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INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR)

Article DOI:10.21474/IJAR01/17213
DOI URL: <http://dx.doi.org/10.21474/IJAR01/17213>



RESEARCH ARTICLE

SUSTAINABLE LEADERSHIP AND PERFORMANCE OF SMS BUSINESSES IN TANZANIA'S ILALA DISTRICT: THE MEDIATING ROLE OF ORGANIZATIONAL LEARNING

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Manuscript Info

Manuscript History

Received: 05 May 2023

Final Accepted: 09 June 2023

Published: July 2023

Keywords: -

Sustainable Leadership, Organizational Learning, Sustainable Performance, PLS-SEM

Abstract

This study aimed to identify leadership practices that contribute to Ilala, Tanzania's SME success and sustainability. The study examined how sustainable leadership affected Tanzania's Ilala SMEs' long-term performance. The study focuses on successful SME leaders in micro, small, medium, and large firms with one to 100 employees and 5 million to 800 million Tanzanian shillings in capital investment (Tshs). This study links variables using quantitative data. Validate the model's accuracy. Using t-tests and path values, PLS validates hypotheses. We concluded from the data: Research shows that organizational learning affects SMEs' long-term leadership. Sustainable leadership improved Tanzania's Ilala SMEs' social performance. The research found that sustainable leadership helped SMEs in Tanzania's Ilala region. Organizational learning improves SMEs' long-term social performance in Tanzania's Ilala. According to research, sustainable leadership does not affect economic success. Sustainable leadership seems to indirectly promote sustainable economic success. Organizational learning moderates' sustainable leadership and environmental performance. Organizational learning (OL) alters the link between sustainable leadership (SL) and sustainable social performance (SSP). Organizational learning (SECP) moderates sustainable leadership and economic performance. The government may promote leadership development. Training and mentoring can make SMEs more productive and sustainable.

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Introduction:-

Sustainable development emphasizes organizational sustainability. Sustainable growth requires balancing economic, social, and environmental factors. Financial and economic goals should be balanced with social and environmental concerns. Sustainable performance requires meeting current needs without compromising future generations (Baumgartner and Rauter 2017). Sustainable leadership research must include diverse organizational cultures, demands, and environmental situations. Using international models and methodologies to achieve semantic interoperability is difficult. The developed theoretical framework emphasizes culture and sustainable leadership. Future business plans should integrate environmental and social sustainability. Sustainable leadership is a successful approach to long-term problems. Extensive research recommends examining the mechanism and conditional limits of sustainable leadership's influence on sustainable performance. A review of previous SME studies reveals major flaws. Few studies linked the parameters to SMEs' sustainability with mixed results. TBL can incorporate

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sustainable business practices, while RBV allows for a competitive advantage based on a firm's resources and skills. Ethical sensitivity, knowledge-sharing intensity, ICT access, financial access, and innovativeness were carefully chosen. Given the available data and research limitations, this study analyzes the critical factors affecting SME sustainability as identified in the literature and prior studies. Despite its development potential, the area has a high poverty rate (International Fund for Agricultural Development [IFAD], n.d.). In this bleak situation, the SME sector is key to creating new jobs and economic growth. Effective indigenous SME CEOs require public and private investments. Despite greater access to financing, ICT, mentorship and incubation programs, and changing regulations, research on SMEs in Tanzania has focused on why firms fail rather than what successful firms did to survive and expand. This research examines successful SMEs in Tanzania to better understand owner-manager leadership. We want to tell the stories of successful owners and managers and how they succeeded. Our goal is to uncover traits and leadership practices that shape SMEs' success and sustainability, not why they fail. Training and incubation programs may miss the mark, and regulations may not support necessary changes, leaving Tanzanian SMEs vulnerable to non-indigenous corporate dominance. SME leaders must generate innovation and long-term economic growth while improving Tanzania's business environment. No evidence-based advice exists for Tanzanian SME leaders on identifying and prioritizing success factors. Tanzanian SME research focuses on growth and failure. This research explored leadership components that define successful SMEs in Ilala, Tanzania, and their contributions to success and sustainability. This study examines the impact of sustainable leadership on SME performance in Ilala, Tanzania.

Motivation

The purpose of this study is to examine the impact of its findings on the future of the industry. Small and medium-sized businesses (SMEs) are extremely important to the local economy and can promote economic expansion and development. Owners of SMEs and policymakers can gain significant insights by gaining an understanding of the leadership practices that contribute to their success, which will eventually assist the growth and sustainability of these enterprises.

Contributions

In general, the findings of this study contribute to a better understanding of leadership practices in the context of Ilala's small and medium-sized enterprises (SMEs). These findings underline the significance of sustainable leadership, and organizational learning, and the influence these factors have on social and economic performance. The findings provide SME owners, policymakers, and practitioners with insights that may be put into practice to support the success and sustainability of SMEs in the area.

Literature Review:-

Small and Medium Entrepreneurs (SMEs)

Various Tanzanian research on SMEs often uses the two phrases interchangeably. Typical metrics include personnel count, investment, and sales volume. As shown in Table 1, micro businesses have one to four workers, small businesses have five to 49 employees, medium businesses have 50 to 99 employees, and big businesses have 100 or more employees. This research uses Tanzanian definition of SMEs since it is based on Tanzanian perspective. However, micro-enterprises are omitted due to a lack of registration and contact information. If a company has two types of employees, the degree of investment will be the decisive factor.

1. The Tanzania National Small Business Act 102 of 1996 establishes five kinds of firms in Tanzania. The definition is based on the number of workers per company size, yearly revenue categories, and gross assets (excluding fixed property). The five business categories are:
2. Survivalist business: The revenue earned is below the poverty threshold. This group comprises hawkers, sellers, and subsistence farmers. (In reality, survivalist businesses are generally classified as micro-businesses.)
3. Microenterprise: Revenues under the VAT registration threshold (that is, 150 000 per year). Their registration is typically informal. Spaza stores, minibus taxis, and domestic industries are examples. They only employ 5 people.
4. Very small enterprise has less than ten paid workers, except in mining, power, manufacturing, and construction, where the number is 20. These businesses are formal and have access to technology.
5. Small enterprise: 50 workers maximum. Tiny businesses are more established and have more intricate business processes than extremely small businesses.
6. Medium-sized enterprises (100-200 people) may operate in mining, power, manufacturing, and construction. Power is typically decentralized to a second management layer in these businesses.

Category	Employees	Capital Investment in Machinery (Tshs)
Microenterprise	1-4	Up to 5 mil.
Small Enterprise	5-49	Above 5 mil. To 200 mil.
Medium enterprise	50-99	Above 200 mil. To 800 mil.
Large enterprises	100+	Above 800 mil.

Conceptual Framework

The study was guided by a Conceptual model that sought to investigate the influence of sustainable leadership on the sustainable performance of SMEs in Ilala district Tanzania. Figure 2 briefly illustrates the pictorial view of the conceptual framework governing the study.

