



Is Strategic Leadership having a mediating role in Ethiopia's SMEs sector when it comes to Entrepreneurial Skill and Motivation? A Multivariate Investigation

Dereje Dinsa Negeri¹, Gada Gizachew Wakjira², Shashi Kant³

¹ Ph.D. Scholar. Bule Hora University College of Business and Economics Department of Marketing Management, Bule Hora, Ethiopia. Email: derejedinsa12@gmail.com

² Ph.D. Scholar. Bule Hora University College of Business and Economics Department of Marketing Management, Bule Hora, Ethiopia. Email: gada.gizachew@bhu.edu.et

³ Assistant Professor. Bule Hora University College of Business and Economics Department of Management, Bule Hora, Ethiopia. Email: skant317@gmail.com

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ABSTRACT

The major prospects for MSE will result from their participation in the global marketplace as the financial system keeps moving towards greater integration. It is widely acknowledged that SMEs are increasingly significant in producing jobs, money, and innovation. Nevertheless, there are significant issues with the caliber of management, strategic leadership, entrepreneurial skill, and motivation in this industry, shortcomings in innovation, a lack of business savvy, marketing, entrepreneurial flair, and issues with practical knowledge and HR administration. This study will analyze the impact of entrepreneurial talent and motivation on business success, with strategic leadership as a mediating factor: The situation of a few SME sectors in Ethiopia. The study employed a Quantitative research design method using surveys and questionnaires to collect data. The selections of respondents for this study will be random sampling and purposive sampling for SME owners and leaders of both zonal and town job opportunity creation and skill offices and are purposely selected to respond to the questionnaires. Since the Zone is so prominent, the researcher will select 5 towns Nagele, Adola, Shakiso, Bore, and Haro Wachu. A total of 382 respondents was selected as the sample size. The sample size will be set using Yamane (1967) due to its ease of use, taking into account the estimated total population of 2,322 owners, employment opportunity creators, and competence office executives in 5 towns. The traditional linear regression model was used for the data analysis. In this instance, data analysis included using chi square, correlation, and ordinal logistic regression to examine the impact of entrepreneurial talent and motivation on business success, with strategic leadership as a mediating factor. The findings showed that every element had a favorable and noteworthy effect on company performance.

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Corresponding Author's Email: skant317@gmail.com

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1. Introduction

In both high- and low-income economies today, entrepreneurship and leadership are essential for small and medium-sized businesses (SMEs) and regional and national economic growth. Additionally, entrepreneurship and leadership significantly contribute to the Gross Domestic Product (GDP), the reduction of poverty, the equal distribution of income, tax revenues, export performance, domestic savings, the creation of jobs, and the entrepreneurial development of an economy (Wakjira & Kant, 2022b). Furthermore, because of its demand and effects on economic growth, technical advancement, and new market opportunities, many academics and policymakers concur that entrepreneurship and leadership are crucial to today's civilizations' success (Schlepphorst, Koetter, Werner, Soost, & Moog, 2020). As a result, today's young people are expected to have entrepreneurial skill and motivation to achieve in life. These talents are regarded as 21st-century competencies. In addition, challenges in entrepreneurship are unavoidable, and finding the drive to launch a new firm is one of them.

Jufri and Wirawan (2018) said that children acquire their self-employment and market leader roles in society and begin learning entrepreneurial and leadership abilities through games at an early age. This demonstrated how entrepreneurial skill is essential to the performance of business leadership and the basis for young generations to launch a firm. Because of this, Ethiopia still has a problem with it, especially in the Guji Zone regions. Several academics say motivation is the desire or predisposition to systematize, manipulate, and master ideas or organizations as fast and independently as possible. This definition is consistent with entrepreneurial competence. Entrepreneurial motivations, according to Shane, Drover, Clingingsmith, and Cerf (2020), can be divided into general (vision, drive, locus of control, passion, need for achievement, and need for independence) and task-specific categories (self-efficacy and goal setting). According to Schlepphorst et al. (2020), entrepreneurial intention was defined as aspiration driven by various reasons, which resulted in actual activity. Additional studies, such as those by (Barba-Sánchez & Atienza-Sahuquillo, 2017) and Lang and Liu (2019), have demonstrated that entrepreneurial motives influence the performance of business leaders.

Also, it is believed that strategic leadership is a key component of becoming a successful entrepreneur. According to Asbari (2020), whether a business or organization can survive in an environment of growing competition is the current global problem. In this situation, the leader serves as the organization's primary decision- and policy-maker. In order to control and guide the organization to progress in the right direction, leaders must possess the aptitude, knowledge, skills, and strategy (Astuti, Supanto, & Supriadi, 2019). Several elements could generally influence the success or performance of the business. These variables include entrepreneurial aptitude, entrepreneurial drive, and strategic leadership, which affect people's capacity to translate ideas into actions (Ahmad & Karadas, 2021).

