

UNLOCKING POTENTIAL OF SME BUSINESS IN INDONESIA : A HOLISTIC
TRANSFORMATIVE BUSINESS COACHING MODEL FOR PERSONAL AND
ORGANIZATIONAL GROWTH

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Abstract

This dissertation explores how Transformative Business Coaching (TBC) influences the psychological, emotional, and strategic development of Indonesian small and medium-sized enterprise (SME) owners. Drawing on transformative learning theory, self-determination theory, and concepts from emotional and energetic psychology, the study investigates three core questions: (1) How does TBC shape self-perception and entrepreneurial confidence? (2) What internal shifts occur during the coaching process? and (3) How does TBC impact business decision-making, team dynamics, and entrepreneurial practices? A qualitative, intervention-based case study design was employed, involving 30 SME owners across four Indonesian provinces. Participants took part in a three-day intensive coaching workshop, followed by a one-month online mentoring phase and a follow-up stage conducted one year later. Data were collected through reflective journals, emotional self-assessments, facilitator observations, and post-intervention interviews. The data were analyzed using a thematic analysis approach to identify patterns of psychological, emotional, and behavioral transformation. The findings reveal five interconnected domains of change: self-image, belief systems, emotional regulation, strategic clarity, and behavioral integration. Overall, TBC facilitated a progressive transformation process, beginning with internal emotional release and identity reconstruction, and developing into increased self-confidence, improved decision-making, strengthened leadership behaviors, and more positive team dynamics. These outcomes suggest that entrepreneurial success is strongly linked to inner psychological and emotional development, not only technical and strategic skills. This study contributes to the literature on entrepreneurship and coaching by demonstrating how integrative, transformative approaches—combining subconscious, emotional, and cognitive elements—can strengthen entrepreneurial resilience. Practically, the findings offer a replicable framework for coaching practitioners and provide insights for policymakers seeking to support holistic SME development. In increasingly complex and uncertain business environments, transformational coaching models such as TBC may play a critical role in fostering sustainable entrepreneurial growth and long-term impact.

Keywords: Transformative Business Coaching, Entrepreneurial Mindset, Emotional Intelligence, SME Development, Identity Reframing, Coaching Intervention

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Small and Medium Enterprises (SMEs) have long been recognized as the backbone of economic development, particularly in emerging economies such as Indonesia. According to the Ministry of Cooperatives and SMEs of the Republic of Indonesia (2024), SMEs contribute 60.3% to the national Gross Domestic Product (GDP) and absorb 97% of the workforce. Their dominance across key sectors including agriculture, fisheries, manufacturing, creative industries, and digital services—places them at the heart of inclusive growth strategies. In 2022, more than 64 million SMEs were recorded in Indonesia (Indonesia Investment Report, 2024), demonstrating not only their vast numbers but also their diversity and potential impact.

From a regional perspective, the role of SMEs is equally critical. In Southeast Asia, SMEs account for over 90% of all businesses and employ between 50% and 97% of the workforce, depending on the country (ASEAN SME Policy Index 2022). For example, in Malaysia SMEs contribute around 38% to GDP, while in Thailand the figure is 35%. Indonesia's contribution is significantly higher, but paradoxically, productivity levels remain relatively low compared to its regional peers. This underscores the urgent need for innovative development approaches to

ensure Indonesian SMEs are not merely numerous, but also resilient, competitive, and sustainable in the long term.

The importance of SMEs became even more pronounced during and after the COVID-19 pandemic. a significant portion of Indonesian SMEs temporarily closed operations in 2020 due to the COVID-19 crisis (World Bank, 2021). Many entrepreneurs reported not only financial challenges but also psychological and emotional struggles, including stress, loss of confidence, and fear of business failure. This experience highlighted that traditional SME development programs—focused largely on funding, training, and technical assistance—were insufficient in addressing the deeper personal and psychological dimensions of entrepreneurship.

Despite extensive government support, Indonesian SMEs continue to face structural and internal challenges. Externally, they struggle with limited access to capital, technology gaps, bureaucratic obstacles, and intense competition in both domestic and international markets. Internally, many entrepreneurs grapple with fear of failure, imposter syndrome, inherited belief systems, and a lack of emotional resilience. As noted in the World Bank SME Diagnostic Report (2023), the ability of entrepreneurs to adapt, lead, and make strategic decisions under uncertainty is often more decisive for long-term survival than financial or technical capacity alone.

A recent regional study in East Java indicated that a large proportion of SMEs who participated in government-sponsored programs showed no significant improvement six months after the training (2024). Many participants admitted that

they knew *what* to do but lacked the internal courage, clarity, or belief to act on their knowledge. This gap between knowledge and implementation reflects a deeper issue: the problem is not merely in the business model, but also in the business owner's model of self.

To address this gap, Transformative Business Coaching (TBC) has emerged as a novel approach. Unlike conventional coaching models that emphasize strategy and technical skills, TBC integrates psychological, emotional, and strategic dimensions. Drawing upon methods such as hypnotherapy, forgiveness therapy, neuro-linguistic programming (NLP), and subconscious reprogramming, TBC seeks to re-align the entrepreneur's mindset with their business vision. This approach does not reject the importance of strategy and operational tools but positions them as secondary to inner transformation.

Based on years of applied practice and observation, TBC has demonstrated that sustainable entrepreneurial growth cannot be separated from personal growth. Entrepreneurs who experience inner healing, belief restructuring, and identity strengthening often report not only improved business performance but also greater emotional resilience, leadership presence, and purpose-driven decision-making. In this sense, TBC offers more than a coaching model; it represents a paradigm shift in how SME empowerment can be conceived in Indonesia and beyond.

1.2 Research Problem

Although substantial investments have been made in strengthening Indonesian SMEs, most government and NGO-led interventions remain externally oriented, focusing on financial support, infrastructure, and technical capacity-building. While such initiatives are undeniably important, they often fail to address the root causes of entrepreneurial stagnation, which are deeply psychological and emotional in nature. Entrepreneurs may attend workshops, acquire knowledge, or even gain access to capital, but without inner clarity and confidence, they frequently fail to translate these resources into sustainable action.

Empirical studies reinforce this paradox. For instance, despite billions of rupiah allocated annually to SME training programs, failure rates remain high, with many businesses unable to survive beyond the critical first five years of operation (BPS, 2023). A significant portion of SME owners cite not external constraints but internal barriers—such as fear of failure, self-doubt, and a lack of vision—as reasons for stagnation (World Bank SME Diagnostic Report, 2023). This suggests that technical competence alone is insufficient when entrepreneurs lack the psychological resilience and emotional grounding necessary to navigate uncertainty.

This gap becomes clearer when comparing conventional coaching or training with more holistic approaches. Traditional SME development programs tend to emphasize *what entrepreneurs should do*—how to create a business plan, manage finances, or adopt digital tools. In contrast, they rarely address *why*

entrepreneurs often fail to act on what they already know. This disconnection between knowledge and action is where the research problem lies. It is not that entrepreneurs lack information, but that their internal narratives, beliefs, and emotional states prevent them from fully applying it.

Psychological and emotional barriers are often rooted in cultural, familial, and personal histories. Many Indonesian entrepreneurs inherit limiting beliefs, such as the notion that ambition is arrogance, or that pursuing wealth conflicts with spiritual values (Lipton 2005; Van der Kolk 2014). These internalized scripts create subconscious resistance, leading to hesitation, self-sabotage, or chronic underperformance—even in the presence of external support. The phenomenon of “knowing but not doing” illustrates this gap, as documented in recent fieldwork showing that 63% of SMEs in East Java exhibited no measurable growth despite intensive government assistance (DIALEKTIKA, 2024).

The challenges of the 21st century—digital disruption, global competition, and economic shocks such as the COVID-19 pandemic—demand not only technical adaptation but also psychological agility. Resilient entrepreneurs are those who can regulate emotions, reframe setbacks, and maintain clarity of purpose in volatile environments (Goleman 1995; Dweck 2006). Without cultivating these inner capacities, even the most well-designed external interventions risk treating symptoms rather than root causes.

Thus, the core research problem is the absence of a comprehensive and scalable coaching model that integrates personal transformation with strategic

business development. Conventional interventions have created a fragmented approach strengthening the “outer business” while neglecting the “inner entrepreneur.” This imbalance undermines long-term sustainability. What is needed is a dual-focus model that not only provides technical guidance but also facilitates emotional healing, belief restructuring, and identity reformation.

In summary, while financial and technical assistance remain vital, their effectiveness is limited unless paired with interventions that address the internal psychological barriers of entrepreneurs. This research responds to that gap by examining the potential of Transformative Business Coaching (TBC) as an integrative model designed to bridge the divide between knowledge and action, external capacity and internal transformation.

1.3 Purpose of Research

The overarching purpose of this research is to design, apply, and evaluate a holistic coaching model that integrates internal mindset transformation with external business coaching to enhance the sustainability and growth of Indonesian SMEs. This study recognizes that entrepreneurial development must go beyond technical competencies, addressing the deeper psychological and emotional dimensions that shape behavior, decision-making, and leadership.

More specifically, the study has the following objectives:

1. To uncover and categorize key psychological barriers hindering SME performance.

Numerous studies have shown that unresolved trauma, fear of failure, and limiting beliefs significantly hinder entrepreneurial performance (Van der Kolk 2014; Dweck 2006). By identifying these barriers, this research seeks to build a diagnostic understanding of why conventional SME programs often fail to deliver sustainable outcomes.

2. To develop a Transformative Business Coaching (TBC) framework that combines subconscious reprogramming with practical business tools.

The research aims to integrate modalities such as forgiveness therapy, hypnotherapy, and belief reframing (Lipton 2005; Goleman 1995) with business strategy coaching methods, including operational systems, leadership development and financial planning. The purpose is to create a model that bridges personal healing with strategic execution.

3. To evaluate the framework's impact on self-perception, entrepreneurial behavior, and measurable business outcomes.

Using qualitative, intervention-based case studies, the research will examine how TBC influences identity, emotional resilience, decision-making, team dynamics, and participants' perceived performance related to innovation and sustainability

In addition to these specific aims, the research aligns with broader developmental agendas. By fostering resilient and purpose-driven entrepreneurs, this study contributes to Indonesia's economic competitiveness in the context of the ASEAN Economic Community. It also resonates with the United Nations

Sustainable Development Goals (SDGs), particularly Goal 8 on Decent Work and Economic Growth, which emphasizes the promotion of entrepreneurship and innovation as pathways to sustainable development (United Nations, 2015).

The purpose of this research, therefore, is not merely academic but also practical and policy-oriented. It seeks to generate actionable insights for coaches, policymakers, and development institutions on how to design SME interventions that are not only technically sound but also psychologically transformative. By focusing on both the “inner world” and the “outer world” of entrepreneurs, this study aspires to demonstrate that business sustainability begins with human sustainability.

1.4 Significance of the Study

This research contributes at three levels: theoretical, practical, and policy. Each dimension underscores the relevance of Transformative Business Coaching (TBC) not only as an academic concept but also as a practical intervention for SME empowerment in Indonesia and beyond.

1.4.1 Theoretical Significance

From an academic perspective, this study enriches the literature on entrepreneurship development by integrating insights from psychology, emotional intelligence, and transformative learning into the domain of business coaching. While previous studies have emphasized the role of technical skills and external support in SME growth (Davidsson and Honig 2003; Shane and Venkataraman

2000), this research highlights the equally critical role of mindset, belief systems, and emotional resilience.

The study also contributes to interdisciplinary scholarship. It draws from emotional intelligence theory (Goleman, 1995), growth mindset theory (Dweck, 2006), and trauma-informed leadership frameworks (Van der Kolk, 2014) to propose a holistic model of entrepreneurial transformation. By positioning inner healing as a precursor to strategic action, the TBC framework expands the theoretical discourse on how identity-level change translates into business performance.

Furthermore, this study engages with the emerging field of energetic psychology (Hawkins 1995; Lipton 2005), which argues that emotional energy and subconscious programming significantly influence behavior and decision-making. Incorporating these perspectives into entrepreneurial coaching is relatively novel, particularly within the Southeast Asian SME context, thus filling a gap in both local and international scholarship.

1.4.2 Practical Significance

For practitioners, this research offers a structured and replicable coaching model that addresses both the inner and outer dimensions of entrepreneurship. Unlike conventional business coaching, which often emphasizes strategy and technical skills, TBC provides tools for belief reframing, forgiveness, and subconscious reprogramming, alongside leadership development and operational systems.

This dual-focus approach has practical implications for:

- a. Government SME development programs, such as those implemented by the Ministry of Cooperatives and SMEs in Indonesia.
- b. Non-governmental organizations (NGOs) and business incubators working with grassroots entrepreneurs.
- c. Independent coaching organizations, which require evidence-based frameworks to demonstrate impact.

By providing concrete tools and processes, TBC can be adopted in real-world settings to enhance not only entrepreneurial competence but also emotional resilience, leadership presence, and long-term sustainability.

Case comparisons also demonstrate potential applicability beyond Indonesia. For instance, Singapore's SME mentorship programs focus on strategic scalability, while South Korea emphasizes innovation capacity in its SME policies (OECD, 2021). The TBC framework complements these approaches by highlighting the human and emotional foundations of entrepreneurship—an often-overlooked dimension.

1.4.3 Policy Significance

At the policy level, this study advocates for a shift in how SME empowerment is conceptualized. Current policies in Indonesia tend to focus on external enablers such as financing, digitalization, and market access. While these remain vital, the findings of this research argue that internal enablers—such as

entrepreneurial confidence, resilience, and clarity of purpose—must also be institutionalized within national SME development strategies.

By demonstrating the impact of TBC, this study offers evidence for policymakers to integrate coaching and psychological empowerment into SME roadmaps. This is particularly relevant in rural and emerging sectors, where entrepreneurs often face additional cultural and emotional constraints.

Moreover, this research aligns with Indonesia's long-term vision of becoming a competitive player in the ASEAN Economic Community and contributes to the global agenda of the United Nations Sustainable Development Goals (SDG 8: Decent Work and Economic Growth) (United Nations, 2015). By linking inner transformation with sustainable business growth, the study underscores that entrepreneurship is not only an economic activity but also a human development pathway.

1.5 Research Purpose and Questions

1.5.1 Research Purpose

Building on the identified research problem, the purpose of this study is to examine the effectiveness of a holistic Transformative Business Coaching (TBC) model in fostering entrepreneurial growth, mindset transformation, and sustainable business performance among Indonesian SME owners. This study positions TBC not merely as a technical intervention, but as a multidimensional process that integrates psychological healing, emotional reprogramming, and strategic business development.

The research seeks to:

1. Explore how subconscious beliefs, emotional regulation, and identity formation influence entrepreneurial decision-making and resilience.
2. Evaluate the impact of TBC on SME owners' self-perception, leadership confidence, and business performance.
3. Contribute to academic theory and practice by validating a replicable coaching model that combines inner transformation with external strategy.

1.5.2 Main Research Question

How does a holistic transformative coaching model impact the growth and sustainability of SMEs in Indonesia?

Sub-Questions

1. What are the dominant psychological and emotional barriers experienced by SME owners in Indonesia?
2. How can transformative coaching techniques shift beliefs, strengthen confidence, and enhance emotional resilience?
3. In what ways does the TBC model influence perceived business outcomes such as innovation, team leadership, and long-term strategic vision?

1.5.3 Hypothesis

Based on existing literature, it is hypothesized that a dual-focus coaching model—combining psychological reprogramming and strategic business coaching—will significantly improve entrepreneurial behavior, leadership confidence, and business performance indicators, including revenue growth, team synergy, and decision-making agility (Davidsson and Honig 2003; Shane and Venkataraman 2000).

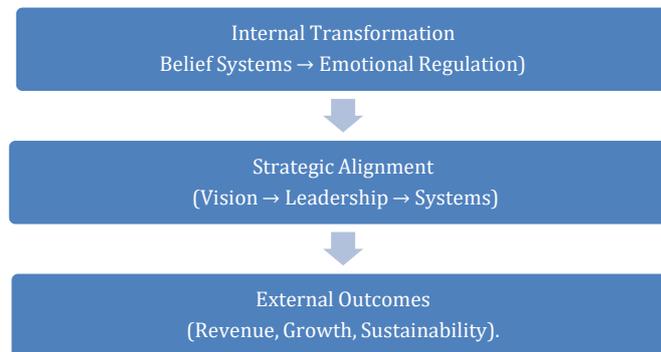
1.5.4 Conceptual Research Framework

This study is guided by a conceptual framework that links internal transformation with external outcomes. It posits that:

1. Subconscious reprogramming and emotional healing (internal factors) enable identity reconstruction and resilience.
2. These internal shifts lead to enhanced decision-making, leadership capacity, and team dynamics.
3. Ultimately, the combination of internal alignment and external strategy results in measurable business performance and sustainability.

1.5.5 Visual representation suggestion

Figure 1.1 Flow Chart



Source: Author's Own Synthesis (2025).

This framework not only clarifies the logical flow of the research but also provides a roadmap for analyzing the empirical findings.

1.6 Profile of Transformative Business Coaching (TBC)

Transformative Business Coaching (TBC) is not merely a coaching technique; it represents a paradigm shift in the way entrepreneurship and personal growth are understood. At its core, TBC is a holistic coaching methodology designed to bridge the persistent gap between internal transformation and external business performance. The central premise of TBC is that entrepreneurial outcomes are a reflection of the entrepreneur's inner world. In other words, unresolved psychological barriers, emotional wounds, and limiting beliefs are often the invisible forces that prevent business owners from achieving their full potential. These internal blockages manifest externally in the form of strategic stagnation, repeated patterns of failure, or under performance despite having access to resources and knowledge.

Unlike conventional coaching that prioritizes technical competencies—such as financial management, marketing strategies, or operational efficiency—TBC begins from a more fundamental level: the self. It emphasizes reshaping the entrepreneur’s self-image, reprogramming subconscious beliefs, and aligning personal identity with the broader vision of their enterprise. This makes TBC distinctive because it recognizes that sustainable growth requires congruence between who the entrepreneur is and what the entrepreneur does. Without that alignment, even the most sophisticated strategies may collapse under the weight of internal conflicts.

1.6.1 Historical Context of Coaching and the Emergence of TBC

The evolution of coaching as a professional discipline provides the backdrop for understanding the emergence of TBC. Globally, coaching began to gain recognition in the late 20th century, particularly in the 1980s and 1990s, when models rooted in performance psychology and organizational behavior became popular. These early approaches emphasized goal-setting, productivity enhancement, and accountability frameworks, offering structured tools for improving measurable performance (Whitmore, 1992).

By the early 2000s, coaching began to expand beyond the mechanical pursuit of efficiency. Scholars and practitioners started integrating insights from emotional intelligence (Goleman, 1995) and transformational leadership (Bass, 1990), acknowledging that leadership effectiveness is not only about strategic competence but also about self-awareness, empathy, and the ability to inspire

others. This period marked the beginning of coaching as a discipline that considered both cognitive and emotional aspects of human development.

In Indonesia, coaching entered more visibly in the 2010s, often positioned as an extension of training and consultancy services. However, adoption among SMEs was slow. Many SME owners perceived coaching as something elitist, designed for corporate executives rather than grassroots entrepreneurs. This perception reflected a mismatch: while SMEs faced unique psychological and cultural challenges, most coaching models available were imported directly from Western contexts, lacking adaptation to Indonesian realities.