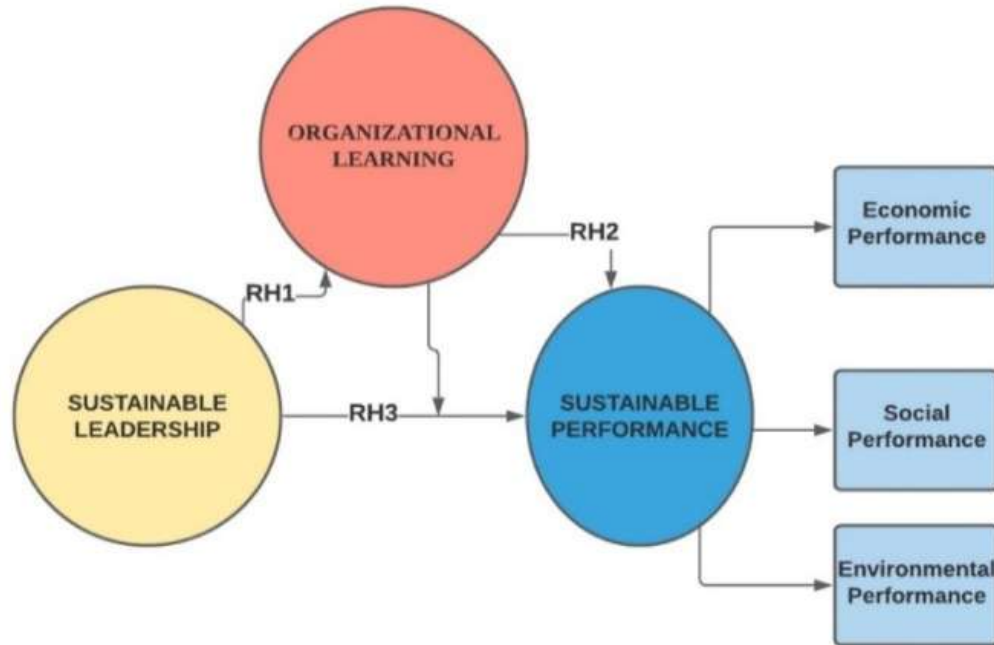


Figure 1:- Conceptual Framework of Study.

Sustainable Performance

Providing effective and efficient sub-systems while recognising deviations from the condition of balance. In order to achieve sustained success in SMEs, procedures are required. This mutually functioning method mandates each management level choice be executed via sustainability aspects. Currently, corporate groups are assessing performance differently. Assets, market position, and liabilities were historically used to assess an organization's success (Iqbal, Ahmad, and Halim 2020). Currently, stakeholders are pressuring and praising businesses to achieve their voluntary environmental and social objectives as a single unit. Organizations analyse economic, social, and environmental performance simultaneously. Sustainable performance evaluates and analyses corporate performance for all stakeholders. There are no boundaries in this area since firms consider both upstream and downstream stakeholders (Charter and Tischner 2017). (Burawat 2019) states that sustainable firms concentrate on reducing resource use, promoting environmental efforts, creating value for varied stakeholders, and improving financial performance. The World Commission on Environment and Development (WCED) issued "Our Common Future" in 1987 (Harlem 1987). Corporate sustainability has a range of meanings depending on sustainability and its link to companies. To summarise, manufacturing companies are key engines for economic development and improvement. Change is accelerating in industries, especially social, economic, and environmental.

Economic, Social, Environmental, Environmental Performance

Economic performance must be assessed. Several methodologies have been developed to evaluate economic performance. For company owners and investors, there are straightforward techniques to improve their organization's economic performance. From this perspective, it is critical to describe the firm's capacity to provide

value to its owners' or investors' capital. Most firms aim to maximise and expand value over time. As crucial as economic success, stakeholders pushing firms to accomplish environmental objectives are critical to attaining SP (Jabbour et al. 2020). Social performance is defined as the successful implementation of the institution's purpose following social ideals. Social performance includes safety management systems, occupational health, and the Safe Company programme. The link between social measurement and human resources is crucial. Social performance is a vital component of sustainable performance. It evaluates a company's social commitment, training and development, welfare assistance, working conditions, and other employee advantages (Amui et al. 2017). Aside from financial achievement, social performance is also vital (Pislaru, Herghiligiu, and Robu 2019). Employee programmes, workplace health and safety, product responsibility, and customer relations management are also assessed (Pislaru, Herghiligiu, and Robu 2019).

Environmental performance evaluates an organization's environmental criteria compliance. Environmental management systems and other charity tools help the organization's environment. Long-term profitability depends on environmental goals. As important as economic and social goals are environmental ones. Sustainable performance requires win-win situations (Henao, Sarache, and Gómez 2019). Sustainability's third component is environmental performance. Enterprises' environmental performance was measured by reducing CO2 emissions and waste production (Akanmu, Hassan, and Bahaudin 2020), managing environmental risk (Iqbal, Ahmad, and Ahmad 2021), and reporting environmental compliance (Amui et al. 2017). Openness and participatory decision-making are key to organizational learning (E.-J. Kim and Park 2019). Organizational learning encourages people to go beyond official standards like resource conservation. Organizational learning gives employees civic virtue. Literature links organizational learning to conscientiousness, civic virtue, and organizational citizenship (E.-J. Kim and Park 2019).

Organizational learning indirectly encourages civic behaviour (E.-J. Kim and Park 2019). Multiple definitions exist for sustainability. In 1987, the UN Brundtland Commission defined ecosystem sustainability as "meeting the needs of the present generation without compromising future generations' ability to meet their own needs." This definition of sustainability means that current populations may use what they need from the earth's capital, but they must leave ample resources for others with minimal waste. Who leads sustainably? In an organizational context, the U.N. definition requires both individuals and organizations to reduce overconsumption and waste. Waste reduction must begin with board directors and HR. Socially and environmentally responsible business practices reduce operational expenses, improve stakeholder relations, increase profitability, and create a competitive advantage. Environmental, social, and economic sustainability are interconnected. John Elkington's triple bottom line is interdependent: "Society depends on the economy, and the economy depends on the global ecosystem, whose health represents the ultimate bottom line." Sustainable leadership embraces sustainable practices and the triple bottom line. Our definition of sustainable leadership is: mindful actions and behaviours that embrace a global worldview to recognize the connection between the planet and humanity, thereby effecting positive environmental and social change. Sustainable leadership creates an environmental vision through cultural changes and networking (Al-Zawahreh, Khasawneh, and Al-Jaradat 2019).

Sustainable leadership improves organizational performance by reducing expenses and increasing revenue. Sustainable leaders build relationships with internal and external stakeholders. Sustainable leadership protects and efficiently uses natural resources. The next section discusses sustainable leadership styles. Different types of leadership affect their organization's performance in different ways. Transformational and transactional leadership affect an organization's performance. Using Bass & Avolio's (1985) multifactor leadership questionnaire-MLQ, most studies (Feranita, Nugraha, and Sukoco 2020) measured transformational and transactional leadership. Some studies found transformational without transactional ineffective in improving SMEs' performance (Baysak and Bozkurt 2020). Transformational leadership improves SME performance but is not transactional. According to several studies, transformational and transactional leadership improves SME performance. Transformational leadership is more effective statistically (Feranita, Nugraha, and Sukoco 2020; Paudel 2020; Tong 2020).

The two leadership styles used simultaneously in leading SMEs depend on the situation. Several scholars have studied transformational leadership's effect on SME performance. Transformational leadership has been found to improve SME performance in developed countries like China (Tong 2020), and Thailand (Burawat 2019), as well as developing countries like Indonesia (Feranita, Nugraha, and Sukoco 2020), Turkey (Baysak and Bozkurt 2020), and Nepal (Paudel 2020). Developmental research on transformational leadership styles and SME performance. Some of the studies above tested transformational and transactional leadership, but there are also charismatic and participatory leadership styles (Feranita, Nugraha, and Sukoco 2020). Other studies examined entrepreneurial

orientation's role in transformational-transactional leadership and SME performance (Baysak and Bozkurt 2020; Paudel 2020). Entrepreneurial orientation encouraged SME leaders or managers to be innovative, proactive, and risk-taking, mediating the relationship between transformational leadership and SME performance but not transactional leadership and SME performance (Paudel 2020). According to (Widianto and Harsanto 2017), entrepreneurial orientation mediated transformational leadership and organizational culture with SME performance.

Transformational leadership is also mediated by innovation-related attributes (Sethibe 2018), and culture of innovation (Rehman, Bhatti, and Chaudhry 2019). (Sethibe 2018) found that transformational leadership can't directly boost SME innovation. It can be improved by an organizational climate that supports innovation and boosts SME performance. Transformational leadership positively moderated business innovation, including product, process, marketing, and organizational innovation, toward SME marketing performance. Transformational leadership improves the impact of business innovation on SME marketing performance. All dimensions of transformational leadership affect SMEs' innovation performance, except inspirational motivation. Inspiring and motivating subordinates isn't enough to boost SME innovation. Idealism, intellectual stimulation, and individualized consideration are needed.