Unfortunately, the performance of the small and medium-sized enterprise (SME) sector in Ethiopia, particularly in the remote Guji zone, home to the nation's capital, suffers from a lack of entrepreneurial aptitude and drive, which prevents them from turning a profit. The current study will evaluate the effects of entrepreneurial ability and motivation on the SME sector's business performance in the case of Guji Zone Oromia regional states, Ethiopia, with strategic leadership as a mediating factor.

2. Literature Review

The ability of Micro and Small Sized Enterprises (MSEs) to participate in the global marketplace will present some immense opportunities as the world economy continues to move toward greater integration (Wakjira & Kant, 2022a). It is widely acknowledged that SMEs play a more significant role in producing jobs, money, and innovation than ever (Asefa & Kant, 2022). However, there are significant concerns with the caliber of management, strategic leadership, entrepreneurial talent, entrepreneurial motivation in this industry, shortcomings in innovation, a dearth of business savvy, marketing prowess, practical knowledge, and human resource management (Adula, Kant, & Birbirsa, 2022).

Because of this, many businesses are unable to flourish and reach their full potential (Ahmad & Karadas, 2021).

However, many economic, social, and political issues of varying severity affect countries around the world, including those in the third world, which are not excluded (Schlepphorst et al., 2020). The various economic, social, and political issues these nations are currently dealing with—including the high unemployment rate they currently experience—harm their ability to develop sustainably. Therefore, unemployment has spread throughout the world in the twenty-first century, and a study done in Malaysia found that the issue is getting more complicated every year. Malaysia's labor market is engulfed in unemployment, underemployment, and rural-to-urban migration (Lim & Teoh, 2021).

In this instance, the SME sector is crucial to solving unemployment. This fact has led to an upsurge in SME tendencies globally during the past few years (Wakjira & Kant, 2022b). Most SME business owners prefer to operate this kind of enterprise because it can be established with only a modest amount of capital. Child and others, 2022 Yet, even though many scholars have focused their attention on examining the significance of the SME sector in fostering national economic development, including lowering the unemployment rate, the sector's performance is still up for debate. Several research on the performance of the SME sector has been completed. For instance, one study on the impact of entrepreneurial motivation on promoting interest in the example of Indonesia found that people are not interested in things if they lack the will to pursue them (Al & Mostafa, 2019; Putra & Adnyani, 2021).

Further, the study on strategic leadership's impact on intangible assets in Jordan (Zubi & Khalid, 2022) found that this impact is significant and beneficial. The current study will concentrate on combining the effects of entrepreneurial skill and entrepreneurial motivation on the performance of the business of SME sectors with the mediating significance of strategic command structure in the case of Guji Zone Oromia regional state, Ethiopia. Unfortunately, both studies do not address this issue due to theoretical and practical gaps. Several elements could generally influence the success of organizational effectiveness. These variables include entrepreneurial talent, entrepreneurial drive, and strategic leadership, which affect a person's capacity to translate ideas into actions (Barba-Sánchez & Atienza-Sahuquillo, 2017; Diabate, Sibiri, Wang, & Yu, 2019).

However, despite being remote from the center of the capital city of Ethiopia, the efficiency of SME sectors in the Guji zone is still underdeveloped. Lack of entrepreneurial skill, entrepreneurial motivation, and strategic leadership can all hinder SME sector success, preventing them from becoming profitable businesses. The current study will evaluate the effects of entrepreneurial talent and drive on the SME sector's business performance with the mediating role of strategic leadership in the case of Guji Zone Oromia regional states, Ethiopia.

2.1. Entrepreneurial Skill

Technical skills, management skills, and personal skills are the primary forms of entrepreneurial abilities, according to (Lyons, Lyons, & Jolley, 2019). However, prior studies indicating that entrepreneurial competencies significantly impact a company's business performance indicate that entrepreneurial skills are crucial for business continuity (Khan, Salamzadeh, Shah, & Hussain, 2021). In other words, SME managers or owners with strong entrepreneurial abilities also help their businesses succeed. The entrepreneurial phenomenon has several facets. Because of this, becoming an entrepreneur involves more than just starting a firm. It also means working as a change agent. Entrepreneurs often need to arm themselves with learning skills that enable them to help manage the business. Competence and competence require companies that assist Successor Businesses (Bird & Beechler, 1995). This perspective is held because individuals who create and alter firms by enhancing value by managing assets and possibilities engage in entrepreneurial competence.

Hence, entrepreneurial talents are aptitudes that motivate attitude adjustments so that people can continuously develop their skills, produce their results, and solve difficulties. An example of entrepreneurial competency is entrepreneurial talents. The secret

to successfully launching a firm, diversification, and long-term profitability is competence in entrepreneurial skills. Kutzhanova, Lyons, and Lichtenstein (2009) proposed four categories of entrepreneurial skills: technical skills, managerial skills, entrepreneurial skills, and personal maturity skills. Several research has created indicators of entrepreneurial skills. Four skill categories—technical skills, managerial skills, personal entrepreneurial skills, and personal maturity skills—were previously developed by Smith, Schallenkamp, and Eichholz in 2007. A collection of technical, management, leadership, and entrepreneurial abilities was established by Shabbir, Mohd Shariff, and Shahzad (2016) as a predictor of business success.

