

# Chapter 4

## Leadership and Owner– Manager Well–Being: Examining the Role of Leadership and Owner–Manager Well–Being in Driving Sustainable Innovation

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### ABSTRACT

*This study investigates the influence of leadership roles and owner-manager well-being on sustainable innovation in kirana (grocery) stores. As key contributors to local economies, these micro-enterprises face increasing pressure to adopt innovative and sustainable practices to remain competitive. The study uses data collected from 51 kirana store owners to explore the direct effects of leadership roles and well-being on fostering sustainable innovation. Correlation and regression analyses are employed to examine these relationships. Leadership roles are assessed in terms of strategic decision-making, vision, and the ability to motivate and guide teams. Meanwhile, owner-manager well-being encompasses physical health, emotional resilience, and overall satisfaction, reflecting the capacity of individuals to adapt and implement innovative practices. Findings reveal significant positive relationships between both leadership roles and owner-manager well-being with sustainable innovation. Leaders who exhibit strong strategic and adaptive capabilities are more likely to drive innovations.*

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## BACKGROUND OF THE STUDY

The digital transformation of businesses has drawn attention from all sectors due to the digital economy's explosive growth. For traditional businesses, digital transformation has emerged as a crucial tactic that can guarantee the maintain your competitiveness in a changing world (Ponsignon et al., 2019). Industrial sector has grown steadily in recent years and swiftly advancing supply-side reform and putting the comprehensive innovation-driven plan into practice. But there is still a significant disparity in developing country mostly in the manufacturing sector and the most advanced level in the world in terms of autonomous innovation capacity, production efficiency, resource utilization efficiency, etc. Right now, the key to encourage innovation in manufacturing firms is to encourage the development of quality. The survival of manufacturing businesses depends on increasing their capacity for sustainable innovation, which is also vital for creating new growth engines and accomplishing economic change. In addition to successfully addressing the issues of high costs and low levels of Internationalization, digital transformation in manufacturing companies can encourage innovation in production methods and business models, improving the user experience (Zaki, 2019). Entrepreneurs can increase their business through sustainable capacity innovation and advance the value chain and high-end technology. On the one hand, businesses may speed up product and process innovation by analyzing vast amounts of data thanks to the widespread use of digital technologies (Jing & Sun, 2019).

The determination of this research work is to identify the instrument of how leadership role and ownership well-being with dynamic capabilities promote the sustainable innovation capability of the entrepreneurs. Today the manufacturing sector unfastens the “black box” to identify the connection relationships of various types of leadership skills and ownership wellbeing to explore the driving effects on enterprises' sustainable innovation. The research is needed to help the manufacturing enterprises avoid failed digital transformation, which can also provide theoretical and policy support for the government to make industrial policies and innovation policies.

According to a study by Cruz-Ros et al. (2017), the fear of failure motivates businesses to innovate their marketing strategies. Entrepreneurial competency was defined in the study as “fear of failure,” “perceived opportunities,” “perceived capabilities,” and “entrepreneurial intentions”. Also, Phelan and Sharpley (2012) identified several categories of entrepreneurial talents, such as those pertaining to opportunities, relationships, concepts, organization, strategy, and commitment. According to both research, innovation is positively impacted by competency. Additionally, the research done on the Indonesian footwear sector demonstrated that innovation capability is positively impacted by competitiveness (Mishra & Deshpande, 2023). Mitchelmore and Rowley (2013) emphasized that owners' and managers' competencies are crucial for business expansion; however, it is also important to investigate how these competencies affect business growth through marketing practice innovation and improvisation. Nevertheless, research documenting the impact of competency on firm growth through marketing innovation as a mediator remains inadequate.

Leadership has long been recognized as a pivotal factor in shaping organizational culture, strategic direction, and innovation outcomes. In the context of sustainable innovation, leadership is particularly important as it provides the vision and motivation needed to inspire employees to embrace green initiatives. According to Abbas (2024), green transformation leadership is vital in aligning corporate social responsibility (CSR) efforts with the adoption of green technologies. Leaders who adopt a green transformation style are not only focused on environmental goals but also on fostering a shared vision

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