(Singh et al. 2020) found that green transformational leadership improved SME environmental performance. Transformational leadership and SME performance depend on organizational learning. Transformational and transactional leadership affect SME financial and growth performance through organizational learning, including learning commitment, sharing goals, and openness (Tong 2020). Similar results were found in (Rehman, Bhatti, and Chaudhry 2019). Transformational leadership improves SMEs' performance through organizational learning and flexible work teams (Yulianeu et al., 2020). Transformational leadership improves SMEs' creative performance by facilitating knowledge sharing (Sulistiyani et al., 2018). SMEs must use transformational leadership to improve employee learning and overall performance.

In SMEs, entrepreneurial leadership is common. Entrepreneurial leadership combines two separate concepts: leadership and entrepreneurship (Al Mamun et al. 2018). Scholars defined entrepreneurial leadership due to its importance in entrepreneurship (Paudel 2020). Previous studies show that entrepreneurial leadership improves SME financial, operational, productivity, growth, and sustainability (Kautsar, Asandimitra, and Aji 2018; Paudel 2020; Sawaeen and Ali 2020b). Several studies examined the effect of entrepreneurial leadership on SME performance, including financial self-efficacy (Kautsar, Asandimitra, and Aji 2018), social capital (Purwati et al. 2021), learning orientation (Sawaeen and Ali 2020a), good governance (Usman, Hartani, and Sroka 2020), and competitive advantage (Phangestu, Kountur, and Prameswari 2020).

Innovation, like transformational leadership, helps entrepreneurial leadership and SME performance. Innovation capacity mediates the relationship between entrepreneurial leadership and organizational performance in SMEs. By studying innovation mediation, Purwati et al. (2020) confirmed these results. Paudel (2019) found that entrepreneurial leadership encouraged organizational innovation and improved SMEs' performance in Nepal. Paudel (2019) found negative results from the business environment's moderation effect. It shows that SMEs in developing countries like Nepal are unprepared for a changing, uncertain environment. Total quality management (TQM) practice mediates entrepreneurial leadership and SME performance. Entrepreneurial SME leaders or managers can encourage organizations to continue developing quality and focus on customer satisfaction as part of TQM practices. SME's financial and operational performance (Sawaeen and Ali 2020b). TQM's effectiveness depends on top management's commitment to the practice (Sawaeen and Ali 2020b). Some studies examined entrepreneurial leadership as a mediator between entrepreneurial orientation and business performance (Hayat Bhatti et al. 2019), as well as perceived organizational support and organizational performance in an SME context (Imran and Aldaas 2020). Thus, entrepreneurial leadership increased SME performance through entrepreneurial orientation and organizational support.

Entrepreneurial leadership affects SMEs' sustainability, according to (Al Mamun et al. 2018) and (Nor-Aishah, Ahmad, and Thurasamy 2020). (Al Mamun et al. 2018) examined responsibility, accountability, analytical thinking, and emotional intelligence as part of entrepreneurial leadership on organizational performance. SMEs' sustainability improved with all but accountability. (Nor-Aishah, Ahmad, and Thurasamy 2020) reviewed SME sustainability performance based on the triple bottom line (TBL) theory, which consists of profit, people, and planet (ENSPF). Transformational leadership improved ENSPF and SOSPF but not ECSPF. Naturally, businesses that use sustainability won't see financial benefits quickly (Nor-Aishah, Ahmad, and Thurasamy 2020).

Sustainability is a global challenge, including for SMEs. Sustainable leadership has emerged as an effective leadership style to drive sustainability practices in organizations and communities (Iqbal et al., 2020). This leadership style is new, especially in SMEs, so studies are limited. (Iqbal, Ahmad, and Halim 2020) discuss sustainable leadership concerning SME sustainable performance in Malaysia, Indonesia, Brunei Darussalam, and Pakistan, and (Burawat 2019) in Thai SMEs. According to (Iqbal, Ahmad, and Halim 2020), sustainable leadership can improve SMEs' sustainability performance by encouraging organizational learning through psychological empowerment. (Iqbal, Ahmad, and Halim 2020) examined psychological safety's mediating role and found that sustainable leadership improved sustainable performance. The JD-R model's psychological empowerment also positively moderated this relationship. (Iqbal, Ahmad, and Ahmad 2021) found the same results when they tested the mediating role of organizational learning based on NRBV and dynamic capability theory.

SMEs must develop learning and empowerment practices to improve their sustainability performance. (Burawat 2019) found that lean manufacturing drives sustainability performance in SMEs (manufacturing sector). Strategic leadership in SMEs' performance context is hard to find, but it's needed. A strategic leader can make quick, accurate decisions in complex, unpredictable business environments (Mui, Basit, and Hassan 2018). Only two studies were found on strategic leadership and SME performance. (H. S. Kim and Cho 2020) studied SMEs in South Korea, and (Mui, Basit, and Hassan 2018) studied SMEs in Malaysia. According to (H. S. Kim and Cho 2020), strategic leadership, which includes strategic direction, strategic supervision, maintaining an appropriate organizational culture, ethical management, and developing human resource competencies, improves SMEs' financial and growth prospects. (Mui, Basit, and Hassan 2018) examined how a leader's vision, strategic direction, core competencies, human resource development, and innovation capabilities affect SME performance. Only innovation ability affected business performance, though. (Mui, Basit, and Hassan 2018) argued that most SME leaders or managers in Malaysia ignored a long-term vision, focused on daily operational tasks instead of strategic ones, lacked managerial skills (core competencies), and focused on maintaining business instead of increasing human resources.

Future organizations may benefit from servant leadership. Servant leadership emphasizes people's growth and well-being over self-interest (Raja Hisham et al. 2020). (Raja Hisham et al. 2020) said servant leadership could be one of the best leadership styles for SMEs because SMEs leaders play a key role in employee engagement. (Raja Hisham et al. 2020) studied servant leadership and SME performance. Only emotional healing, wisdom, and organizational stewardship improved SMEs' performance. Insignificant were altruistic inclinations and persuasive mapping. (Raja Hisham et al. 2020) said employee interests over organizational needs caused the business imbalance. SME workers must be agile and not wait for instructions. This research creates a guideline for sustainable leadership. The guidelines will include many sustainability indicators. The previous chapters' literature reviews were used to develop this guideline. A scientific recommendation should be based on empirical research, expert debate, and consensus. This guideline is a first attempt that needs more study. First, the guideline development procedure is given. The guidelines cover sustainable leadership characteristics based on literature. The study should identify learning opportunities to help (sustainable) leaders implement the guidelines. This study examines sustainable leadership. Leaders must act sustainably to integrate sustainability into enterprises. Be cautious when it comes to long-term growth. Dialoguing, co-creating the future, Go, Be Innovative, and Be Consistent This study connected sustainable leadership and organizational learning using RBV theory and dynamic capacity theory. According to the RBV literature, companies use resources to compete. Sustainable leadership can boost organizational learning, competitive advantage, and dynamic capacity. We used dynamic capability theory to link organizational learning and sustainability. In a market that is always changing, organizational learning is a source of long-term competitive advantage.