It was within this context that Transformative Business Coaching (TBC) was conceptualized and refined. Dani Budiman, drawing upon more than a decade of experience in leadership facilitation and business mentoring, identified a critical gap: SMEs did not simply need more knowledge or technical training—they needed healing, clarity, and alignment. Observing repeated cases where entrepreneurs failed not because of market constraints but due to internal conflicts, Dani synthesized global coaching insights with local cultural values, spiritual perspectives, and entrepreneurial psychology. Thus, TBC emerged as a culturally relevant, human-centered coaching framework tailored for Indonesian entrepreneurs.

1.6.2 Theoretical and Philosophical Foundations

TBC stands on a robust interdisciplinary foundation, combining theories from education, psychology, and behavioral sciences:

1. Transformative Learning Theory (Mezirow, 1991)

This theory posits that individuals experience profound change when they critically reflect on and re-frame their existing assumptions. Within TBC, entrepreneurs are guided to recognize limiting perspectives—such as fear of failure or inherited cultural scripts—and transform them into empowering worldviews.

2. Self-Determination Theory (Deci and Ryan, 2000)

Central to this theory are autonomy, competence, and relatedness as drivers of intrinsic motivation. TBC leverages this framework to help entrepreneurs rebuild a sense of agency, competence, and connection, thereby fostering intrinsic motivation rather than dependency on external interventions.

3. Emotional Intelligence Theory (Goleman, 1995)

Emotional self-awareness, regulation, and empathy are indispensable qualities for entrepreneurial leadership. Through TBC, entrepreneurs learn to manage stress, cultivate empathy for stakeholders, and harness emotions as a source of resilience and creativity.

4. Energetic Psychology (Hawkins 1995; Lipton 2005)

This emerging field emphasizes that subconscious programming and vibrational energy shape human behavior and external outcomes. TBC incorporates practices such as forgiveness therapy and subconscious

reprogramming, enabling entrepreneurs to release suppressed emotions and align their energy with constructive action.

By weaving together these diverse perspectives, TBC acknowledges that entrepreneurship transcends the narrow domain of economics. It is also a psychological, social, and existential journey, where success depends not only on knowledge and strategy but also on the entrepreneur's state of being. In this sense, TBC challenges the conventional assumption that entrepreneurship is purely rational or technical. Instead, it frames entrepreneurship as a human process—rooted in identity, emotion, and belief—where transformation of the self, precedes transformation of the business.

TBC consists of six interrelated stages:

1. **Creating Awareness** – This is the foundational stage that focuses on building a healthy self-concept and reinforcing the entrepreneur's sense of worth. It addresses internal narratives of inadequacy and promotes a renewed identity rooted in capability and value.
2. **Potential Zone** – This stage involves subconscious healing work using “Forgiveness Therapy”. By helping entrepreneurs release emotional burdens, guilt, or unresolved traumas from the past that unconsciously influence their decision-making and motivation.
3. **Belief System** – In this phase, deep-seated beliefs are identified and reprogrammed using guided hypnotherapeutic interventions. Entrepreneurs

are supported to replace limiting beliefs with empowering ones, thus unlocking internal potential.

4. Direction – With a more empowered inner self, this stage brings clarity and structure to the business. Using Business Coaching method, entrepreneurs work on strategic alignment between their personal mission and business goals, supported by conscious planning and leadership tools.
5. Knowledge – Focused on developing technical competencies and entrepreneurial knowledge. Training modules address areas such as financial planning, marketing, operations, and business systems.
6. Habit – This final stage reinforces consistency and accountability through ongoing mentoring relationships. The emphasis is on habit formation, sustainable action, and long-term behavioral anchoring.

This integrative model supports the belief that effective business coaching must begin with the inner transformation of the entrepreneur before addressing outer performance and strategy. To explore how Transformative Business Coaching (TBC) impacts the mindset, emotional regulation, and business strategies of Indonesian SME owners.

Since 2021, TBC has been applied in numerous intensive coaching sessions involving over 150 SMEs across various sectors in Indonesia. Most participants have reported significant improvements in self-image, confidence in decision-making, revenue growth, and healthier work relationships. Within this research

context, TBC is not only a conceptual framework but also the primary intervention being scientifically evaluated.

This model is believed to bridge the gap between external business support and internal entrepreneurial transformation. Therefore, the study aims to produce not only theoretical insights but also a practical coaching framework that can be adopted by policymakers, training institutions, and SME empowerment organizations in Indonesia.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Foundations of Entrepreneurship and SMEs

Entrepreneurship has long been regarded as a catalyst for economic development and social transformation. The classical theories of entrepreneurship can be traced back to the works of Richard Cantillon (1755), who defined the entrepreneur as a risk-taker who arbitrages between uncertainty and opportunity. Later, Joseph Schumpeter (1934) highlighted the entrepreneur as an innovator—someone who disrupts markets through “creative destruction,” generating economic dynamism and industrial evolution. These foundational theories remain relevant in explaining why entrepreneurs play a pivotal role in driving growth, innovation, and competitiveness.

In the context of contemporary economics, entrepreneurship is no longer viewed solely as a vehicle for profit-making but also as a multidimensional phenomenon that encompasses innovation, social value creation, and resilience (Shane and Venkataraman 2000). This broader understanding is especially significant in emerging economies, where entrepreneurship not only contributes to GDP but also provides employment, alleviates poverty, and fosters inclusive development.

2.1.1 SMEs as the Backbone of Economic Development

Small and Medium Enterprises (SMEs) constitute the majority of business entities globally. According to the World Bank (2021), SMEs represent about 90% of businesses worldwide and account for more than 50% of employment. In high-income countries, SMEs serve as key drivers of innovation and competitiveness, while in developing nations they often function as engines of poverty reduction and grassroots economic empowerment.

In Indonesia, SMEs are the backbone of the national economy. Data from the Ministry of Cooperatives and SMEs (2024) indicate that SMEs contribute approximately 60.3% to the national GDP and absorb 97% of the workforce. This dominance is reflected in the diversity of sectors, from traditional industries such as agriculture and fisheries to modern ones like digital technology, creative industries, and e-commerce. Notably, SMEs also play a counter-cyclical role during crises. During the Asian financial crisis of 1998 and the global financial crisis of 2008, SMEs demonstrated resilience by sustaining employment and local economic activities, even when larger corporations contracted.

2.1.2 Theoretical Perspectives on SME Development

Scholars have proposed various frameworks for understanding SME dynamics. The resource-based view (RBV) emphasizes that competitive advantage emerges from the unique resources and capabilities within a firm (Barney, 1991). Applied to SMEs, this suggests that survival and growth depend not only on access to external resources like capital or markets but also on internal resources such as entrepreneurial mindset, human capital, and organizational culture.

Another influential perspective is the institutional theory, which highlights how formal and informal institutions—such as regulatory frameworks, cultural norms, and social networks—shape entrepreneurial behavior (North 1990; Scott 2001). In Indonesia, the institutional environment for SMEs remains complex: while government support exists in the form of financing schemes and training programs, bureaucratic hurdles and cultural narratives often hinder effective participation.

2.1.3 Psychological Dimensions of Entrepreneurship

Beyond structural and economic theories, modern research has increasingly emphasized the psychological foundations of entrepreneurship. Traits such as risk tolerance, self-efficacy, locus of control, and resilience are recognized as key determinants of entrepreneurial success (McClelland 1961; Rauch & Frese 2007). More recently, scholars have drawn attention to the role of emotional intelligence (Goleman, 1995) and mindset orientation (Dweck, 2006) in shaping entrepreneurial decision-making and adaptability.

For SMEs in Indonesia, this psychological dimension is particularly significant. Many entrepreneurs face inherited beliefs or cultural narratives that frame ambition negatively or equate risk-taking with irresponsibility. These subconscious barriers often limit entrepreneurial action, regardless of external support. It is in this gap between knowledge and action that transformative approaches such as TBC become relevant.

2.1.4 Empirical Illustrations of SMEs in Different Contexts

The theoretical perspectives on SMEs gain greater clarity when examined through empirical cases. In Indonesia, SMEs have repeatedly demonstrated their importance not only as economic drivers but also as social stabilizers. For instance, during the Asian Financial Crisis in 1998, while many large corporations collapsed under currency shocks and debt burdens, small-scale enterprises in agriculture, trade, and services managed to sustain operations, thereby cushioning local communities from the worst impacts of the downturn (Tambunan, 2009). This resilience was again evident during the COVID-19 pandemic, where SMEs pivoted into digital platforms, with many micro-businesses shifting to online food delivery and e-commerce as survival strategies (World Bank, 2021).

A comparative look at other countries highlights both similarities and gaps. In Malaysia, SMEs contribute approximately 38% to GDP and 66% to total employment (OECD, 2021). However, their productivity levels are significantly higher than their Indonesian counterparts, largely due to stronger institutional support systems, access to technology, and innovation incentives. Meanwhile, in Thailand, SMEs account for about 35% of GDP, but are highly integrated into global supply chains, particularly in manufacturing and tourism sectors (ASEAN SME Policy Index, 2022). These comparisons suggest that while Indonesia boasts a high numerical dominance of SMEs, it lags in productivity and global integration.

An illustrative case comes from South Korea, where the government's "SME Innovation Policy" (Ministry of SMEs and Startups, 2020) has systematically linked small businesses with research institutions and universities.

This has resulted in a robust ecosystem where SMEs are not only surviving but also driving technological innovation. The contrast with Indonesia underscores the need for more holistic interventions that go beyond financial aid—interventions that also cultivate entrepreneurial mindset, creativity, and resilience.

At the micro level, Indonesian SMEs often reflect the interplay of psychological and structural factors. A batik entrepreneur in Solo, for example, shared in a 2023 interview that despite attending multiple training sessions on digital marketing, she hesitated to implement online sales due to fear of failure and a belief that traditional customers would reject digital platforms (DIALEKTIKA 2024). Her case illustrates the “knowing but not doing” gap—entrepreneurs possess knowledge yet fail to act due to internal psychological barriers. This is precisely the kind of challenge that TBC seeks to address, by aligning inner transformation with external strategies.

The theoretical foundations of entrepreneurship and SMEs encompass classical economic theories, resource-based and institutional perspectives, and psychological dimensions. While economic and institutional theories explain the structural importance of SMEs in national development, psychological theories highlight the inner capacities that determine whether entrepreneurs can harness opportunities effectively. Together, these perspectives provide the foundation for understanding why a holistic coaching methodology such as TBC—one that addresses both external and internal dimensions—is necessary for SME empowerment in Indonesia.

2.2 Theoretical Framework

The theoretical foundation of this study adopts a multidimensional perspective to address the complexity of entrepreneurial transformation. Transformative Business Coaching (TBC) is conceptualized not merely as a strategic intervention for business growth, but as a psychological and sociological process that integrates multiple layers of human behavior, learning, and consciousness. This integration is crucial in understanding why traditional approaches to SME development often fail: they address external barriers while neglecting the internal narratives, belief systems, and emotional conditioning that govern entrepreneurial action.

TBC therefore draws upon a diverse range of theoretical pillars, each of which illuminates a different aspect of human transformation and entrepreneurial behavior.

1. The Theory of Reasoned Action (Ajzen and Fishbein, 1980)

This theory posits that behavior is driven by behavioral intentions, which in turn are influenced by attitudes and subjective norms. Within the context of TBC, this means that an entrepreneur's willingness to adopt new strategies depends not only on knowledge but also on internalized beliefs and perceived social expectations. For example, an SME owner who believes that failure brings shame may avoid risk-taking, even when market opportunities are present. TBC intervenes at this level by reframing attitudes and reshaping social meaning, enabling entrepreneurs to align intentions with constructive behavior.

2. Human Society Theory (Durkheim 1895; Parsons 1951)

Durkheim emphasized the role of collective conscience, while Parsons highlighted the systemic integration of individuals into society. Both underscore that entrepreneurial identity is socially constructed. In Indonesia, entrepreneurship is often influenced by familial values, religious norms, and communal expectations. These societal frameworks can both support and constrain entrepreneurial action. TBC acknowledges these social dynamics by helping entrepreneurs reinterpret cultural narratives—transforming what might be seen as constraints (e.g., humility, collectivism) into assets for leadership and innovation.

3. Transformational Leadership and Growth Mindset Theories (Bass 1990; Dweck 2006)

Bass's transformational leadership theory emphasizes vision, inspiration, and individualized consideration, while Dweck's growth mindset theory highlights the belief that abilities can be developed through effort and learning. In TBC, these theories converge: entrepreneurs are guided to adopt a growth mindset, shedding fixed beliefs of inadequacy, while simultaneously cultivating transformational leadership qualities. This dual approach enables them not only to innovate but also to inspire teams and communities.

4. Self-Determination Theory (Deci & Ryan 1985)

This theory argues that autonomy, competence, and relatedness are the foundations of intrinsic motivation. For entrepreneurs, this means that sustainable business performance depends on feeling self-directed, capable, and socially connected. TBC fosters autonomy by empowering entrepreneurs to take ownership

of their vision, competence through both technical and psychological mastery, and relatedness by strengthening interpersonal and community relationships.

5. Transformative Learning Theory (Mezirow 1991)

Mezirow emphasizes critical reflection as a pathway to perspective transformation. Entrepreneurs often carry limiting assumptions—such as “growth is too risky” or “leadership is not for me”—that shape their decisions. TBC employs reflective dialogue, guided exercises, and subconscious reprogramming to help entrepreneurs question these assumptions, leading to deeper identity shifts that open new possibilities for action.

6. Adult Learning Theory (Knowles 1984)

Knowles’ andragogy framework emphasizes that adult learners are self-directed, bring prior experiences, and are motivated by relevance. TBC integrates this principle by tailoring coaching interventions to the lived realities of SME owners. Rather than imposing generic solutions, TBC co-creates strategies with entrepreneurs, honoring their prior knowledge while introducing transformative insights that are immediately relevant to their business and personal lives.

7. Positive Psychology and Strength-Based Theory (Seligman and Csikszentmihalyi, 2000)

Positive psychology emphasizes human flourishing, resilience, and strengths rather than deficits. TBC adopts a strength-based lens, helping entrepreneurs recognize and build on existing competencies rather than focusing solely on weaknesses. For instance, an entrepreneur struggling with digital adaptation may

be encouraged to leverage interpersonal skills and creativity as starting points, reframing perceived shortcomings into growth opportunities.

8. Social Learning Theory (Bandura, 1977)

Bandura's theory highlights the role of observational learning, modeling, and self-efficacy. Entrepreneurs often learn by observing peers or mentors. TBC leverages this by creating communities of practice where entrepreneurs not only receive coaching but also witness the transformation of peers. This vicarious learning strengthens belief in one's own capacity for change, amplifying the impact of individual coaching.

9. Law of Attraction and Vibrational Frequency (Abraham Hicks; Hawkins 1995; Tesla 2006)

While unconventional in mainstream business literature, this perspective emphasizes that thoughts and emotions generate vibrational frequencies that attract corresponding realities. In TBC, this principle is operationalized through practices such as visualization, affirmations, and energy alignment. By helping entrepreneurs shift from fear-based vibrations to growth-oriented states, TBC aligns psychological energy with entrepreneurial aspirations.

10. Biology of Belief (Lipton 2005)

Bruce Lipton's work bridges biology and psychology, suggesting that beliefs influence gene expression and cellular behavior. Translated into entrepreneurship, this means that deeply held subconscious beliefs can biologically prime individuals for stress or resilience. TBC incorporates this insight by reprogramming limiting

beliefs at the subconscious level, creating new neural pathways that support confidence, clarity, and constructive action.

11. Conscious and Subconscious Mind (Freud; NLP; Modern Psychology)

Freud's psychoanalytic theory distinguished between conscious and unconscious processes, while modern approaches such as neuro-linguistic programming (NLP) offer tools to access and reshape subconscious patterns. TBC integrates these insights, recognizing that much of entrepreneurial behavior is governed by subconscious programming. By making the unconscious conscious, entrepreneurs gain agency to choose new patterns aligned with growth and sustainability.

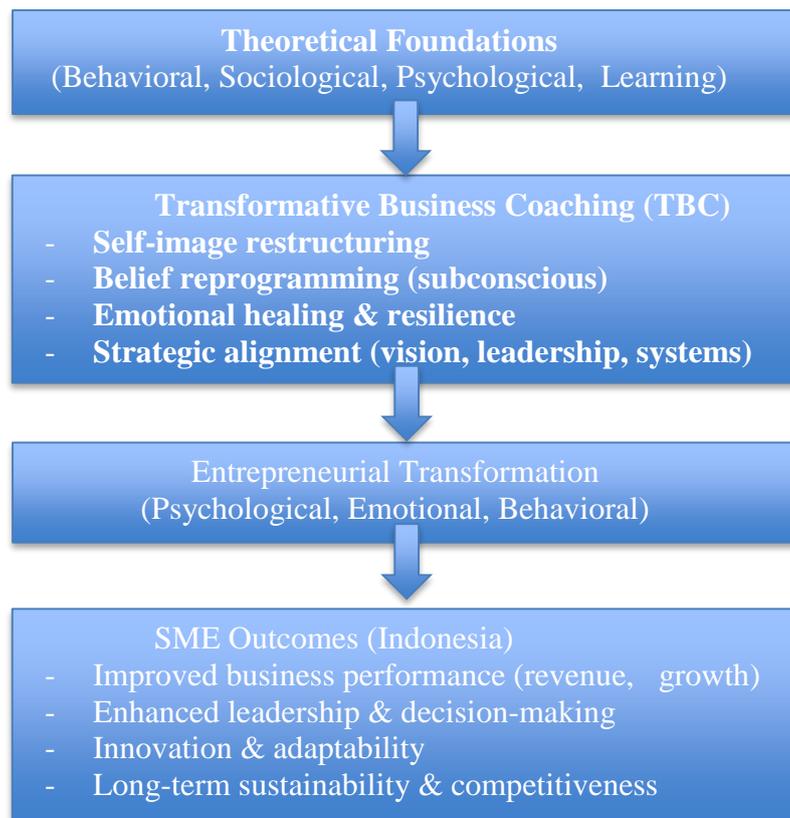
Taken together, these theories provide a comprehensive framework for TBC. They collectively reinforce the principle that effective entrepreneurial coaching must address both behavioral intentions and emotional conditioning, both external strategies and internal transformation.

Empirical research strengthens this integration. Sammut (2014) emphasizes that transformational coaching is not merely about achieving external goals but about facilitating internal breakthroughs—shifts in identity, belief, and emotional awareness. Similarly, Eversole (2023) highlights the role of a coaching mindset in transformational leadership, particularly when rooted in emotional intelligence and reflective learning. Leaders and entrepreneurs who embrace vulnerability and self-awareness tend to catalyze deeper, lasting change in both their personal and business trajectories.

Thus, the TBC model's unique strength lies in bridging these diverse dimensions—rational and emotional, conscious and subconscious, individual and social—enabling entrepreneurs to grow from the inside out. This integrative theoretical framework ensures that TBC is not only relevant in practice but also grounded in a robust and multidimensional scholarly foundation.

To visualize this integrative perspective, the following conceptual diagram illustrates how the diverse theoretical pillars converge into the Transformative Business Coaching (TBC) framework, which then facilitates entrepreneurial transformation and generates measurable outcomes for SMEs.

Figure 2.1 Conceptual Framework of Transformative Business Coaching (TBC) and SME Outcomes



Source: Author's Own Synthesis (2025).

2.3 Theory of Reasoned Action (TRA)

The Theory of Reasoned Action (TRA), developed by Ajzen and Fishbein (1980), posits that human behavior is largely determined by behavioral intentions, which in turn are shaped by individual attitudes and subjective norms. In essence, TRA suggests that people act not merely out of rational calculation, but as a result of their belief systems and perceived expectations from others. This theory is particularly relevant in entrepreneurship, where the decision to pursue or avoid risk often reflects deeply internalized cultural, familial, or social narratives.

