



## A Qualitative Study of Harnessing Entrepreneurial Leadership for Sustainable Growth

Nicholas Renaldo<sup>a\*</sup>, Suhardjo Suhardjo<sup>b</sup>, Sulaiman Musa<sup>c</sup>, Cecilia Cecilia<sup>d</sup>, Kristy Veronica<sup>a</sup>

<sup>a</sup>Business Faculty, Institut Bisnis dan Teknologi Pelita Indonesia, Indonesia

<sup>b</sup>Bond Business School Participant, Bond University, Australia

<sup>c</sup>School of Business and Economics, Universiti Brunei Darussalam, Brunei Darussalam

<sup>d</sup>International College of Chinese Studies, East China Normal University, China

\*Corresponding Author: [nicholasrenaldo@lecturer.pelitaindonesia.ac.id](mailto:nicholasrenaldo@lecturer.pelitaindonesia.ac.id)

### Article History

Received

18 December 2023

Revised

29 January 2024

Accepted

6 March 2024

Published

31 March 2024

### ABSTRACT

The primary aim of this qualitative study is to explore the mechanisms through which entrepreneurial leadership can be leveraged to promote sustainable growth within organizations. This study contributes to the existing literature in several novel ways: Focused Qualitative Inquiry, Contextualized Exploration, Practical Implications, and Development of variable dimensions and indicators. Given the exploratory nature of the research questions and the need to understand complex phenomena in-depth, a qualitative research design is adopted. Organizations are selected purposively based on their reputation for entrepreneurial leadership and commitment to sustainability. Qualitative data from interviews, focus groups, and document analysis are analyzed thematically to identify recurring patterns, themes, and categories related to entrepreneurial leadership and sustainability (Thematic Analysis). The findings underscore the importance of visionary leadership, strategic alignment, and stakeholder engagement in advancing sustainability goals and fostering resilience in the face of evolving challenges. By leveraging their creativity, resilience, and strategic acumen, entrepreneurial leaders can navigate complex sustainability landscapes, driving innovation, and value creation while balancing competing priorities and stakeholder interests.

**Keywords:** Entrepreneurial Leadership; Sustainable Growth; Qualitative

**Fields:** Human Resource; Sustainability; Business

**DOI:** <https://doi.org/10.61230/nexus.v1i4.87>

**SDGs:** Quality Education (4); Decent Work and Economic Growth (8); Peace, Justice and Strong Institutions (16)

### INTRODUCTION

In today's dynamic and increasingly interconnected business landscape (Junaedi, Renaldo, Yovita, Veronica, & Jahrizal, 2023), the pursuit of sustainable growth has emerged as a paramount objective for organizations worldwide. This pursuit is not merely confined to traditional economic metrics but encompasses a broader spectrum of considerations, including environmental stewardship, social responsibility, and long-term viability. At the forefront of this endeavor stands the concept of entrepreneurial leadership (Imarni et al., 2022; Mairia et al., 2021; Ramadona et al., 2021), a multifaceted approach to leadership that emphasizes innovation (Su et al., 2020), agility, and a proactive orientation towards opportunities and challenges.

While extensive research has explored the linkages between various leadership styles (Abasilim et al., 2019; Panjaitan et al., 2023) and organizational outcomes (Alpler et al., 2021), there exists a growing recognition of the unique role that entrepreneurial leadership plays in driving sustainable growth (Junaedi, Panjaitan, Yovita, Jahrizal, et al., 2024). Entrepreneurial leaders are characterized by their ability to inspire and mobilize resources, their willingness to take calculated risks, and their vision for creating value in novel and impactful ways. These traits position them as catalysts for innovation, change, and adaptation, all of which are critical for navigating the complexities of a rapidly evolving business environment.

However, despite the theoretical importance attributed to entrepreneurial leadership in fostering sustainability (Renaldo, Junaedi, Suhardjo, Veronica, et al., 2024), there remains a paucity of empirical studies that delve deeply into its practical manifestations and implications within organizational contexts. This qualitative study seeks to address this gap by exploring how entrepreneurial leadership (Nyoto et al., 2024) is harnessed to facilitate sustainable growth in real-world settings.