Evidence and Theory

Friendly learning environments and open communication improve learning (Seddighi and Mathew 2020). A safe workplace encourages learning. Shared principles and a willingness to work and share information are essential (Keyes and Benavides 2018). Sharing improves staff skills, knowledge, and experience (Zheng, Yin, and Li 2019). Innovate, develop personnel, think long-term, operate ethically, and have a strong corporate culture. The authors use confirmatory factor analysis ($\chi^2 = 3.90$, NFI = .99, NNFI = .99, GFI = .99, CFI = .99, IFI = .99) to verify the scales' one-dimensionality, validity, and reliability ($\alpha = .71$). Individuals and groups learn through organizational learning. Cognitive and behavioral change Organizational learning is a must. Most companies fail within 40 years. The hypothesis

Sustainable leadership impacts organizational learning. Learning activities and practices improve long-term performance, so organizational learning is crucial. Organizational learning helps firms identify new venture opportunities and align with the environment. It helps a company adapt to volatile markets. Hosseini et al. Encourage employees to believe in the company's sustainability commitment (Macke and Genari 2019). Psychological security implies a learning structure (Lyman, Shaw, and Moore 2017). Supportive leadership indirectly affects psychological safety (Newman et al. 2017). Through organizational learning, compassion improves company performance (E.-J. Kim and Park 2019). Management development, long-term employment, knowledge sharing, and innovation platforms promote organizational learning and citizenship (E.-J. Kim and Park 2019).

Research Methodology: -

Research Design

The positivist research paradigm was used in the investigation. The research paradigm in a study is a set of associated notions, presumptions, and ideas. It establishes expectations, motivation, and study goals. Thus, the research design is influenced by the study paradigm (Saunders, Lewis & Thornhill, 2017). The positivist paradigm examines concepts and hypotheses using scientific methods. It supports positivist research (Creswell & Creswell, 2017). To test a hypothesis, quantitative research creates hypotheses (Saunders, Lewis & Thornhill, 2017). As a result, this study uses quantitative data to examine the relationship between study variables (Creswell & Creswell, 2017). Quantitative information was collected using a survey instrument on topics like sustainable leadership, organizational learning, and performance. The research paradigm is a set of interrelated concepts, claims, and presumptions that support the theoretical and scientific foundations of the study's methodology. It lays the path for the conduct and interpretation of information or research by establishing study objectives, motivation, and expectations. The research paradigm is therefore essential to the conduct and choice of a study design (Saunders, Lewis, & Thornhill, 2017).

The positivist paradigm is founded on scientific practices and is interested in using observation and measurement to examine concepts and assumptions. The positivist worldview justifies quantitative research (Creswell & Creswell, 2017). A logical methodology is used in quantitative research, in which hypotheses are created to support the hypothesis (Saunders, Lewis & Thornhill, 2017). As a result, this study uses a quantitative method that is deductive and uses quantitative data to analyse the relationship between study variables (Creswell & Creswell, 2017). Additionally, survey instruments—i.e., questionnaires with closed-ended responses—were used to collect quantitative data on issues including sustainable leadership, organizational learning, and organizational performance. The study used an explanatory research design based on the research paradigm. An explanation of the causes of the numerous correlations between study variables is the goal of an explanatory research design, which goes beyond description. This approach was justified because it would help the researcher, via the mediation of organizational learning, explain the causes of the phenomena of analysis of the influence of sustainable leadership on the sustainable performance of SMEs in ILALA of Tanzania. The other benefit is that it goes beyond description to explain how SMEs' sustainable leadership affects their ability to function sustainably.

Sample Size

$$n = \frac{Z^2 pq}{d^2}$$

When n = minimum sample size, Z = Standard normal deviate corresponding to 5% significance level, p = proportion of the target population that had a moderate to good standard of practice relating to environmental sanitation thus 49%, $q = 1 - p$ ($1 - 0.49 = 0.51$), d = tolerable error of margin set at 0.05, $Z = 1.96$. In the equation for computing the sample size, Z_2 is the standard normal variate at 95% confidence interval P is the expected proportion in the population based on previous studies or pilot studies d is the absolute error or precision $Z_2 = 1.96$ $P = 50\%$ which is equal to 0.5 $d = 1 - 0.5 = 0.5$. Based upon the estimation from the equation, 350 respondents were chosen for the study. The scope of the study is centred leaders of Small medium enterprises in ILALA district of Tanzania from all field of business. Specifically, a simple random sampling was used to select the 350 respondents from various SMEs in the ILALA district of Tanzania. Out of that, the sample will be drawn out of the total using the proposed formula shows.

Smart PLS-SEM

The PLS approach was used for data analysis in this research for three reasons. To begin, this research investigated the relationship between sustainable leadership and sustainable performance moderating organizational learning. PLS is a suitable technique for identifying causal-predictive correlations. As a result, this investigation validates the

In your firm, leadership acts in a sustainable, ethically responsible manner	4.037	0.583	3.48	-0.789
In your firm, leadership's decisions are made while considering the entire organization	4.106	0.675	2.911	-0.973
In your firm, leadership attempts to use unique, innovative methods to resolve sustainability issues.	4.106	0.675	2.372	-0.917
In your firm, leadership puts purpose before profit.	4.054	0.738	3.307	-1.247
In your firm, leadership balances sustainable social responsibility with profits.	4.203	0.682	3.172	-1.097
In your firm, leadership demonstrates sustainability by persevering through all types of change.	4.103	0.682	1.805	-0.786
In your firm, leadership is concerned about how sustainability affects employees	4.006	0.561	3.745	-0.974
In your firm, leadership attempts to build a culture of sustainability through its communication efforts	4.08	0.633	3.201	-0.952
In your firm, leadership communicates sustainability decisions to all involved	4.195	0.691	2.585	-1.063
In your firm, leadership officially recognizes when a mistake is made that affects sustainability	4.04	0.646	3.277	-1.065
The organization is a learning organization	4.281	0.719	2.614	-1.174

Table 5 revealed the majority of the respondents agreed to the statement that sought to measure the sustainable leadership of respondents. The data was deemed normal as shown in the excess kurtosis and skewness with the threshold (+/- 2.58 as a significance level and +/- 1.96 as a significance level) for both excess kurtosis and skewness respectively.

Table 2:- Organizational Learning.

	Mean	SD	Excess Kurtosis	Skewness
The organization has acquired and shared much new and relevant knowledge that provided competitive advantage	4.659	0.769	5.662	-2.062
The organization's members have acquired some critical capacities and skills that provided competitive advantage	4.765	0.739	5.541	-2.073
Organizational improvements have been influenced fundamentally by new knowledge entering the organization (knowledge used).	4.794	0.724	6.292	-1.98
The organization is a learning organization	5.238	0.884	3.461	-1.589

Table 7 revealed the majority of the respondents strongly agreed to the statement that sought to measure organizational learning of SMEs in Ilala district Tanzania. Information from Table 7 revealed that the normality assumption had been met as shown in the excess kurtosis and skewness with the threshold (+/- 2.58 as a significance level and +/- 1.96 as a significance level) for both excess kurtosis and skewness respectively. The study further measured how leaders achieved sustainable economic performance in their firms.

Table 3:- Sustainable Economic Performance (SECP).

	Mean	SD	Excess Kurtosis	Skewness
We see our firm provides employment to us and others	4.731	0.802	6.315	-2.082
Our firm economic performance is at acceptable level in terms of sales growth	4.845	0.713	6.579	-1.999
Our firm economic performance is at acceptable level in terms of income stability	4.86	0.706	5.543	-1.606
Our firm economic performance is at acceptable level in terms of return on investment	4.799	0.638	9.848	-2.66
Our firm economic performance is at acceptable level in terms of profitability	4.908	0.724	6.304	-1.768

The study found that a significant number of the respondents agreed to the statement that sought to measure how sustainable SMEs in Ilala district Tanzania are economically. Information from Table 8 revealed that normality assumption had been met as shown in the excess kurtosis and skewness with the threshold (+/- 2.58 as a significance level and +/- 1.96 as a significance level) for both excess kurtosis and skewness respectively. The study further measured how leaders achieved sustainable social performance in their firms.

Table 4:- Sustainable Social Performance (SSP).