Applied to SMEs in Indonesia, TRA helps explain why many entrepreneurs fail to take decisive action, even when opportunities, knowledge, and resources are readily available. Instead of being a purely rational actor, the entrepreneur is revealed to be a social being, embedded in norms, beliefs, and expectations that subtly but powerfully constrain behavior.

Empirical insights from Transformative Business Coaching (TBC) sessions highlight how subjective norms and inherited beliefs can inhibit entrepreneurial action.

1. In a coaching dialogue in Tangerang, a young male entrepreneur admitted: “In my family, if someone becomes too successful, they’re seen as arrogant. So I have got used to limiting myself.” (Coaching Diary Notes, February 2024). This illustrates how cultural scripts about humility can unconsciously suppress ambition, limiting behavioral intention despite capacity.

2. In Bandung, a female culinary entrepreneur expressed: “I always feel that if I grow too big, I’ll lose control and things will fall apart. My mother used to tell me that women shouldn’t be too ambitious.” (In-depth Interview Transcript #4, March 2024). Here, familial conditioning acts as a subjective norm that reduces entrepreneurial risk-taking, even in the presence of market demand.
3. Another SME owner in West Java confessed: “I knew what I had to do, but I kept feeling like I would fail again. My parents always said, ‘usaha itu buat yang tahan banting’ (business is only for the strong minded people).” This case highlights how fear, framed as a cultural expectation, constrained entrepreneurial behavior despite external exposure to training.

These examples confirm TRA’s central proposition: that behavior is not dictated by knowledge alone but is mediated by attitudes and norms internalized through family, culture, and community.

Research supports TRA’s relevance to entrepreneurship. Zhafira and Sujoko (2022) found that coaching interventions improved human resource competencies among Indonesian SMEs, not only technically but also through enhanced self-perception and motivation—clear indicators of shifting behavioral intentions. Similarly, Friandi, Suwanto and Rifai (2020) demonstrated that coaching and mentoring strengthened entrepreneurial orientation in the fashion industry, suggesting that subjective norms and internal belief systems directly influence entrepreneurial growth.

At the international level, Sheeran and Webb (2016) emphasize the “intention-behavior gap”—the common phenomenon where individuals intend to act but fail to follow through. In entrepreneurial contexts, this gap often results from internalized fears, social expectations, or perceived lack of control. TRA provides a useful lens to understand this dissonance between knowing and doing, which is precisely where TBC operates.

Within the TBC framework, TRA is applied through targeted interventions such as belief re-framing, forgiveness therapy, and subconscious reprogramming. These methods directly challenge dis-empowering narratives and reconstruct internal dialogues that shape intention. For instance, entrepreneurs who once perceived ambition as arrogance are guided to re-frame ambition as responsibility and contribution.

Moreover, TRA’s later extension—the Theory of Planned Behavior (TPB) (Ajzen, 1991)—introduces perceived behavioral control as an additional determinant of behavior. TBC actively addresses this by building emotional regulation, resilience, and confidence. Through experiential exercises, entrepreneurs learn not only to intend but also to believe they can execute their intentions, thereby increasing the likelihood of consistent follow-through.

An additional barrier revealed in field coaching is religious interpretation. Several devout entrepreneurs expressed reluctance to expand, citing beliefs such as “Wealth is only a temporary trust from God” or “God loves those who live modestly.” While these reflect humility, within the TRA framework they also

represent powerful subjective norms that can suppress growth-oriented behavior. TBC addresses this by re-framing spiritual commitment—not as a barrier, but as a foundation for responsible ambition and purpose-driven wealth creation.

The TRA perspective underscores a profound insight: entrepreneurial behavior is never purely rational. It is shaped by invisible cultural scripts, family values, and spiritual beliefs that act as “silent regulators” of action. In Indonesia, where collectivist norms and religious values hold deep influence, entrepreneurs often navigate tensions between ambition and humility, growth and tradition, wealth and spirituality.

This is where TBC adds transformative value: by surfacing these subconscious narratives, questioning their validity, and reconstructing them into empowering frames. In doing so, TBC operationalizes TRA not as a static model of behavior but as a dynamic tool for reshaping entrepreneurial intention and action.

The Theory of Reasoned Action provides a critical foundation for understanding why entrepreneurs often fail to act, even when they possess knowledge and resources. It highlights the central role of attitudes and subjective norms in shaping intention and behavior. Within the TBC model, TRA underpins the use of interventions such as belief re-framing and forgiveness therapy, designed to dismantle limiting narratives and align behavioral intentions with constructive entrepreneurial action. By extending into Ajzen’s Theory of Planned Behavior, TBC also strengthens perceived control, ensuring that new intentions are not only formed but consistently enacted.

2.4 Human Society Theory

Human behavior does not occur in isolation but is deeply embedded in social contexts. Rooted in classical sociology, Human Society Theory emphasizes the powerful influence of collective norms, values, and roles in shaping individual action. Émile Durkheim (1895) argued that social facts—religion, culture, traditions—function as external constraints that guide and regulate individual behavior. Similarly, Talcott Parsons (1951) described society as a system of interrelated roles and expectations, where individuals internalize social norms through processes of socialization.

Applied to entrepreneurship, this perspective highlights that entrepreneurs are not merely rational actors pursuing profit but social beings whose intentions and actions are strongly influenced by cultural scripts, family values, and communal expectations. This has significant implications for SMEs in Indonesia, where collectivist traditions, religious values, and gender roles often determine how entrepreneurs approach risk, innovation, and visibility.

Field insights from TBC sessions demonstrate how societal expectations function as invisible regulators of entrepreneurial behavior.

1. In Makassar, a digital startup founder confessed: “I feel embarrassed promoting myself through video—my friends might think I’m just seeking attention.” (Author’s focus group discussion transcript, 2024). This reflects how social shame and peer perception, rooted in collectivist culture, inhibit visibility strategies critical for business growth. After engaging in reframing

exercises through TBC, the participant adopted video marketing consistently and reported increased customer trust within two months.

2. In Bima, Nusa Tenggara Barat, a participant hesitated to apply training outcomes, stating: “If I keep attending trainings but don’t immediately apply them, people in my village will say I’m just showing off.” (Author’s focus group discussion transcript, 2024). This illustrates how fear of social judgment—rather than lack of knowledge—served as a psychological brake on innovation.
3. In Lombok, several female entrepreneurs expressed reluctance to promote businesses publicly. One participant explained: “If I’m too active, people will say I have no shame—especially because I’m a woman.” (Author’s focus group discussion transcript, 2024). This demonstrates how gender norms intersect with entrepreneurship, discouraging women from leadership roles or public visibility. Following coaching interventions, she reinterpreted self-promotion as an act of service and leadership. Within six months, she reported a 40% increase in customer engagement, attributing the change to self-perception rather than product or price.

These cases reveal how societal expectations—shame, modesty, gender roles—act as social facts that constrain entrepreneurial behavior, often more powerfully than technical knowledge or financial resources.

Research supports these observations. Hofstede (2001) highlights that collectivist cultures prioritize group harmony and conformity over individual

ambition, which often discourages assertive entrepreneurship. Stephan and Pathak (2016) further demonstrate that societal values and norms strongly predict entrepreneurial behavior across countries, shaping whether individuals perceive entrepreneurship as legitimate or desirable.

In Indonesia, particularly in rural or religiously conservative areas, humility and modest living are highly valued. Entrepreneurs frequently articulate sentiments such as “Wealth is only a temporary trust from God” or “God loves those who live modestly.” While morally admirable, such narratives can evolve into limiting beliefs that discourage risk-taking, expansion, or wealth creation.

Lipton (2005), in *The Biology of Belief*, adds a complementary perspective by showing how belief systems, reinforced from early life, form subconscious programs that guide future behavior. When communal norms discourage ambition or frame growth as arrogance, entrepreneurs may unconsciously self-sabotage, resisting expansion even when opportunities exist.

Thus, entrepreneurship in Indonesia cannot be divorced from its social context. SME owners are embedded in webs of social meaning, where ambition may be viewed as arrogance, innovation as showing off, or visibility as shameful.

TBC recognizes these sociocultural barriers and operates with an awareness of their pervasive influence. Coaching interventions such as emotional re-framing and belief reprogramming allow entrepreneurs to reinterpret social expectations without alienating themselves from their communities. For instance, entrepreneurs

are guided to see ambition not as arrogance but as stewardship, and visibility not as self-promotion but as service and leadership.

Goleman (1995) emphasizes that emotional and social intelligence—self-awareness, empathy, and social awareness—are critical capacities for leaders navigating complex cultural expectations. TBC builds these capacities, enabling entrepreneurs to engage with their communities authentically while also pursuing growth.

Furthermore, this theory aligns with Bandura's Social Learning Theory (1977), which underscores the power of role models and vicarious learning. By connecting SME owners with peer networks and success stories, TBC creates new social references that normalize growth, ambition, and innovation, thereby reshaping collective expectations.

Human Society Theory underscores that entrepreneurship is fundamentally shaped by cultural norms, familial obligations, and communal expectations. For Indonesian SMEs, these norms often manifest as barriers to ambition, innovation, or visibility, particularly for women and entrepreneurs in traditional contexts. By integrating this perspective, TBC acknowledges the sociocultural embeddedness of entrepreneurial behavior and provides tools to re-frame limiting beliefs while honoring cultural values. This integration ensures that entrepreneurs do not reject their social contexts but instead renegotiate their place within them, achieving growth with legitimacy and purpose.

2.5 Belief Systems and Energetic Psychology

2.5.1 Belief Systems and Subconscious Programming

Entrepreneurial behavior is not only a matter of technical skill or strategic choice, but is deeply shaped by subconscious belief systems. According to Lipton (2005), as much as 95% of human behavior is governed by the subconscious mind, which operates through automatic programs formed in early life. These programs include limiting beliefs such as fear of visibility, fear of success, or feelings of worthlessness, which unconsciously sabotage entrepreneurial performance.

Similarly, Duhigg (2012) emphasizes that habits—repeated patterns of thought and behavior—are formed by neurological loops that persist until consciously restructured. In the entrepreneurial context, this means that even with access to training and knowledge, SME owners may continue repeating patterns of self-doubt or avoidance unless deeper subconscious reprogramming occurs.

This insight highlights the importance of addressing inner narratives. Without transforming subconscious beliefs, entrepreneurs remain locked in cycles of fear-based decision-making, regardless of external opportunities.

2.5.2 Energetic Psychology and Vibrational Frequency

Beyond cognitive processes, emotional states themselves function as forms of energy that influence outcomes. The Law of Attraction suggests that thoughts and emotions vibrate at specific frequencies, attracting corresponding experiences (Hicks and Hicks 2006; Kassem 2023). Hawkins (1995), through his Map of Consciousness, categorizes emotions such as shame, guilt, and fear as low

vibrational states that attract stagnation and failure, whereas joy, confidence, and love are high vibrational states that attract growth and opportunity.

This principle finds resonance in scientific explorations of emotional energy. McCraty, Bradley and Tomasino (2023) demonstrate that coherence in emotional states directly influences physiological resilience and cognitive performance. From an entrepreneurial perspective, this means that unresolved trauma or chronic fear not only undermines mental clarity but also lowers the vibrational energy entrepreneurs transmit to clients, partners, and markets.

The same perspective is reflected in the words attributed to Nikola Tesla, who stated: “If you want to understand the secrets of the universe, think in terms of energy, frequency, and vibration” (cited in Seifer 1996). Entrepreneurs carrying unhealed emotional wounds thus operate in survival mode, radiating low-frequency energy that hinders innovation, visibility, and decision-making.

2.5.3 Implications for Entrepreneurship

For many SME owners, setbacks are not caused by lack of knowledge or opportunity, but by internal energetic and psychological blocks. Subconscious fears rooted in early experiences—such as cultural shame, religious interpretations of humility, or familial discouragement—manifest as repeated cycles of hesitation and under-performance.

These insights explain the common “knowing but not doing” gap: entrepreneurs often know the strategies required for success but fail to implement them because subconscious programs and low-vibrational states override conscious

intentions. This has profound implications in the Indonesian context, where social and cultural narratives of modesty and endurance frequently reinforce limiting beliefs.

2.5.2 Integration with TBC

Transformative Business Coaching (TBC) incorporates these insights by integrating psycho-energetic tools into its methodology. Techniques such as forgiveness therapy, hypnotherapy, and inner child healing are applied to:

- Reprogram subconscious beliefs that block growth.
- Release suppressed emotions that anchor entrepreneurs in fear or shame.
- Shift energetic vibration from low-frequency states (e.g., fear, doubt) to high-frequency states (e.g., confidence, joy, abundance).

By focusing on subconscious transformation, TBC ensures that conscious intentions are aligned with deeper emotional and energetic states. This dual-level approach mirrors Lipton's (2005) view on subconscious programming and Duhigg's (2012) model of habit formation, which both argue that lasting change requires internal rewiring.

Evidence from Indonesia supports this approach. Amkop (2023) found that entrepreneurial training and mentoring contributed not only to skill development but also to business sustainability, emphasizing the role of psychological transformation in long-term outcomes. This reinforces TBC's holistic orientation:

addressing both strategy and subconscious energy to enable sustainable entrepreneurial growth.

Belief systems and energetic psychology demonstrate that entrepreneurship is influenced not only by external factors but also by subconscious programs and emotional vibrations. Negative subconscious beliefs and low-frequency emotional states perpetuate cycles of fear and stagnation, while positive emotional states enhance clarity, resilience, and growth. Within the TBC model, interventions such as forgiveness therapy and subconscious reprogramming address these root-level barriers, ensuring that entrepreneurial transformation is both sustainable and holistic.

2.6 Transformational Leadership and Growth Mindset Theories

2.6.1 Transformational Leadership Theory

Bass (1990) defines transformational leadership as a process in which leaders inspire and motivate followers to exceed expectations by creating vision, fostering trust, and addressing individual needs. Unlike transactional leadership, which relies on rewards and punishments, transformational leadership emphasizes intrinsic motivation, meaning-making, and identity transformation.

In the context of entrepreneurship, transformational leadership is not only about influencing employees but also about how entrepreneurs lead themselves. Many SME owners function as both leaders and executors; they must simultaneously set vision, make decisions, and mobilize limited resources. Studies indicate that transformational leadership among entrepreneurs enhances team

performance, innovation, and resilience in the face of uncertainty (Avolio and Yammarino 2013).

Field evidence from coaching sessions reflects these dynamics. One participant, a retail entrepreneur in Jakarta, admitted: “I used to just give instructions without sharing why. After coaching, I learned to explain the bigger picture. My team became more motivated, and I noticed them taking initiative” (Author’s field notes 2024). This illustrates the transformational shift from directive leadership to inspirational leadership, aligning with Bass’s dimensions of idealized influence and inspirational motivation.

Furthermore, transformational leadership is fundamentally grounded in strong self-leadership. A leader who has not developed clarity, emotional stability, and internal coherence will struggle to inspire or guide others. Research in leadership psychology suggests that unresolved inner conflicts, limiting beliefs, and emotional dis-regulation often hinder an individual’s ability to lead effectively (Neck and Houghton, 2006).

In the context of SMEs, this becomes even more critical because entrepreneurs simultaneously function as decision-makers, strategists, and role models for their teams. Without experiencing personal breakthroughs—such as enhanced self-awareness, emotional regulation, and mindset shifts—leaders may find it difficult to create alignment, motivate teams, or sustain organizational growth. Thus, breakthrough in self-leadership becomes a prerequisite for leading

others, reinforcing the premise that sustainable team leadership must begin with inner transformation.

2.6.2 Growth Mindset Theory

Dweck (2006) distinguishes between a fixed mindset—the belief that abilities are static—and a growth mindset—the belief that abilities can be developed through effort and learning. For entrepreneurs, mindset orientation is critical: those with fixed mindsets often avoid risks to protect their self-image, while those with growth mindsets embrace challenges, learn from feedback, and adapt strategies.

In Indonesia, cultural narratives sometimes reinforce fixed mindsets, such as the idea that entrepreneurial talent is inherited or that only the “tough” can succeed in business. During a TBC session, a participant from Surabaya remarked: “I thought I wasn’t born a leader, so I avoided managing people. Coaching helped me see leadership as a skill, not a talent” (Author’s interview transcript, 2024). This demonstrates how re-framing beliefs towards growth fosters new behaviors and leadership competencies.

Research supports this application. Claro, Paunesku and Dweck (2016) found that growth mindset interventions improved student resilience and performance, while Neneh (2019) showed that entrepreneurs with growth mindsets exhibited higher levels of innovation and persistence. These findings reinforce the idea that mindset is a critical determinant of entrepreneurial success.

2.6.3 Integration of Transformational Leadership and Growth Mindset in TBC

TBC integrates these theories by guiding entrepreneurs to:

- Develop transformational leadership capacities: vision setting, emotional connection, and empowerment of teams.
- Cultivate a growth mindset: re-framing failure as feedback, embracing challenges, and building resilience.

Together, these theories position entrepreneurship not only as a technical process but as a leadership journey. TBC employs reflective coaching, journaling, and feedback loops to strengthen both leadership orientation and mindset reprogramming. As one participant reflected after six months of coaching: “Before, I avoided risks because I feared failure. Now, I see failure as practice. I lead my team with that spirit” (Author’s focus group discussion transcript, 2024).

Transformational leadership and growth mindset theories provide essential psychological foundations for entrepreneurial development. They emphasize that sustainable growth requires more than technical expertise; it requires leaders who inspire vision and entrepreneurs who believe in continuous development. Within the TBC framework, these theories justify the use of interventions that strengthen identity, reframe failure, and empower entrepreneurs to lead themselves and others with clarity, resilience, and purpose.

A core principle embedded in TBC is the understanding that effective leadership must begin with the self. An entrepreneur who has not resolved their own

internal barriers—whether emotional, cognitive, or belief-based—will inevitably encounter limitations in leading others. Leadership research emphasizes that self-leadership, including emotional regulation, identity clarity, and mindset coherence, is a prerequisite for influencing and mobilizing a team (Neck and Manz, 2010).

Without experiencing breakthroughs at the personal level, entrepreneurs often replicate unresolved patterns in their leadership style, which can hinder team alignment, motivation, and performance. Thus, within the TBC framework, self-transformation is treated as a foundational step: individuals must first lead themselves before they can authentically lead their teams. This reinforces the notion that sustainable entrepreneurial leadership emerges from inner clarity, emotional stability, and a growth-oriented identity.

2.7 Emotional Intelligence Theory

2.7.1 Introduction to Emotional Intelligence

The concept of Emotional Intelligence (EI), popularized by Goleman (1995), refers to the capacity to recognize, understand, and manage one's own emotions, as well as to perceive and influence the emotions of others. Goleman identifies five dimensions of EI: self-awareness, self-regulation, motivation, empathy, and social skills. Unlike cognitive intelligence (IQ), which focuses on analytical ability, EI emphasizes relational and emotional competencies that are critical for leadership and interpersonal effectiveness.

For entrepreneurs, EI is not a peripheral skill but a central determinant of resilience, decision-making, and leadership. Entrepreneurs frequently operate in

high-pressure environments marked by uncertainty, risk, and emotional volatility. Those with higher emotional intelligence are better equipped to regulate stress, empathize with stakeholders, and sustain motivation in the face of setbacks (Boyatzis, 2009).