2.2. Entrepreneurial Motivation

Entrepreneurial motivation's impact on organizational performance. Entrepreneurial motivation, according to Lynch, Kamovich, Longva, and Steinert (2021), is the desire to launch a firm and set up the elements that make up the business. Further, entrepreneurial motivation is a complicated desire influenced by economic and non-economic factors, such as profession choice, and economic factors, like financial aspiration (Su, Zhang, & Ma, 2020). According to Barba-Sánchez and Atienza-Sahuquillo (2018) research, entrepreneurial motivation encourages someone to choose an entrepreneurial job. Extrinsic and intrinsic motivations are two types of entrepreneurial motivation (Lynch et al., 2021) There are four drivers of achievement intentions, which respectively are: entrepreneurial purpose, a role model of entrepreneurship and social value of a business, knowledge about enterprise, and mindset to become an entrepreneur (Al Idrus, Abdussakir, Al Idrus, & Ahmar, 2022; Alam, Kousar, & Rehman, 2019).

2.3. Strategic leadership

The idea that an organization's success and values are a product of its leaders' efforts was first articulated by Finkelstein and Hambrick (1996). They suggested that, for instance, the strategic choices made by top managers would impact the organization's long-term success (Oppong, Singh, & Kujur, 2020). Using the Upper Echelon Theory as a foundation, Finkelstein and Hambrick (1996) explored how top executives influence rational decisions in their firms. According to Phipps and Burbach (2010), the leader's vision, personality, influence, and verbal ability are the most critical Strategic Leadership Theory principles. To these ideas, Yukl (2011) adds that the theory also explains how shared motivations and beliefs influence organizational design, management style, and competitive strategies.

Furthermore, Hitt, Ireland, and Hoskisson (2016) have identified several behaviors that define strategic leadership and are particularly helpful for efficient corporate performance. They contend that strategic leaders must choose a course of action, build core competencies, effectively manage human resources, and preserve an influential organizational culture. Hence, Strategic Leadership Theory is the most appropriate because it addresses the relationship among the independent and dependent variables in the study. Based on the research of (Hitt et al., 2016), the current study will implement the strategic leadership effect.

2.4. Performance of Business

Small, medium-sized, and large firms all compete in the same market. The same market share is up for grabs among the three business sizes. A frequent construct used to assess the effectiveness of business plan execution is performance. Studies have shown that because performance is a multidimensional construct that is both empirical and theoretical, performance assessment becomes both a classic problem and a topic of discussion (Hakala, 2013). Moreover, researchers have created many metrics for measuring the performance of businesses. Hadjimanolis and Dickson (2000) use increasing sales, employee happiness, profitability, and market expansion to measure the performance of a business. By measuring customer and employee satisfaction, sales growth, and profitability, according to Kirca, Jayachandran, and Bearden (2005).

According to a study by Lumpkin and Dess (2013), the non-financial performance component assesses customer happiness, whereas the economic dimension measures

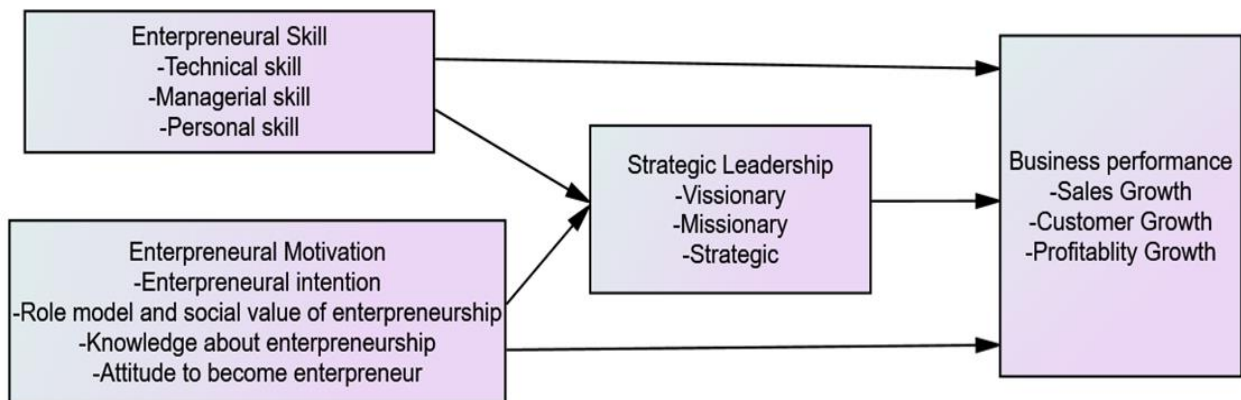
corporate performance and is validated by financial investment and sales growth indicators. Sorensen and Chang (2006) defined the following metrics: organizational growth, sales volume, revenue, and revenue growth. Three indicators—increasing sales, increasing profits, and increasing capital—were used by Lu, Tsai, Chen, and Lee (2013) to gauge the performance of their businesses. Growth, profitability, and productivity are the performance measuring factors in SMEs research.

