



International Conference on New Ideas in MANAGEMENT, ECONOMICS & ACCOUNTING

21 - 23 November 2025

Copenhagen , Denmark

Entrepreneurial Attitudes and Resource-based View–related Capabilities of Smes: Tangible and Intangible Sustainability Outcomes

Mehmet Civelek

Dogus University

Abstract

Sustainability practices have long been a central concern for small and medium-sized enterprises (SMEs) due to their limited financial and human capital. In this context, entrepreneurial orientation (EO) may foster RBV-related technological, organizational, financial, and innovation resources/capabilities, thereby improving sustainability outcomes. Accordingly, this study examines whether SMEs' innovativeness, risk-taking, proactiveness, competitiveness, and autonomy (EO antecedents) affect their patent ownership (technological), certification ownership (organizational), subsidy/grant ownership (financial), and R&D alliances and investments (innovation). The study employs a stratified random sampling method and uses an internet-mediated survey completed by executives from 446 SMEs. Moreover, this research performs binary logistic regression analyses to assess the effects of EO-related attitudes on RBV-related resources/capabilities. Results indicate that innovativeness, risk-taking, and autonomy significantly affect tangible resources/capabilities (patent, certification, subsidy/grant ownership), while innovativeness and autonomy significantly affect intangible resources (R&D investments and alliances). However, autonomy positively affects with all five outcomes, whereas innovativeness has negative effects. Furthermore, risk-taking positively affects patent, certification, and subsidy/grant ownership. These results might be explained by institutional factors such as government support. By integrating EO and RBV through a sustainability lens, the study contributes to entrepreneurship and finance literatures. Moreover, it offers policy implications to enhance financial and advisory support for SMEs, thereby alleviating resource constraints and supporting long-term survival.

Keywords: