

A Conceptual Research Model for Studying the Relationship between Entrepreneurial Competencies and the Performances of Small and Medium Size Enterprises in Bangladesh

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Abstract: *By drawing upon the concepts of entrepreneurship and entrepreneurs, entrepreneurial competency domains, and measurement of Small and Medium Enterprise's performance yardsticks, a conceptual framework has been proposed to understand the relationship between entrepreneurial competencies and SMEs performance. The model comprises three constructs: entrepreneurial competencies, the performance of SMEs, and control variables to realize the entrepreneur's demographic, background, behavioral characteristics with the firm's age and stage of development. The central theme of this model is to propose the association of ten specific entrepreneurial competencies with SMEs' performance. Additionally, to validate the proposed model, a comparative study has been offered based on the researches performed in different countries on entrepreneurial competencies and the performance of SMEs. The model directs further research for empirical justification, explores other competency areas, and group the competency domains in a meaningful way.*

Keywords: *Entrepreneurship, Entrepreneurial competency, Small and Medium Sized Enterprises (SMEs), Performance of SMEs.*

JEL Classification: M19.

1.0 Introduction & Background of the Study

Globally, Small and Medium Enterprises (SMEs) are considered as the vital player for accelerating the pace of industrialization, poverty alleviation, and employment generation in the economy of the developing countries. In Bangladesh, SMEs are playing a significant role in generating direct employment of 7.8 million people and ensuring the affordable livelihood of 31.2 million people (BBS, 2016). The research findings on entrepreneurship and SMEs suggest that entrepreneurs' behavioral characteristics and their psychological and demographic features are frequently cited as the most powerful and influential features contributing to SMEs' performance (Man & Chan, 2002). Although SMEs' overall performance is also influenced by numerous industrial and firm-specific characteristics and firm strategies, entrepreneurial competencies' significance to affect SMEs' performance is inevitable. Ahmad (2007) identified some entrepreneurial competency domains, and empirically proved their contributions to SMEs' success in Malaysia and Australia through a cross-cultural study. According to Man (2001), entrepreneurs' versatile competencies are linked to SMEs' performance in the Hong Kong service sector. Further, Man et al. (2008) empirically supported this relationship through a framework of competitiveness.

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Bangladesh is a South Asian densely populated country where SMEs can provide substantial employment opportunities with low investment to drive a resilient national economy (Alauddin & Chowdhury, 2015). But the entrepreneurial competencies and the performance of SMEs in Bangladesh are yet to prove through empirical evidence. Thus, this study aims to identify the competencies required for entrepreneurs of the SMEs sector and design a research framework that would serve as the base for empirical analysis of entrepreneurial competencies and the performance of SMEs. The study undertakes an extensive literature review related to entrepreneurship and performance of the small and medium-sized enterprise and attempts to design a research framework of SMEs performance linked with entrepreneurial competencies. The paper also sheds light on the overview of entrepreneurship and entrepreneurs, entrepreneurial competencies, and domains of entrepreneurial competencies related with the SMEs performance. Lastly, to validate the proposed theoretical research framework, a comparative study has been offered based on the researches performed in different countries on entrepreneurial competencies and the performance of SMEs.

2.0 Entrepreneurs and Entrepreneurship

There is a rich and diverse literature capturing the essence of entrepreneur and entrepreneurship. These concepts have been studied extensively in management and economics literature in recent decades (Block et al., 2017). The word entrepreneur stems from the French word “entreprendre,” meaning to do or to undertake. The term entrepreneur first appeared in the literature in the form of entrepreneur in 1253 and present spelling in 1433 (Rey, 1994). Cantillon first described a clear conception of an entrepreneur. He pointed out that an entrepreneur is a person who purchases the raw materials at a known price with a view to selling it at an unknown price (Cantillon, 1775). In his definition, an entrepreneur’s role is as an intermediary who initiates a transformation (Filion, 2011). After Cantillon, Jean-Baptiste Say, a prolific scholar, identified ‘element of innovation’ as an entrepreneur’s essential characteristics. He saw an entrepreneur is an economic actor who could do new things, who perform more with less, who could gain more by performing something in a new or different way (Say, 1815; 1996). Schumpeter observed that JB Say was the first to draw a clear difference between venture capitalists and entrepreneurs (Schumpeter, 1954). Schumpeter further postulates an entrepreneur to have the qualities of exploiting new opportunities (Schumpeter, 1928). The opportunities are the brainchild of entrepreneurs who initiate to change or create change during the disturbance of economic equilibrium fuelled by uncertainty, technological upheaval, and change. While Kirznerian viewed such opportunities come from an entrepreneur’s control over information asymmetry (Burns, 2016). Regardless of where the opportunities come from, entrepreneurs remain alert to grasp the untapped opportunities and act as a mediator in the market place (Marshall, 1890).

Thus, an entrepreneur exploits profit by taking innovative action while accepting risk and transforming resources into the areas of a higher return (Burns, 2016). Filion (2011) proposed some components to include in an entrepreneur’s definition, i.e., innovation, risk management, opportunity recognition, use of resources, added value, and action. Scarborough (2016) defined entrepreneurs in a

more utilitarian perspective that is an entrepreneur is a person who creates a new business in the face of risks and uncertainties with a view of maximizing profit and growth while grasping the real opportunities and utilizing resources to capitalize them.

3.0 The Concept of SMEs Performance

Firm performance is one of the signs discussed issues in strategic management literature. Organizations are evaluated based on their performance (Prajogo & Sohal, 2006). Thus, performance is determined by the organization's appropriate strategic choice, which improves the competitiveness of the same (Ferreira & Otley, 2009). One of the most famous measuring organizational performance tools is coined by Kaplan & Norton (1996), a multidimensional assessment of a firm's current financial and non-financial position. In a well-acclaimed research paper, besides financial parlance, they proposed a balanced scorecard system to measure the firm's performance from internal business process, customer, learning, and growth standpoint (Kaplan & Norton, 1996).

Li et al. (2006) explored numerous financial and market criteria to measure organizational performance from a pool of previous studies, e.g., the profit margin on sales, return on investment (ROI), the growth of ROI, the growth of sales, market share, the growth of market share, and the overall competitive position.

Antony & Bhattacharyya (2010) measured organizational performance based on six consolidated factors, i.e., innovativeness, efficiency, effectiveness, productiveness, creativeness, and competitiveness.

4.0 Domain of Entrepreneurial Competencies

Engaging in different functional, managerial, and entrepreneurial activities, an entrepreneur has to perform far more complex activities than a manager in an organization. An entrepreneur's tasks' complexity is subject to further investigations that eventually would increase SMEs' success possibilities (Ahmad et al., 2010).

However, Entrepreneurial competencies can be stated as underpinning features of generic and specific knowledge, skills, motives, traits, and self-images which impact the birth, survival, and growth of venture (Bird, 2019). Further, Baum et al. (2001) define competencies as the required skills, knowledge, and abilities of an individual to perform a specific job. After an extensive literature review, Man & Chan (2002) provide a theoretical rationale for six different entrepreneurial competencies, e.g., strategic, conceptual, organizing, commitment, relationship, and opportunity competency. Besides, Ahmad et al. (2010) & Ahmad (2007) suggest entrepreneurs' personal and technical competency. The following table 3 gives a snapshot of these entrepreneurial competencies along with related behaviors of entrepreneurs.

