

## FACTORS SHAPING VISIONARY LEADERSHIP AMONG SME ENTREPRENEURS

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### ABSTRACT

*This study examines the factors that influence visionary leadership among small and medium-sized enterprise (SME) entrepreneurs, aiming to understand how these leaders inspire innovation, drive growth, and adapt to changing market conditions. Visionary leadership, characterized by foresight, strategic planning, and the ability to motivate teams towards a shared future goal, plays a crucial role in the success and sustainability of SMEs. Through a mixed-method approach, including surveys and interviews with SME entrepreneurs, this research identifies key factors such as individual traits, organizational culture, market dynamics, and access to resources that shape the development of visionary leadership. The findings reveal that adaptability, openness to innovation, and proactive decision-making are particularly influential. These insights provide valuable implications for entrepreneurs, policymakers, and business support organizations aiming to cultivate strong leadership that supports resilience and competitive advantage within the SME sector.*

**Keywords:** Management skills, Creativity, Visionary leadership

### INTRODUCTION

In a rapidly changing social and economic environment, technology has changed people's behavior and lifestyle by stepping into the management era that emphasizes knowledge of various organizations. Facing more intense competition causes organizations to realize the importance of managing "people" in the organization even more to create people to create value and competitive advantage for the organization in the era of the Thailand 4.0 economy where there are many changes (McCullough, Patrick, & Boni, 2022).

Therefore, it can be said that "Humans are the most valuable resources of the organization" when human beings are the most valuable, using human resources as administrative resources to operate is necessary to have principles and methods of good management, whether knowledge of information technology makes people and organizations strive to build their own potential resulting from pressure both from the environment and from many other factors causing both individuals and organizations to develop

and modify behavior to be effective and support the needs of society (Nisihara et al., 2019).

There is a saying that an important weapon in operation is people or human resources. Therefore, building the capabilities of the personnel of the organization must be done in parallel (Phayat Wuttirong, 2019).

It is necessary to develop human resources or personnel in the organization to be consistent with changing situations and contexts together with preparing people for future changes by aiming to develop people to gain expertise and be able to work for the organization with maximum efficiency and effectiveness, or in other words, corporate executives must be visionary leaders (Kushwaha, Panchal, & Sachdeva, 2020). Most entrepreneurs from small and medium enterprises in Pathum Thani Province still lack the knowledge and ability to manage modern businesses and lack skills in the rapidly changing world situation causing the lack of efficiency of the business as it should be unable to expand trade or investment

markets making it unable to compete in the end. Therefore, it is necessary to strengthen the capacity of entrepreneurs to enhance products and services to create more value and income for entrepreneurs in a more concrete way (Jitpon Chumket, 2017).

The main problem of business development in the category of small and medium enterprises (SMEs) is the lack of entrepreneurship, for example, entrepreneurs often lack knowledge in management or management with the system of using experience from learning both right or wrong relying on family members or relatives to help with internal administration. Although this feature has advantages thorough care. (If the business is not very big), problems will arise when the business starts to expand if the management is not improved to have a system (Chanpen Rittirong, 2016). In particular, small and medium- sized businesses (SMEs) in Pathum Thani province are facing competition and rapid expansion of the macro industry. It is a challenge in the management ability of executives in the organization.

For organizations in small and medium-sized businesses (SMEs) in Pathum Thani Province, the position of small and medium-sized business executives (SMEs) is the person who acts in the executive setting that policy into practice by setting it up as an action plan including establishing criteria for controlling, supervising and dealing employees to perform their duties which are defined according to the structure and criteria of job description.

The small and medium business executives (SMEs) need to have knowledge and ability in basic with the ability to plan, manage, direct, coordinate, control work according to their duties and be ready to develop to increase their knowledge, abilities, and their own work skills to be higher and have qualifications that meet the job responsibilities (Drucker, 2005), also allowing the organization to have personnel who can increase productivity and create benefits for the organization in return for the organization as well. Potential is a tool that can be applied to examine the competence of individuals in an organization and may be used to increase the performance of the organization.