	Mean	SD	Excess Kurtosis	Skewness
Our firm ensures basic needs for our family	4.625	0.757	5.02	-2.043
Our firm enhances our social recognition in society	4.759	0.811	3.138	-1.375
Our firm improves our empowerment in society	4.9	0.713	5.55	-1.803
Our firm provides freedom and control over the course of our lifestyle	4.825	0.754	7.904	-2.439
Our firm concerned about child labour use	4.94	0.733	4.686	-1.612

The study found that a significant number of the respondents agreed to the statement that sought to measure how sustainable SMEs in Ilala district Tanzania are socially. Information from Table 8 revealed that normality assumption had been met as shown in the excess kurtosis and skewness with the threshold (+/- 2.58 as a significance level and +/- 1.96 as a significance level) for both excess kurtosis and skewness respectively. The study further measured how leaders achieved sustainable environmental performance in their firms.

Table 5:- Sustainable Environmental Performance (SENP).

	Mean	SD	Excess Kurtosis	Skewness
Our firm uses utilities in an environment-friendly manners	4.63	0.705	5.323	-1.802
Our firm produces few wastes and emissions	4.963	0.813	4.292	-1.54
Our firm is concerned about waste management	4.98	0.691	4.747	-1.227
Our firm uses small spaces set up and operate business	4.928	0.74	6.631	-1.929
Our firm is concerned about hygiene factors	5.043	0.661	6.062	-1.423

The study found that a significant number of the respondents agreed to the statement that sought to measure how sustainable SMEs in Ilala district Tanzania are socially. Information from Table 10 revealed that normality assumption had been met as shown in the excess kurtosis and skewness with the threshold (+/- 2.58 as a significance level and +/- 1.96 as a significance level) for both excess kurtosis and skewness respectively.

Structural Equation Model

Structural Equation Modelling (SEM) was used to assess the effect of sustainable leadership on the long-term performance of SMEs in Tanzania's Ilala area. Structural Equation Modelling (SEM) is a statistical approach that use sophisticated series and statistical estimates to ascertain the degree of correlation between one or more exogenous and one or more endogenous variables. By comparing seen (manifest) and unobserved (latent) constructions, SEM allows researchers to quantify the constructs of variables under examination. Due to the fact that analogous research has analysed data using PLS, the findings of this study may easily be compared to those discovered in the current literature. For model construction, PLS is preferred, however for model analysis, covariance-based techniques are better. Figure 5 depicts the structural model that guided the work.

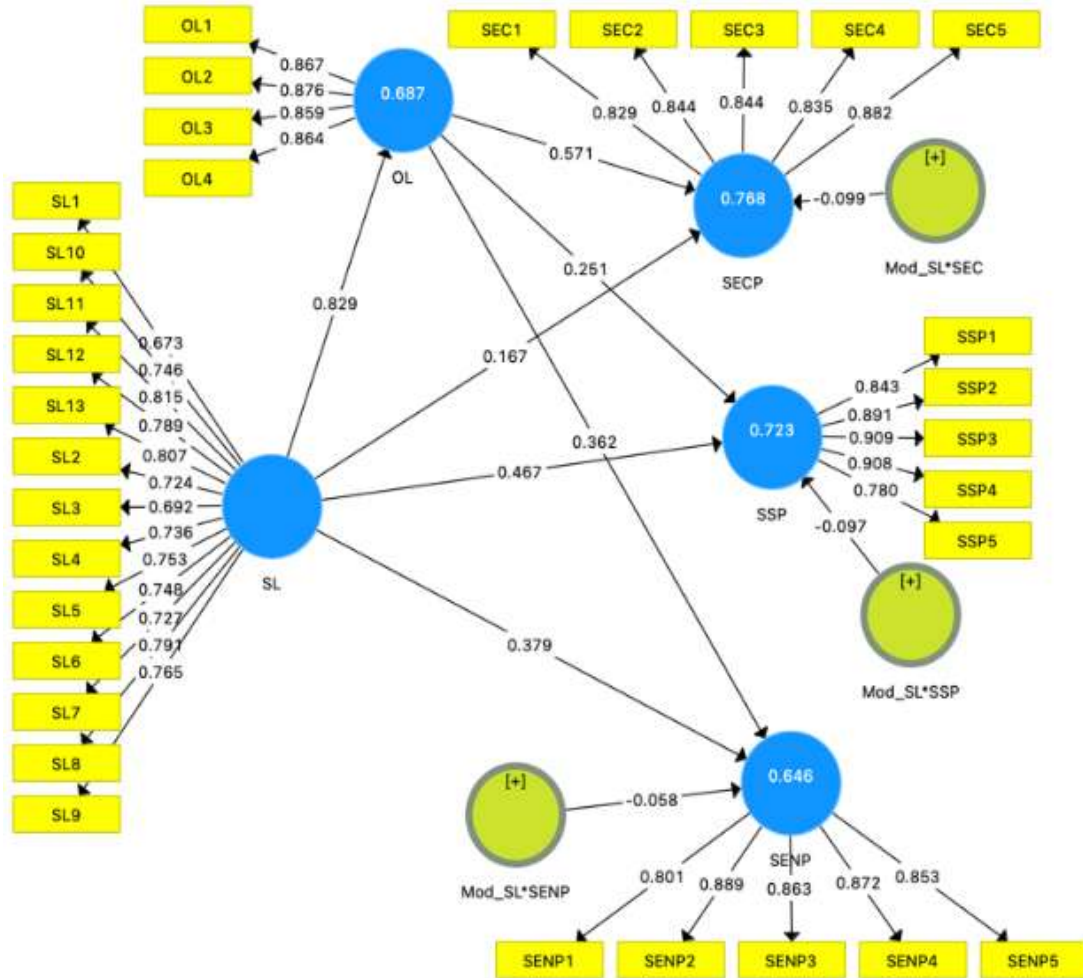


Figure 1:- Structural Model for the Study.

Models' Validity and Reliability

The factor loadings, Cronbach's alpha, composite reliability, and average of the model's extracted variance are summarized in Table 11. The table reveals that convergent validity was achieved, since all AVE values were more than 0.50. As seen in Table 11, the calculated Cronbach's alpha and Composite reliability values above the minimum threshold for construct liability, demonstrating that our constructs are trustworthy. Each figure in the table exceeds the commonly recognized criteria of 0.6, 0.7, 0.7, and 0.5(Akman and Mishra 2017). This illustrates the constructs contained in our theoretical model's validity. D.G's Rho value is between 0.893 and 0.937 > 0.7, while its Cronbach's Alpha value ranges between 0.890 and 0.936 > 0.7, showing that our constructions exhibit a high degree of internal consistency and dependability. Composite reliability (CR) of the model is between 0.923 and 0.944 > 0.8. The AVE value ranges between 0.566 to 0.751 > 0.5. From these previous findings, we may assume that convergent validity is ensured.

Table 6:- Structural Model's Construct Reliability and Validity.

Constructs	Indicators	Factor Loadings > 0.6	Cronbach's Alpha > 0.7	Rho_AC P > 0.7	CR > 0.8	AVE > 0.5
Sustainable Leadership (SL)	SL1	0.674	0.936	0.937	0.944	0.566
	SL2	0.723				
	SL3	0.694				
	SL4	0.736				

	SL5	0.753				
	SL6	0.747				
	SL7	0.725				
	SL8	0.790				
	SL9	0.765				
	SL10	0.746				
	SL11	0.815				
	SL12	0.791				
	SL13	0.808				
Organizational Learning (OL)	OL1	0.865	0.890	0.893	0.923	0.751
	OL2	0.877				
	OL3	0.859				
	OL4	0.864				
Sustainable Economic Performance (SECP)	SECP1	0.829	0.901	0.901	0.927	0.717
	SECP2	0.844				
	SECP3	0.843				
	SECP4	0.835				
	SECP5	0.882				
Sustainable Social Performance (SSP)	SSP1	0.843	0.917	0.923	0.938	0.753
	SSP2	0.891				
	SSP3	0.909				
	SSP4	0.908				
	SSP5	0.780				
Sustainable Environmental Performance (SENP)	SENP1	0.801	0.908	0.909	0.932	0.733
	SENP2	0.889				
	SENP3	0.863				
	SENP4	0.872				
	SENP5	0.853				

Additionally, the model's discriminant validity must be established. The findings are summarized in Table 12. Values less than or equal to 0.90 are considered acceptable. The results show the constructs' reliability and validity. Additionally, discriminant validity was evaluated to see whether or not measures that are not predicted to be related are really unrelated. The findings of the discriminant validity test are described in Table 12. According to the Fornell-Larcker criteria, the square root of the average variance recovered for each construct should be larger than its strongest correlation with any other construct (Ab Hamid, Sami, and Sidek 2017). Values less than or equal to 0.90 are considered acceptable. 2 The results show the constructs' reliability and validity. It was determined that the model was acceptable.