Table 1: Domain of Entrepreneurial Competencies

Competency Domain	Behaviors of Entrepreneurs	Sources of Literature
01. Strategic competency	The ability of entrepreneurs to formulate, evaluate, and implement the strategies of the firm.	(Bartlett & Ghosall, 1993); (Durkan et al., 1993); (Hunt, 1998); (Gasse, 1997); (Adam & Chell, 1993)
02. Conceptual competency	The competency related to entrepreneurs' conceptual abilities is reflected in decision-making, innovativeness, understanding complex situations, and entrepreneurs' risk-taking behaviors.	(Baum, 1994); (Bartlett & Ghosall, 1997); (Bird, 1995); (Durkan et al., 1993); (Hunt, 1998); (Chandler & Jansen, 1992)
03. Organizing and leading competency	The competency is related to the organization of numerous firm's resources, e.g., human, financial, physical, and technological resources, like team-forming, leading employees, controlling, and training.	(Gasse, 1997), (Chandler & Jansen, 1992), (Bartlett & Ghosall, 1997); (Durkan et al., 1993), and (Baum, 1994).
04. Opportunity competency	The ability of entrepreneurs to identify, seek, and grasp business opportunities.	(Baum, 1994); (Gasse, 1997), (Chandler & Jansen, 1992)
05. Commitment competency	Competencies that drive entrepreneurs to go ahead with business and energize to restart after failure.	(Durkan et al., 1993); (Bartlett & Ghosall, 1997); (Chandler & Jansen, 1992)
06. Relationship competency	Ability to develop a network and build a relationship, communicate, negotiate, and manage conflict effectively.	(Bartlett & Ghosall, 1997); (Durkan et al., 1993); (Chandler & Jansen, 1992); (Bird, 1995), and (Gasse, 1997)
07. Technical competency	It is the ability to handle numerous tools and equipment related to business and expertise in business-related tasks.	(Ahmad, 2007); (Ahmad et al., 2010)
08. Personal competency	Have qualities like self-confidence, self-motivation, self-awareness, persistence, and proactiveness attitude of entrepreneurs.	(Ahmad, 2007); (Ahmad et al., 2010)
09. Learning competency	It is the ability to be up-to-date in related fields and apply learned skills into actual practices.	(Man et al., 2001); (Deakins & Freel, 1998).

Source: Adopted and Modified from (Man & Chan, 2002); (Ahmad, 2007) & (Ahmad et al., 2010)

Meanwhile, a critical analysis of the earlier entrepreneurial competencies model Ahmad et al. (2010) opined that there is the substantial scope of belief for eight entrepreneurial competencies and related impacts on SMEs' performance. The following sections undertake a critical literature analysis covering these specific entrepreneurial competencies and associated effects on SMEs' performance.

4.1 Strategic Competency and Performance of SMEs

Strategic competency refers to the skills which are related to the setting, evaluating, and finally implementing strategies for the organization (Man et al., 2002, p. 132). Particularly, Man (2001) gave the operational shape of strategic competency in the following behaviors: (a) ability to project directions and how change might effect on the organization, (b) ability to prioritize activities in aligning with business goals, (c) ability to redesign the firm to meet better the objectives of firms, (d) ability to align present activities with business goals, (e) ability to monitor progress toward achieving strategic goals, (f) ability to evaluate results against strategic goals, and finally (g) ability to determine strategic actions through weighting costs and benefits (Man, 2001, P. 304).

Additionally, Man & Chan (2002) provide a theoretical rationale about the positive impacts of an entrepreneur's strategic competency on SMEs' performance. Further, Subagyo et al. (2020) perform

research about the performance of Micro Small and Medium Enterprises (MSMEs) in East Java Province of Indonesia and prove that an entrepreneur's strategic competencies have some critical relationships with the performance of MSMEs. Numerous studies have found a meaningful relationship between the strategic competency of entrepreneurs and the performance of SMEs.

4.2 Conceptual Competency and Performance of SMEs

According to Chandler and Janson (1992, p. 224), conceptual competency refers to the cognitive skills and competencies to integrate all the activities and interests of an organization. Conceptual competency reflects different conceptual abilities in the entrepreneurs' behaviors, e.g., decision-making skills, absorbing & understanding complex information, innovativeness, and risk-taking attitudes (Man et al., 2002). Michalko (2000) opined that conceptual ability refers to new thinking and formulating new ideas and acting for subsequent progress. Man (2001) and Ahmad (2007) provided positive empirical evidence between small and medium enterprises' performance and entrepreneurial competencies.

4.3 Organizing & Leading Competency and Performance of SMEs

Different earlier models of entrepreneurial competencies direct that managing and organizing both internal and external environment of an organization is a crucial skill which is required and mastered by the entrepreneurs. Man (2001) aggregated organizing competency under the competency domain of human and operational competency and provided a positive association with the performance of SMEs. The present study undertakes the organizing & leading competency as a separate competency domain as entrepreneurs must assume related 35 related responsibilities (Chandler & Janson, 1992). The abilities of a manager to develop plans, allocate resources, organize and delegate tasks, coordinate activities, keep the organization functioning, and motivate & lead employees are importantly identified as the organizing and leading competency of an entrepreneur (Man, 2001).