Therefore, it is necessary for small and medium business executives (SMEs) to develop and improve themselves continuously in order to obtain qualified small and medium business executives (SMEs) with characteristics according to the position, job duties, and specific knowledge to manage work in small and medium-sized businesses (SMEs) in Pathum Thani

Province to increase management efficiency and increase productivity (Dessler, Gary, 2004).

The review of relevant literature was found that there are many factors affecting visionary leadership, such as in-depth knowledge of executives, creative thinking skills, and work motivation (Walton, 2003), intelligence, knowledge, thinking styles, personality, motivation and environment (Sternberg, 2006), challenge and value (Brook, 2006). Such factors are important for visionary leadership. If executives develop the visionary leadership of small and medium business executives (SMEs), it will lead to good development, especially thinking skills, relationship skills, professional technical skills, and communication skills (Yulk, 2006), which are considered essential to visionary leadership (LoFaro, Louie, Webb, & Glimcher, 2014).

The study of creative leadership benefiting organizations and improving the well-being of employees was found that leadership is one of the most popular research topics and has a strong influence on behavioral science society because the success of the political economy and organizations depends on the efficiency and quality of leadership of the leaders in that organization. Therefore, there have been many studies on leaders. Leadership is a skill that enables followers to actively act on the goals of an organization for a shared outcome. Great leaders create a vision for the organization, show the vision to the followers, create a shared vision guiding that vision to success and leading the organization in a new direction. (Schneider, 1987).

Because of the background and importance of such problems, the researcher conducted a research to study the necessary elements in the visionary leadership of small and medium business executives (SMEs) in order to develop the visionary leadership of small and medium business executives (SMEs). The factors of importance of management skills and creativity are closely related resulting in the visionary leadership of small and medium business executives (SMEs) that are truly applied. This research was studied by using the Structure Equation Model: SEMs, a statistical technique that aims to study the causal relationship between latent variables and observed variables with simultaneous equation which is a method used to find the answer to the research used to confirm the concepts derived from literature review by comparing with actual or empirical data. This research analyzes the causal factors of visionary leadership of small and medium business executives (SMEs) in Pathum Thani Province and will be used to improve and develop applications for

operations through evaluating the suitability and adaptation of Ladkrabang Industrial Estate for more efficient management (ARUNACHALA & CHINNARAJA, 2016).

### **Research Objectives**

1. To study the factors of managerial skills, creative factors and visionary leadership factors of Small and Medium Business Entrepreneurs (SMEs) in Pathum Thani Province.
2. To analyze the causal factors influencing the visionary leadership of small and medium business entrepreneurs (SMEs) in Pathum Thani Province.

### **Benefits of Research**

1. It is a guideline for stakeholders, both government and private sectors to apply factors influencing visionary leadership results of small and medium business entrepreneurs (SMEs) in Pathum Thani Province for developing the efficiency resulting in visionary leadership potential.
2. Be able to identify the determinants influencing the visionary leadership of small and medium business entrepreneurs (SMEs) in Pathum Thani Province to be used as a guideline for the development of small and medium enterprises (SMEs).

### **Literature Review**

#### **Concepts and Theories of Management Skills of Executives**

Many scholars have explained the concept of management skills of executives differently, namely Jiraporn Uesiripornrit and Pojana Chantarapas (2015) who proposed a guideline for developing management skills and working according to the management process of junior executives in Industrial Estate Authority of Thailand Phra Nakhon Si Ayutthaya Province, found that Administrative skills and operations according to the management process of junior executives in the Industrial Estate Authority of Thailand, Phra Nakhon Si Ayutthaya Province were at a high level in 7 areas, ranked from the highest to lowest scores as follows: human relations skills, organizing, planning, leading, technical skills, conceptual skills, and directing. This concept corresponds to Pimonpan Phetchombat (2017) who proposed the idea that the work of the management requires well executed skills both business management, and educational institutions. Management tends to say that he can be successful when he can bring talented and skilled co-

workers to work for the organization with smoothness. The main duties of the management are able to create goodwill, coordinate, compromise, evaluate various opinions and bring the special abilities of members in the organization to work according to the goals of the organization.

