opportunity, and ambiguity tolerance. Meanwhile, competitive advantage as a mediating variable is measured with three items adapted from Chengwu (2020), and respondents were asked to answer questions related to the business's ability to operate efficiently, prioritize quality, and be responsive to customers. SME Performance as an endogenous variable is measured with four items adapted from Kiyabo & Isaga (2020). The respondents were asked to

answer questions related to business performance over the past three years in terms of customer growth, sales growth, profit growth, and personal goals. Appendix 1 explains the variables and measurements used in this study.

Statistical Analysis

Data analysis used descriptive statistics and PLS-SEM (Partial Least Square-Structural Equation Modelling) through the stages of outer and inner model evaluation for hypothesis testing. Outer model evaluation includes testing indicator loading, validity, and construct reliability. The CFA was not used because the process of confirming measurement models PLS-SEM as a CFA. The quality of the measurement model in PLS-SEM was assessed using confirmatory composite analysis (CCA), including estimates of loadings and significance, indicator reliability, composite reliability, average variance extracted, and discriminant validity (Hair et al., 2020). Meanwhile, inner model evaluation comprises testing the determinant coefficient (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficient estimate for the hypothesis with a p-value <0.05.

Result

Research sample characteristics

Table 1 shows the description of the respondents based on the data collected. The respondents successfully collected showed that there were more male SME actors than female. In analyzing the composition, SME actors were dominated by those over 40 years of age. An interesting result is that SME actors under 30 years of age are fewer in number.

The majority of respondents possessed less than 5 years of business experience. In association with the age dominated by 40 and over, there is an indication that the respondents have found business on average since the age of 35 and over. The majority of SME actors have a higher education background since college graduates do not always work in the formal sector but pursue entrepreneurship.

Outer Model Evaluation

Testing the reliability indicator uses the criteria that each construct should have an outer loading value above 0.70 (Hair et al., 2011). The results of the analysis show that

all indicators have a factor loading value > 0.7 (Table 2). Therefore, the construct meets the reliability criteria and can be analyzed further.

Table 1. Characteristic of respondent

Characteristic	Category	Percentage
Gender	Male	67,4%
	Female	32,6%
Age	< 30	1,1%
	30–40	35,4%
	>40	63,5%
Length of business	< 5 years	36,5%
	5-10 years	29,8%
	11-15 years	19,1%
	> 15 years	14,6%
Education	Senior High School	36%
	College	64%
Business History	Family business	5,6%
	Own business	94,4%

Source: Processed data, 2025.

Table 2. Indicator Reliability

Construct and Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Entrepreneurial Leadership (EL)		0.886	0.909	0.556
EL1	0.768			
EL2	0.708			
EL3	0.724			
EL4	0.777			
EL5	0.719			
EL6	0.736			
EL7	0.753			
EL8	0.778			
Entrepreneurial Mindset (EM)		0.932	0.948	0.786
EM1	0.887			
EM2	0.883			
EM3	0.891			
EM4	0.893			
EM5	0.877			
Competitive Advantage (CA)		0.704	0.835	0.629
CA1	0.805			
CA2	0.814			
CA3	0.759			
SME Performance (SP)		0.808	0.874	0.634
SP1	0.790			
SP2	0.864			
SP3	0.762			
SP4	0.766			

Source: SmartPLS output, 2025.

Internal consistency measurement uses the criterion that the Cronbach Alpha value is above 0.7 (Hair et al., 2011). The model has good internal consistency when each construct possesses a Cronbach Alpha value of more than 0.7 (Table 2). The results of the composite reliability test (Table 2) have met the reliability criteria, where the CR value for each construct is greater than 0.70 (Hair et al., 2011).

Convergent validity testing uses the average variance extracted (AVE) with the

criterion of an AVE value greater than 0.50. The AVE value of each indicator is greater than 0.50 when the model has good convergent validity. Furthermore, discriminant validity testing uses the Fornell-Larcker criterion, where the AVE square value of each latent construct is greater than the correlation. Based on the results of the analysis (Table 3), the AVE Square value of each latent construct is greater than the correlation since the model meets the criteria for discriminant validity.