Drawing upon insights from in-depth interviews, focus groups, and organizational case studies, this research aims to uncover the underlying mechanisms through which entrepreneurial leaders influence strategic decision-making, organizational culture (Junaedi, Renaldo, Yovita, Veronica, & Sudarno, 2023), and stakeholder engagement processes to advance sustainability goals. By adopting a qualitative approach, we seek to capture the nuances, complexities, and contextual specificities that shape the interplay between entrepreneurial leadership and sustainable growth.

Through a rigorous analysis of qualitative data, this study seeks to generate actionable insights and practical recommendations for leaders, managers, and policymakers seeking to foster a culture of sustainable entrepreneurship within their organizations. By elucidating the intricate dynamics of entrepreneurial leadership in driving sustainable growth, this research endeavors to contribute to both scholarly discourse and managerial practice in the pursuit of a more sustainable and resilient future.

The primary aim of this qualitative study is to explore the mechanisms through which entrepreneurial leadership can be leveraged to promote sustainable growth within organizations. Specifically, we seek to investigate how entrepreneurial leaders enact their vision, values, and strategies to integrate sustainability principles into the fabric of their organizations, thereby fostering long-term success that encompasses economic, environmental, and social dimensions.

This study contributes to the existing literature in several novel ways:

- **Focused Qualitative Inquiry:** While prior research has often examined the relationship between entrepreneurial leadership and organizational outcomes from a quantitative perspective, this study adopts a qualitative approach to delve deeply into the lived experiences, perceptions, and practices of entrepreneurial leaders in the realm of sustainability. By employing qualitative methods such as in-depth interviews, focus groups, and case studies, we aim to uncover rich insights and nuanced understandings that may not be captured by quantitative measures alone.
- **Contextualized Exploration:** Rather than offering generalized prescriptions or theoretical frameworks, this study seeks to contextualize the role of entrepreneurial leadership within diverse organizational settings and industry contexts. By examining how entrepreneurial leaders navigate specific challenges, opportunities, and stakeholder dynamics, we aim to shed light on the contingent factors that influence the effectiveness of entrepreneurial leadership in driving sustainable growth.
- **Practical Implications:** Beyond theoretical contributions, this study is designed to yield actionable insights and practical recommendations for organizational leaders, managers, and policymakers. By identifying best practices, success factors, and potential barriers to leveraging entrepreneurial leadership for sustainability (Nyoto, Effendi, et al., 2023), we aim to provide stakeholders with guidance on how to foster a culture of sustainable entrepreneurship within their respective domains.
- **Development of variable dimensions and indicators:** This research will develop dimensions and indicators of the Entrepreneurial Leadership and Sustainable Growth variables. This development is important because researchers need to develop variable measurements so that they are up to date with current conditions (Nyoto, Renaldo, et al., 2023). If the researcher is not updated with the current situation, then variable measurements will not be able to explain the actual condition of the research object.

## LITERATURE REVIEW

### Entrepreneurial Leadership

Entrepreneurial leadership is characterized by a proactive, innovative, and opportunity-driven approach to leading organizations. Scholars such as Shane and Venkataraman (2000) have emphasized the central role of entrepreneurial leaders in recognizing and exploiting opportunities for value creation, thereby driving organizational innovation and growth. Key traits associated with entrepreneurial leadership include risk-taking, vision-setting, resource leveraging, and a bias towards action (Rauch & Frese, 2007).

## Sustainability and Sustainable Growth

Sustainability encompasses the integration of economic (Junaedi, Sudarno, et al., 2023), environmental, and social considerations in organizational decision-making processes. Sustainable growth goes beyond mere profitability to encompass long-term viability and resilience across multiple dimensions. The seminal work of Elkington (1997) introduced the concept of the "triple bottom line," emphasizing the importance of balancing economic prosperity with environmental stewardship and social equity. Sustainable growth involves optimizing resource utilization, minimizing environmental impacts, and fostering positive social outcomes while maintaining profitability (Hart, 1995).