Such duties can be developed and created by the management with the necessary skills that should be instilled and developed in the management, namely managerial skills, including 1) technical skills 2) human skills 3) conceptual skills. The opinions of the aforementioned scholars can be concluded that the management skills of executives are a knowledge process and the ability to carry out administrative activities according to the mission or activities of the executives assigned by the organization based on their full potential relying on humanresources and systematic management process efficiently and effectively in order to achieve the performance according to objectives and goals that can be set.

#### **Concepts and Theories About Creativity**

Scholars have explained the concept about the creativity differently. Guilford (1988: 1-4), an American psychologist, said that creativity is the brain's ability to think in many directions. This type of thinking will lead to new innovations including thinking and finding solutions to achieve goals. He further explains the elements of creativity as the ability to take initiative, fluency in thinking flexibility in thinking and the ability to add. Moreover, there is a new explanation that follows the rationale to find only one correct answer.

But the most important element of creativity is originality. In addition, it is believed that creativity is not a person's talent, but rather a quality that is inherent in a person, which has varying degrees and manifests itself at different levels. Similarly, Wallach and Kogan (2010) stated that creativity means that ideas can be connected. Creative people are those who can think in a chain of ideas: the more they think, the greater their creative potential. In conclusion, creativity is behavior that shows the ability to think, and doing new things to solve problems that arise by integrating knowledge and experience, including initiative, fluency in thinking, flexibility in thinking and subtlety in thinking.

#### **Concepts and Theories of Visionary Leadership**

Many scholars describe the concept of visionary leadership differently. Davis and Newstrom (1989) stated that vision is

the first priority that leaders must have and must be able to spread that vision to teachers and related people with the aim of achieving that vision. Similarly, Nanus (1992) noted that an organization without leadership is like a lifeboat in the midst of a raging sea without oars, compasses, maps and hope. Most importantly, organizations need visionary leaders.

He stressed that the vision of the future is realistic and reliable. It is a goal that moves towards a better condition and is desired by all parties as it creates meaning in the way of life of personnel in that organization to build the power to move towards the standard of success and it is a link between the present and the future. In order to develop a vision to achieve the goals of the organization, executives must choose the best vision that is consistent with reality and possible in the future and have knowledge and understanding of the vision.

The criteria can be used to determine customers demand from demand, which will correlate with real customer's demand. Looking at the strategy used in the vision with demand is another way to fulfill the vision very well. In addition, Burachai Kirimahasakorn (2018) explained that visionary leadership must have the ability to create future visions and make dreams come true as well as making the vision reliable and attractive for the organization or its divisions to progress and develop. Nowadays, vision is often associated with charismatic leadership. Visionary leadership is a leadership style that comes from prestige which is different from the form direction of the organization in many aspects. The vision is clear and it's a pressure on the imagination which causes innovation to improve and develop with regard to tradition.

In conclusion, visionary leadership is that leaders must be visionary because it is the power that creates meaning and objectives of working in the organization to be used as a direction and goal in building the future of the organization. Leaders must be able to encourage creativity, spread vision by influencing faith and join in fulfilling the dreams of the organization with full capacity.

### Research Instruments

The researcher had created a questionnaire used in this research which was divided into 5 parts as follows: Part 1 Personal status of the respondents which is a closed-ended multiple choice question, part 2 opinions on management skills factors of executives, part 3 opinions on entrepreneurial creativity factors, and part 4 opinions on visionary leadership factors. The 2-4 parts were a questionnaire with a 5- point estimation scale. They were most, many, moderate, little, and least opinions. The part 5 consisted of recommendations. It was an open-ended questionnaire. The researcher confirmed the validity of the content coverage and accuracy in the linguistic expressions of the questionnaire. The questionnaire was presented to 3 experts to check its structural validity, content integrity, text clarity, appropriateness and consistency of the research tools (McKeen, James D.; & Smith, Heather A., 2003) by finding the consistency index of the questionnaire. The mean of the whole IOC value was 0.86. The content validity of the questionnaire was analyzed by calculating the alpha coefficient ( $\alpha$  - Coefficient) according to Cronbach's method (Cronbach, 2001: 164), the whole issue was 0.961. The correlation was greater than 0.70, indicating that there was a high level of confidence.