Table 3. Fornell–Larcker criterion

Construct	EL	EM	CA	SP
Entrepreneurial Leadership (EL)	0.746*			
Entrepreneurial Mindset (EM)	0.636	0.886*		
Competitive Advantage (CA)	0.684	0.557	0.793*	
SME Performance (SP)	0.734	0.567	0.657	0.796*

* AVE Square

Source: SmartPLS output, 2025.

Inner Model Evaluation

The results of the Goodness of fit test (Table 4) obtained an R^2 value of 0.591, hence the model has a moderate level of accuracy (Hair et al., 2011). The f^2 values for the magnitude of the effect of entrepreneurial leadership on SME performance and competitive advantage are 0.246 and 0.360, with a large effect size. Furthermore, the magnitudes of the effect of entrepreneurial mindset on SME performance and competitive advantage are 0.018 and 0.050, with a small effect size. The effect of competitive advantage on SME

performance is 0.087, possessing a small effect size.

Model fit indices in PLS-SEM use the SRMR criterion. The analysis results show an SRMR value of 0.084, which is less than 0.10, and is therefore considered to have a good fit (Hu & Bentler, 1998). The results of the predictive relevance test obtained a Q^2 value greater than 0 indicating an exogenous construct have predictive relevance for the endogenous construct under consideration. To assess the significance of the path coefficient using bootstrapping, with 5000 bootstrap iterations and a significance level of 5%.

Table 4. Inner Model Evaluation

Path	Coefficient	p-value	R^2	f^2	Q^2
EL -> SP	0.479	0.000		0.246	0.361
EM -> SP	0.115	0.000		0.018	
CA -> SP	0.266	0.000	0.591	0.087	
EL -> CA	0.553	0.000		0.360	0.303
EM -> CA	0.206	0.043		0.050	
EL -> CA -> SP	0.147	0.000		-	
EM -> CA -> SP	0.055	0.011		-	

Source: SmartPLS output, 2025.

The results explain that entrepreneurial leadership and mindset have

significant positive effects on SME performance (Table 4), confirming

hypotheses 1 and 2, respectively. The results of the analysis also reported that entrepreneurial leadership and mindset had a significant positive effect on competitive advantage, confirming hypotheses 3 and 4. Additionally, competitive advantage has a significant positive effect on SME performance, confirming hypothesis 5. Mediation testing showed that competitive advantage was proven to mediate the effect of entrepreneurial mindset and leadership on SME performance, supporting hypotheses 6 and 7.

Discussions

SME performance is determined by entrepreneurial leadership. The results confirm that SME owners/managers who are oriented towards developing new ideas, taking risks, creativity, and innovation in managing business gain the benefits of increased performance. A dynamic business environment requires managers to be creative and innovative in following the changes (Kraus, 2013). Entrepreneurial leadership includes good potential combined with skills that promote creativity and innovation (Rehman et al., 2021; Sarwoko, 2020; Ziyae & Sadeghi, 2021), facing a dynamic business environment and contributing to business performance. This result supports previous research (Hensellek et al., 2023; Nguyen et al., 2021; F. Sawaeen & Ali, 2020) which reports the effect of entrepreneurial leadership on SME performance.

Entrepreneurial mindset has a positive effect on performance since SME conduct regeneration, organizational rejuvenation, and strategic updates following environmental changes. A dynamic business environment requires SME to adapt by carrying out strategic updates, rejuvenation, or regeneration in terms of customer growth, sales growth, profit, and achieving the owner's goals compared to competitors. This result provides an understanding that a strong entrepreneurial mindset promotes innovative behavior of taking risks, adapting to changes in the market, and achieving business performance (Agyapong et al., 2021;

Alshagawi & Mabkhot, 2024). Efforts to develop the ability to explore opportunities for business decision-making are needed to deal with environmental uncertainty. This research supports previous results on the importance of an entrepreneurial mindset to promote innovative behavior and achieve SME performance (Agyapong et al., 2021; Asenge et al., 2018; Juniardi et al., 2023; Ramadani et al., 2024). The consequences provide benefits for the company and individuals to achieve performance (Daspit et al., 2023).

These results show that entrepreneurial leadership influences competitive advantage. The ability to develop new ideas, take risks, and promote innovative behavior will be an advantage for SME. In a dynamic environment, entrepreneurial leadership enables innovative behavior, which will lead to competitive advantage (Ercantan et al., 2024; Fernald Jr. et al., 2005). This variable requires the ability to adapt to new opportunities and take risks, as well as build creativity and innovation to create a competitive advantage (Ercantan et al., 2024). In addition, competitive advantage can be achieved by an entrepreneurial mindset. Efforts to find new ideas, rejuvenate the organization, and update strategies increase the ability to adapt to environmental changes. This result supports previous research that an entrepreneurial mindset provides benefits in achieving competitive advantage (Daspit et al., 2023; Jaaffar et al., 2024).