4.4 Opportunity Competency and Performance of SMEs

Opportunity competency refers to entrepreneurs' ability to recognize and seize the market opportunities through numerous means (Man et al., 2002, p. 132). The constructs measure opportunity competency can be explored as the ability to identify goods and services that customers want, perceive the unmet need of customers, capture the real opportunity, and provide the ultimate benefit to the customers (Man et al. 2002 p. 304). Allison et al. (2000) suggested that the entrepreneurs' ability to see opportunities amid the problems when others fail to recognize the opportunities. According to de Koning (2003), opportunity competency is the entrepreneurs' ability to seek, develop, and assess real market opportunities. Man (2001) and Ahmad (2007) suggested a positive relationship between the opportunity competency of entrepreneurs and SMEs' performance.

4.5 Commitment Competency and Performance of SMEs

Commitment competency reflects entrepreneurs' drive to move ahead with their business venture (Man et al., 2002, p. 132). Further, Man (2001, p. 304) provided a positive correlation among SMEs' performance and the commitment competency of entrepreneurs. He measured the commitment

competency using the following behaviors of entrepreneurs: (a) ability to possess a strong internal drive to be a success, (b) refuse to let the business fail, (c) having powerful dedication to make the business smooth and work, (d) have long-term business goals.

4.6 Relationship Competency and Performance of SMEs

Man et al. (2002, p. 132) defined relationship competency as the ability to organize different human, financial, technological, and physical resources, for instance, team building, leading & motivating employees, conducting training & development activities, and controlling employees of the organization. Man (2001) suggested a positive relationship between relationship competency and the performance of SMEs while measuring the relationship competency regarding developing a long-term trusting relationship with others, ability to negotiate with others, interacting with others, ability to communicate with others effectively, and ability to maintain good personal networking with others. However, Janssen & Greve (2002) viewed entrepreneurs as the developer of trusting relationships with suppliers, customers, employees, competitors, government authorities, and other stakeholders. There is strong evidence that small firms are significantly dependent on the trusting network of surrounding professionals, e.g., government bodies, lawyers, accountants, and consultants (Ramsden & Bennett, 2005). Further, Hansen (2001) explained that entrepreneurs use this relationship competency to procure resources to support their business. Therefore, entrepreneurs need to master interpersonal communication and relationship skills.

4.7 Technical Competency and Performance of SMEs

Chandler & Jansen (1992, p. 226) identified technical competency as the ability to utilize different tools, procedures, and techniques of a specialized field. However, this domain was not identified in Man's (2001) entrepreneurial competency domain. But it has been enormously cited as a significant competency of entrepreneurs, and Ahmad (2007) included it in the realm of entrepreneurial competency. Martin & Staines (1994) viewed technical competency as the most crucial skill for the owners who managed independent small and medium enterprises. Additionally, Baum et al. (2001) found that SMEs' performance and growth have a positive relationship with entrepreneurs' technical competency.

4.8 Personal Competency and Performance of SMEs

Man (2001, p. 304-305) defined personal competency as the ability of maintaining an important level of energy, self-motivating quality to keep continuing at optimum extent of performance while responding to positive and constructive criticism, scrutinizing self-strength zones along with figuring weakness to relate them with opportunities and threats, having a positive attitude, and prioritizing tasks to manage time. He provided evidence of the association between personal competency and the success of small and medium enterprises. Numerous authors included several skills as the features of personal competency like Thompson et al. (1997) included determination and self-belief, Goleman (1998) identified self-awareness, Markman & Baron (1998) explained self-control and stress

tolerance. In fine, personal strength and competency have been seen as the essential competency of entrepreneurs and positively correlate with venture performance.

4.9 Learning Competency and Performance of SMEs

Man (2001, p. 304) defined learning competency as the ability to learn from everywhere, learn proactively, keep most up to the date in own field, and utilize learned knowledge and skills into real life practices. Deakins & Freel (1998) suggested learning competency as the prerequisite competency of entrepreneurs to adapt them to the environment. Moingeon & Edmundson (1996) expressed that learning competency is the central competency of the entrepreneurial process to produce entrepreneurs' knowledge that eventually reduces possible risks and uncertainty. The authors concluded that entrepreneurs learn in a challenging way- through business closure and failure.