Table 7:- 12 Discriminant Validity.

	OL	SECP	SENP	SL	SSP
OL	0.867				
SECP	0.855	0.847			
SENP	0.762	0.833	0.856		
SL	0.829	0.791	0.768	0.752	
SSP	0.781	0.87	0.859	0.823	0.868

A structural model represents the research framework's predicted route. A structural model is constructed using the path's R^2 , Q^2 , and significance. The quality of the mode is defined by the strength of each structural route as

measured by the R^2 values for the dependent variable. The R^2 should be greater than or equal to 0.1 (Falk and Miller 1992). The findings in Table 12 indicate that the R^2 value is more than 0.1. Thus, predictive significance is demonstrated. Additionally, Q^2 confirms the endogenous construct's predictive significance. A Q^2 value greater than 0 indicates the model's predictive usefulness. The findings indicate that the construct's predictions are significant (see Table 13).

Table 8:- R-Square and R-Square Adjusted.

Latent Constructs	R Square	Predictive Relevance Q^2
OL	0.687	0.503
SECP	0.769	0.527
SENP	0.646	0.452
SSP	0.724	0.533

Where Predictive Relevance = $Q^2 (=1-SSE/SSO)$

The term "model fitness" refers to the degree to which the SEM corresponds to the observed data. The purpose of model fit assessment is to validate the theoretical model using the technique of parameter fitting (Benah and Li 2020). Furthermore, the model fitness was assessed using SSMR. The value of SSMR was 0.06, thus the value is above the require value of 0.10 indicating the acceptable model fit as shown in Table 14.

Table 9:- Model Fitness.

Fit index	SRMR	d_ULS	d_G	Chi-Square	NFI
Saturated value	0.06	1.897	1.305	2345.898	0.781
Estimated value	0.1	5.305	1.616	2556.233	0.761

Main Findings from Structural Model

The Bootstrapping technique permits the study of the importance of the link between model components through the interpretation of t-statistics, as well as the correlation between these constructs by a comprehensive analysis of the path coefficient values. The t-statistics must be greater than 1.96 to be deemed significant. Table 15 summarizes these data. This research studied the influence of sustainable leadership on sustainable organizational performance of SMEs in Ilala district Tanzania. More precisely, seven hypothesis models for various influencing elements were built and experimentally contrasted and evaluated.

Table 10:- Hypothesis Testing.

Hypothesis	Path coefficient (β)	Sample Mean	STDEV	T Statistics	P Values	Hypothesis Decision
SL -> OL	0.829	0.833	0.042	19.839	0.000	Support
SL -> SSP	0.467	0.447	0.085	5.508	0.000	Support
SL -> SENP	0.379	0.366	0.104	3.636	0.000	Support
SL -> SECP	0.167	0.174	0.072	2.333	0.020	Support
OL -> SSP	0.251	0.276	0.112	2.252	0.025	Support
OL -> SENP	0.362	0.396	0.142	2.546	0.011	Support
OL -> SECP	0.571	0.562	0.063	9.094	0.000	Support

Note: significance level of path coefficient: * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

Mediation Analysis was performed to assess the mediating role of organizational learning on sustainable leadership and sustainable organizational performance. The results revealed that a significant total effect of sustainable leadership on sustainable economic performance, sustainable environmental performance and sustainable social performance through organizational learning. Mediation of sustainable leadership on sustainable economic performance (SL->SECP). The study found a significant direct effect of sustainable leadership on sustainable economic performance. There also appears to be a significant indirect effect of sustainable leadership on sustainable economic performance. Mediation of sustainable leadership on sustainable environmental performance (SL -> SENP). The study found a significant direct effect of sustainable leadership on sustainable environmental performance. There also appears to be a significant indirect effect of sustainable leadership on sustainable environmental performance. Mediation of sustainable leadership on sustainable social performance (SL -> SSP). The study found a significant direct effect of sustainable leadership on sustainable social performance. There also

appears to be a significant indirect effect of sustainable leadership on sustainable social performance. After estimating the mediating analysis, the study went on ahead to estimate the moderation analysis of organizational learning.

Table 11:- Mediating Analysis.

	Total Effect	T-statistic	Sig	Direct Effect	T-statistic	Sig	Indirect Effect	T-statistic	Sig
SL-> SECP	0.64	13.563	0.000	0.167	2.333	0.02	0.473	9.264	0.000
SL-> SENP	0.679	10.061	0.000	0.379	3.636	0.000	0.3	2.375	0.018
SL-> SSP	0.675	12.765	0.000	0.467	5.508	0.000	0.208	2.064	0.04

The study further tested the mediating role of organizational learning on sustainable leadership and sustainable organizational performance. Moderation of Sustainable Leadership through Organizational learning on Sustainable environmental performance of SMEs in Ilala district Tanzania (Mod_SL -> OL -> SENP). The hypothesis sought to ascertain the relationship between sustainable leadership and sustainable environmental performance of SMEs in Ilala district Tanzania. The results revealed that organizational learning (OL) significantly moderates the relationship between sustainable leadership (SL) and sustainable environmental performance (SENP) (($\beta = 0.3$, $t=2.375$ $p = 0.018$, $<.05$).

Table 12:- Moderating Analysis.

Hypothesis	Path coefficient (β)	Sample Mean (M)	STDEV	T Statistics	P Values	Decision
Mod_SL-> OL-> SENP	0.3	0.333	0.126	2.375	0.018	Support
Mod_SL-> OL -> SSP	0.208	0.232	0.101	2.064	0.04	Support
Mod_SL-> OL-> SECP	0.473	0.467	0.051	9.264	0.00	Support

Note: significance level of path coefficient: * $P<0.05$, ** $P<0.01$, *** $P<0.001$

However, the results revealed that the higher OL, the higher the SENP (See Figure 6).