2.5. Research Hypotheses

The hypothesis is a prediction (assumption) of the relationships the researcher expects to find among variables in the data set he/she/collects. (Larsen,2015) Accordingly, for the current study, the researcher set the following hypothesis:

- H1:** Entrepreneurial skill has a significant effect on the Performance of business.
- H2:** Entrepreneurial motivation has a significant effect on the Performance of business.
- H3:** Strategic leadership has a significant effect on the Performance of business.
- H4:** Strategic leadership Significantly mediates the relationships between Entrepreneurial skills and business performance.
- H5:** Strategic leadership significantly mediates the relationships between Entrepreneurial motivation and business performance.
- H6:** Entrepreneurial skill, Entrepreneurial motivation, and Strategic leadership have a positive and significant effect on each other and the Performance of the business.

3. Conceptual Framework



Source: Researchers Model Foundation (2023)

4. Methodology

4.1. Sample Size and Sampling Design

The selections of respondents for this study will be random sampling and purposive sampling for SME owners and leaders of both zonal and town job opportunity creation and skill offices and are purposely selected to respond to the questionnaires. Since the Zone is so prominent, the researcher will select 5 towns Nagele, Adola, Shakiso, Bore, and Haro Wachu. A total of 382 respondents will be selected as the sample size. Estimating the total population as 2322 owners, job opportunity creation, and skilled office leaders in 5 towns. The sample size (382) was determined by using Yamane (1967) formula for a finite (known) population which is

$$1 + 2322(0.03)^2 = 382$$

4.2. Data Collection Instrument

The researcher used a questionnaire to collect data for this investigation. The questionnaire is ideal for gathering the data needed for the study because the research is quantitative and the sample size is sizable. Each responder is asked to answer the same questions randomly to avoid bias. The questionnaire will initially be coded and mixed from distinct topics based on standard frameworks. As a result, the questionnaire generated insightful data necessary to attain the study's goals. A five-item Likert scale will be the foundation for the surveys created. Each sentence will receive a response on a five-point

Likert-type scale, with one representing "strongly disagree" and 5 representing "strongly agree."

Researchers, private individuals, private and public organizations, and even governments use this methodology. With this approach, a questionnaire is distributed to the relevant parties requesting that they complete and return it. A questionnaire comprises several questions printed or typed on a form or set of forms in a specific order. The questionnaire is mailed to responders, who must read the questions, understand them, and respond in the space provided on the actual questionnaire. The answers to the questions must be given by the participants on their own. Further, a questionnaire is a set of questions that are asked in advance of a group of people.

4.3. Data Analysis

Data analysis will be made in line with three primary stages: Data preparation, tabulation or presentation of statistics, and analysis of the relationship of variables as nicely as hypothesis testing. As part of data preparation, the data accumulated from the survey has been compiled, sorted for completeness, checked for errors and omissions, and coded to have the required quality, accuracy, and completeness. The data gathered via the questionnaire will be analyzed by the Statistical software AMOS. In this study, descriptive statistics such as percentages and frequency distribution were used to analyze the general profile of the participants.

4.4. Meta-Analysis of Reviewed Literature

A series of workbooks called Meta-Essential makes it easier to integrate and synthesize effect sizes from many research studies and offers graphics, tables, and statistics that may be useful. Based on the statistical data from each study, Meta-Essential produces statistical data on a collection of studies on the same topic.

Table 1
Effect Size of Reviewed Studies

Study name	R	N	Variance	Wt.(fixed)	Wt.(random)	Wt.(%)
Ahmad & Ahmad, 2021	0.42	100.00	0.01	100.00	23.65	7.64%
Wakjira, & Kant, 2022	0.31	130.00	0.01	156.25	25.85	8.35%
Asefa & Kant, 2022	0.02	80.00	0.04	25.00	13.84	4.47%
Hui Lim & Ban Teoh, 2021	0.12	300.00	0.00	301.89	28.10	9.08%
Child et al., 2022	-0.10	345.00	0.00	344.51	28.42	9.19%
Putra & Adnyani, 2021	-0.03	255.00	0.00	251.50	27.58	8.91%
Zubi & Khalid, 2022	0.37	120.00	0.01	146.29	25.57	8.26%
Diabate et al., 2019	0.48	130.00	0.01	189.06	26.62	8.60%
Badr El-Deen & Ali, 2021	-0.03	190.00	0.01	185.41	26.54	8.58%
Adula et. al. 2022	-0.15	240.00	0.00	239.66	27.43	8.87%
Schlepphorst et. al., 2020	0.03	232.00	0.00	223.40	27.21	8.79%
Kant, 2023	0.05	384.00	0.00	379.90	28.64	9.26%

Source: Meta Essential Output (2023)

Using a forest plot to represent the meta-analysis, the researchers visualized the association combined effect estimation and heterogeneity among the used studies.