4.10 Ethical Competency and Performance of SMEs

Ahmad (2007) suggested an association between the ethical competency of entrepreneurs and the performance of SMEs. Ethical competency is defined as the standards, principles, rules, and codes which provides guidelines for morally supported behaviour and activities (Lewis, 1985, p. 381). Martin and Staines (1994) identified some ethical practices of entrepreneurs. While using them, Ahmad (2007) operationalized ethical competency as follows: (a) being fair in business activities, (b) taking responsibility and accountability for self-activities, (c) admitting self-mistakes and informing these to the affected parties duly, (d) conducting business based on philosophical orientation and ethical convention, (d) avoiding being too greedy, (e) engaging in open and honest marketing behaviors, and (f) committed to provide products and services at reasonable prices.

5.0 Proposed Conceptual Research Model

Our study proposes ten specific competency domains that have relationships with SMEs' performance.

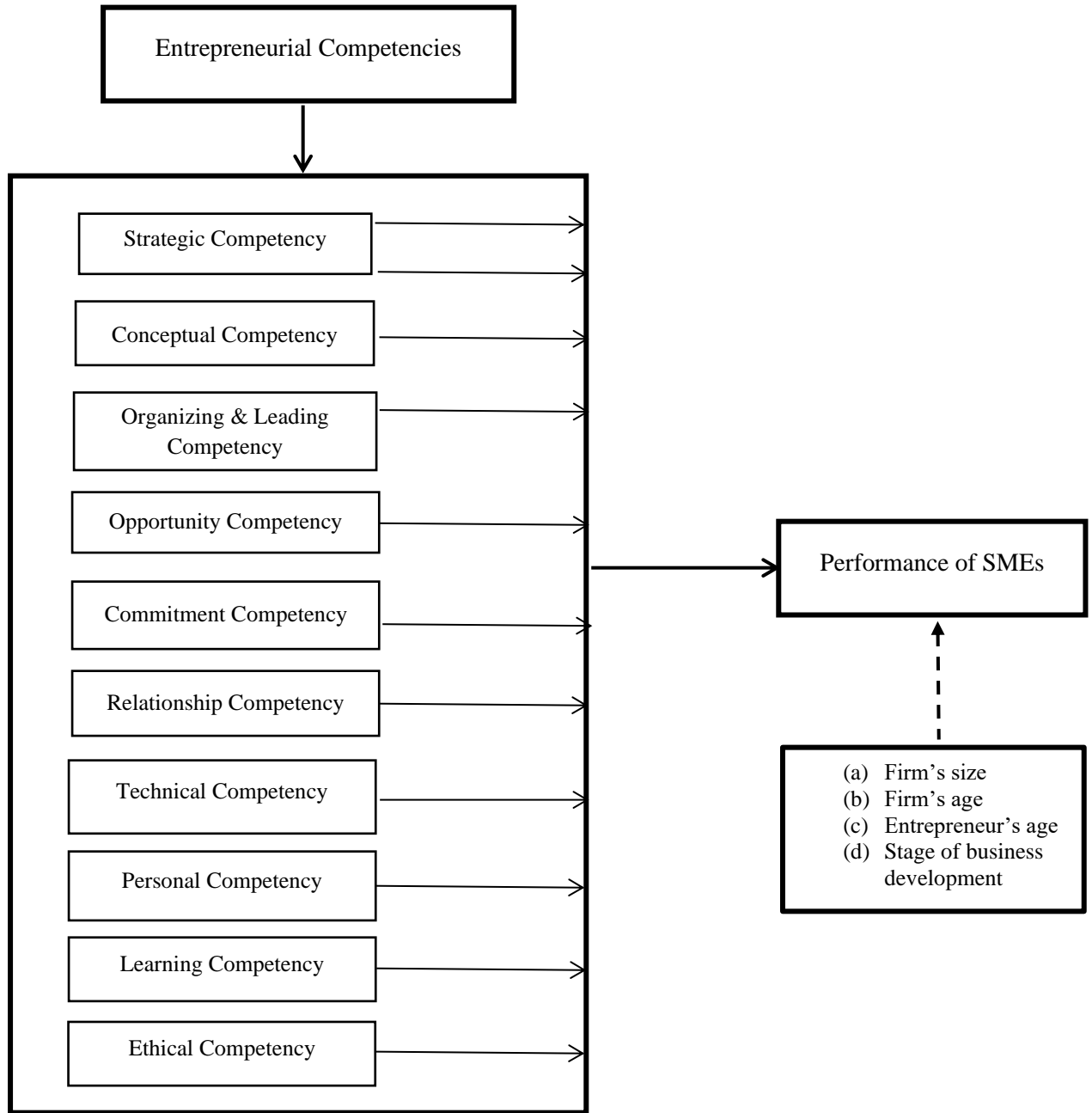


Figure-01: Proposed Conceptual Research Model

The model, initially, proposes that entrepreneurial competency is associated with the performance of SMEs. This present study further proposes that all these ten specific competency domains have relationships with SMEs' performance. Apart from these, the firm's age, size, and stage of development along with the entrepreneur's age are considered as control variables to realize the entrepreneur's background, demographic, and behavioural characteristics as well as the firm's characteristics.