### Entrepreneurial Leadership and Sustainability

Research at the intersection of entrepreneurial leadership and sustainability has highlighted the potential for entrepreneurial leaders to drive positive environmental and social change within organizations. For example, Zahra et al. (2009) proposed a model of "sustainable entrepreneurship" wherein entrepreneurial leaders leverage their innovative capabilities to develop environmentally friendly products, processes, and business models (Putra et al., 2024). Similarly, Shepherd et al. (2015) emphasized the role of "ecopreneurial" leaders in promoting sustainability-oriented organizational cultures and practices.

### Resource-Based View (RBV)

The resource-based view (RBV) offers a valuable lens for understanding how entrepreneurial leadership contributes to sustainable growth by leveraging internal resources and capabilities (Rizvi & Garg, 2021). According to this perspective, sustainable competitive advantage arises from the strategic allocation and development of valuable, rare, and non-substitutable resources (Barney, 1991). Entrepreneurial leaders play a critical role in identifying, acquiring, and deploying such resources to create value for stakeholders while enhancing organizational resilience and adaptability (Hitt et al., 2001).

### Challenges and Contingencies

Despite the potential benefits of entrepreneurial leadership for sustainability, scholars have identified several challenges and contingencies that may influence its effectiveness. These include organizational inertia, institutional barriers, conflicting stakeholder interests, and short-termism in decision-making (Bansal & Roth, 2000; Bocken et al., 2014). Additionally, the contextual specificity of entrepreneurial leadership practices and their interaction with industry dynamics, regulatory frameworks, and cultural norms necessitates a nuanced understanding of their implications for sustainable growth (George et al., 2016).

## METHODOLOGY

### Research Design

Given the exploratory nature of the research questions and the need to understand complex phenomena in-depth, a qualitative research design is adopted (Junaedi, Panjaitan, Yovita, Veronica, et al., 2024). The study utilizes a case study approach to examine multiple organizations in diverse industry contexts (Renaldo, Tavip, et al., 2024). Case studies offer an opportunity to delve deeply into the intricacies of entrepreneurial leadership and sustainability within real-world settings (Renaldo, Junaedi, Suhardjo, Jahrizal, et al., 2024).

### Sampling

Organizations are selected purposively based on their reputation for entrepreneurial leadership and commitment to sustainability (Hadi et al., 2023). Efforts are made to ensure diversity in organizational size, industry sector, geographical location, and sustainability initiatives to capture a broad spectrum of perspectives and practices.

### Data Collection

Semi-structured interviews are conducted with key stakeholders, including CEOs, senior executives, sustainability officers, and other relevant personnel. Interviews explore topics such as leadership styles, organizational values, sustainability strategies, and perceived linkages between entrepreneurial leadership and sustainable growth. Focus group discussions may be conducted to facilitate interactive dialogue and triangulation of perspectives among employees, customers (Junaedi, Suhardjo, et al., 2024), suppliers, and other stakeholders (Mukhsin et al., 2023). Relevant organizational documents, such as sustainability reports, strategic plans, and internal communications, are reviewed to supplement interview data and provide additional insights into organizational practices.

## Data Analysis

Qualitative data from interviews, focus groups, and document analysis are analyzed thematically to identify recurring patterns, themes, and categories related to entrepreneurial leadership and sustainability (Thematic Analysis). Data coding is conducted iteratively to organize and categorize information according to key concepts and emergent themes (Syahputra et al., 2023). Comparative analysis is performed across case studies to identify commonalities, differences, and unique contextual factors shaping the relationship between entrepreneurial leadership and sustainable growth (Cross-case Comparison).

## Trustworthiness and Rigor

Findings and interpretations are validated through member checking, whereby participants are invited to review and provide feedback on preliminary findings. Multiple data sources and methods are employed to enhance the credibility and reliability of findings (Triangulation). Researchers maintain reflexivity throughout the research process, critically reflecting on their assumptions, biases, and interpretations to mitigate potential researcher subjectivity.