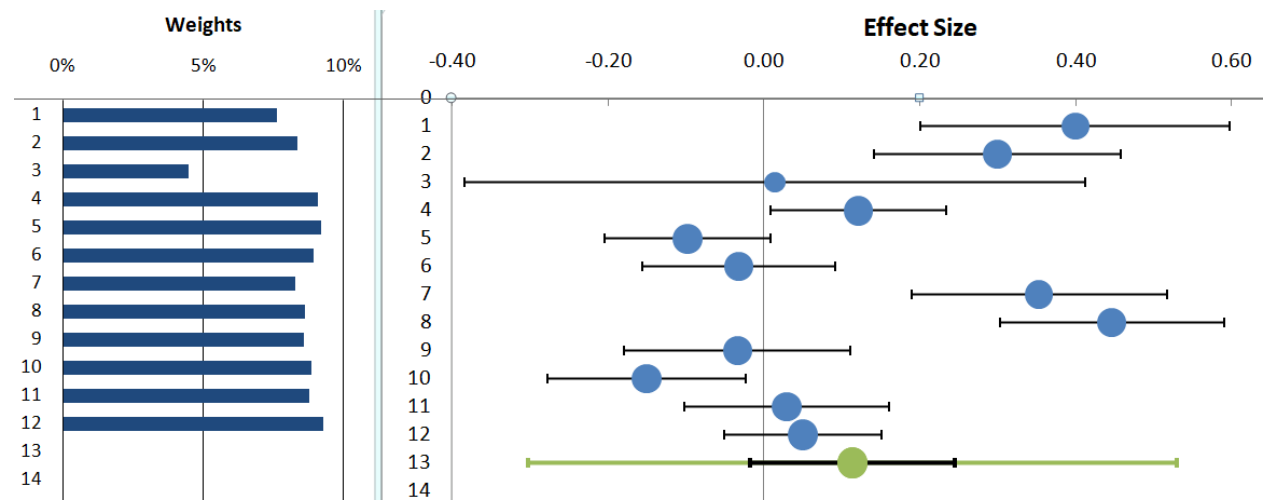


Figure 1: Forest Plot
Source: Meta Essential Output (2023)

The results of the plot area are calculated using a random effect model with a 95% confidence interval, as shown in Table # above. Because the scholar employed the n (number of samples) and r (correlation) used by earlier researchers in the study used by the scholars, the combined coefficient of determination found by the researcher through plot area is 0.75 in the form of partial correlation. The meta-analysis model's P-value was 0.000 ($p=0.000$ 0.05). It indicates that the data was not homogeneous or that its heterogeneity is considerable. Hence, the random effect model was chosen as the combined effect size model.

Moreover, the I^2 magnitude was determined to be 95.51% due to heterogeneity. I^2 is more significant than a chosen percentage (25%).

Table 2:
Meta-analysis Model

Model	Random effects model	
	Combined Effect Size	
Partial Correlation		0.11
Z-value		1.92
One-tailed p-value		0.027
Number of incl. studies		12
	Heterogeneity	
I^2		87.03%
T^2		0.03
T		0.18

Source: Meta Essential Output (2023)

A summary of the effect magnitude is shown in the Figure above. In the meta-analysis, eleven items were examined, as seen on the left. The forest plot consists of several features, such as the lower limit at the left end, the upper limit at the right end, and a bullet with various sizes in the middle, whose breadth denotes the weight sizes and whose position denotes the magnitude of each study's influence.

4.5. Moderator Analysis

In the context of a meta-analysis, the term "moderator analysis" refers to the application of a procedure to identify and consider systematic variations in the magnitude of the effect or outcome under consideration.

Although Meta-Essentials generates the statistics commonly displayed in a regression analysis, it is not suggested to emphasize the outcomes due to the small number of data points (studies). Instead of starting with the vector drawn through the scatter plot, as with any regression analysis, the researcher should do so. For instance, the scatter plot in the illustration in the Figure below clearly shows no connection between the moderator and the stated effect sizes. This is confirmed by the "insignificant" result of a regression weight significance test.

Table 3
Moderator Analysis

Study name	Moderator	Partial Correlation (z)	Standard Error	Weights
Hui Lim & Ban Teoh, 2021	18.00	0.12	0.24	12.59%
Child et al., 2022	20.00	-0.10	0.23	13.53%
Putra & Adnyani, 2021	14.00	-0.03	0.25	11.65%
Zubi & Khalid, 2022	19.00	0.37	0.31	7.76%
Diabate et al., 2019	13.00	0.48	0.30	8.07%
Badr El-Deen & Ali, 2021	19.00	-0.03	0.27	9.99%
Adula et. al. 2022	22.00	-0.15	0.26	11.12%
Schlepphorst et. al., 2020	17.00	0.03	0.26	10.98%
Kant, 2023	18.00	0.05	0.23	14.31%

Source: Meta Essential Output (2023)