### Data Analysis

Data were analyzed by using the interview data in the form of the mean, standard deviation and content analysis (Kalaya Wanichbuncha, 2013) and inferential statistical analysis. It is a statistical method used for hypothesis testing to find the causal relationship of all variables, and structural equation modeling: SEMs) with the AMOS program (Krit Rungsunnoen, 2011).

### Research Results

1. The results of the study of administrative skills creative and visionary leadership factors.

**Table 1:** Mean, Standard Deviation and the level of opinions about the factors of management skills of Small and Medium Enterprises entrepreneurs (SMEs) in Pathum Thani Province in each side.

Administrative skills factors	opinion level		
	$\bar{x}$	S.D.	Meaning
1. Planning	3.53	0.539	Many
2. Organization	3.64	0.573	Many
3. Controlling	3.44	0.393	Many

4. operational technic	3.58	0.553	Many
Total	3.55	0.515	Many

From Table 1, it was found that overall, small and medium business operators (SMEs) in Pathum Thani Province had

a high level of opinions on the factors of management skills ( $\bar{x} = 3.55$ , S.D. = 0.515).

**Table 2:** Mean, Standard Deviation and the level of opinions about the creativity factor of entrepreneurs Small and Medium Enterprises (SMEs) in Pathu Thani Province in each side.

Creative factor	Opinion level		
	$\bar{x}$	S.D.	Meaning
1. Initiation	4.04	0.638	Many
2. fluency in thinking	3.39	0.438	Average
3. flexibility in thinking	4.04	0.562	Many
4. resolution in thinking	3.60	0.263	Many
Total	3.77	0.475	Many

From Table 2, it was found that overall, the creative factor opinions of small and medium business

operators (SMEs) in Pathum Thani Province were at a high level ( $\bar{x} = 3.77$ , S.D. = 0.475).

**Table 3:** Mean, Standard Deviation and opinion levels on visionary leadership of medium-sized business operators and small enterprises (SMEs) in Pathum Thani Province in each side.

Visionary Leadership Factors	Opinion Level		
	$\bar{x}$	S.D.	Meaning
1. vision creation	3.62	0.577	Many
2. propagation of vision	3.64	0.330	Many
3. Implementation of the vision	3.51	0.244	Many
Total	3.59	0.384	Many

From Table 3, it was found that overall, the opinions on visionary leadership factors of small and medium business operators (SMEs) in Pathum Thani Province were at a high level ( $\bar{x} = 3.59$ , S.D. = 0.384).

2. Analysis of causal factors influencing the visionary leadership of small and medium business entrepreneurs (SMEs) in Pathum Thani Province.

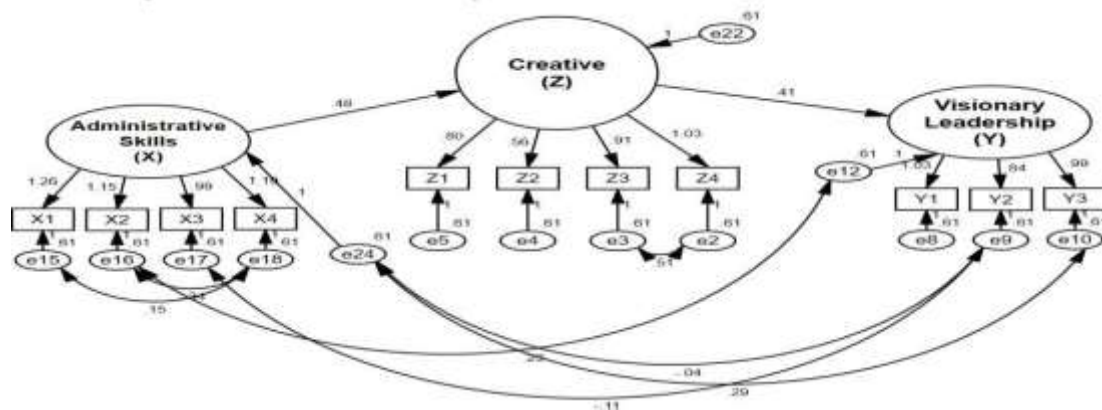
The researcher had established a full causal relationship model (over identified model) as shown in Figure 2. The path analysis results of the full correlation model of the independent variable with the dependent variable (latent variable) were created by the researcher according to the concepts, theories and related research mentioned above. They were used to create a full relationship model (Over Identified Model), which was a model that had a path between the variables in the same direction that could