## RESULTS AND DISCUSSION

### Themes Emerging from Interviews and Focus Groups

The entrepreneurial leaders observed across the case studies epitomized a distinct set of characteristics that propelled their organizations towards sustainability and innovation. At the forefront of their leadership style was an unwavering vision, which served as a guiding beacon amidst the complexities of the business landscape. These leaders possessed a keen foresight, able to anticipate emerging trends, risks, and opportunities in the realm of sustainability. Their vision extended beyond immediate challenges, encompassing long-term goals and aspirations for creating a positive impact on society and the environment.

In tandem with their visionary outlook, entrepreneurial leaders exhibited remarkable creativity in problem-solving and solution generation. They approached sustainability challenges with an open-mindedness and willingness to explore unconventional approaches and novel ideas. Encouraging a culture of experimentation and ideation within their organizations, these leaders fostered an environment where innovation flourished. Whether it was developing sustainable products, implementing eco-friendly processes, or devising new business models, creativity was the driving force behind their sustainable initiatives.

Resilience was another hallmark trait observed among entrepreneurial leaders. In the face of adversity and setbacks, they remained steadfast in their commitment to sustainability objectives. They embraced challenges as opportunities for growth and learning, demonstrating an ability to adapt and pivot in response to changing circumstances. Rather than succumbing to inertia or resistance, these leaders remained agile and resilient, navigating through uncertainties with determination and perseverance.

Perhaps most notably, entrepreneurial leaders exhibited a willingness to challenge the status quo and disrupt conventional thinking. They were not content with maintaining the status quo but instead sought to catalyze organizational change and transformation. By questioning existing norms and paradigms, they encouraged their teams to think innovatively and critically about sustainability issues. This disruptive mindset enabled them to break through barriers, overcome inertia, and drive meaningful change within their organizations and industries.

Across the organizations studied, a diverse array of sustainability strategies were observed, each tailored to address specific environmental, social, and economic challenges while aligning with the organization's overarching mission and values. At the heart of these strategies was the proactive involvement of entrepreneurial leaders, who played a pivotal role in not only formulating but also driving the implementation of these initiatives.

Eco-design involves the integration of environmental considerations into the product design and development process, aiming to minimize environmental impacts throughout the product lifecycle. Entrepreneurial leaders spearheaded efforts to incorporate eco-design principles into product development, working closely with design teams, engineers, and suppliers to optimize product materials, manufacturing processes, and packaging. By championing eco-design initiatives, entrepreneurial leaders demonstrated a commitment to sustainable innovation, enhancing product competitiveness while reducing environmental footprints.

Waste reduction strategies focus on minimizing waste generation, improving resource efficiency, and implementing recycling and waste management practices. Entrepreneurial leaders took proactive steps to identify inefficiencies and waste streams within their organizations, implementing measures to reduce waste generation, optimize resource utilization, and promote circular economy principles. Through their leadership and vision,

entrepreneurial leaders fostered a culture of waste consciousness and continuous improvement, encouraging employees to innovate and implement waste reduction initiatives across all aspects of the business.

Renewable energy adoption involves transitioning from fossil fuels to renewable sources of energy such as solar, wind, and hydroelectric power to reduce carbon emissions and enhance energy security. Entrepreneurial leaders recognized the strategic importance of renewable energy in mitigating climate change risks and reducing operational costs. By investing in renewable energy infrastructure, implementing energy efficiency measures, and exploring alternative energy sources, entrepreneurial leaders positioned their organizations as pioneers in sustainable energy solutions, driving both environmental and economic benefits.

Stakeholder engagement strategies aim to involve internal and external stakeholders, including employees, customers, suppliers, and communities, in sustainability decision-making processes. Entrepreneurial leaders played a central role in fostering meaningful stakeholder relationships, engaging with diverse stakeholders to understand their perspectives, address concerns, and co-create sustainable solutions. Through transparent communication, collaboration, and partnership-building efforts, entrepreneurial leaders built trust and credibility, enhancing organizational legitimacy and social impact.