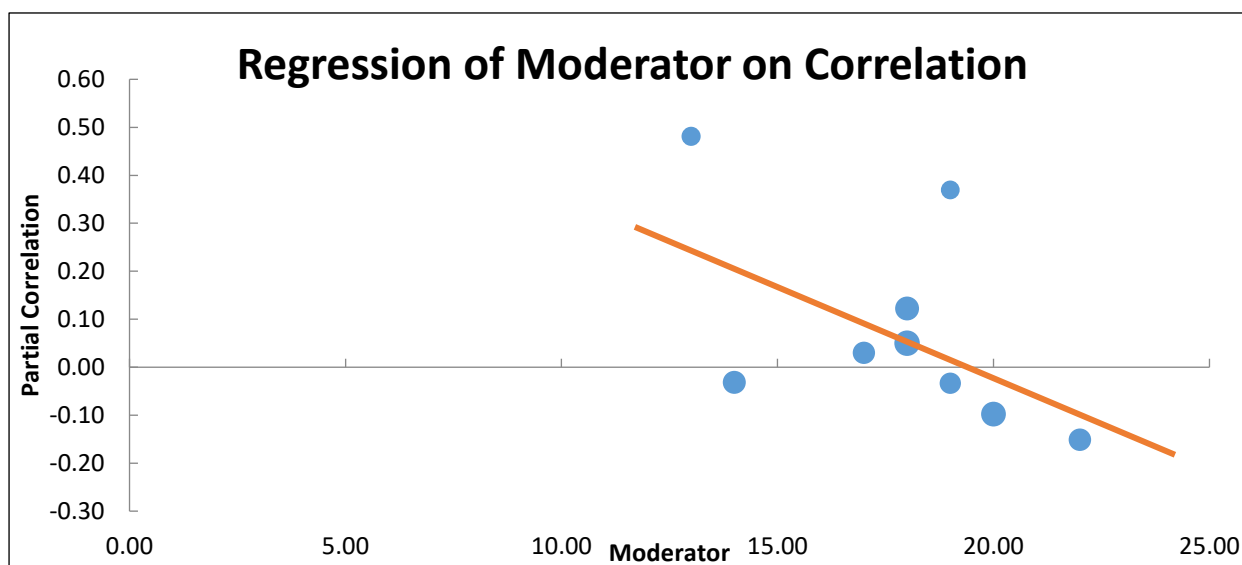


Figure 2: Moderation Plot
Source: Meta Essential Output (2023)

A scatter plot with a regression line and a table with various statistics make up the output on the Moderator Analysis sheet. Only nine studies—out of 12—were considered for mediation. Five exhibits a favorable impact, while four indicate a negative one.

Table 4
Intercept Analysis

	B	SE	CI LL	CI UL	β	Z-value	p-value
Intercept	0.74	0.61	-0.67	2.14		1.21	0.227
Moderator	-0.04	0.03	-0.12	0.04	-0.54	-1.13	0.260

Source: Meta Essential Output (2023)

Although Meta-Essentials generated the statistics generally displayed in a regression study, it is not wise to put too much weight on the outcomes because there are so few data points (with $z=1.21$ and Intercept $B=0.74$). Instead of starting with the line drawn through the scatter plot, as with any regression analysis, the researcher should do so. It displayed significant heterogeneity and publication bias.

4.6. Publication Bias

A funnel plot is a scatter plot of the studies included in a meta-analysis (shown by blue dots) in a space bounded by effect size (on the x-axis; scale provided on top of the image) and standard error (on the y-axis). Moreover, the total effect size is displayed (green dot), with its confidence interval and prediction interval in black (green). A vertical line connecting the (adjusted) total effect size and its corresponding lower and higher

confidence interval limits are also shown in the plot. The red color is also used for this line (red diagonal lines).