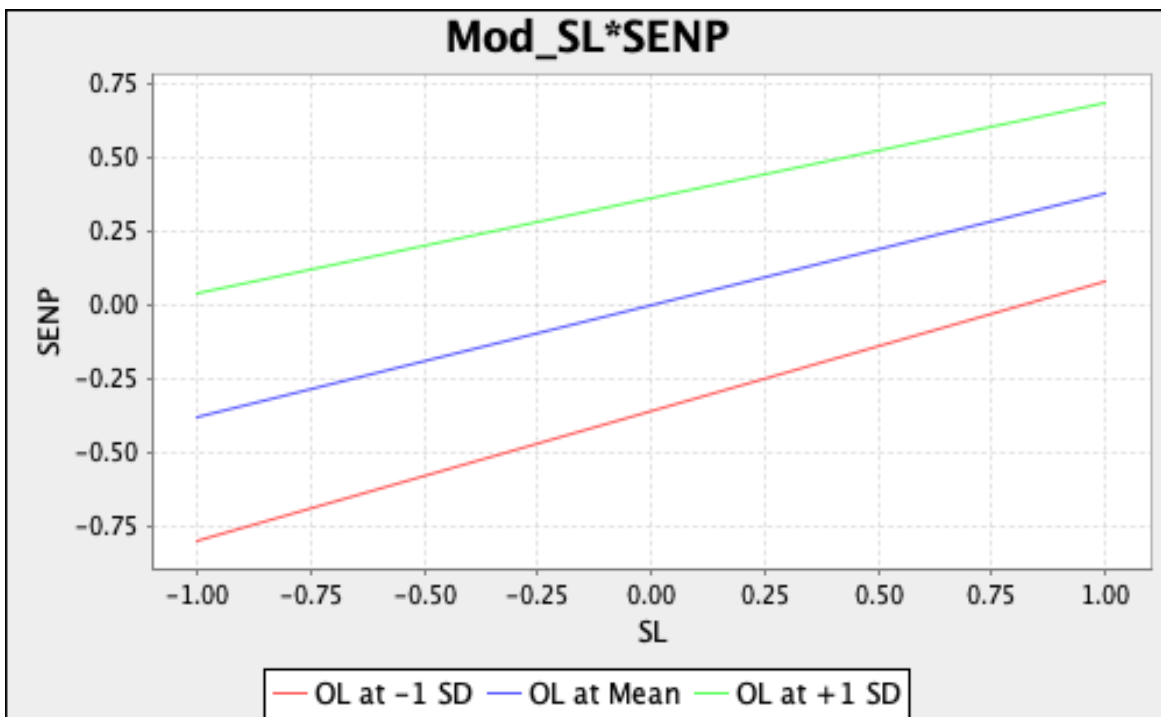


Figure 2:- Moderation of SL on SENP through OL.

Moderation of Sustainable Leadership through Organizational learning on Sustainable social performance of SMEs in Ilala district Tanzania (Mod_SL -> OL -> SSP). The hypothesis sought to ascertain the relationship between sustainable leadership and sustainable social performance of SMEs in Ilala district Tanzania. The results revealed that organizational learning (OL) significantly moderates the relationship between sustainable leadership (SL) and sustainable social performance (SSP) ($\beta = 0.208$, $t=2.064$, $p = 0.04$, $<.05$). However, the results revealed that the higher OL, the higher the SSP (See Figure 7).

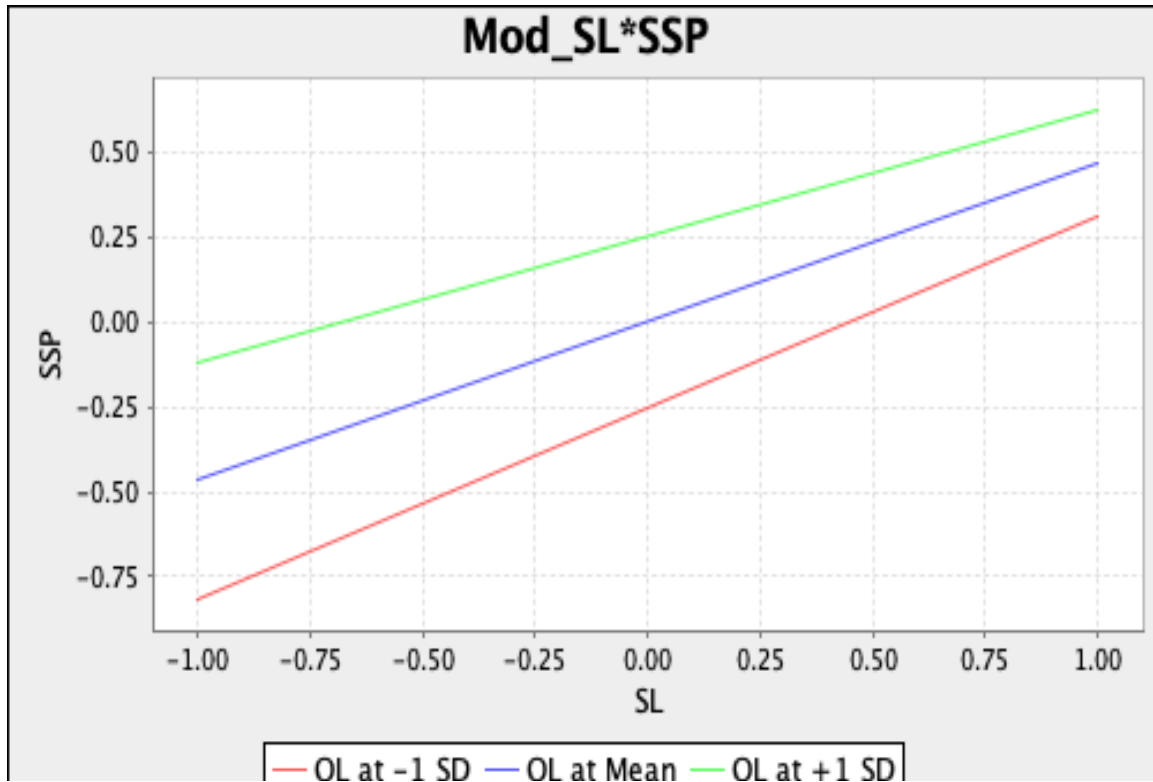


Figure 3:- Moderation of SL on SSP through OL.

Moderation of Sustainable Leadership through Organizational learning on Sustainable economic performance of SMEs in Ilala district Tanzania (Mod_SL -> OL -> SECP). The hypothesis sought to ascertain the relationship between sustainable leadership and sustainable economic performance of SMEs in Ilala district Tanzania. The results revealed that organizational learning (OL) significantly moderates the relationship between sustainable leadership (SL) and sustainable economic performance (SECP) ($\beta = 0.473$, $t=9.264$, $p = 0.000$, $<.05$). However, the results revealed that the higher OL, the higher the SECP (See Figure 8).

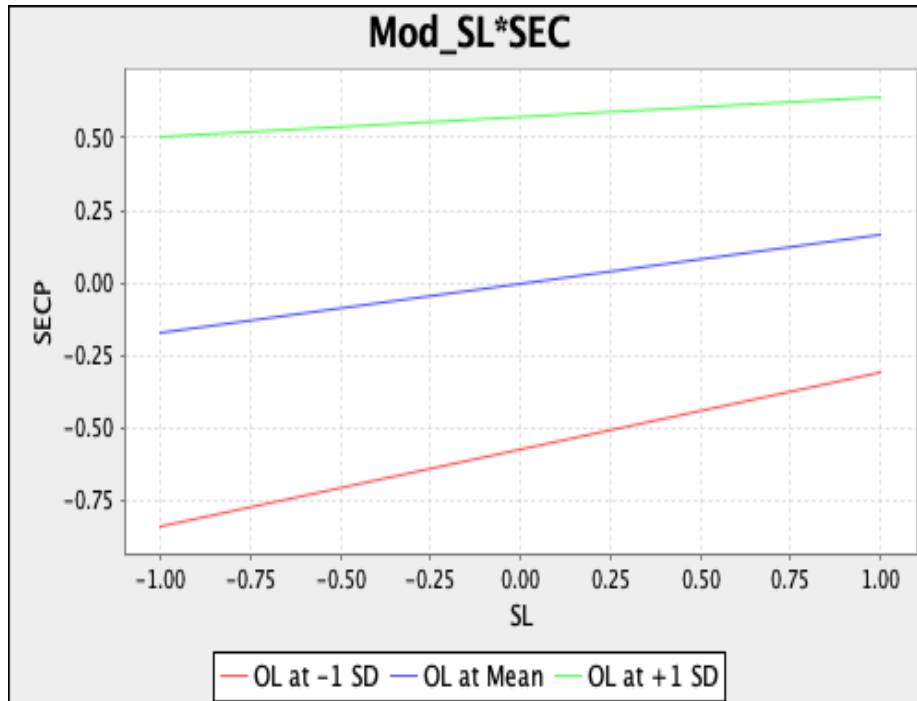


Figure 4:- Moderation of SL on SECP through OL.