6.0 Measurement of Entrepreneurial Competencies

The following table shows the measurements and constructs of entrepreneurial competencies.

Table-02: Entrepreneurial Competency Constructs

Competency Construct	Competence Area	Authors
01. Strategic Competency	1. Gauge long range opportunities, issues, and problems.	Boyatzis and Kolb (1995), Man (2001), and Ahmad (2007).
	2. Aware of the anticipated directions of the industry and how changes might impact the firm	
	3. Prioritize works according to business goals.	
	4. Restructure the department and/or organization to better link with the long-range issues, opportunities, and problems.	
	5. Link up ongoing activities with strategic goals of the organization.	
	6. Integrate short term and day to day activities with long term directions of the industry.	
	7. Track performance towards strategic goals.	
	8. Evaluate outcomes against strategic goals.	
	9. Consider strategic actions evaluating appreciate cost and benefit analyses.	
02. Conceptual competency	10. Look at old problems in new ways.	Man (2001), Ahmad (2007), Evers & Rush (1996), and Quinn et al., (1990).
	11. Consider obvious problems as opportunities.	
	12. Explore new ideas.	
	13. Take reasonable job-related risks.	
03. Organizing and leading competency	14. Develop plans for the business activities.	Chandler and Hanks (1994), and Man (2001).
	15. Manage the resources of organization.	
	16. Keep the organization function properly.	
	17. Organize resources.	
	18. Coordinate tasks.	
	19. Supervise subordinates.	
	20. Lead subordinates.	
	21. Organize people.	
	22. Motivate people.	
23. Delegate the tasks significantly.		
04. Opportunity competency	24 Identify goods and services customers really want.	Chandler and Jansen (1992), Ahmad (2007), and Man (2001).
	25. Assume unmet customer needs	
	26. Proactively identify goods and services which provide real benefits for customers.	
	27. Grasp untapped business opportunities.	
05. Commitment competency	28. Dedicated for the venture performance.	Chandler and Jansen (1992), and Man (2001).
	29. Refuse to let the venture fail whenever appropriate.	
	30. Possess a unique and high-level internal drive.	
	31. Dedicate to achieve long term business goals.	
06. Relationship competency	32. Develop long term trusting relationship with others.	Roemer's (1996), Mintzberg (1973), Katz's (2009), and Man (2001).
	33. Negotiate with others.	
	34. Interact with others.	
	35. Maintain a personal network of work contacts.	
	36. Understand what others mean by their words and actions.	
07. Technical competency	37. Communicate with others effectively.	Chandler and Jansen (1992).
	38. Perform the technical part of my tasks	
08. Personal	39. Perform in the technical area of my interest.	Man (2001), Ever &
	40. Maintain a high energy level.	

competency.	41. Motivate self to obtain optimal performance.	Rush (1996), William (1996), and Quin et al. (1990).
	42. Prioritize tasks to manage my time.	
	43. Recognize and work to remove my shortcomings.	
09. Learning competency.	44. Keep me up to date in my field.	Man (2001).
	45. Learn proactively.	
	45. Utilize learned knowledge and skills into real life phenomena.	
10. Ethical competency	47. Be transparent and fair in business activities.	Martin and Staines (1994), and Ahmad (2007).
	48. Be responsible and accountable for own actions.	
	49. Acknowledge own mistakes and inform the affected parties.	
	50. Conduct business activities based on ethical and philosophical consideration.	
	51. Bypass being too money-oriented and greedy.	
	52. Be honest and fair in transparent marketing activities.	
53. Be committed to provide products and services at reasonable prices.		