2.7.2 Field Illustrations from Indonesian SMEs

Field experiences from TBC sessions illustrate the role of EI in entrepreneurship:

- A participant from Medan confessed: “When my sales dropped, I panicked and scolded my staff. After coaching, I realized my fear was the real problem. I learned to calm myself first, then lead better” (Author’s field notes, 2024). This demonstrates self-awareness and self-regulation—two core aspects of EI.
- In Yogyakarta, a female entrepreneur reported: “I used to think my employees didn’t care. After empathy training in coaching, I started listening to their problems. Surprisingly, productivity increased” (Author’s interview transcript, 2024). This case highlights how empathy enhances trust and collaboration.

These examples confirm that emotional intelligence directly impacts not only personal resilience but also organizational outcomes, such as employee motivation and customer engagement.

2.7.3 Empirical Evidence from Research

A growing body of research supports the link between EI and entrepreneurial performance. Carmeli (2003) found that managers with higher EI exhibited stronger leadership effectiveness and work outcomes. Ahmetoglu, Leutner and Chamorro-Premuzic (2011) demonstrated that EI predicts entrepreneurial success through improved networking, persuasion, and adaptability.

In Indonesia, Prasetyo and Kistanti (2020) identified EI as a significant predictor of SME sustainability, noting that entrepreneurs with high EI were more capable of managing conflict and adapting to crisis situations. This aligns with the observed resilience of SMEs during economic downturns, where emotionally intelligent entrepreneurs maintain relationships and morale even under financial strain.

2.7.4 Integration with TBC

TBC explicitly incorporates EI into its methodology by fostering:

- Self-awareness through reflective exercises and journaling.
- Self-regulation through mindfulness and emotional release techniques.
- Motivation through value alignment and purpose clarification.
- Empathy and social skills through role-playing, feedback loops, and group coaching.

For instance, forgiveness therapy and inner child healing in TBC are designed not only to release past emotional burdens but also to enhance empathy and compassion, allowing entrepreneurs to build healthier relationships with themselves, employees, and customers.

A participant from Semarang reflected: “Before, I thought emotions were weaknesses. Coaching helped me see them as signals. Now I use emotions to connect with my staff and customers” (Author’s focus group discussion transcript, 2024). This illustrates how TBC cultivates EI as both a personal strength and a business competency.

Emotional Intelligence Theory underscores that entrepreneurial success is as much emotional as it is technical. By integrating EI principles into its framework, TBC equips entrepreneurs to manage stress, inspire teams, and sustain motivation, particularly under the pressures of uncertainty. In doing so, TBC transforms emotional vulnerabilities into leadership assets, enabling entrepreneurs to thrive both personally and professionally.

2.8 Self-Determination Theory (SDT)

Self-Determination Theory (SDT), developed by Deci and Ryan (1985), posits that human motivation is driven by the fulfillment of three fundamental psychological needs: autonomy (the sense of being self-directed), competence (the belief in one's ability to succeed), and relatedness (the need for meaningful connection with others). When these needs are satisfied, individuals experience intrinsic motivation—sustained, self-generated energy that leads to growth and well-being. Conversely, when these needs are thwarted, motivation becomes extrinsic, fragile, and easily disrupted.

For entrepreneurs, SDT offers a crucial lens to understand why some sustain long-term effort despite obstacles while others disengage even when opportunities exist. Intrinsic motivation, rooted in autonomy, competence, and relatedness, provides resilience and creativity, which are critical for SME survival and growth.

2.8.1 Field Illustrations from Indonesian SMEs

Insights from TBC sessions reveal how SDT operates in real entrepreneurial contexts:

- **Autonomy:** A participant from Bandung noted: “My family always wanted me to continue the family shop. I felt trapped until coaching helped me create my own vision. Now I feel like I’m building my own dream, not just inheriting theirs” (Author’s interview transcript, 2024). This illustrates how autonomy fosters ownership and renewed motivation.

- **Competence:** An SME owner in Makassar shared: “I had attended many training but still doubted myself. Coaching helped me realize I already had the skills; I just needed to trust them. That gave me confidence to expand” (Author’s field notes, 2024). This demonstrates the role of competence in driving action.
- **Relatedness:** A participant from Surabaya reflected: “Before, I tried to do everything alone. Coaching made me realize the importance of connecting with peers. Building a network gave me new energy” (Author’s focus group discussion transcript, 2024). This highlights how relatedness enhances motivation by embedding entrepreneurs in supportive communities.

2.8.2 Empirical Evidence from Research

Research consistently affirms the relevance of SDT in entrepreneurship. Deci and Ryan (2000) demonstrate that when autonomy, competence, and relatedness are supported, individuals achieve higher levels of persistence, creativity, and psychological well-being. Kuratko, Morris and Schindehutte (2015) link entrepreneurial motivation to autonomy-driven behaviors, showing that entrepreneurs who feel self-directed are more likely to innovate.

In Indonesia, Putra and Santosa (2021) found that SMEs with higher perceived autonomy and competence exhibited stronger resilience during the COVID-19 pandemic, as owners sustained motivation despite external shocks. Similarly, Supriyanto et al. (2022) highlighted that relational support networks significantly enhanced SME performance, reflecting the importance of relatedness.

2.8.3 Integration with TBC

TBC integrates SDT principles by designing interventions that strengthen autonomy, competence, and relatedness:

- Autonomy is enhanced through purpose alignment exercises, helping entrepreneurs define personal visions rather than simply following inherited or external expectations.
- Competence is cultivated through reflective coaching and skill validation, enabling entrepreneurs to recognize existing strengths while building new capacities through learning business acumen strategies and systems.
- Relatedness is reinforced through group coaching, peer sharing, and community networks, ensuring entrepreneurs feel supported rather than isolated.

For instance, forgiveness therapy and inner child healing address subconscious barriers that undermine autonomy (“I must obey my family”), competence (“I’m not good enough”), and relatedness (“I don’t belong”). By resolving these internal conflicts, TBC creates conditions where intrinsic motivation flourishes.

Self-Determination Theory emphasizes that motivation is not merely about external rewards but about the fulfillment of basic psychological needs. For entrepreneurs, autonomy provides ownership, competence builds confidence, and relatedness sustains resilience. TBC leverages these principles to nurture intrinsic

motivation, ensuring that entrepreneurial transformation is not imposed from outside but emerges authentically from within.

2.9 Transformative Learning Theory

Mezirow (1991) developed Transformative Learning Theory to explain how adults change their frames of reference through critical reflection. According to Mezirow, individuals often operate based on meaning perspectives—deeply ingrained assumptions and worldviews shaped by culture, upbringing, and past experiences. Transformative learning occurs when individuals critically examine these assumptions, recognize their limitations, and reconstruct new perspectives that enable more inclusive, discriminating, and integrative ways of seeing the world.

For entrepreneurs, this theory is particularly relevant because business challenges often force them to confront not only technical problems but also personal assumptions about risk, success, and identity. The shift from limiting to empowering perspectives is the foundation of entrepreneurial transformation.

2.9.1 Field Illustrations from Indonesian SMEs

TBC sessions frequently reveal how entrepreneurs undergo perspective shifts consistent with transformative learning.

- In Jakarta, a young female entrepreneur initially stated: “I always believed that as a woman, I couldn’t be a leader in business. My role was to support, not to lead.” After reflective coaching, she re-framed her role: “Now I see leadership as service. Being a woman is not a barrier but a strength.” (Author’s interview transcript, 2024).

- A participant from Malang confessed: “I thought failure meant I wasn’t cut out for business. Coaching helped me see failure as feedback, not a verdict.” (Author’s field notes, 2024). This illustrates the classic transformative shift from a fear-based to a growth-oriented perspective.

These cases demonstrate that transformation does not occur through mere acquisition of knowledge but through deep reflection that challenges identity-level assumptions.

2.9.2 Empirical Evidence from Research

Scholarly work supports the critical role of transformative learning in adult development. Mezirow (2000) argues that disorienting dilemmas—moments of crisis or discomfort—often serve as triggers for reflection and perspective change. In entrepreneurial contexts, crises such as financial setbacks or market shifts can act as catalysts for transformation.

Illeris (2014) emphasizes that transformative learning integrates cognitive, emotional, and social dimensions, underscoring that identity change requires more than intellectual insight—it requires emotional processing and social support. Dirkx (2006) further highlights the role of emotions in transformative learning, noting that unconscious feelings and past experiences often surface during reflection.

In Indonesia, Wibowo and Saptono (2018) found that SMEs engaging in reflective learning during mentorship programs showed greater adaptability and innovation, reinforcing the relevance of Mezirow’s theory to entrepreneurial coaching.

2.9.3 Integration with TBC

TBC operationalizes transformative learning by creating safe spaces for entrepreneurs to critically reflect on their assumptions and re-frame limiting beliefs.

Core tools include:

- **Reflective dialogue:** Entrepreneurs are guided to examine and question their internal narratives.
- **Journaling exercises:** Encourage deeper self-reflection beyond coaching sessions.
- **Guided visualization:** Facilitates exploration of alternative identities and possibilities.
- **Emotional release practices:** Ensure that reflection is not only cognitive but also emotional.

For example, forgiveness therapy within TBC aligns with Dirkx's (2006) view of emotional processing as central to transformation, while belief re-framing exercises reflect Mezirow's emphasis on perspective reconstruction. The goal is not just new strategies but a new self-concept: from seeing oneself as "incapable, unworthy, or trapped" to "capable, valuable, and empowered."

Transformative Learning Theory underscores that deep lasting change requires more than technical knowledge; it requires identity-level reflection and re-framing. For entrepreneurs, this means shifting from inherited or fear-based assumptions to new, empowering perspectives. Within the TBC framework,

transformative learning is facilitated through reflective dialogue, emotional processing, and belief restructuring, enabling entrepreneurs to re-imagine both themselves and their businesses.

2.10 Adult Learning Theory

Knowles (1984) introduced the concept of andragogy, which contrasts adult learning with traditional pedagogy. According to Knowles, adults learn differently from children because they bring accumulated life experiences, seek immediate relevance, prefer self-direction, and are motivated by internal rather than external factors.

Key principles of adult learning include:

1. Self-direction – adults prefer to take ownership of their learning.
2. Life experience – prior knowledge and experiences form a foundation for new learning.
3. Relevance – adults are motivated to learn when material is directly applicable to real-life challenges.
4. Problem-centered orientation – adults focus on solving immediate problems rather than abstract theory.
5. Intrinsic motivation – adults are driven by personal goals, growth, and meaning rather than external rewards.

These principles are particularly relevant for entrepreneurship, where learning is not confined to classrooms but occurs in dynamic, real-world contexts.

2.10.1 Field Illustrations from Indonesian SMEs

Evidence from TBC sessions illustrates the principles of adult learning in practice:

- **Self-direction:** A participant from Semarang shared: “I realized I don’t want to be told what to do. Coaching helped me design my own strategy instead of following a formula” (Author’s interview transcript, 2024). This shows the importance of giving entrepreneurs autonomy in shaping their learning journey.
- **Life experience:** In Bali, an SME owner drew on years of experience in hospitality to innovate her business model after reflective coaching: “I saw that my past failures weren’t wasted; they became lessons for my new concept” (Author’s field notes, 2024).
- **Relevance and problem-solving:** A micro-entrepreneur in Makassar remarked: “In training, we were taught many theories, but coaching helped me solve today’s problem: how to talk to a difficult customer” (Author’s focus group discussion transcript, 2024). This demonstrates the immediate applicability of coaching compared to traditional instruction.

2.10.2 Empirical Evidence from Research

Studies confirm the unique features of adult learning in entrepreneurial contexts. Merriam and Bierema (2013) argue that adult learning is most effective when connected to the learner’s lived experiences and immediate goals. Politis

(2005) highlights experiential learning as central to entrepreneurship, where reflection on past experiences shapes opportunity recognition and decision-making.

In Indonesia, Hidayat and Utami (2020) found that SME training programs were more impactful when they incorporated experiential and reflective components, rather than solely delivering technical knowledge. This supports the application of andragogy in coaching contexts, where entrepreneurs require personalized and relevant interventions.

2.10.3 Integration with TBC

TBC operationalizes adult learning principles by:

- Facilitating self-directed learning: Entrepreneurs co-create action plans rather than receiving prescriptive instructions.
- Leveraging prior experiences: Coaching sessions often begin by revisiting past successes and failures as material for reflection.
- Ensuring relevance: Each coaching session focuses on immediate business challenges, making learning directly applicable.
- Promoting intrinsic motivation: Exercises such as value alignment and purpose discovery tap into entrepreneurs' internal drivers.

For instance, journaling practices within TBC allow entrepreneurs to connect new insights with past experiences, while group coaching fosters peer-to-peer learning—both central features of adult learning theory.

Adult Learning Theory emphasizes that entrepreneurship education and coaching must differ from traditional didactic approaches. Entrepreneurs learn best when learning is self-directed, experiential, problem-centered, and intrinsically motivated. Within TBC, these principles ensure that interventions resonate with the lived realities of SME owners, making transformation sustainable and deeply personalized.

2.11 Positive Psychology and Strength-Based Theory

Seligman and Csikszentmihalyi (2000) introduced positive psychology as a paradigm shift from pathology-focused psychology toward the study of human flourishing. Instead of asking “what is wrong with people?”, positive psychology investigates what enables individuals and communities to thrive. Key constructs include optimism, resilience, meaning, flow, and character strengths.

For entrepreneurs, this orientation is particularly significant. Business ownership inherently involves stress, uncertainty, and repeated setbacks. Yet research shows that entrepreneurs who cultivate optimism, resilience, and purpose not only perform better but also sustain their well-being despite adversity (Luthans, Youssef and Avolio 2007).

2.11.1 Strength-Based Perspective

Closely related to positive psychology is the strength-based approach, which emphasizes leveraging individuals’ natural talents and strengths rather than focusing solely on deficits. Clifton and Harter (2003) argue that when individuals

identify and operate from their strengths, they experience higher engagement, productivity, and satisfaction.

Applied to entrepreneurship, this means that SME owners who focus on their strengths—such as creativity, social skills, or persistence—are more likely to build sustainable ventures compared to those preoccupied with fixing weaknesses.

2.11.2 Field Illustrations from Indonesian SMEs

Coaching sessions under TBC reveal how a positive psychology orientation transforms entrepreneurs:

- A participant from Bogor admitted: “I used to always focus on my failures. Coaching helped me celebrate small wins. That gave me confidence to take bigger steps.” (Author’s interview transcript, 2024). This reflects the application of optimism and resilience.
- In Kupang, an entrepreneur realized her strength was in relationship building rather than technical management. After focusing on this strength, she delegated operations and saw rapid growth: “I stopped forcing myself to be good at everything. I leaned into my talent for networking” (Author’s field notes, 2024).
- A coaching group in Makassar practiced gratitude journaling. One participant reflected: “I never realized how much I had already achieved. Seeing it on paper made me more hopeful about the future” (Author’s FGD transcript, 2024). This demonstrates how positive psychology tools enhance self-perception and resilience.

2.11.3 Empirical Evidence from Research

Evidence supports the value of positive psychology in entrepreneurship. Fredrickson (2001) proposes the broaden-and-build theory, which shows that positive emotions expand cognitive capacity, enhance creativity, and build long-term resilience. Hmieleski and Baron (2009) found that entrepreneurs with higher optimism displayed stronger persistence and better performance, especially under uncertain conditions.

In Indonesia, Yulianto and Nugroho (2021) found that psychological capital—comprising hope, resilience, optimism, and self-efficacy—positively predicted SME performance. This underscores the relevance of positive psychology constructs to entrepreneurial outcomes in local contexts.

2.11.4 Integration with TBC

TBC integrates positive psychology and strength-based approaches through specific interventions:

- **Strength identification:** Entrepreneurs are guided to discover and leverage their natural talents.
- **Gratitude and optimism exercises:** Journaling and reflective practices nurture positive outlooks.
- **Resilience-building tools:** Entrepreneurs practice re-framing failures as opportunities for learning.

- Flow-inducing practices: TBC encourages entrepreneurs to align tasks with intrinsic strengths, creating states of deep engagement (Csikszentmihalyi, 1997).

For example, forgiveness therapy not only resolves negative emotions but also frees entrepreneurs to focus on hope, gratitude, and purpose. Strength-based coaching sessions enable entrepreneurs to redefine success in alignment with their authentic capacities, rather than external benchmarks.

Positive Psychology and Strength-Based Theory highlight that entrepreneurial transformation is not just about overcoming deficits but about amplifying strengths and cultivating well-being. Within TBC, these theories justify the use of tools that build optimism, resilience, and self-efficacy. By shifting focus from weaknesses to strengths, TBC enables entrepreneurs to harness inner resources, achieve business growth, and sustain psychological well-being simultaneously.

2.12 Summary

This chapter has presented the comprehensive theoretical foundation of the Transformative Business Coaching (TBC) model. The integration of multiple theories underscores the central premise of this research: entrepreneurial outcomes are shaped not only by external strategies but also by internal belief systems, emotional states, and sociocultural contexts.

1. The Theory of Reasoned Action (Ajzen and Fishbein, 1980) explains how intentions are influenced by attitudes and subjective norms, highlighting the importance of reshaping beliefs to drive entrepreneurial behavior.
2. Human Society Theory (Durkheim 1895; Parsons 1951) adds a sociocultural lens, emphasizing how collective norms, traditions, and gender roles shape entrepreneurial identity and agency.
3. Belief Systems and Energetic Psychology (Lipton 2005; Hawkins 1995; Hicks & Hicks 2006) demonstrate that subconscious programming and vibrational energy influence resilience, decision-making, and business performance.
4. Transformational Leadership (Bass 1990) and Growth Mindset (Dweck 2006) theories stress the role of leadership vision, identity transformation, and adaptive learning in sustaining entrepreneurial growth.
5. Emotional Intelligence Theory (Goleman, 1995) highlights how self-awareness, empathy, and emotional regulation are central to effective leadership and resilience in SMEs.
6. Self-Determination Theory (Deci and Ryan 1985, 2000) explains how autonomy, competence, and relatedness drive intrinsic motivation—critical for sustained entrepreneurial persistence.
7. Transformative Learning Theory (Mezirow 1991, 2000) shows how deep reflection and identity shifts enable entrepreneurs to overcome limiting worldviews and embrace new possibilities.

8. Adult Learning Theory (Knowles, 1984) situates entrepreneurial learning as self-directed, experience-based, and problem-centered, making coaching particularly suitable for adult SME owners.
9. Positive Psychology and Strength-Based Theory (Seligman and Csikszentmihalyi 2000; Clifton and Harter 2003) emphasize the cultivation of optimism, resilience, and natural strengths as foundations for sustainable entrepreneurial performance.

Together, these perspectives position TBC as a multidimensional intervention that bridges internal transformation with external business performance.

Table 2.1 Mapping Theories to TBC Dimensions and Tools

Theory	Dimension Addressed	TBC Tool Applied
Theory of Reasoned Action (Ajzen and Fishbein, 1980)	Intention, self-image, subjective norms	Belief re-framing, hypnotherapy, forgiveness therapy
Human Society Theory (Durkheim, 1895; Parsons, 1951)	Cultural norms, gender roles, socialization	Emotional re-framing, narrative coaching
Belief Systems and Energetic Psychology (Lipton, 2005; Hawkins, 1995)	Subconscious beliefs, vibrational energy	Inner child healing, negative energy release, forgiveness therapy
Transformational Leadership (Bass, 1990)	Vision, empowerment, identity transformation	Reflective coaching, leadership journaling
Growth Mindset (Dweck, 2006)	Attitudes toward failure, adaptability	Failure re-framing, resilience coaching
Emotional Intelligence (Goleman, 1995)	Self-awareness, empathy, emotional regulation	Journaling, mindfulness, role-playing
Self-Determination Theory (Deci and Ryan, 1985, 2000)	Autonomy, competence, relatedness	Purpose alignment, peer coaching, mentoring

Theory	Dimension Addressed	TBC Tool Applied
Transformative Learning (Mezirow, 1991)	Perspective change, identity shift	Critical reflection, guided visualization
Adult Learning (Knowles, 1984)	Self-directed, problem-centered learning	Co-created action plans, experiential exercises
Positive Psychology and Strength-Based Theory (Seligman and Csikszentmihalyi, 2000)	Optimism, resilience, strengths utilization	Gratitude journaling, strength-based coaching

Source: Author’s synthesis based on interdisciplinary coaching frameworks.