The culture within organizations studied was marked by a distinctive set of attributes that underscored a deep commitment to sustainability and organizational excellence. Central to this culture was a strong sense of purpose, instilled and nurtured by entrepreneurial leaders who recognized the transformative potential of aligning organizational goals with broader societal and environmental imperatives.

Entrepreneurial leaders articulated a compelling vision and mission that transcended mere profit-making and resonated with employees' intrinsic motivations and values. By communicating a clear sense of purpose centered around sustainability and social responsibility, entrepreneurial leaders inspired employees to connect with a higher cause and feel personally invested in the organization's success. This sense of purpose served as a unifying force, driving collective action and fostering a shared commitment to advancing sustainability goals across all levels of the organization.

Entrepreneurial leaders recognized the importance of collaboration and teamwork in achieving sustainability objectives that exceeded individual capabilities. They fostered a collaborative culture characterized by open communication, trust, and mutual respect, where employees felt empowered to contribute ideas, share knowledge, and work together towards common goals. Through cross-functional collaboration and interdisciplinary approaches, entrepreneurial leaders broke down silos and promoted synergies, harnessing the collective intelligence and creativity of diverse teams to address complex sustainability challenges.

In a rapidly changing business environment, adaptability was paramount to organizational resilience and success. Entrepreneurial leaders encouraged a culture of experimentation, innovation, and continuous learning, where employees were empowered to take calculated risks, embrace failure as a learning opportunity, and adapt quickly to changing circumstances. By fostering an environment that embraced change and uncertainty, entrepreneurial leaders equipped their organizations with the agility and flexibility needed to navigate evolving sustainability landscapes and seize emerging opportunities.

Entrepreneurial leaders embedded sustainability into the fabric of organizational culture, making it a fundamental value that permeated all aspects of operations, decision-making, and employee behavior. They provided resources, training, and support to enable employees to integrate sustainability considerations into their daily work practices, encouraging innovation and creativity in pursuit of sustainable solutions. Through their leadership and example, entrepreneurial leaders demonstrated a genuine commitment to sustainability, inspiring employees to embrace sustainability as not just a strategic imperative but a deeply held organizational value that guided their actions and decisions.

Effective stakeholder engagement emerged as a cornerstone of success in advancing sustainability goals within the organizations studied, with entrepreneurial leaders playing a central role in orchestrating and facilitating meaningful interactions with a wide array of stakeholders. This proactive approach to engagement went beyond mere consultation or communication; it involved actively seeking input, fostering collaboration, and co-creating sustainable solutions in partnership with stakeholders.

Entrepreneurial leaders embraced an inclusive approach to stakeholder engagement, recognizing the diverse perspectives, interests, and expertise that stakeholders bring to the table. They cast a wide net, engaging with a broad range of stakeholders including employees, customers, suppliers, local communities, government agencies, NGOs, and industry partners. By involving stakeholders from various backgrounds and sectors, entrepreneurial leaders ensured that sustainability initiatives were informed by diverse viewpoints and aligned with the needs and expectations of all relevant stakeholders.

Entrepreneurial leaders adopted a collaborative mindset, viewing stakeholders not as passive recipients of decisions but as active partners in the co-creation of sustainable solutions. They facilitated participatory processes such as workshops, focus groups, and stakeholder forums where stakeholders could contribute ideas, share insights, and co-design initiatives that addressed shared challenges. Through this co-creative approach, entrepreneurial leaders leveraged the collective wisdom and resources of stakeholders to develop innovative, contextually relevant solutions that generated buy-in and ownership among all parties involved.

Effective stakeholder engagement was instrumental in building trust and credibility, both internally and externally. By actively soliciting input and involving stakeholders in decision-making processes, entrepreneurial leaders demonstrated a commitment to transparency, openness, and accountability. This transparent and collaborative approach fostered trust among stakeholders, enhancing organizational legitimacy and credibility while mitigating potential conflicts or resistance to change.