be connected to the (dependent variable that was an internal variable or latent variables in every structural equation showing the relationship of the statistics between the variables with standard regression coefficients (Standardized Regression Weights), t-Value (Critical Ratio: C.R.), p-Value and Standard Error (S.E.). The analysis results were shown in Figure 3.

From Figure 3, it could show model parameter estimation results or coefficient estimation results. The statistical values showing the relationship between the variables were presented with standard regression coefficients. (Standardized Regression Weights), Standard Error (S.E.), t-Value (critical ratio: C.R.) and p-Value. Path coefficients of each structural equation could be written. The path of the causal correlation model through correlation enrichment into an economical model. (Parsimonious Model) to get the model that had the best relationship as in Figure 4



Chi-square = 60.599 df = 45 p-value = .060 GFI = .983 RMSEA = .011



**Figure 4:** The modified causal relationship model

From Figure 4, the path model of the causal relationship had the following components. The management skills variable (X) consisted of 4 aspects: 1) planning factor variable (X1) 2) organizational factor variable (X2) 3) control factor variable (X3) and 4) Performance Techniques (X4).

Direct causal relationship with Entrepreneur's creativity factor (Z) consisted of 4 aspects: 1) initiative factor (Z1) 2) thinking fluency factor (Z2) 3) flexibility factor thinking (Z3) and 4) cognitive precision factor (Z4).

The indirect causal relationship with visionary leadership factor variables of small and medium business entrepreneurs (SMEs) in Pathumthani Province (Y) consisted of 3 aspects: 1) vision building factor variable (Y1) 2) vision dissemination factor (Y2) and 3) vision compliance factor (Y3).

The relationship between the variables consisted of the vision dissemination factor (Y2) variable that was associated with Executive skills factor (X) and control factor (X3).

The technical-operational factor (X4) was associated with the planning factor (X1) and the organizational factor (X2).

Cognitive resilience factor (Z3) was associated with Cognitive resolution factor variable (Z4).

The vision compliance factor (Y3) was associated with the administrative skill factor (X) and the organizational factor (X2) was related to the visionary leadership factor (Y).

Considering the sum of influences was found that the administrative skills factor (X) with 4 aspects: 1) planning factor (X1), 2) organizational factor (X2), 3) control factor (X3), and 4) operational technical factor (X4) had a direct causal relationship with the entrepreneurial creativity factor (Z) with 4 aspects:

1) Originality factor (Z1) 2) Thinking fluency factor

(Z2) 3) Thinking flexibility factor (Z3)) and 4) the cognitive resolution factor (Z4) with the sum of influences equal to 0.48 (direct influence in the same direction relationship) the most.

The indirect causal relationship with visionary leadership factors of small and medium enterprises (SMEs) in Pathumthani Province (Y) with 3 aspects: 1) vision building factor (Y1) 2) vision dissemination factor (Y2) and 3) vision implementation factor (Y3) had a sum of influence equal to 0.20 (indirect influence in heraldic relationship through the factor of creativity of entrepreneurs).

#### Measures of the Model Fit Verification Results

Hypothesis 1 is a test of the hypothesis of the model to test whether the theoretically generated path models are consistent with real data?

H0: Theoretical Path Model = Actual Model

H1: Theoretical Path Model  $\neq$  Actual Data Model

Evaluation the Data-Model Fit, and a statistical value used to verify the fit of an empirical model with a theoretical model, the -Value must be statistically significant. (Significant: Sig.) greater than .05.