2.13 Expected Transformational Outcomes

Based on the multidimensional theoretical foundation outlined in this chapter, the Transformative Business Coaching (TBC) model is designed not merely as a tool for technical support, but as a vehicle for deep personal and professional transformation. Drawing from transformative learning theory (Mezirow, 1991; 2000), energetic psychology (Hawkins, 1995; Lipton, 2005), belief reprogramming, and self-determination theory (Deci and Ryan, 1985; 2000), this study anticipates several interconnected outcomes. These outcomes unfold in stages—starting from shifts at the subconscious level, extending into emotional transformation, and finally manifesting in concrete entrepreneurial behavior and organizational outcomes.

1. Strengthened Self-Image and Worthiness

At the foundation of transformation lies the reconstruction of self-image. Many Indonesian SME entrepreneurs carry narratives of inadequacy, often shaped by family, cultural, or religious conditioning. For example, beliefs

such as “success is arrogance” or “women should not be ambitious” create internal barriers that undermine entrepreneurial identity.

Within the TBC framework, interventions such as reflective journaling and identity re-framing help entrepreneurs reconstruct their sense of worth. Instead of seeing themselves as “small traders,” they begin to perceive themselves as leaders, innovators, and agents of social change. This shift echoes Bandura’s (1977) emphasis on self-efficacy as a determinant of behavior: when entrepreneurs believe they are worthy of success, they are more likely to take proactive actions.

Empowered identity thus replaces learned helplessness, providing the emotional and cognitive foundation for sustainable business growth. Without this inner shift, external strategies or technical training remain superficial and unsustainable.

2. Reprogramming of Limiting Beliefs

Many entrepreneurs struggle not from lack of knowledge but from subconscious scripts that dictate self-sabotaging behaviors. These scripts include beliefs such as:

- “Wealth is sinful.”
- “I am not born to be a leader.”
- “Women cannot manage money.”

Through subconscious-focused techniques like hypnotherapy, forgiveness therapy, and inner child healing, TBC addresses these deep-rooted programs. This resonates with Lipton's (2005) argument in *The Biology of Belief*, which emphasizes that subconscious programming governs up to 95% of behavior.

Reprogramming limiting beliefs allows entrepreneurs to adopt empowering narratives “Wealth can be a tool for good,” “Leadership is a skill, not a gift,”—which directly influence entrepreneurial visibility, resilience, and growth orientation. This process also aligns with the Theory of Planned Behavior (Ajzen, 1991), in which perceived behavioral control and normative beliefs strongly predict entrepreneurial action.

3. Elevated Emotional Vibration and Energy State

Building on Hawkins's (1995) *Map of Consciousness* and the Law of Attraction (Hicks and Hicks, 2006), emotional states are understood as vibrational frequencies that influence external outcomes. Low-frequency states such as shame, guilt, and fear attract stagnation, while higher frequencies such as confidence, joy, and love attract opportunities and positive relationships.

In the entrepreneurial context, this principle means that unresolved trauma or chronic fear can unconsciously block opportunities, strain relationships, and weaken decision-making capacity. TBC incorporates emotional release

practices—forgiveness therapy, guided visualization, and mindfulness—to elevate entrepreneurs’ dominant emotional states.

This elevation in vibration not only impacts personal resilience but also strengthens interpersonal dynamics, as entrepreneurs radiating confidence and empathy tend to inspire trust among employees, partners, and customers. Research by Fredrickson (2001) supports this, noting that positive emotions broaden cognitive capacity and build long-term psychological resources.

4. Alignment Between Life Purpose and Business Purpose

Entrepreneurship is not merely an economic act but a personal journey. Many entrepreneurs face burnout because of dissonance between personal values and business demands. For instance, an entrepreneur driven by family responsibility may experience inner conflict when profit-maximization strategies clash with relational or ethical values.

TBC facilitates purpose alignment, guiding entrepreneurs to integrate their life purpose with business goals. This process draws from Self-Determination Theory (Deci and Ryan, 2000), which posits that intrinsic motivation arises when actions are aligned with core values and autonomy.

Aligned entrepreneurs report greater authenticity, resilience, and mission-driven leadership. Businesses cease to be merely profit-making ventures and become vehicles for fulfilling deeper life purposes—be it serving communities, empowering women, or fostering innovation. Such alignment

creates sustainability, as entrepreneurs are motivated by meaning rather than external obligation.

5. Habit and Behavior Transformation

The final stage of transformation occurs when identity shifts and emotional reprogramming manifest in consistent entrepreneurial behaviors. Habits such as procrastination, fear-based decision-making, or avoidance of risk are gradually replaced with proactive leadership, strategic risk-taking, and assertive decision-making.

According to Duhigg (2012), habits are formed through loops of cue, routine, and reward. By altering subconscious beliefs and emotional drivers, TBC ensures that entrepreneurs rewire these loops into productive, growth-oriented behaviors. Structured mentoring, accountability systems, and peer coaching sessions further anchor these behavioral changes.

For instance, a participant who once avoided financial planning due to fear of failure begins to implement budgeting and marketing practices consistently—not because of external pressure, but because of newfound clarity and confidence.

Collective Transformation

Taken together, these outcomes represent a holistic shift:

- From inadequacy → to self-worth.
- From limiting beliefs → to empowering narratives.

- From fear-based energy → to resilient emotional states.
- From fragmented purpose → to integrated mission.
- From inconsistent actions → to empowered leadership habits.

This collective transformation moves entrepreneurs from reactive, survival-based modes of operation toward proactive, intentional, and emotionally aligned business leadership. Beyond improving individual business metrics, the model aims to cultivate a more conscious, resilient, and purpose-driven SME ecosystem in Indonesia.

Figure 2.1 illustrates the multi-level coaching flow that operationalizes the expected transformational outcomes, from self-worth restoration to behavior integration.

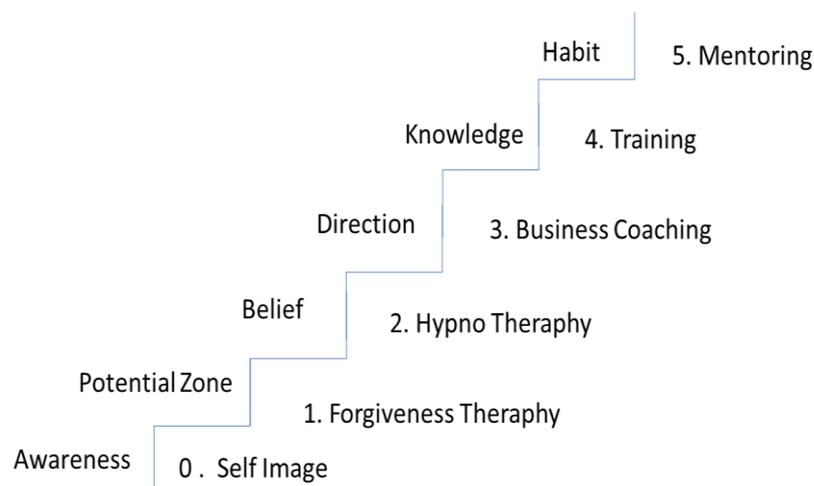


Figure 2.1 Transformational Flow of the TBC Model
(Source: Adapted from author’s coaching framework)

Figure 2.2 and Table 2.1 illustrate how theoretical and practical components of the TBC model are aligned, ensuring the intended outcomes are systematically pursued rather than assumed.

CHAPTER III

METHODOLOGY

3.1 Overview of the Research Problem

Entrepreneurship has become a crucial driver of economic growth and innovation across the globe, and in Indonesia, small and medium enterprises (SMEs) represent the backbone of the economy. They account for more than 97 percent of national employment and contribute significantly to gross domestic product (BPS, 2023). Despite this quantitative dominance, many Indonesian SMEs continue to face structural and systemic challenges that hinder their sustainability and growth. These challenges range from limited access to finance and weak management capacity to insufficient innovation and marketing strategies (Tambunan, 2019). Numerous programs have been developed to address these challenges, including government-sponsored training, private-sector mentorship, and non-governmental support initiatives. Yet, outcomes remain inconsistent, and many SMEs stagnate or collapse despite having access to technical knowledge.

One of the primary reasons for this limited effectiveness is that most conventional training and coaching interventions for SMEs focus on technical aspects of business management while neglecting the psychological and emotional barriers that often determine entrepreneurial success. Research has shown that many entrepreneurs fail not because they lack knowledge, but because of inner obstacles such as low self-efficacy, fear of failure, subconscious limiting beliefs,

and cultural scripts that discourage ambition or innovation (Shepherd, 2019; Nabi et al., 2017). For example, beliefs passed down through family or reinforced by community expectations often become internalized and shape entrepreneurial behavior in ways that technical interventions cannot address. As a result, many training and coaching programs fail to bring about sustainable behavioral change.

This issue is particularly visible in Indonesia, where cultural collectivism and traditional social norms strongly influence entrepreneurial identity and behavior. For instance, in many communities, women entrepreneurs face stigma when they exhibit ambition or leadership, being labeled as lacking modesty or overstepping gender roles. Similarly, men may inherit family businesses but feel constrained by parental expectations that discourage innovation. These cultural and psychological factors are rarely addressed by conventional business coaching models, which tend to adopt Western frameworks focused on accountability, performance measurement, and goal achievement (Whitmore, 1992). While such models may be effective in corporate environments in developed economies, they are often insufficiently contextualized for SMEs operating in culturally embedded and emotionally complex settings like Indonesia.

The literature on coaching and entrepreneurship has expanded rapidly in recent decades, with evidence showing positive impacts on leadership effectiveness, decision-making, and business performance (Grant, 2014; Clutterbuck, 2019). However, much of this scholarship remains grounded in organizational behavior and performance psychology. Relatively little attention has been given to transformative or trauma-informed approaches that address identity,

belief systems, and emotional regulation. This creates a theoretical gap between performance-driven coaching models and more holistic frameworks that integrate psychological, sociocultural, and strategic dimensions. Therefore, there is a novelty on TBC that it approaches holistic way of combining “inner aspects and outer aspects”. Bridging this gap requires a methodological approach that recognizes entrepreneurial development as both a psychological (inner aspects) and business process /strategy (outer aspects).

Against this background, the research problem can be defined as the limited effectiveness of conventional business coaching models in Indonesia, primarily because they fail to address subconscious beliefs, emotional regulation, and sociocultural narratives that strongly shape entrepreneurial behavior. This study proposes the Transformative Business Coaching (TBC) model as a response to this gap. TBC integrates psychological healing, mindset reprogramming, and strategic planning into a unified coaching framework, designed not only to equip entrepreneurs with technical strategies but also to transform the underlying belief systems and emotional states that drive their business strategies effectively into action.

This study therefore investigates the ways in which TBC influences SME entrepreneurs at three interconnected levels: first, in terms of self-perception and identity, asking how entrepreneurs come to see themselves as leaders and agents of change; second, in terms of mindset and emotional regulation, exploring how coaching facilitates the overcoming of fear, shame, and limiting beliefs; and third, in terms of strategic and behavioral outcomes, examining how internal

transformations manifest in business decisions, team dynamics, and overall performance. By focusing on these dimensions, the study aims to make both a theoretical contribution to the literature on coaching and a practical contribution to the development of sustainable SMEs in Indonesia.

3.2 Operationalization of Theoretical Constructs

The operationalization of theoretical constructs is a critical step in aligning the conceptual foundations presented in Chapter Two with the methodological design of this study. As established, Transformative Business Coaching (TBC) integrates multiple theoretical perspectives—spanning psychology, sociology, learning theories, and energetic psychology—into a holistic model of entrepreneurial transformation. To ensure analytical rigor, these theoretical pillars are translated into observable constructs that guide data collection and analysis.

First, the Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980) underpins the construct of *entrepreneurial intention*. Within this research, TRA is operationalized through shifts in self-image, decision-making confidence, and readiness to act on business opportunities. These are captured in reflective journals and interviews that document the re-framing of subjective norms, such as cultural perceptions of ambition or fear of failure.

Second, Human Society Theory (Durkheim, 1895; Parsons, 1951) is translated into constructs related to *social norms and cultural expectations*. In the Indonesian SME context, these constructs include perceived communal judgments, gender roles, and religiously framed narratives of modesty. Observations and

interview transcripts enable the identification of how entrepreneurs reinterpret these norms through coaching interventions.

Third, Self-Determination Theory (SDT) (Deci and Ryan, 1985; 2000) informs constructs of *autonomy, competence, and relatedness*. These are operationalized through expressions of agency in decision-making, confidence in applying entrepreneurial skills, and the building of supportive peer or community networks. Data indicators emerge from coaching diaries and focus group discussions that reflect participants' motivational shifts.

Fourth, Transformative Learning Theory (TLT) (Mezirow, 1991; Dirkx, 2006) guides the construct of *mindset and identity transformation*. This is operationalized through participants' narratives of disorienting dilemmas, reflective re-framing, and identity reconstruction. Evidence is drawn from both emotional release processes (e.g., forgiveness therapy) and cognitive reframing documented in interview transcripts.

Finally, Belief Systems and Energetic Psychology (Lipton, 2005; Hawkins, 1995) are operationalized as constructs of *subconscious programming and emotional vibration*. These are reflected in participants' reports of shifting from fear-based to growth-oriented states, as well as the release of limiting beliefs through coaching techniques. These dimensions are assessed via facilitator observation notes and post-intervention interviews.

Together, these operationalized constructs provide a coherent bridge between theoretical foundations and empirical analysis. They enable the study not only to examine technical outcomes of coaching but also to capture the deeper psychological and emotional transformations at the core of TBC.

Table 3.1 Operationalization of Theoretical Constructs in TBC Framework

Theoretical Foundation	Key Construct(s)	Operational Indicators	Data Sources
Theory of Reasoned Action (Ajzen & Fishbein, 1980)	Entrepreneurial intention; self-efficacy	Changes in confidence, decision-making, reframing of subjective norms	Reflective journals; interviews
Human Society Theory (Durkheim, 1895; Parsons, 1951)	Social norms; cultural and gender expectations	Narratives on community judgment, religious framing, gender roles	Interviews; focus group discussions
Self-Determination Theory (Deci and Ryan, 1985; 2000)	Autonomy; competence; relatedness	Expressions of agency, skill application, peer/community connection	Coaching diaries; interviews; FGD
Transformative Learning Theory (Mezirow, 1991; Dirkx, 2006)	Mindset shift; identity transformation	Experiences of disorienting dilemmas, reframing of assumptions, identity reconstruction	Interview transcripts; reflective exercises
Belief Systems and Energetic Psychology (Lipton, 2005; Hawkins, 1995)	Subconscious beliefs; emotional vibration	Release of limiting beliefs, transition from fear-based to growth-oriented states	Observation notes; post-intervention interviews

3.3 Research Purpose and Questions

The overarching purpose of this study is to examine how Transformative Business Coaching (TBC) fosters entrepreneurial transformation among Indonesian small and medium-sized enterprise (SME) owners. Building upon the theoretical constructs operationalized in Section 3.2, the study positions TBC as a holistic

intervention that addresses both the internal dimension (mindset, belief systems, emotional regulation) and the external dimension (strategic clarity, leadership, business performance).

Specifically, the research seeks to:

1. Explore how TBC shapes entrepreneurial mindset and self-perception, particularly in overcoming limiting beliefs and internalized cultural narratives (Ajzen & Fishbein, 1980; Mezirow, 1991).
2. Investigate the role of emotional regulation and subconscious transformation in enhancing entrepreneurial resilience and adaptability (Goleman, 1995; Lipton, 2005).
3. Evaluate the extent to which internal transformation through TBC translates into external business outcomes, such as improved decision-making, team dynamics, and sustainable performance (Bass, 1990; Deci and Ryan, 2000).

These aims recognize that sustainable entrepreneurship is not merely dependent on technical knowledge or access to resources, but fundamentally on the psychological and emotional capacities of the entrepreneur to act consistently in uncertain environments.

Research Questions

In line with the above purpose, the study is guided by the following research questions:

1. How does TBC influence self-perception and entrepreneurial confidence?

This question addresses the transformation of identity and self-image, focusing on how entrepreneurs reconstruct their sense of capability and worth.

2. What internal changes occur during the coaching process?

This investigates psychological and emotional shifts—including belief restructuring, emotional release, and mindset re-framing—that occur through TBC interventions.

3. How does TBC affect business decision-making, team dynamics, and performance?

This question links internal transformation to external outcomes, exploring how enhanced clarity, resilience, and leadership translate into tangible business results.

Together, these questions provide a coherent framework for analyzing both the subjective experiences of entrepreneurs and the observable business outcomes, thereby ensuring that the study maintains a strong connection between theory, method, and practice.

3.4 Research Design

This study employs a qualitative, intervention-based case study design, aligned with the core principles of transformative and trauma-informed coaching. Rather than solely observing surface-level behaviour, the design seeks to capture *deep inner shifts*—including changes in self-image, belief systems, emotional

regulation, and identity reconstruction—that precede observable behavioural transformation.

Within this framework, Transformative Business Coaching (TBC) serves not only as the primary intervention but also as a methodological lens. The model integrates psychological, emotional, and strategic dimensions, thereby positioning TBC as both process and structure of inquiry. To facilitate sustainable transformation, the intervention combined a three-day intensive workshop with a structured one-month mentoring programme designed to consolidate subconscious and behavioural realignment.

This research design allows for:

- Rich, narrative-based data collection before, during, and after the intervention.
- Iterative feedback loops between coach, participant, and researcher, which ensure reflective depth.
- Thematic saturation across multiple cases, enabling comparative and cross-sectional insights.