This study used a formula model algorithm to evaluate the data and find the leadership practices that substantially contribute to the success and sustainability of small and medium firms (SMEs) in Ilala, Tanzania. SMEs are defined as businesses with fewer than 500 employees and fewer than 250 owners. The purpose of the study was to get a better understanding of how sustainable leadership practices affected the long-term performance of small and medium-sized enterprises (SMEs) in the region. A thorough dataset was obtained from successful SME leaders covering micro, small, medium, and big enterprises with employee counts ranging from one to one hundred and capital investments ranging from five million to eight hundred million Tanzanian shillings (Tshs). Micro, small, medium, and large firms were all represented in this study. The data were connected and examined by employing a quantitative methodology, which included the application of a formula model algorithm to validate the correctness of the model. Within the context of the Partial Least Squares (PLS) paradigm, hypotheses were investigated using t-tests and path values.

The following discoveries were made as a consequence of carrying out the analysis: To begin, the findings of the study suggested that organizational learning had a sizeable influence on the long-term leadership of SMEs. This underscores how important it is for major companies to cultivate a culture of lifelong learning inside their organizations. Second, it was discovered that sustainable leadership practices had a favorable effect on the social performance of small and medium-sized enterprises (SMEs) in Ilala, Tanzania. The study placed a strong emphasis on the part that sustainable leaders play in the development of socially responsible and environmentally friendly company practices. In addition, the study found that sustainable leadership has an indirect influence on the promotion of sustainable economic success among SMEs. In addition, the findings of the study indicated that organizational learning had a moderating effect in the link between sustainable leadership and the performance of both society and the economy. This hints that fostering an atmosphere inside SMEs that is conducive to organizational learning might boost the favorable benefits that sustainable leadership has on overall performance. The findings of this study recommend that key stakeholders, including the government, should emphasize leadership development activities such as training and mentorship programs. These findings are based on the findings of the study. These interventions have the potential to assist small and medium-sized enterprises (SMEs) in Ilala in becoming more productive, sustainable, and successful throughout their operations. Along with the analysis of the data, the formula model algorithm provides a rigorous framework for understanding the essential elements that contribute to the success and sustainability of SMEs in the region. This understanding is necessary for SMEs to be able to compete in the global economy.

Discussions:-

The research discovered that organizational learning improved the social performance of SMEs in Tanzania's Ilala impact. The research discovered that organizational learning improved the social performance of SMEs in Tanzania's Ilala impact. We did a mediation analysis to determine how organizational learning affects sustainable leadership and organizational performance. Sustainable leadership as a mediator of sustainable economic performance (SL->SECP) the research discovered that sustainable leadership has little impact on long-term economic success. Sustainable leadership seems to indirectly influence sustainable economic success. The research discovered that sustainable leadership has a negligible direct effect on sustainable environmental performance. The research then estimated the organizational learning moderation analysis.

The hypothesis examined SMEs' sustainable leadership and environmental performance in Tanzania's Ilala association. The findings show that organizational learning modifies the association between sustainable leadership and sustainable environmental performance. The hypothesis examined sustainable leadership and SMEs' social performance in Tanzania's Ilala region. Organizational learning (OL) mediates the link between sustainable leadership (SL) and sustainable social performance (SP) (SSP). The hypothesis examined sustainable leadership and SMEs' economic performance in Tanzania's Ilala region. The findings show that organizational learning moderates the link between sustainable leadership and sustainable economic performance (SECP). Sustainable leadership helps organizations compete. Innovation, continuous development, competitive advantage, and long-term success result from sustainable leadership. The research examined the link between sustainable leadership and organizational performance, as well as organizational learning's mediating impact. This study's findings are in line with those of other studies (Iqbal, Ahmad, and Halim 2020; Keyes and Benavides 2018; Sharma and Lenka 2019).

Research has discovered that effective leadership affects organizational learning. This showed that any change in SME leadership, such as operating socially responsibly, making choices with the whole business in mind, and addressing sustainability concerns through unique, creative techniques, would improve organizational learning. This confirms (Keyes and Benavides 2018; Seddighi and Mathew 2020; Sharma and Lenka 2019). A growing number of businesses see organizational innovation as a process of organizational learning and apply organizational learning models to certain areas of the organizational innovation process. Firms will be able to anticipate and understand consumer demands, have access to more and better state-of-the-art technology, and innovate using it. Organizational learning refers to market adaptation. Organizational learning helps employees develop extra-role behaviors and civic values (Lara and Salas-Vallina 2017). Organizational learning helps a business identify possibilities, explore new ventures, and align with the environment. Learning activities and practices are necessary for long-term superior performance, but organizational learning is also critical for sustained success (Hosseini et al. 2020). Supportive leadership behaviors indirectly affect organizational results through psychological safety (Newman et al. 2017). Sustainable leaders must be observant.

They should be aware of others' emotions, needs, and environment. They must also consider others and their impact. It's about distributing costs and benefits equally, with everyone's help. Sustainable leaders need options. Strategic leadership research on SME success is scarce, but SMEs need it. A strategic leader can make quick, accurate decisions in complex, difficult, and unexpected situations (Mui, Basit, and Hassan 2018). Only two studies discovered strategic leadership and SME success. Sustainable development is a global concern, especially in SMEs. Sustainable leadership is an effective leadership style that inspires businesses and communities to adopt sustainable practices for the commonwealth (Iqbal, Ahmad, and Halim 2020). The research discovered that organizational learning impacts long-term leadership.

The research then examined whether sustainable leadership affects social performance. Sustainable leadership discovered the social performance of SMEs in Tanzania's Ilala impact, according to the research. Sustainable leadership positively impacted the environmental sustainability of SMEs in Tanzania's Ilala region. The research examined whether sustainable leadership affects sustainable economic performance. The research discovered that sustainable leadership boosted the economic sustainability of SMEs in Tanzania's Ilala impact. The research examined whether organizational learning affects long-term social performance. The research discovered that organizational learning improved the social performance of SMEs in Tanzania's Ilala impact.

Conclusions:-

The study's results showed a positive effect of sustainable leadership on SME staff's social relevance, environmental

perspective, and risk management. A study found that sustainable leadership affects genuine representation property more than convenience property. The study found that SMEs in Ilala district, Tanzania, apply sustainable leadership guidelines partially, meaning the environmental dimension is unaffected. The study found sustainable leadership SMEs in Tanzania's Ilala district, but only partially found the application of strategic monitoring as an intermediate variable in competitiveness, implying most sustainable leadership guidelines are unaffected in the environmental dimension.

Transformational leadership should be encouraged. These leaders must listen, appreciate efforts, support changes, and share personnel information. They must also participate in improvement activities, monitor and assess process improvements, and foster member collaboration. The researcher recommends SMEs in Tanzania's Ilala district use sustainability reports for sustainable leadership. This is both convenient and social. The researcher recommends publishing SMEs in Ilala district, Tanzania that use sustainable leadership on their security website. A researcher suggests Jordanian universities for a sustainable leadership conference to promote sustainable leadership concepts. Results affect shareholders, management, and politicians. Scientific results suggest businesses promote creativity and open communication. They can also evaluate their strengths and weaknesses to improve environmental efficacy. Business owners, managers, entrepreneurs, and researchers are advised to prioritize environmental innovation to combat climate change.

Management discretion and sustainable leadership affect environmental innovation. Shareholders concerned about leadership direction and represented by a board of directors should not accept executive comments at face value. Their views could harm investors. Limited research Future research may use a longitudinal approach to fully illuminate the causal relationship. Using both large and small samples, future research may validate current empirical findings. Future research should include sector and country control variables and a multi-tiered strategy to improve subject matter expertise. National culture must be considered when assessing the impact of sustainable leadership on environmental innovation. Testing the same model in multiple markets may improve generalizability. Innovation skills improve SME performance. Leadership helps SMEs innovate.

The government could support leadership development. Mentoring and training can make SMEs more sustainable and productive. The program may emphasize charismatic and transformative leaders, intellectual curiosity, and individual issues to boost SME innovation and performance. Our research found two problems. First, only food and drink were sampled. Seven governorates (cities) were studied. More industrial and service sector research is needed to generalize the results.

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