7.0 A Comparison based on the Studies Performed in Different Countries on Entrepreneurial Competencies and the Performance of SMEs

Entrepreneurial competencies are seen as the most crucial facet for growth and success of any business (Mitchelmore & Rowley, 2010). Bird (1995), Baum et al. (2001), and Colombo & Grilli (2005) viewed that entrepreneurship, in more particularly, entrepreneurial competencies, are related to the birth, survival, growth, and success of a business. Man (2001) explored a domain of entrepreneurial competencies and connected it to the organization’s performance in the Hong Kong SMEs service sector. Ahmad (2007) expanded the competency domain provided by Man (2001) and related these to SMEs’ performance in Australia and Malaysia’s cross-cultural perspective.

However, numerous studies attempted to sketch the relationship between entrepreneurial competencies and performance of SMEs (Mitchelmore & Rowley, 2010; Bird, 1995; Baum et al., 2001; Colombo & Grilli, 2005; Ahmad, 2007, and Man, 2001). Additionally, the studies of the previous literature direct ten specific competency domains of entrepreneurs, e.g., strategic competency, conceptual competency, organizing & leading competency, commitment competency, opportunity competency, personal competency, learning competency, ethical competency, relationship competency, and technical competency. Therefore, there are enough reasons to believe the relationship between the ten specific competency domains and the performance of SMEs (Man, 2001; Ahmad, 2007; Baum et al., 2001; Subagyo et al., 2020; Man & Chan, 2002; Ahmad et al., 2010; Ramsden & Bennett, 2005). Furthermore, Man et al. (2002) developed a conceptual model relating firm performance with entrepreneurial competencies, organizational capabilities, and competitive scope of the firm. Under entrepreneurial competencies, they mentioned six competency domains named opportunity competencies, relationship competencies, conceptual competencies, organizing competencies, strategic competencies, and commitment competencies. Earlier that Man (2001) related these entrepreneurial competencies with the performance of SMEs in the context of Hong Kong service sector. Similarly, Chandler & Jansen (1992) related entrepreneurial role, managerial role, and technical-functional role with venture performance under the context of the State of Utah records of

business incorporations. Li et al. (2009) confirmed the positive relationship of entrepreneurial orientation (risk-taking, innovativeness, competitive aggressiveness, proactiveness, and autonomy) with firm performance and opined that knowledge creation process serves as a mediating role in this relationship. They related directly entrepreneurial orientation with firm performance in their model with a mediating variable of the knowledge creation process.

In contrast, a contradictory outcome has been found in the study of Marmaya et al. (2018) while measuring the firm performance of SMEs in Malaysia. They discovered that entrepreneurial orientation was not related to the performance of SMEs. But Aziz et al. (2014) explored a significant positive relationship between entrepreneurial orientation and the performance of SMEs in Malaysia. Additionally, Chittithaworn et al. (2011) examined that management know-how competency of owners was no significant effect on the business success of SMEs in Thailand.

8.0 Conclusion

Small and medium enterprises (SMEs) are considered drivers of innovation and engines of growth throughout the world. They play a pivotal role in generating jobs and driving economic growth. In Bangladesh, SMEs are changing the face of the economy. The sector plays a significant role in the country's employment generation, reducing poverty and accelerated industrialization and economic growth. In a labor surplus country like Bangladesh, the sector can play a substantial role in proving the impetus of the modern manufacturing sector's development. The country's target of achieving double-digit economic growth rate hinges verily on SMEs' performance (SME Policy, 2019). Therefore, it is imperative to understand and determine the underpinning factors that influence the performance of SMEs. Hence, we have developed a model and proposed a certain relationship between entrepreneurs' competencies and SMEs' performance. However, the model is subject to robust and rigorous empirical studies. But a pool of previous studies highlighted the association of our proposed variables of entrepreneurial competencies and SMEs' performance. Thus, our model helps the policymakers and concerned authorities of SMEs understand the competencies required by SME entrepreneurs and eventually can design training and development programs to accelerate their skills.

Future Research Directions

This study has developed a conceptual model to understand the relationship between entrepreneurial competencies and SMEs' performance. Further, details empirical studies may be conducted to realize the competencies of venture owners and the performance of SMEs. Additionally, comparative studies may compare the association across different industries, sectors, and even cultures. Comparisons among different sectors may help the policymakers understand the competency requirements for different SMEs entrepreneurs. Therefore, more research attention and training can be focused on.

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