According to Creswell (2013), an embedded single-case design is particularly suitable for investigating human transformation within bounded systems. In this study, the bounded system is represented by SME owners in Indonesia undergoing TBC intervention. Moreover, the design reflects the iterative

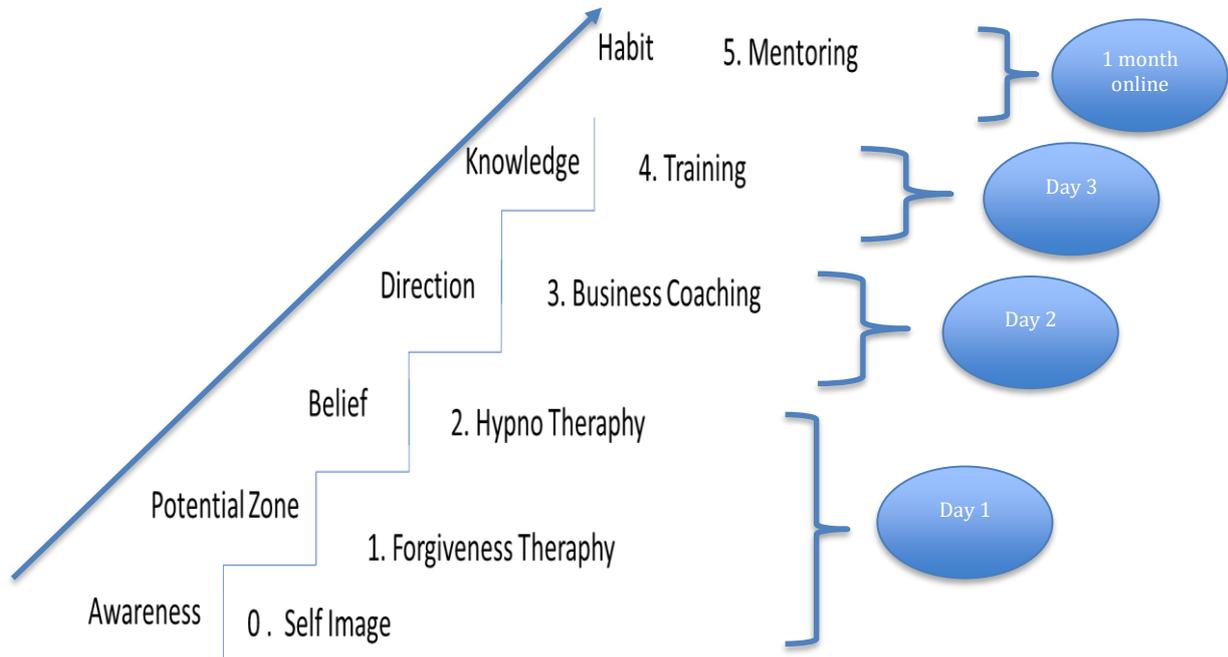
learning cycles and emotional states described in Mezirow's (1991) *Transformative Learning Theory* and Hawkins' (1995) model of vibrational frequency.

The TBC intervention was conducted over three stages:

1. Self-Image and Forgiveness Therapy (Day 1) – addressing subconscious narratives of inadequacy through emotional release.
2. Belief Restructuring through Hypnotherapy (Day 1) – reprogramming limiting beliefs into empowering alternatives.
3. Personal Life Coaching for Direction Setting (Day 2) – clarifying purpose, vision, and strategic orientation.
4. Transformational Leadership Training for Knowledge Integration (Day 3) – strengthening leadership identity and operational business awareness.
5. Business Coaching and Online Mentoring (One-month follow-up) – reinforcing behavioural changes, embedding habits, and providing applied support.

Each stage corresponds to a progressively deeper cognitive and emotional domain, beginning with subconscious healing and culminating in sustained behavioural anchoring. This cumulative design ensures that transformation is not episodic but consolidated over time.

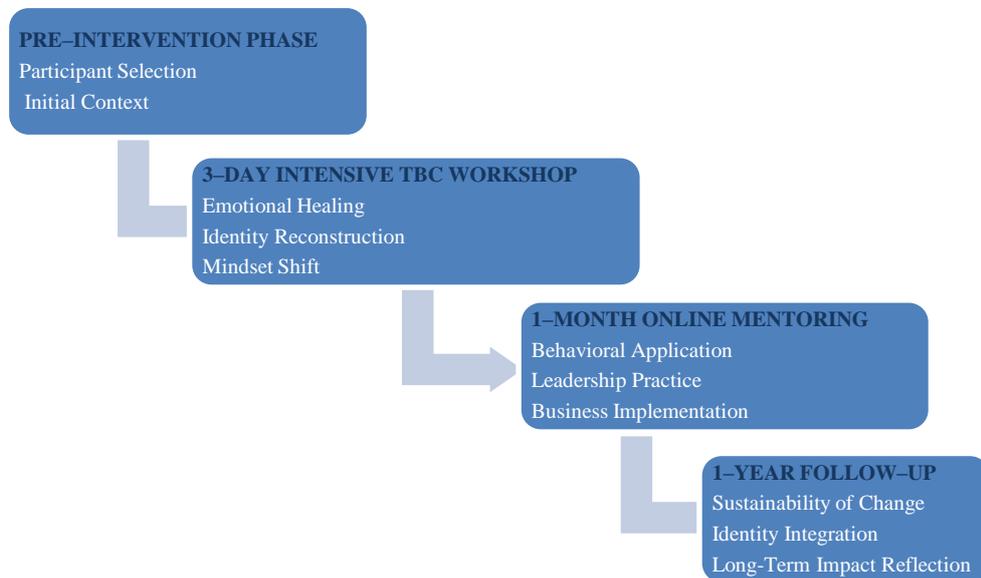
Figure 3.1 – TBC Intervention Ladder: Dimensions, Tools, and Delivery Stages



Source: Author's program design (2025)

While Figure 3.1 illustrates the internal structure and dimensions of the TBC intervention, Figure 3.2 presents the chronological flow of the research process, including the workshop, mentoring, and follow-up stages.

Figure 3.2 Timeline of Transformative Business Coaching (TBC) Research Process



Source: Author's program design (2025)

The sequencing of intervention stages in this study follows a coherent and progressive pathway. The three-day TBC workshop is structured to facilitate deep internal transformation: Day 1 focuses on subconscious and emotional clearing; Day 2 emphasizes conscious realignment, visioning, and direction-setting; and Day 3 integrates entrepreneurial awareness, decision-making, and leadership capacity. This intensive intervention is followed by a one-month online mentoring phase, designed to reinforce behavioral application, support real-world implementation, and encourage the formation of new habits within participants' business practices. In addition, a one-year follow-up phase was conducted to explore the sustainability and long-term integration of the transformations experienced by the participants.

In conclusion, the overall research design provides a robust methodological foundation to explore the research purpose and questions outlined in Section 3.3. By combining an intensive intervention, a reinforcement phase, and a long-term follow-up, the study systematically captures both the internal dimensions (mindset, emotional regulation, and identity transformation) and the external dimensions (strategic clarity, leadership behavior, and entrepreneurial practice) of sustainable entrepreneurial change.

3.5 Population and Sample

The population of this study consists of Indonesian small and medium-sized enterprise (SME) owners who had previously participated in entrepreneurship development programs but had not yet achieved the outcomes they aspired to. This population reflects a group of entrepreneurs who are familiar with conventional training approaches yet continue to face barriers related to mindset, emotional resilience, and strategic execution—issues directly addressed by the Transformative Business Coaching (TBC) model.

A purposive sampling strategy was employed, consistent with qualitative research principles that prioritize depth of insight over statistical generalization (Creswell, 2013). The sample comprises 30 SME owners representing diverse business sectors, including culinary, fashion, digital, and service-based enterprises. Participants were drawn from four geographical locations—West Java, Lombok, Yogyakarta, and Medan—to capture both cultural and sectoral diversity.

This sample size was determined in line with the original research proposal and reflects recommendations in qualitative inquiry that suggest 20–30 cases are adequate for achieving thematic saturation and comparative analysis (Guest, Bunce and Johnson, 2006). The inclusion of multiple business sectors also allows for greater variability, enabling the study to identify both common patterns and context-specific nuances in entrepreneurial transformation.

All participants underwent the complete TBC intervention, consisting of a three-day in-person intensive workshop, followed by a structured one-month online mentoring programme. Selection criteria included:

1. Willingness to engage in deep personal reflection and emotional processing, as transformative coaching requires openness to inner work (Mezirow, 1991).
2. Readiness for strategic redirection, demonstrated by participants' interest in aligning personal vision with business objectives.
3. Commitment to full participation across both the workshop and mentoring phases.

These criteria ensured that the selected entrepreneurs were not only demographically diverse but also psychologically prepared for transformative learning processes. By focusing on such readiness, the study aligns its methodological design with the principles of transformative coaching, thereby maximizing the depth and authenticity of research insights.

3.6 Participant Selection

Participants were selected using purposive criteria to ensure that they possessed both the entrepreneurial background and the psychological readiness required for engagement in Transformative Business Coaching (TBC). The following criteria guided the selection:

1. Operating an SME for at least five years – to guarantee that participants had sufficient entrepreneurial experience and a stable business context for meaningful reflection.
2. Aged between 25 and 50 years – representing a developmental stage in which entrepreneurs are typically balancing ambition, responsibility, and resilience in business.
3. Expressed openness to personal development and coaching – as readiness for transformation is essential in the context of deep learning interventions (Mezirow, 1991).
4. Located in regions with high entrepreneurial activity but low sustainability rates – such as West Java, Lombok, Yogyakarta, and Medan, to capture diverse cultural and business dynamics.
5. Completed the full TBC programme – comprising a three-day in-person workshop followed by structured one-month online mentoring, ensuring consistency of exposure to the intervention.
6. Returned to business operations for at least one year post-coaching – to provide evidence of longer-term reflection and behavioural integration.

These criteria ensured that participants had not only the practical experience of running a business but also the openness and resilience required for transformative coaching processes. By combining demographic, experiential, and psychological factors, the study maximized the likelihood of eliciting rich, reflective narratives that could illuminate the deeper impacts of TBC. Moreover, aligning participant selection with transformative readiness principles strengthened the study's methodological coherence (Cranton, 2019; Patton, 2022).

3.7 Instrumentation

This study employed a combination of qualitative instruments designed to reflect the layered structure of the Transformative Business Coaching (TBC) intervention. The instruments were selected to capture both *internal transformation* (mindset, belief systems, emotional shifts) and *strategic application* (entrepreneurial practices, decision-making, and behavioural outcomes). By using multiple instruments, the study ensured methodological triangulation and enhanced the trustworthiness of findings (Patton, 2022).

The instruments included:

1. Reflective Coaching Journal – Participants completed daily entries throughout the three-day programme, documenting awareness shifts, belief insights, and personal realizations. This tool was designed based on Cranton and Taylor's (2019) framework for transformative journaling, which emphasizes reflective learning as a pathway to identity reconstruction.

2. Emotional Scale Self-Assessment – A Likert-based pre–post emotional frequency inventory, adapted from Bradberry and Greaves’ (2020) emotional intelligence continuum. This tool was used to track shifts in emotional frequency and regulation, providing insight into participants’ evolving emotional states during the intervention.
3. Hypnotherapy and Forgiveness Session Notes – Facilitator observation notes and participant self-reports were collected to document subconscious reprogramming and emotional release. These notes provided rich, experiential data on the psychological underpinnings of transformation.
4. Post-Intervention Interview Guide – A semi-structured framework designed to explore participants’ integration experiences during the one-month online mentoring phase. This tool allowed for the capture of narrative depth, enabling participants to reflect on how subconscious shifts translated into behavioural change and strategic clarity.
5. Participant Feedback Form – Administered at the end of the intervention to assess perceived relevance, applicability, and sustainability of coaching techniques. This feedback provided an evaluative dimension, complementing reflective and observational data.

The use of these instruments created a multi-perspective lens through which transformation could be observed and analyzed. Journals and self-assessments illuminated *inner states*; facilitator notes captured *observed processes*; interviews explored *post-intervention integration*; and feedback forms provided *participant-driven evaluations*.

Together, these instruments allowed for systematic triangulation of emotional, cognitive, and behavioural data, enhancing the credibility of the study. Such triangulation is consistent with Patton's (2022) framework of qualitative validity, which stresses the importance of cross-verifying findings through diverse sources of evidence.

3.8 Data Collection Procedures

Data collection was conducted in three structured phases, aligned with the sequencing of the TBC intervention. This design allowed for the capture of both immediate experiences and longer-term reflections, providing a longitudinal perspective on participants' transformation journey. The phased approach also reflects the iterative and layered nature of transformative learning (Mezirow, 1991).

1. Pre-Intervention Phase

Prior to the three-day coaching programs, participants completed an emotional frequency self-assessment and a baseline mindset inventory. These instruments provided reference points for individual emotional states, belief patterns, and self-perceptions, against which subsequent changes could be evaluated. Establishing such baselines is critical in qualitative intervention research to ensure credibility of reported transformations (Creswell, 2013).

2. During Intervention Phase

Throughout the three-day intensive workshop, data were collected using multiple tools:

- a. Facilitator observation notes during hypnotherapy and forgiveness sessions, capturing subconscious reprogramming and emotional release processes.
- b. Reflective coaching journals, where participants documented daily insights, emotional responses, and evolving self-perceptions.
- c. Emotional scale self-assessments, administered pre- and post-sessions, to capture shifts in emotional regulation.

This phase focused on capturing in situ experiences of transformation, allowing the researcher to triangulate participant reflections with facilitator observations.

3. Post-Intervention Phase

One month after the completion of the online mentoring phase, in-depth semi-structured interviews were conducted. These interviews explored sustained behavioural changes, evolving business practices, and identity-related reflections. Additionally, participant feedback forms were collected to evaluate the perceived relevance, applicability, and sustainability of TBC techniques.

The *post-intervention* stage was conducted one month after the completion of the Transformative Business Coaching program. This time frame was intentionally selected to capture participants' early reflections and the initial process of internalizing and applying the values, insights, and behavioural changes derived from the coaching sessions into their business practices.

In a qualitative phenomenological design, the focus is not on quantitatively measuring long-term business performance but rather on understanding participants' lived experiences and perceived transformations. Therefore, conducting the post-intervention interviews one month after the program is considered appropriate to explore the initial phase of behavioural and cognitive integration.

Nonetheless, some participants spontaneously reported longer-term effects, such as increased customer engagement, sales growth, or improved team effectiveness within three to six months after the program. These accounts were documented as *illustrative evidence* to enrich the interpretation of sustained transformation, though they were not intended as systematic longitudinal measurements.

This phase enabled the researcher to assess not only short-term cognitive and emotional shifts but also the extent to which these changes translated into entrepreneurial strategies and day-to-day practices.

The three-phase data collection process ensured a temporal depth (capturing change over time) and a methodological breadth (drawing from multiple instruments). This staged approach is consistent with Patton's (2022) emphasis on triangulation and reflexivity in qualitative research, thereby enhancing the study's trustworthiness.

3.9 Data Analysis

The data analysis employed thematic analysis, following the six-phase framework outlined by Braun and Clarke (2006). This approach was selected due to its flexibility and its ability to capture both semantic (surface meaning) and latent (underlying meaning) dimensions within participants' narratives, which is critical for studies focused on transformation and identity reconstruction.

The six phases applied in this study were as follows:

1. Familiarization with data – Reading and re-reading interview transcripts, reflective journals, facilitator notes, and feedback forms to gain an immersive understanding of participants' experiences.
2. Generating initial codes – Identifying meaningful units of data across sources, including repeated words, emotional expressions, and behavioural descriptions.
3. Searching for themes – Grouping codes into broader categories such as *self-image*, *belief restructuring*, *emotional regulation*, *strategic clarity*, and *behavioural habits*.
4. Reviewing themes – Refining and cross-checking themes against the full data set to ensure coherence and representativeness.
5. Defining and naming themes – Clarifying the scope of each theme and articulating how they connect to the theoretical constructs presented in Section 3.2.

6. Producing the report – Synthesizing themes into a coherent narrative, supported by rich excerpts from participants’ reflections.

Coding was conducted inductively, allowing patterns and themes to emerge naturally from the data rather than being pre-determined. This inductive approach aligns with the exploratory nature of the study and reflects the commitment to capturing authentic participant perspectives (Guest, MacQueen, & Namey, 2012).

The themes were categorized according to five domains derived from the TBC framework:

- Self-image
- Belief systems
- Emotional state
- Strategic clarity
- Behavioural habits

For example, during early coding cycles, a recurring pattern related to an “internalised fear of visibility” appeared among several participants. This theme was then cross-checked against reflective journal entries and emotional self-assessment forms, ensuring alignment between subjective experiences and observed behavioural expressions.

Triangulation was applied to enhance credibility by comparing multiple data sources, including:

- Post-intervention interview transcripts.
- Reflective coaching journals from the in-person sessions.
- Facilitator observation notes from hypnotherapy and forgiveness therapy.

Reflexivity was maintained through detailed coaching logs, enabling the researcher to critically examine personal assumptions and emotional responses throughout the process. Additionally, peer debriefing was conducted with independent qualitative researchers to minimize bias, particularly given the dual role of the researcher as both coach and investigator (Patton, 2022).

3.10 Research Design Limitations

While this study was carefully designed to capture both the psychological and strategic dimensions of entrepreneurial transformation, several limitations must be acknowledged. Recognizing these limitations not only strengthens transparency but also provides a basis for interpreting the findings with appropriate caution (Creswell, 2013; Patton, 2022).

1. Subjectivity of Inner Experience

The exploration of subconscious beliefs, emotional regulation, and vibrational states is inherently subjective. Much of the data relies on participants' introspective accounts, which are vulnerable to recall bias and social desirability effects. Although triangulation with facilitator notes and reflective journals mitigated this limitation, the findings must still be

understood as experiential rather than objectively measurable (Braun and Clarke, 2006).

2. Small, Context-Specific Sample

The purposive sample of 30 SME owners reflects methodological depth but limits generalization to broader populations. This trade-off is consistent with qualitative research priorities, which emphasize insight and thematic saturation over statistical representation (Guest, Bunce and Johnson, 2006). Nevertheless, cultural, sectoral, and regional differences within Indonesia mean that some findings may not be transferable to other contexts.

3. Dual Role of Researcher-Coach

The researcher's position as both coach and investigator may have introduced relational bias, potentially influencing how participants expressed themselves. To address this, structured reflection tools, facilitator notes, and peer debriefing sessions with independent analysts were incorporated. Despite these safeguards, the possibility of subtle influence remains, and should be considered when interpreting the data (Berger, 2015).

4. Cultural Embeddedness of Belief Systems

Interpretations of emotional release and identity transformation are deeply shaped by cultural, religious, and familial values. For instance, concepts

such as forgiveness, resilience, or ambition may hold different meanings across communities. This cultural embeddedness enriches the study but also introduces variability that was not uniformly measured.

Despite these limitations, the study contributes valuable insights into the intersection of emotional healing, identity transformation, and sustainable entrepreneurship. By making these limitations explicit, the research remains grounded in methodological integrity while highlighting areas for future inquiry, such as comparative studies across cultural contexts or longitudinal follow-ups beyond one year post-intervention.

This study did not include longitudinal measurements of participants' business performance (e.g., at six or twelve months after the intervention) due to its qualitative phenomenological design. The primary focus was on exploring participants' subjective reflections and meaning-making processes following the coaching experience, rather than evaluating quantitative or financial outcomes over time.

Consequently, sustainability is interpreted through participants' perceived continuation of cognitive, behavioural, and attitudinal transformations after the program, rather than through objective performance indicators.

Furthermore, this study did not include objective assessments of business performance such as audited financial data, sales reports, or verified productivity metrics. The notion of "performance" in this research refers to participants'

perceived performance — how they subjectively evaluated the effectiveness of their decision-making, confidence level, emotional stability, leadership, and strategic alignment following the coaching process.

These self-reported perspectives were analyzed thematically and triangulated with facilitator notes and reflective journals. Therefore, any reference to “performance improvement” throughout this thesis should be interpreted as perceived transformation rather than empirical measurement of business outcomes.

3.11 Conclusion

This chapter has outlined the methodological foundation of the study, which adopts a qualitative, intervention-based design to explore the impact of Transformative Business Coaching (TBC) on Indonesian SME owners. Through a structured sequence of design elements—ranging from the operationalization of theoretical constructs to participant selection, instrumentation, data collection, and analysis—the chapter has demonstrated how the research framework is aligned with both the study’s purpose and its guiding questions.

The use of multiple instruments, including reflective journals, emotional self-assessments, facilitator notes, interviews, and feedback forms, ensured a multi-layered approach to data collection. By integrating these tools across pre-intervention, intervention, and post-intervention phases, the study was able to capture not only immediate cognitive and emotional shifts but also sustained behavioural and strategic changes. The application of thematic analysis (Braun and Clarke, 2006), supported by triangulation and reflexivity (Patton, 2022), enhanced

the credibility of findings and enabled the identification of transformation patterns across the five domains of TBC: self-image, belief systems, emotional state, strategic clarity, and behavioural habits.