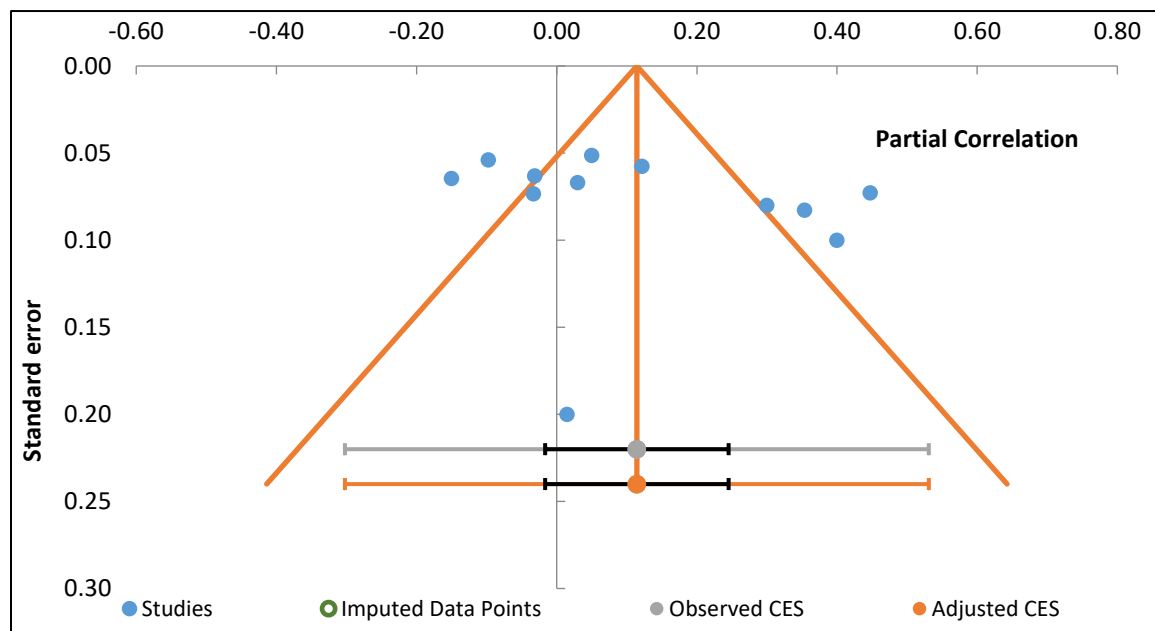


Figure 3: Funnel Plot
Source: Meta Essential Output (2023)

The researchers displayed the relationship between a study's precision and effect size using a funnel plot. It is a scatter plot of sample size (vertical axis) versus treatment effects computed from separate research (vertical axis). Regression analysis showed asymmetry in the funnel plot, indicating publishing bias.

Table 5
Egger Regression

	Estimate	SE	CI LL	CI UL
Intercept	1.22	3.77	-7.07	9.51
Slope	-0.13	0.74	-1.76	1.51
t-test	0.32			
p-value	0.753			

Source: Meta Essential Output (2023)

With a p-value of 0.753, Egger's test for a regression intercept revealed no indication of publication bias. An indication of publication bias is shown in the funnel plot of Figure 1. A possible publishing bias was indicated by the p-value of 0.091 from Begg and Mazumdar's rank correlation test.

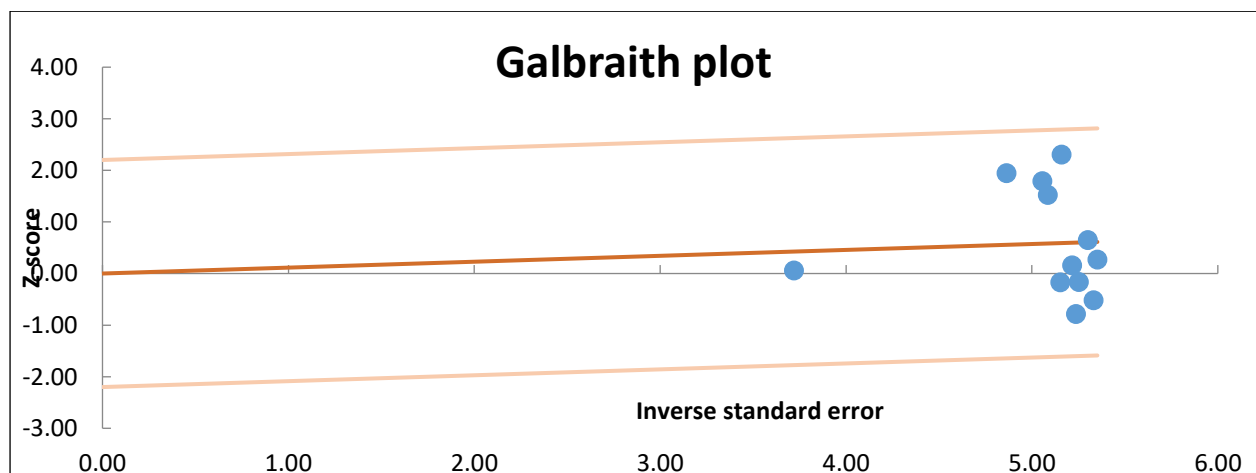


Figure 4: Galbraith Plot
Source: Meta Essential Output (2023)

Galbraith plots are a visual way to tell your meta-analysis. It showed that the overall effect size is proper, the precisions of the study-specific effect sizes are also under acceptance level, and there is no identification of probable outliers. It also analyzed and found the effect size heterogeneity.