The results of the research had been verified for the consistency of the theoretical model. (Prototype model) with empirical data which was consistent as shown in Table 4 as follows:

From Table 4, the research findings had been verified for the consistency of the theoretical model (Prototype model) with empirical data which must be consistent by displaying data to check the model's concordance or to check whether the correlation between the variables is consistent or not.

**Table 4:** Criteria and results of verifying the consistency of the theoretical model with empirical data.

Symbols	Statistics	Objectives	Criteria	research results	Consideration
CMIN-p	Chi-square Probability Level	Check chi-squared probabilities, which must not be statistically significant.	$p > .05$	<b>.060</b>	concordance /pass the criteria
CMIN/df	Relative Chi-square	Check the model to be consistent with empirical data.	<b>&lt; 3</b>	<b>1.347</b>	concordance /pass the criteria
GFI	Goodness of Fit index	Measure the level of comparative harmony with a value between 0-1.00.	<b>&gt; .90</b>	<b>.983</b>	concordance /pass the criteria
RMSEA	Root Mean Square Error of Approximation	Tell the model error in terms of the root mean square of the error with the estimation of values between 0-1.00	<b>&lt; .08</b>	<b>.011</b>	concordance /pass the criteria

Source: Adapted from Thanin Siljaru (2012)  
If they are consistent, they can be analyzed and if the variables are not consistent then the structural equation models cannot be calculated. The researcher must modify the model until it is complete, acceptable and reliable according to the principles of the research process first.

Therefore, developing a model that is consistent with empirical data is popularly called “Model Fit”. It was found that the Empirical and Theoretical Models (Prototype model) were consistent and passed the model validation criteria as follows:

- 1) Chi-square Probability Level: CMIN-p equals to 69.249
- 2) Relative Chi-square: CMIN/df equal to 1.347
- 3) Goodness of Fit Index: GFI equals to .983 and
- 4) Root Mean Square Error of Approximation: RMSEA equals .011.

**Results of Research Discussion**

1. Level of opinions on the managerial skill factor, creative factor and the visionary leadership factors of small and medium business entrepreneurs (SMEs) in Pathum Thani Province was found that the factors of management skills were at a high level, the creative factor was moderate, and the visionary leadership factor was at a high level which was in accordance with Robert (2018) who said that thinking flexibility means that creative people have the ability to find multiple methods to solve problems instead of using only one method.

People who are flexible in their thinking will remember how to solve problems that once did not work in order to not to be reused again and try to find a new way to

solve the problem. The flexibility of thinking is closely related to the fluency of thinking, that is, flexibility in thinking and fluency in thinking are the ability of a person to find many ways of thinking to use in solving problems. It is true that a person can create 20-30 ideas or solutions to solve problems. This will work better than a person who finds only 2-3 solutions to the problem and does not work.

Therefore, if a person develops or improves the flexibility of thinking, it can be done by trying to come up with multiple solutions and analyzing the problem from multiple perspectives which will help him develop cognitive flexibility which was in accordance with the concepts of Jutta Prasatkaew, Supattana Pintapaet, Teerawut Bunyasophon and Anek Theerawiwatthai (2020) who found that the potential model of middle management for competition in the aviation industry consists of 3 main components:

- 1) The aviation industry business with 2 sub-components, namely (1) policy formulation in the aviation industry business and (2) marketing strategy in the aviation industry
- 2) Organization management in the aviation industry with 4 sub-components, namely (1) organizing and adjusting the organizational structure (2) creating and adjusting strategies (3) setting and adjusting plans, and (4) coordinating and creating alliances 3.
- 3) Management attributes with 5 subcomponents, namely: (1) organizational leadership (2) personal attributes (3) communication (4) human relations, and (5) leadership potential development manual for middle management for the aviation business competition consisting of 2 parts: Part 1 Introduction

to the use of the manual and Part 2 Guidelines for developing the potential of middle executives to compete in the aviation industry. The model and manual were unanimously agreed on their suitability for application in the aviation industry.