The chapter also acknowledged several limitations, including the subjectivity of inner experience, the small and context-specific sample, and the dual role of the researcher as both coach and investigator. By explicitly recognizing these constraints, the study situates its contributions within the realities of qualitative inquiry, while pointing towards avenues for further research, such as cross-cultural comparisons and extended longitudinal studies.

Overall, the methodological design presented in this chapter provides a robust and coherent framework for addressing the central research aim: to understand how TBC influences the mindset, emotional regulation, and business strategies of SME owners in Indonesia. The next chapter will present the empirical findings derived from this design, demonstrating how theoretical constructs and methodological approaches converge in practice to illuminate the transformative potential of coaching.

Chapter IV

RESULTS

This chapter presents the findings of the study, organized according to the chronological stages of the Transformative Business Coaching (TBC) intervention and aligned with the research questions. The findings reflect a multi-phase transformation process experienced by the participants, beginning with immediate internal shifts during the intensive three-day workshop, followed by the application and reinforcement of these changes during the one-month online mentoring phase, and culminating in evidence of long-term integration observed during the one-year follow-up.

During the three-day workshop, participants experienced significant internal changes, particularly in the areas of emotional release, identity reconstruction, and mindset transformation. Processes such as forgiveness therapy, hypnotherapy, reflective exercises, and guided leadership activities facilitated deep subconscious and emotional shifts. These initial changes formed the psychological foundation for subsequent behavioral transformation.

Following the workshop, the one-month online mentoring phase enabled participants to translate newly developed awareness and confidence into tangible actions within their real business contexts. Participants reported increased clarity in decision-making, greater confidence in leadership roles, improved communication with team members, and a stronger sense of direction in their entrepreneurial

strategies. This phase functioned as a reinforcement mechanism, supporting the transition from internal insight to external application.

To examine the sustainability and depth of these transformations, a follow-up was conducted one year after the intervention. The findings from this phase revealed that many participants had successfully integrated the changes into their entrepreneurial identity and daily business practices. Participants described enduring improvements in emotional regulation, resilience in facing business challenges, and a more stable and empowered sense of self as business owners.

Overall, the findings indicate that the Transformative Business Coaching (TBC) intervention initiated a progressive and layered process of change. This process moved from internal awareness and emotional healing, through behavioral restructuring and leadership development, toward long-term identity integration and sustainable entrepreneurial practice. The data gathered across all three phases collectively provide a comprehensive picture of how TBC influences self-perception, internal mindset, decision-making processes, and entrepreneurial behaviour over time.

4.1 Research Question One: How does TBC influence self-perception and entrepreneurial confidence?

The findings reveal that the Transformative Business Coaching (TBC) intervention had a significant impact on participants' self-perception and entrepreneurial confidence. These shifts were not instantaneous but unfolded

progressively across three stages: prior to the intervention, during the intensive three-day workshop, and in the post-intervention phase.

Prior to engaging in TBC, participants commonly expressed feelings of inadequacy and fear of failure. Several described themselves as “not ready to be visible” in the market, often due to cultural narratives that emphasized modesty, humility, or fear of community judgment. For example, Participant P7 (service sector, Medan) admitted:

“I always felt small compared to others. I was afraid that if I failed, everyone would talk about me.” (P7, female, service sector, Medan)

Such reflections align with the concept of subjective norms in the Theory of Reasoned Action (Ajzen and Fishbein, 1980), where perceived community expectations constrain entrepreneurial behaviour.

The most notable transformations occurred during the self-image and forgiveness therapy sessions (Day 1). These sessions facilitated emotional release and identity re-framing, enabling participants to reinterpret past failures not as permanent weaknesses but as learning experiences. As Participant P4 (culinary sector, West Java) reflected:

“For years I was ashamed of my failures. After forgiveness therapy, I feel lighter and believe I deserve to succeed in my business.” (P4, female, culinary sector, West Java)

This process demonstrates the role of disorienting dilemmas in triggering transformative learning (Mezirow, 1991). Emotional release acted as a catalyst for cognitive restructuring, consistent with Goleman’s (1995) emphasis on emotional intelligence as foundational to confidence-building.

By the second and third days, participants began to articulate stronger entrepreneurial identities. Facilitator notes observed a marked increase in assertiveness, particularly during group sharing and leadership simulations.

Participant P9 (fashion sector, Yogyakarta) reported:

“I used to hesitate to talk in front of others. Now I can explain my business clearly and even close deals with new clients.” (P9, male, fashion sector, Yogyakarta)

Follow-up interviews conducted one month later indicated that these changes were not temporary but integrated into participants’ business practices. Several participants described applying their newfound confidence in contexts such as pitching to investors, networking with peers, and leading team meetings.

Participant P12 (digital sector, Lombok) explained:

“After the workshop, I dared to introduce myself as a business owner. My team also sees me differently now, and I feel more respected.” (P12, female, digital sector, Lombok)

Interestingly, while most participants reported rapid confidence gains, others emphasized the importance of ongoing mentoring in consolidating their transformation. For instance, Participant P15 (culinary sector, Yogyakarta) noted that online mentoring sessions helped her maintain confidence when facing client rejection. This variation underscores that transformative outcomes are not uniform but depend on individual readiness and reinforcement, consistent with Cranton’s (2019) insights into adult transformative learning.

These findings demonstrate that TBC fosters a fundamental reconstruction of entrepreneurial identity. Participants moved from self-doubt and invisibility toward confidence and self-assertion, translating internal transformation into

external business behaviours. The results validate the centrality of identity reconstruction in sustainable entrepreneurship, confirming that shifts in self-perception and confidence are key precursors to strategic action and business growth.

4.2 Research Question Two: What internal changes occur during the coaching process?

The findings demonstrate that the TBC intervention facilitated profound internal changes among participants, particularly in relation to belief restructuring, emotional release, and mindset reframing. These transformations unfolded progressively, beginning with the recognition of limiting beliefs, followed by emotional processing during the intervention, and culminating in more resilient and growth-oriented mindsets after the programs.

Prior to TBC, participants often carried deep-seated limiting beliefs rooted in personal history, cultural expectations, and fear of failure. Some admitted to subconsciously associating entrepreneurship with risk, shame, or even moral conflict. Participant P6 (fashion sector, Lombok) explained:

“Since childhood I was taught not to be too ambitious. So even when I had ideas, I held myself back.” (P6, female, fashion sector, Lombok)

These perspectives illustrate how social norms shape internal belief systems, consistent with Human Society Theory (Durkheim, 1895; Parsons, 1951), where community expectations influence individual aspirations.

The most dramatic internal changes occurred during hypnotherapy and forgiveness sessions (Day 1), where participants were guided to confront and

release subconscious barriers. Facilitator notes documented several cases of visible emotional release, including crying, trembling, and expressions of relief. Participant P11 (culinary sector, West Java) described:

“When I forgave my past, I felt like a heavy burden was lifted. Suddenly I could see myself differently, like I am not the same person anymore.” (P11, male, culinary sector, West Java)

This process reflects the role of subconscious reprogramming in shifting entrenched self-concepts, consistent with Energetic Psychology perspectives (Hawkins, 1995; Lipton, 2005). Emotional release functioned as a gateway to cognitive restructuring, enabling participants to adopt more empowering beliefs.

By Day 2 and Day 3, participants engaged in reflective journaling and coaching exercises that facilitated mindset reframing. They began to reinterpret failure as feedback and envisioned themselves as capable leaders. Participant P18 (digital sector, Yogyakarta) noted:

“Before, I always thought mistakes meant I was a bad business owner. Now I see them as lessons that help me grow.” (P18, male, digital sector, Yogyakarta)

This shift aligns with Self-Determination Theory (Deci and Ryan, 2000), particularly the constructs of autonomy and competence, as participants gained a sense of agency and mastery over their entrepreneurial journey.

The follow-up interviews one month later revealed that these internal changes had been sustained and further deepened. Several participants reported feeling more resilient when facing challenges, and described a greater capacity for

emotional regulation in stressful situations. Participant P21 (service sector, Medan) explained:

“When a client rejected my proposal, I didn’t feel like a failure anymore. I stayed calm and tried again. That’s something I couldn’t do before.” (P21, female, service sector, Medan)

Such reflections confirm that the intervention supported long-term emotional regulation and adaptive mindset shifts, critical capacities for entrepreneurship (Goleman, 1995; Cranton, 2019).

The evidence suggests that internal changes during the coaching process are not limited to temporary emotional reactions but extend to lasting transformations in belief systems and mindsets. Through forgiveness, hypnotherapy, and reflective learning, participants reconstructed their internal narratives, shifted from fear-based to growth-oriented thinking, and developed greater resilience. These findings reinforce the centrality of inner transformation as a precursor to external entrepreneurial performance, validating the design of TBC as both a psychological and strategic intervention.

4.3 Research Question Three: How does TBC affect business decision-making, team dynamics, and performance?

The findings reveal that internal transformations fostered by TBC extended into the external business domain, particularly in how participants made decisions, managed teams, and enhanced performance. This progression illustrates the principle that psychological shifts serve as a foundation for strategic and behavioural outcomes (Bass, 1990; Deci and Ryan, 2000).

To provide a clearer overview of the participants’ responses, a descriptive summary of change intensity was developed based on the thematic coding of all 30 interview transcripts. The analysis revealed variations in the degree of perceived transformation following the coaching program.

Out of 30 participants, 24 (80%) demonstrated *significant change* in their mindset, strategic decision-making, or leadership behaviour. Five participants (17%) showed *moderate change*—reporting some improvements but with partial or inconsistent application of new practices—while one participant (3%) reported *minimal or no noticeable change*.

These proportions are not intended as statistical measurements but as qualitative indicators of thematic saturation and relative distribution across the sample. The findings therefore reflect a predominantly positive impact of the Transformative Business Coaching program, while also acknowledging individual differences in readiness, implementation context, and personal motivation.

Table 4.1. Level of Perceived Change Across 30 Participants

Level of perceived change	Number of participants (n=30)	Percentage
Significant change	24	80%
Moderate change	5	17%
Minimal or no change	1	3%

Source: Manual thematic coding of 30 in-depth interviews and reflective data.

In line with the thematic framework established in Chapter 3, the qualitative analysis categorized participants’ reflections into five major domains: *self-image*, *belief systems*, *emotional state*, *strategic clarity*, and *behavioural habits*. These

categories represent interconnected dimensions of personal and professional transformation experienced by SME owners following the coaching intervention.

The distribution of these themes varied in frequency and depth. The most frequently observed categories were self-image transformation and strategic clarity, which participants consistently identified as core outcomes. Behavioural habits and belief systems appeared moderately, often describing changes in discipline, motivation, or cognitive reframing. Emotional state was mentioned less frequently in explicit terms, but when present, contained the deepest expressions of release, resilience, and emotional regulation.

Table 4.2. Frequency of Thematic Categories Across 30 Participants

Thematic Category	Number of Participants Mentioning	Percentage	Illustrative Meaning
Self-image transformation	25	83%	Changes in self-confidence, self-worth, and leadership identity
Strategic clarity	21	70%	Improved focus, goal alignment, and decision-making direction
Behavioural habits	18	60%	Adoption of new routines, accountability, and consistency
Belief systems	15	50%	Shift from limiting beliefs to growth-oriented mindset
Emotional state	12	40%	Emotional release, resilience, and enhanced self-regulation

Source: Manual thematic coding of interview transcripts, reflective journals, and facilitator observations

Prior to the intervention, many participants described decision-making as reactive and emotionally driven, often influenced by fear, hesitation, or external pressure. Several admitted to avoiding risk or delegating responsibility due to lack of confidence. For example, Participant P5 (culinary sector, West Java) reflected:

“I usually waited for others to decide, even in my own business. I was afraid to take the wrong step.” (P5, female, culinary sector, West Java)

This lack of decisiveness often created uncertainty within teams and hindered business growth.

During the three-day workshop, especially in Day 2 (direction setting) and Day 3 (transformational leadership training), participants engaged in exercises that linked self-confidence to practical business strategies. Role-play activities required them to make decisions under simulated pressure, while group discussions emphasized strategic planning and visioning. Participant P14 (fashion sector, Yogyakarta) reported:

“When I set clear goals in the workshop, I realized I could also give clearer directions to my staff. They responded better when I became more decisive.” (P14, male, fashion sector, Yogyakarta)

Facilitator notes confirmed improvements in participants’ ability to articulate strategic plans and collaborate in group tasks. These behavioural changes suggest that internal clarity translated into more effective team leadership, consistent with Bass’s (1990) concept of transformational leadership.

Follow-up interviews one month later demonstrated sustained improvements in decision-making, team dynamics, and performance outcomes. Participants reported adopting structured approaches to problem-solving, setting measurable goals, and fostering team engagement. Participant P19 (digital sector, Lombok) shared:

“Now when I make a decision, I don’t hesitate. My team sees that confidence, and they trust me more. We even achieved higher sales last

month because everyone worked with clearer direction.” (P19, male, digital sector, Lombok)

Others emphasized improvements in team morale and collaboration.

Participant P23 (service sector, Medan) explained:

“Before, I carried the burden alone. After mentoring, I learned to involve my team. Now they feel part of the business, and performance is better.” (P23, female, service sector, Medan)

These accounts illustrate how TBC not only reshaped individual mindsets but also improved collective dynamics and organizational outcomes.

The findings show that TBC influenced entrepreneurial practices beyond the personal domain, leading to more decisive leadership, stronger team alignment, and improved business performance. By enabling entrepreneurs to translate inner confidence into outward leadership behaviours, TBC provided a bridge between psychological transformation and practical outcomes. This aligns with theories of self-determination (Deci and Ryan, 2000) and transformational leadership (Bass, 1990), which emphasizes the interplay between internal motivation and external impact.

4.4 Summary of Key Findings

This chapter presented the findings of the study, guided by three research questions, each addressing a distinct dimension of the Transformative Business Coaching (TBC) process. The results show that TBC generates a ripple effect, beginning with changes in self-perception, moving into deeper internal transformations, and finally extending to external business practices and performance.

For Research Question One (RQ1) – How does TBC influence self-perception and entrepreneurial confidence? – the findings revealed that participants entered the program with feelings of inadequacy, fear of failure, and limited self-belief. These internal barriers often manifested as hesitation in decision-making, fear of visibility in the market, and lack of assertiveness when presenting their businesses. The forgiveness therapy and self-image sessions (Day 1) played a critical role in helping participants reconstruct their self-identity, release past burdens, and acknowledge their right to succeed. Through these processes, participants reported a profound shift in how they saw themselves—not as struggling entrepreneurs but as capable, resilient business owners. By Day 3, participants were able to present their business visions with confidence, and one month later, during post-intervention interviews, they described themselves as more respected leaders who could pitch, network, and lead with greater assurance. These findings underscore the centrality of identity reconstruction (Mezirow, 1991) and self-efficacy (Ajzen and Fishbein, 1980) in entrepreneurial transformation.

For Research Question Two (RQ2) – What internal changes occur during the coaching process? – the evidence demonstrated that participants underwent significant belief restructuring and emotional regulation. Prior to the intervention, many carried limiting beliefs rooted in cultural narratives, family expectations, or previous business failures. Through hypnotherapy, forgiveness work, and reflective journaling, participants experienced powerful emotional release and subconscious reprogramming. They learned to reinterpret failure as a source of growth rather than shame, shifting from a fear-based mindset to a growth-oriented perspective. These

shifts align with Goleman's (1995) theory of emotional intelligence and Deci and Ryan's (2000) self-determination theory, both of which highlight how resilience and emotional awareness are crucial for sustained entrepreneurial motivation. Importantly, the follow-up interviews confirmed that these changes were not temporary but continued to shape participants' approach to challenges, setbacks, and opportunities well after the coaching ended.

For Research Question Three (RQ3) – How does TBC affect business decision-making, team dynamics, and performance? – the findings revealed that the internal changes achieved during the coaching process translated directly into external business practices. Entrepreneurs became more decisive, shifted from reactive to proactive decision-making, and adopted clearer strategies in leading their businesses. Team dynamics also improved, as participants reported better communication, increased trust, and higher levels of engagement from staff. In several cases, these changes led to measurable improvements in business performance, such as higher sales, stronger client relationships, and enhanced operational efficiency. These outcomes reflect the principles of transformational leadership (Bass, 1990), where leaders' inner clarity and confidence inspire trust, motivation, and performance within their teams.

Taken together, the findings illustrate a coherent progression across all three research questions: TBC first reshapes self-perception and confidence, then restructures internal beliefs and emotional capacities, and finally produces observable improvements in decision-making, leadership, and business performance. The results highlight the critical role of inner transformation as the

foundation for sustainable entrepreneurship and validate the integrative design of TBC as both a psychological and strategic intervention.

4.5 Conclusion

This chapter has presented the findings of the study, structured around three guiding research questions. The evidence demonstrates that the Transformative Business Coaching (TBC) intervention produced profound effects across three interconnected domains: self-perception and confidence, internal belief and emotional regulation, and external business practices.

First, the study found that TBC facilitated the reconstruction of entrepreneurial identity and self-confidence. Participants who initially carried deep feelings of inadequacy and fear of failure began to view themselves as capable, resilient business owners. This shift in self-perception provided the psychological foundation for more confident engagement with clients, investors, and teams.

Second, the intervention produced internal transformations at the level of beliefs, emotions, and mindset. Through hypnotherapy, forgiveness therapy, and reflective journaling, participants experienced emotional release and belief restructuring, enabling them to move from a fear-based orientation to a growth-oriented perspective. These internal changes were sustained beyond the intervention and influenced participants' resilience in facing business challenges.

Third, the findings revealed that these inner transformations translated into tangible improvements in decision-making, team dynamics, and business performance. Entrepreneurs became more decisive, adopted clearer strategies, and

fostered stronger engagement with their teams. Several participants also reported measurable improvements in sales and performance, illustrating the practical outcomes of psychological and emotional realignment.

Overall, the findings confirm the central argument of this study: that inner transformation is a necessary precursor to sustainable entrepreneurial success. The integration of psychological, emotional, and strategic dimensions within TBC not only enabled participants to overcome internal barriers but also allowed them to translate inner clarity into outward leadership and business growth. This highlights the value of transformative coaching as both a personal development tool and a strategic intervention for small and medium-sized enterprises in Indonesia.

Chapter V

DISCUSSION

5.1 Discussion of Results

The purpose of this study was to explore how Transformative Business Coaching (TBC) influences the mindset, emotional regulation, identity formation, and strategic practices of Indonesian SME owners. Chapter 4 presented the findings according to three guiding research questions and the chronological phases of the intervention. In this chapter, those findings are discussed in depth and interpreted through relevant theoretical lenses.

Overall, the results reveal a progressive and layered pathway of transformation that unfolds across three key stages: the intensive three-day TBC workshop, the one-month online mentoring phase, and the one-year follow-up period. This temporal structure demonstrates that meaningful entrepreneurial transformation is not an instant event, but an evolving process that begins with internal psychological change and gradually manifests in sustained behavioral and strategic outcomes.

During the three-day workshop, participants underwent significant internal shifts as a result of emotionally and psychologically focused interventions such as forgiveness therapy, hypnotherapy, guided reflection, and leadership exercises. These processes initiated subconscious and emotional release, challenged limiting beliefs, and facilitated a reconstruction of participants' self-perception and entrepreneurial identity. In line with Mezirow's (1991) theory of transformative

learning, this stage functioned as a critical moment of perspective transformation, in which previously unconscious assumptions were brought to awareness and re-evaluated.