Entrepreneurial leaders recognized the strategic value of stakeholder insights in informing strategic decision-making and risk management. They leveraged stakeholder feedback and input to identify emerging sustainability trends, anticipate potential risks or opportunities, and align organizational strategies with stakeholder expectations. By integrating stakeholder perspectives into strategic planning processes, entrepreneurial leaders ensured that sustainability goals were not only aspirational but also pragmatic and actionable, enhancing the likelihood of successful implementation and impact.

Within the context of RBV theory, entrepreneurial leadership traits such as vision, creativity, and resilience can be viewed as strategic resources that contribute to a firm's competitive advantage. These leadership traits enable organizations to identify and capitalize on sustainability opportunities, innovate new products and processes, and respond effectively to environmental and social challenges. For example, the ability of entrepreneurial leaders to envision and pursue sustainability-oriented strategies aligns with the RBV's emphasis on the importance of valuable, rare, and non-substitutable resources in achieving sustained competitive advantage.

The sustainability strategies adopted by organizations, such as eco-design, waste reduction, and stakeholder engagement, can be considered distinctive competencies (Yenni et al., 2024) within the RBV framework. These competencies represent unique capabilities that differentiate the organization from competitors and contribute to its long-term success. Entrepreneurial leaders play a critical role in developing and leveraging these sustainability-oriented competencies, aligning them with the organization's mission and values to create a sustainable competitive advantage.

Organizational culture, shaped by entrepreneurial leadership, can also be viewed as a valuable resource within the RBV framework. A culture that values innovation, collaboration, and sustainability fosters employee engagement, creativity, and adaptability, all of which are essential for driving sustainable growth. Entrepreneurial leaders cultivate such cultures by articulating a clear vision, empowering employees, and fostering a sense of shared purpose and responsibility towards sustainability goals.

Effective stakeholder engagement, facilitated by entrepreneurial leaders, can be seen as a strategic asset that contributes to organizational competitiveness (Agusta & Yusnidar, 2024). Building strong relationships with stakeholders, including employees, customers, suppliers, and communities, enhances organizational legitimacy, resilience, and access to valuable resources and opportunities. This aligns with the RBV's emphasis on the importance of relational and social capital in creating sustainable competitive advantage.

### **Cross-Case Comparisons**

While entrepreneurial leadership was pervasive across all cases, its manifestations varied depending on the organizational context. In smaller, younger firms, leaders exhibited more hands-on, visionary leadership styles, whereas in larger, established organizations, leadership was characterized by strategic delegation and empowerment.

The nature of the industry influenced the types of sustainability initiatives pursued and the strategies employed. For instance, technology firms focused on innovation-driven sustainability solutions, while manufacturing companies emphasized operational efficiency and resource optimization.

External factors such as regulatory requirements, market demand, and stakeholder expectations exerted significant influence on organizational sustainability efforts. Entrepreneurial leaders adeptly navigated these external pressures, leveraging them as opportunities for differentiation and competitive advantage.

### **Entrepreneurial Leadership Variable Development**

The following is a table of development of dimensions and indicators of the Entrepreneurial Leadership variable.

**Table 1. Development of Dimensions and Indicators of the Entrepreneurial Leadership**

<b>Dimension</b>	<b>Indicator</b>
Visionary Leadership: Ability to articulate a compelling vision that inspires and guides the organization towards sustainable growth and innovation.	<ul style="list-style-type: none"><li>• Clarity and articulation of the organization's mission, values, and long-term goals.</li><li>• Ability to communicate a clear and inspiring vision that motivates stakeholders.</li><li>• Demonstrated foresight in identifying emerging opportunities and challenges in the business environment.</li></ul>
Strategic Agility: Capacity to adapt quickly to changing circumstances, seize opportunities, and navigate uncertainty while maintaining a focus on long-term sustainability objectives	<ul style="list-style-type: none"><li>• Flexibility and responsiveness in strategic decision-making processes.</li><li>• Willingness to take calculated risks and experiment with new ideas and approaches.</li><li>• Ability to pivot and adjust strategies in response to market dynamics, regulatory changes, or disruptive trends.</li></ul>
Innovation and Creativity: Ability to foster a culture of innovation, experimentation, and creative problem-solving that drives sustainable value creation and differentiation.	<ul style="list-style-type: none"><li>• Support for creativity and idea generation among employees.</li><li>• Investment in research and development initiatives that prioritize sustainability and environmental stewardship.</li><li>• Track record of successful innovation projects or product/service developments with sustainability benefits.</li></ul>
Empowerment and Collaboration: Promotion of empowerment, collaboration, and inclusivity within the organization, enabling employees to contribute their talents and expertise towards shared sustainability goals.	<ul style="list-style-type: none"><li>• Delegation of decision-making authority and autonomy to employees at all levels.</li><li>• Encouragement of cross-functional collaboration and knowledge-sharing.</li><li>• Creation of opportunities for employee participation in sustainability initiatives and decision-making processes.</li></ul>
Resilience and Persistence: Capacity to persevere in the face of adversity, setbacks, and challenges, maintaining a resilient and determined mindset towards achieving sustainability objectives.	<ul style="list-style-type: none"><li>• Demonstrated resilience in overcoming obstacles and setbacks in pursuit of sustainability goals.</li><li>• Ability to maintain motivation and momentum during periods of uncertainty or failure.</li><li>• Commitment to long-term sustainability objectives, even in the absence of immediate rewards or recognition.</li></ul>
Ethical Leadership: Adherence to ethical principles, integrity, and social responsibility in decision-making and behavior, ensuring that sustainability efforts are grounded in ethical considerations and respect for stakeholders.	<ul style="list-style-type: none"><li>• Consistency between words and actions in promoting ethical conduct and corporate citizenship.</li><li>• Transparency and accountability in organizational governance structures and practices.</li><li>• Consideration of social and environmental impacts in business operations and supply chain management.</li></ul>

**Sustainable Growth Variable Development**

The following is a table of development of dimensions and indicators of the Sustainable Growth variable.

**Table 2. Development of Dimensions and Indicators of the Sustainable Growth**

<b>Dimension</b>	<b>Indicator</b>
Environmental Stewardship: Commitment to minimizing environmental impact and promoting ecological sustainability in business operations and practices.	<ul style="list-style-type: none"><li>• Reduction of greenhouse gas emissions, energy consumption, and waste generation.</li><li>• Adoption of renewable energy sources and eco-friendly technologies.</li><li>• Implementation of sustainable sourcing and supply chain management practices.</li></ul>
Social Responsibility: Recognition of social obligations and impacts, including the well-being of employees, communities, and other stakeholders.	<ul style="list-style-type: none"><li>• Compliance with labor standards, human rights, and fair employment practices.</li><li>• Investment in community development initiatives, philanthropy, and corporate social responsibility (CSR) programs.</li><li>• Promotion of diversity, equity, and inclusion within the organization and broader society.</li></ul>

Dimension	Indicator
Economic Resilience: Capacity to maintain financial stability, profitability, and long-term viability while pursuing sustainability objectives.	<ul style="list-style-type: none"> <li>• Diversification of revenue streams and business models to mitigate risks and adapt to market changes.</li> <li>• Investment in research and development, innovation, and strategic partnerships to drive competitive advantage.</li> <li>• Responsiveness to stakeholder demands and market trends, ensuring continued relevance and value creation.</li> </ul>
Ethical Governance: Adherence to ethical principles, transparency, and accountability in corporate governance structures and decision-making processes.	<ul style="list-style-type: none"> <li>• Implementation of robust corporate governance practices, including board oversight, risk management, and stakeholder engagement.</li> <li>• Disclosure of sustainability performance metrics and adherence to reporting standards such as the Global Reporting Initiative (GRI) or Sustainability Accounting Standards Board (SASB).</li> <li>• Alignment of executive compensation incentives with sustainability performance goals and metrics.</li> </ul>
Innovation and Adaptation: Ability to innovate, adapt, and transform business models, processes, and products/services to meet evolving sustainability challenges and opportunities.	<ul style="list-style-type: none"> <li>• Investment in research and development of sustainable technologies, products, and services.</li> <li>• Embrace of open innovation and collaboration with external stakeholders, including customers, suppliers, and industry partners.</li> <li>• Integration of sustainability considerations into product/service design, development, and lifecycle management processes.</li> </ul>
Stakeholder Engagement and Collaboration: Engagement with and involvement of diverse stakeholders in decision-making processes, fostering collaboration and co-creation of value.	<ul style="list-style-type: none"> <li>• Establishment of formal mechanisms for stakeholder consultation, dialogue, and feedback.</li> <li>• Integration of stakeholder perspectives and input into strategic planning and decision-making.</li> <li>• Partnerships and alliances with external stakeholders to address shared sustainability challenges and achieve mutual goals.</li> </ul>