2. Causal Factors Influencing Visionary Leadership of Small and Medium Business Entrepreneurs (SME) in Pathum Thani Province were found that the model was quite consistent with the empirical data, considering (1) Chi-square Probability Level:  $C_{MIN-p} = .060$  (2) Relative Chi-square:  $C_{MIN/df} = 1.347$  (3) Goodness of Fit. Index:  $GFI = .983$  and (4) Root Mean Square Error of Approximation:  $RMSEA = 0.11$ . Considering the influence sum was found that the administrative skill factors consisting of planning factors, organizational factors, control factors and operational technical factors had a causal influence indirectly in the heraldic relationship on factors of visionary leadership of small and medium business entrepreneurs (SMEs) in Pathum Thani Province. Due to the management skills of small and medium business entrepreneurs and the role of developing organizational strategies that are consistent with both external and internal circumstances of management so that the small and medium business entrepreneurs (SMEs) in Pathum Thani Province will be used to determine guidelines for improving small and medium business entrepreneurs in their organizations as well as being able to split creative perspectives harmoniously and create competitive strengths coupled with economic and technological perspectives and strategy perspective to become a visionary leader that leads the organization to a competitive advantage which was in accordance with Groves (2006) who said that the causal factors influencing the skills of managers have multifactorial factors similar to the charismatic faith-based leadership and skills of managers. Groves attempted to analyze all three types of leadership and came to the conclusion that the faith-based leadership and charismatic management skills of executives had fundamental similarities. These factors include communication, visionary leadership. Emotional intelligence Creativity and organizational climate which was in accordance with the concept of Narongwit Saenthong (2019) who said that leaders in the era of change must be visionaries and able to effectively put vision into action. Small and medium business entrepreneurs can be compared to being the commander of the important army that will lead the organization to move forward in the reform

process with honor and dignity. They must have an important factor, namely, knowledge and competency in management, including vocational education and education to create knowledge and expertise in various fields for grading the level of knowledge and competency of employees and experience in management. Life satisfaction is a leader's feelings toward anything related to the way of life at work. The affiliated organizations satisfaction will occur only when it satisfies the needs completely and perfectly. The satisfaction can be changed according to the values as well as the experience of each individual including the satisfaction level of each person will have different standards as well. Visionary leadership is part of transformational leadership because the transformational leader will use the incentive of the follower to increase the effort to work more than usual.

This is due to the fact that followers have a relatively high level of confidence in the results of their assigned tasks and commitment to success. Ultimately, the result of the work is transformation. Therefore, the follower's expectation is an important factor in increasing the follower's motivation because of the leadership with initiative, courage, decisiveness will be able to make the right decisions, make decisions quickly and are always willing to make their own decisions when any problems arise.

The ability to communicate can show good expression to have the right verbal and appropriate manner to control emotions well. Executives with a strong mind, and stable mood not must know how to control emotions, feelings, and appropriate expression. Good relationship, modest, and generousness will result in a good working atmosphere.

### **Suggestions**

1. Suggestions for applying research results
  - 1.1 Factors on management skills. Small and medium business entrepreneurs emphasizing on self-awareness of small and medium business entrepreneurs, morality, transparent management must be an emotionally intelligent person with true leadership. Desirable executive personality in the organization resulting in the management skills of medium-sized business operators and good size can lead the agency to achieve efficiency and effectiveness in managing the organization forever.
  - 1.2 Creative factor. Small and medium business entrepreneurs should allow others to freely



express their opinions on various operations by finding a way or method in expressing opinions, such as being open to suggestions and opinions at the meeting, setting up a comment box, etc.

1.3 Visionary Leadership Factors. Small and medium business entrepreneurs should first express their understanding of their strengths and weaknesses, and take the weaknesses found to find ways to improve and develop their weaknesses to be outstanding.

## 2. Suggestions for further research

2.1 Should study other observational variables that may affect management skills of small and medium business entrepreneurs such as perceptions of internal justice, organization atmosphere, and job characteristics, etc.

2.2 There should be further study by applying the elements obtained to create a model for developing small and medium business entrepreneurs by using quality research methods and research tools such as interviews or focus groups to make the created elements able to answer the objectives clearly.

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