Performance will be achieved when SME have a competitive advantage. This research confirms that the ability of SME to achieve competitive advantage provides long-term benefits in the form of increased performance. SME with a competitive advantage will run business efficiently, produce quality products/services, and respond to consumer needs and expectations. Previous research stated that competitive advantages were an important factor in achieving business performance (Kiyabo & Isaga, 2020; Yasa et al., 2020; Zainol & Al Mamun, 2018). Competitive advantage is the superiority of resources of a

company over competitors (Lee & Chu, 2011) and becoming a driver of business performance (Ferreira & Fernandes, 2017; Rua et al., 2018b).

The results of the mediation test show that an entrepreneurial mindset plays a role in mediating the effects of leadership on business performance. This variable has a positive effect on competitive advantage and SME performance. Similarly, entrepreneurial leadership has a positive effect on competitive advantage, impacting SME performance. According to the strategic entrepreneurship perspective, the components of entrepreneurial leadership and mindset are resources, contributes significantly to achieving business performance (Ferreira & Fernandes, 2017; Kiyabo & Isaga, 2020; Rua et al., 2018b; Yasa et al., 2020; Zainol & Al Mamun, 2018).

This research confirms the importance of developing strategic entrepreneurship to improve business performance and competitive advantage. In this context, long-term competitive advantage can enhance SME performance. Based on the strategic entrepreneurship perspective, competitive advantage is achieved through an entrepreneurial leadership and entrepreneurial mindset, with a resource advantage to implement strategies different from competitors (Lee & Chu, 2011). Previous research confirmed that strategic entrepreneurship components played an important role in competitive advantage (Cristo-Andrade & Ferreira, 2020; Paek & Lee, 2018). Based on the description above, this research explains the importance of dynamic capabilities in bridging the company's resources in an ever-changing business environment. The literature on entrepreneurial leadership, mindset, and business performance is also enriched. In addition, this research contributes to filling the gap between resource advantages and dynamic capabilities to manage resources in a dynamic market. The key to the success of implementing a strategy to gain a competitive advantage is determined by the ability to optimize the advantages of the resources

(Kim & Hoskisson, 2015; Marinagi et al., 2014; Urbancova, 2013).

This research provides several practical implications for SME managers. The results emphasize the importance of developing an entrepreneurial leadership and mindset to achieve competitive advantage and have consequences for improving SME performance. This evidence helps SME managers use abilities to manage resources to improve and support performance. To develop an entrepreneurial mindset, owners/managers should focus on the need for achievement, risk-taking, dispositional optimism, and alertness to opportunities. Furthermore, radical and new improvement ideas should also be increased to develop entrepreneurial leadership.

Conclusions

In conclusion, entrepreneurial leadership and mindset had a positive effect on SME performance through the mediation of competitive advantage. This research reported the importance of entrepreneurial leadership in improving SME performance. Increasing radical and new improvement ideas, as well as promoting creativity and innovation provided SME with benefits superior to competitors. In addition, understanding and developing entrepreneurial mindsets such as the need for achievement, risk-taking, always being dispositional optimistic, and being alert to opportunities were important aspects of improving competitive advantage and SME performance. The dimensions of strategic entrepreneurship allowed company to build and use competitive advantages in a particular environmental context through product, process, and market innovations.

In the context of the limitations, this research was conducted in one country and the results were difficult to generalize. However, the results can be the basis for future research on the relationship between entrepreneurial mindset, leadership, competitive advantage, and SME performance. Power distance or decision-making authority was not considered in leadership. Therefore, other results are

needed from countries with different cultural contexts to expand the generalization of the research. Analysis of several developed and developing countries can provide more evidence and insight into the factors of entrepreneurial mindset, and leadership, as well as the contribution to competitive advantage and performance. Additionally, performance is adjusted to the characteristics of SME, measured from the perception of owners/managers of customers, sales, profit growth, and owner goals. The measurement of performance using quantitative measures provides a better level of validity.

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