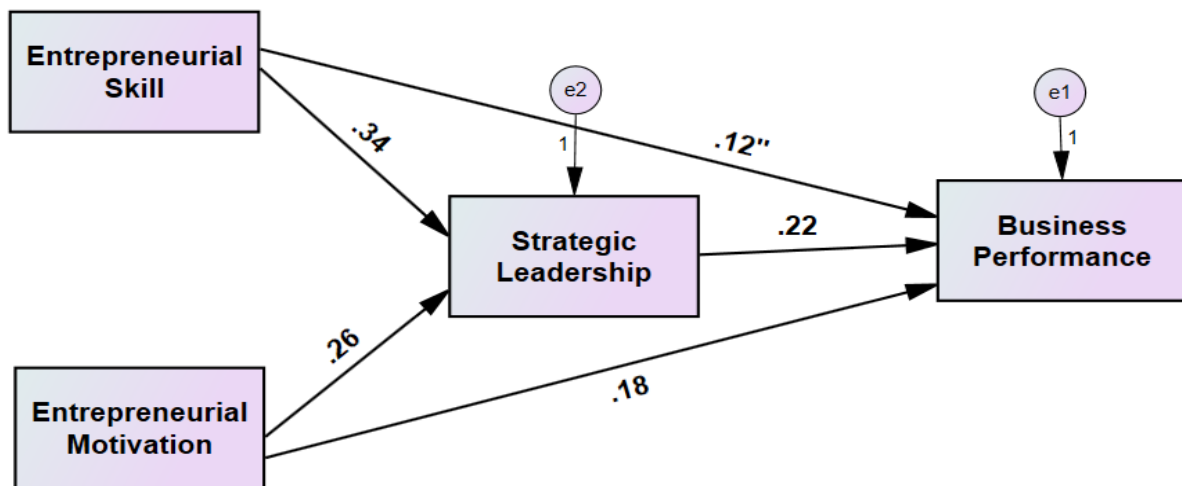
Table 6
Regression Estimate

	Estimate	SE	CI LL	CI UL
Intercept	0.00			
Slope	0.11	0.06	-0.02	0.25

Source: Meta Essential Output (2023)

5. Result and Discussion

Analysis of Moment Structures is referred to as AMOS. The researchers can access robust and user-friendly structural equation modeling (SEM) tools thanks to AMOS. Researchers developed more accurate models than they would have if they had only employed multiple regression models or conventional multivariate statistics.



Source: AMOS Output (2023)

Strategic leadership was regarded by SEM as a mediator variable, or mediator, that assists in explaining how or why an independent variable affects an outcome. It was determined that there was a mediation effect among the research variables; when strategic leadership was included in the regression, the influence of X on Y vanished (or at least diminished). Strategic leadership is how entrepreneurship talent and motivation affect others. Strategic leadership is a complete mediator between entrepreneurship talent and motivation and business performance, making their impact on performance insignificant (complete mediation). Researchers were chosen to look at the indirect influence that is unstandardized or standardized using AMOS. Researchers were able to observe the stated unstandardized indirect effect using mediation analysis. The fact that causal mediation analysis offers causal effect definitions that can be used to calculate causal effects for any mediation model is another reason it was chosen over traditional mediation analysis.

6. Conclusion

The research starts with identifying the problem area of the captioned title, framing objectives, and hypothesizing the relationship among the study variables. The data has been collected, and the result of consistency and reliability was observed from the suggested Cronbach alpha value. The result of the study reveals a demographic analysis of the respondent's correlation among the variables. Various assumptions diagnostic tests have been conducted where all the variables have passed the tests and become eligible for conducting multiple regression analysis. The result of regression explains that the level of significance of entrepreneurial skill (ES), entrepreneurial motivation (EM), and strategic leadership (SL) has the most significant path in the analysis of the performance of businesses of SMEs. Finally, the conclusion confirms that ES, EM, and SL have enormous

effects on the Performance of business of SME sectors. All the variables have undergone numerous assumptions diagnostic tests, passed them all, and now qualify for multiple regression analysis. The outcome of the regression analysis reveals the level of relevance of entrepreneurial skill (ES), entrepreneurial motivation (EM), and strategic leadership (SL) as having the most significant path in the analysis of the performance of the business of SMEs. The finding confirms that the ES, EM, and SL significantly impact the performance of the SME sectors' business sectors.

6.1. Limitations of Study

The study's results could not be generalized to manufacturing sectors like consumer durable products. Further, the study fails to understand the perceived opinion of the entrepreneurs without conducting qualitative research with the same category of respondents. The researcher faced challenges during the data collection due to the literacy background of the respondents.

6.2. Implication of Study

The study's outcome is quite relevant to the entrepreneurs of SMEs who will adopt the ES EM and SL to enhance their business performance. Further, the result is relevant to the government, which will take handholding of these entrepreneurs in establishing effective enter proneural skills and entrepreneurial motivation to increase their business performance. Implementing ES, EM, and SL among the SMEs could enhance their revenue generating potential that would accelerate the country's economic growth.

6.3. Suggestion for Further Research

The study has been done with a quantitative approach. However, future researchers can undertake a qualitative approach to understand the perception and opinion of the respondents so that effective ES, EM, and SL can be laid out for the benefit of the entrepreneurs of SMEs. There are some mediating and moderating variables, like supply chain strategy, which future researchers can take.

Authors Contribution

Dereje Dinsa Negeri: Completed the introduction and result part.

Gada Gizachew Wakjira: Helped in literature review and statement of the problem.

Shashi Kant: Assisted in data analysis and the conclusion part.

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t the research, authorship, and/or publication of this article.

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