### Implications and Recommendations

Organizations should invest in developing entrepreneurial leadership capabilities among current and future leaders through training, mentorship, and experiential learning opportunities. Entrepreneurial leaders should ensure that sustainability considerations are embedded into the organization's strategic planning processes, guiding decision-making at all levels. Building strong relationships with stakeholders is essential for driving sustainable growth. Entrepreneurial leaders should adopt inclusive, participatory approaches to stakeholder engagement, fostering trust and co-creation of value. Given the dynamic nature of sustainability challenges, organizations must embrace a culture of continuous learning, experimentation, and adaptation. Entrepreneurial leaders should encourage a mindset of resilience and agility, facilitating innovation and responsiveness to changing circumstances.

## CONCLUSION

### Conclusion

This study has explored the intricate relationship between entrepreneurial leadership and sustainable growth within organizations, shedding light on the mechanisms through which entrepreneurial leaders drive positive environmental, social, and economic outcomes. The findings underscore the importance of visionary leadership, strategic alignment, and stakeholder engagement in advancing sustainability goals and fostering resilience in the face of evolving challenges. By leveraging their creativity, resilience, and strategic acumen, entrepreneurial leaders can navigate complex sustainability landscapes, driving innovation, and value creation while balancing competing priorities and stakeholder interests.

### Implication

The implications of this study extend to both theory and practice. From a theoretical standpoint, the findings contribute to a deeper understanding of the role of entrepreneurial leadership in promoting sustainable growth, enriching existing literature on leadership, entrepreneurship, and sustainability. Practically, the study offers valuable insights for organizational leaders, managers, and policymakers seeking to foster a culture of sustainable entrepreneurship within their respective domains. Key implications include the importance of leadership development, strategic integration of sustainability into business practices, and collaborative stakeholder engagement strategies.



## Limitation

Despite its contributions, this study is not without limitations. Firstly, the qualitative nature of the research limits the generalizability of findings to broader populations or contexts. Additionally, the use of case studies may introduce bias or subjectivity in data collection and analysis. Furthermore, the study's focus on entrepreneurial leadership and sustainability may overlook other factors influencing organizational performance and resilience (Junaedi, Renaldo, Yovita, Augustine, et al., 2023; Zulkifli et al., 2023). Future research could address these limitations by employing mixed-method approaches, longitudinal designs, and comparative analyses across diverse organizational contexts.

## Recommendation

Based on the findings of this study, several recommendations are proposed for organizational leaders and policymakers:

- Invest in leadership development programs that cultivate entrepreneurial skills and sustainability competencies among current and future leaders (Junaedi, Panjaitan, Yovita, Veronica, et al., 2024).
- Integrate sustainability considerations into strategic planning processes, ensuring alignment between organizational goals, values, and sustainability imperatives.
- Foster a culture of stakeholder collaboration and co-creation, leveraging diverse perspectives and expertise to drive innovation and value creation.
- Embrace a mindset of continuous learning, adaptation, and resilience, anticipating and responding proactively to emerging sustainability challenges and opportunities.
- Encourage transparency, accountability, and metrics-driven approaches to monitor and evaluate the impact of sustainability initiatives, fostering a culture of performance and accountability.

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