Following the workshop, the one-month online mentoring phase served as a reinforcement period that enabled participants to translate internal insights into concrete actions. During this phase, participants began to apply their new mindset, emotional regulation skills, and identity shifts in real business contexts. They reported increased clarity in decision-making, more assertive leadership behavior, and improved communication within their teams. This progression reflects Bandura's (1977) concept of self-efficacy, whereby repeated application and positive reinforcement strengthened participants' belief in their entrepreneurial capability.

The one-year follow-up further demonstrated that, for many participants, the changes initiated during the intervention had been sustained and integrated into their long-term entrepreneurial practice. Rather than reverting to former patterns of self-doubt, participants described a stable sense of confidence, emotional resilience, and clarity of direction. These findings align with Goleman's (1995) framework of emotional intelligence, highlighting the role of sustained emotional regulation and self-awareness in effective leadership and decision-making.

Together, these stages illustrate that TBC functions not merely as a short-term motivational intervention, but as an integrative developmental framework that addresses the subconscious, emotional, cognitive, and behavioral dimensions of

entrepreneurship. The results clearly indicate that internal psychological transformation is not peripheral, but foundational to sustainable entrepreneurial performance. Identity, mindset, and emotional regulation emerge as critical precursors to effective strategic action, leadership capability, and business resilience.

Within the Indonesian SME context—where entrepreneurs often operate under strong cultural, familial, and social expectations—this integrative approach is particularly significant. By enabling participants to reframe internalized beliefs and overcome emotional barriers, TBC created the conditions for more authentic, confident, and empowered participation in economic life.

The following sections will discuss these findings in relation to each specific research question. Each subsection explores how the empirical evidence connects with existing theory and practice, while also highlighting the study's unique contribution to the fields of entrepreneurship, coaching, and transformative learning.

5.2 Discussion of Research Question One:

How does TBC influence self-perception and entrepreneurial confidence?

The first research question sought to examine how Transformative Business Coaching (TBC) influenced participants' self-perception and entrepreneurial confidence. The results presented in Chapter 4 demonstrated that participants underwent a significant shift in how they viewed themselves and their entrepreneurial capacities. Prior to the intervention, participants commonly

expressed feelings of inadequacy, fear of failure, and what several described as a “fear of visibility.” Such fears were rooted not only in personal experiences but also in broader cultural expectations that emphasized modesty and discouraged overt self-promotion. Participant P7 (service sector, Medan) reflected, “I always felt small compared to others. I was afraid that if I failed, everyone would talk about me.” (P7, female, service sector, Medan). This finding illustrates how subjective norms and internalized community pressures acted as barriers to entrepreneurial confidence, consistent with the Theory of Reasoned Action (Ajzen and Fishbein, 1980).

The intervention produced a turning point in participants’ self-perception. On Day 1, the forgiveness therapy and hypnotherapy sessions enabled individuals to release emotional burdens and begin reconstructing their sense of identity. As Participant P4 (culinary sector, West Java) explained, “For years I was ashamed of my failures. After forgiveness therapy, I feel lighter and believe I deserve to succeed in my business.” (P4, female, culinary sector, West Java). This illustrates the mechanism of emotional release as a catalyst for perspective transformation, a process described by Mezirow (1991). By surfacing and reinterpreting deeply held assumptions, participants engaged in identity re-authoring that laid the foundation for increased self-confidence.

By Day 2 and Day 3 of the intervention, participants were already beginning to enact this reconstructed identity in practical contexts. Role-play exercises and leadership simulations provided safe spaces to practice assertiveness, decision-making, and public speaking. Participant P9 (fashion sector, Yogyakarta) noted, “I

used to hesitate to talk in front of others. Now I can explain my business clearly and even close deals with new clients.” (P9, male, fashion sector, Yogyakarta). This pattern reflects Bandura’s (1977) concept of self-efficacy, where mastery experiences and positive reinforcement strengthen belief in one’s ability to succeed.

Follow-up interviews one month later confirmed that these changes were not short-lived but consolidated into sustainable behavioural patterns. Several participants described feeling more respected by their teams and more comfortable presenting themselves as leaders in external settings. Participant P12 (digital sector, Lombok) remarked, “After the workshop, I dared to introduce myself as a business owner. My team also sees me differently now, and I feel more respected.” (P12, female, digital sector, Lombok). These sustained changes align with Goleman’s (1995) framework of emotional intelligence, particularly the ability to regulate emotions and channel them into constructive action.

It is important to note, however, that the pace and depth of transformation varied. Some participants reported immediate and dramatic improvements in confidence, while others required ongoing reinforcement through the mentoring sessions. For example, Participant P15 (culinary sector, Yogyakarta) reported that her confidence remained fragile until the online mentoring phase helped her apply the workshop lessons in real business scenarios. This variation underscores the role of individual readiness in transformative learning (Cranton, 2019) and highlights the importance of structured follow-up in sustaining identity reconstruction.

Overall, the discussion of Research Question One demonstrates that TBC influenced participants' self-perception and entrepreneurial confidence by addressing subconscious barriers, enabling cognitive reframing, and supporting behavioural embedding through mentoring. The findings affirm Mezirow's (1991) claim that perspective transformation involves both critical reflection and reauthoring of identity, and they extend this framework by showing how subconscious-level interventions, such as forgiveness therapy and hypnotherapy, accelerate the process. Moreover, the results contribute to entrepreneurship literature by positioning identity reconstruction and confidence-building as foundational pathways to sustainable entrepreneurial performance.

5.3 Discussion of Research Question Two

What internal changes occur during the coaching process?

The second research question examined the internal changes experienced by participants during the coaching process. The findings presented in Chapter 4 revealed that TBC produced substantial transformations in participants' beliefs, emotional regulation, and mindset. These changes unfolded progressively, beginning with the recognition of limiting beliefs, followed by emotional release during the workshop, and culminating in a more resilient, growth-oriented outlook that persisted beyond the intervention.

Prior to the intervention, participants carried deep-seated limiting beliefs that restricted their entrepreneurial capacity. Many of these beliefs were shaped by cultural values that discouraged ambition or by personal experiences of failure that

fostered a sense of inadequacy. Participant P6 (fashion sector, Lombok) admitted, “Since childhood I was taught not to be too ambitious. So even when I had ideas, I held myself back.” (P6, female, fashion sector, Lombok). These narratives illustrate how social norms and early conditioning shaped participants’ internal frameworks, consistent with the sociological perspectives of Durkheim (1895) and Parsons (1951), who argued that social expectations profoundly shape individual aspirations.

The intervention created space for these beliefs to be challenged and restructured. On Day 1, hypnotherapy and forgiveness sessions allowed participants to confront subconscious memories and emotional blockages. The process of emotional release was evident in both facilitator notes and participant testimonies. Participant P11 (culinary sector, West Java) shared, “When I forgave my past, I felt like a heavy burden was lifted. Suddenly I could see myself differently, like I am not the same person anymore.” (P11, male, culinary sector, West Java). This demonstrates the significance of subconscious reprogramming in altering entrenched self-concepts, consistent with Hawkins’ (1995) and Lipton’s (2005) arguments that emotional and energetic shifts can catalyze cognitive restructuring.

By Day 2 and Day 3, participants engaged in reflective journaling and coaching exercises that facilitated mindset re-framing. They began to reinterpret past failures as opportunities for growth rather than as evidence of personal inadequacy. Participant P18 (digital sector, Yogyakarta) remarked, “Before, I always thought mistakes meant I was a bad business owner. Now I see them as lessons that help me grow.” (P18, male, digital sector, Yogyakarta). This illustrates

how transformative learning processes enabled participants to adopt new mental models. The shift is consistent with Deci and Ryan's (2000) self-determination theory, particularly the constructs of autonomy and competence, which highlight the role of intrinsic motivation and perceived capability in driving sustainable change.

The one-month follow-up interviews confirmed that these internal changes were not fleeting but embedded into participants' daily practices. Participants reported enhanced emotional regulation and resilience, particularly when confronted with challenges or rejection. Participant P21 (service sector, Medan) explained, "When a client rejected my proposal, I didn't feel like a failure anymore. I stayed calm and tried again. That's something I couldn't do before." (P21, female, service sector, Medan). Such outcomes support Goleman's (1995) framework of emotional intelligence, which emphasizes the ability to regulate emotions and maintain focus in high-pressure contexts.

Variation was evident across the sample. While many participants experienced immediate breakthroughs during the intensive workshop, others required the structured online mentoring sessions to consolidate their internal changes. This variation points to the role of individual readiness in transformative learning (Cranton, 2019) and underscores the importance of longitudinal support for embedding mindset shifts. It also suggests that transformation is a dynamic and iterative process rather than a one-time event.

In summary, the discussion of Research Question Two demonstrates that TBC enabled participants to restructure limiting beliefs, release emotional burdens, and adopt growth-oriented mindsets. These changes were facilitated by a combination of subconscious interventions, reflective learning, and ongoing mentoring support. The findings extend the scope of transformative learning theory (Mezirow, 1991) by illustrating how subconscious and emotional interventions complement cognitive reflection in producing deep personal change. They also contribute to the entrepreneurship literature by highlighting the role of emotional regulation and belief restructuring as critical foundations for sustainable entrepreneurial behaviour.

5.4 Discussion of Research Question Three

How does TBC affect business decision-making, team dynamics, and performance?

The third research question explored how the internal transformations generated by TBC influenced participants' external business practices, particularly their decision-making, team leadership, and overall performance. The findings in Chapter 4 demonstrated that participants not only developed stronger self-perception and more resilient mindsets but also translated these internal changes into tangible entrepreneurial behaviours and measurable outcomes.

In this qualitative phenomenological study, the term "*measurable outcomes*" does not refer to quantitative or statistical indicators such as revenue or profit growth. Instead, it denotes clearly identifiable and observable changes that

participants expressed consistently across interviews, reflective journals, and facilitator notes.

These measurable outcomes include participants' reported improvements in decision-making clarity, leadership confidence, emotional self-regulation, and strategic focus — all of which can be thematically analysed and triangulated as concrete indicators of perceived transformation.

Therefore, the concept of “measurement” in this research is interpretive and experiential rather than numerical, aligned with the phenomenological emphasis on participants' lived experiences of change.

Before the intervention, many participants described their decision-making as hesitant, reactive, or overly dependent on others. This lack of confidence often created uncertainty in business strategy and eroded team trust. Participant P5 (culinary sector, West Java) admitted, “I usually waited for others to decide, even in my own business. I was afraid to take the wrong step.” (P5, female, culinary sector, West Java). Such accounts highlight how self-doubt undermined strategic clarity and limited entrepreneurial effectiveness.

During the three-day workshop, participants began to practice decision-making and leadership in structured exercises. On Day 2, direction-setting activities required participants to articulate business goals and map strategies, while Day 3 focused on transformational leadership training. These activities allowed participants to rehearse leadership behaviours in a supportive environment. Participant P14 (fashion sector, Yogyakarta) reflected, “When I set clear goals in

the workshop, I realized I could also give clearer directions to my staff. They responded better when I became more decisive.” (P14, male, fashion sector, Yogyakarta). These results illustrate how improved self-perception and confidence, discussed in earlier sections, provided a foundation for more decisive and strategic business leadership.

The online mentoring phase further reinforced these changes by enabling participants to apply their new leadership behaviours in real business contexts. One month later, participants reported that their teams were responding positively to their more confident and structured leadership. Participant P19 (digital sector, Lombok) explained, “Now when I make a decision, I don’t hesitate. My team sees that confidence, and they trust me more. We even achieved higher sales last month because everyone worked with clearer direction.” (P19, male, digital sector, Lombok). This reflects Bass’s (1990) theory of transformational leadership, in which leaders who articulate clear visions and model confidence inspire higher levels of trust, commitment, and performance in their teams.

The data also suggest that TBC influenced team dynamics by fostering collaboration and shared ownership of business outcomes. Several participants reported that they had previously carried the burden of decision-making alone, but after the intervention, they became more willing to involve their teams in strategic discussions. Participant P23 (service sector, Medan) described, “Before, I carried the burden alone. After mentoring, I learned to involve my team. Now they feel part of the business, and performance is better.” (P23, female, service sector, Medan).

This demonstrates how the internal transformation of the entrepreneur cascaded outward, reshaping organizational culture and enhancing collective performance.

Importantly, the improvements in decision-making and performance were not uniform across the sample. Some participants reported immediate boosts in team morale and business outcomes, while others experienced more gradual changes. This variation suggests that the translation of internal change into external practice is moderated by contextual factors such as team size, business sector, and market conditions. Nevertheless, the overall pattern was consistent: as entrepreneurs grew more confident and emotionally regulated, their businesses benefitted from clearer decision-making and stronger leadership.

The discussion of Research Question Three highlights that TBC affected business outcomes through a chain of transformation: emotional release and identity reconstruction fostered confidence, which in turn enabled decisiveness, effective leadership, and improved team engagement. This finding supports Deci and Ryan's (2000) self-determination theory, which emphasizes the role of autonomy and competence in driving performance, and extends it by showing how transformative coaching can operationalize these constructs in entrepreneurial practice.

In sum, TBC influenced business decision-making, team dynamics, and performance by equipping entrepreneurs with the confidence, clarity, and leadership skills necessary to translate internal change into external results. These outcomes not only validate the integrative design of the intervention but also

contribute to the broader literature on entrepreneurship by demonstrating how psychological and emotional development directly enhances business performance.

5.5 Conclusion

This chapter has discussed the findings of the study in relation to the three guiding research questions, situating the empirical evidence within broader theoretical and practical frameworks. The discussion has shown that Transformative Business Coaching (TBC) functioned as more than a set of techniques; it acted as an integrative framework that combined subconscious, emotional, and strategic dimensions of transformation.

In addressing Research Question One, the analysis demonstrated that TBC reshaped participants' self-perception and entrepreneurial confidence. Entrepreneurs who initially struggled with self-doubt and fear of visibility were able to reconstruct their identity through forgiveness therapy, hypnotherapy, and reflective practices. These interventions enabled participants to move from invisibility to assertiveness, confirming that identity reconstruction and self-efficacy are foundational to entrepreneurial effectiveness (Mezirow, 1991; Bandura, 1977; Ajzen and Fishbein, 1980).

The discussion of Research Question Two revealed that TBC facilitated internal transformations at the level of belief systems, emotional regulation, and mindset. Participants described releasing deep-seated limiting beliefs, re-framing failure as growth, and developing resilience when confronted with setbacks. These findings highlight the importance of emotional intelligence (Goleman, 1995) and

intrinsic motivation (Deci and Ryan, 2000) in sustaining entrepreneurial change. The study extends transformative learning theory by demonstrating that subconscious interventions—such as forgiveness therapy and hypnotherapy—can accelerate perspective transformation.

Turning to Research Question Three, the findings illustrated how these internal changes translated into external business practices. Participants became more decisive, improved their ability to communicate with teams, and achieved measurable improvements in business performance, such as increased sales and stronger client relationships. These results confirm the relevance of transformational leadership theory (Bass, 1990), showing that inner clarity and confidence in entrepreneurs can foster trust, engagement, and productivity within teams.

Before discussing specific cases and patterns, it is important to clarify that the “measurable outcomes” referred to in this section are based on participants’ *self-reported and perceived changes*, not objective financial data.

The qualitative phenomenological nature of this study focuses on capturing *how* participants experience and interpret transformation after the coaching process. Consequently, the term “measurable” denotes changes that are explicit, observable, and consistently mentioned across interviews, rather than numerical or statistical measures.

A few participants voluntarily shared numerical figures (e.g., a 28% increase in platform users or a 30% growth in export revenue), which serve as

illustrative evidence supporting the thematic findings. However, these are treated as complementary narratives rather than empirical business metrics.

Taken together, the findings and discussion establish a coherent pathway of transformation: inner work at the level of self-perception and belief systems enables external improvements in decision-making, leadership, and performance. This confirms the study's central argument that psychological and emotional transformation is not merely a supplement to business coaching but a prerequisite for sustainable entrepreneurial growth.

The contributions of this study are both theoretical and practical. Theoretically, it bridges gaps between transformative learning, emotional intelligence, and entrepreneurial leadership, demonstrating how these frameworks converge in practice. Practically, it validates the design of TBC as a model that integrates emotional healing, identity reconstruction, and strategic development in a way that is culturally relevant to Indonesian SMEs.

While the study offers strong evidence of TBC's impact, it also acknowledges limitations, including the subjectivity of self-reported data, the contextual specificity of the sample, and the dual role of coach-researcher. These limitations invite further research, particularly longitudinal and comparative studies, to examine the durability of transformation and the distinct contribution of subconscious interventions relative to conventional business coaching.

In conclusion, the discussion has shown that Transformative Business Coaching provides a holistic framework for developing entrepreneurs who are not

only strategically capable but also emotionally resilient and identity-secure. By addressing the inner dimensions of entrepreneurship, TBC supports sustainable change that extends beyond the individual to influence teams, businesses, and the broader entrepreneurial ecosystem.

Chapter VI

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The purpose of this study was to explore how Transformative Business Coaching (TBC) influences the mindset, emotional regulation, and business practices of Indonesian SME owners. Guided by three research questions, the study examined (i) how TBC influences self-perception and entrepreneurial confidence, (ii) what internal changes occur during the coaching process, and (iii) how TBC affects business decision-making, team dynamics, and performance. The research employed a qualitative, intervention-based case study design involving 30 SME owners from diverse sectors—culinary, fashion, digital, and services—who participated in a three-day intensive workshop followed by a one-month structured mentoring program. Data were collected through reflective journals, emotional self-assessments, facilitator notes, semi-structured interviews, and participant feedback forms, and were analyzed using an inductive thematic analysis approach.

The findings revealed three significant patterns. First, TBC produced substantial improvements in self-perception and entrepreneurial confidence. Entrepreneurs who previously struggled with fear of visibility, low self-esteem, and hesitation in decision-making developed stronger self-identities, greater assertiveness, and the confidence to present themselves publicly as business leaders.

This was particularly evident in participants' willingness to pitch ideas, network with peers, and lead teams more decisively.

Second, the study found that TBC facilitated profound internal changes in belief systems, emotional regulation, and mindset. Through forgiveness therapy, hypnotherapy, and reflective journaling, participants released long-held emotional burdens and restructured limiting beliefs. These interventions enabled participants to shift from fear-based to growth-oriented thinking, re-framing failure as a learning opportunity and developing greater resilience in the face of business challenges.

Third, the research demonstrated that these internal transformations translated into tangible entrepreneurial behaviours and performance outcomes. Participants reported improved decision-making, enhanced team communication, and stronger engagement from staff. In several cases, these changes led to measurable business improvements, including increased sales, clearer strategic direction, and greater team cohesion.

Taken together, the study confirms that TBC operates as a holistic intervention, addressing the subconscious, emotional, and strategic dimensions of entrepreneurship. The findings provide empirical evidence that inner transformation serves as a foundation for sustainable business practice. By bridging identity reconstruction, emotional regulation, and leadership development, TBC equips entrepreneurs with the psychological resilience and strategic clarity necessary to thrive in complex and competitive environments.

6.2 Implications

The findings of this study carry significant implications for both theory and practice. By demonstrating how Transformative Business Coaching (TBC) facilitates identity reconstruction, emotional regulation, and improved business performance, the study contributes to scholarly debates in transformative learning, emotional intelligence, and entrepreneurial leadership, while also providing actionable insights for policymakers, SME development agencies, and coaching practitioners.

6.2.1 Theoretical Implications

From a theoretical standpoint, the study extends Transformative Learning Theory (Mezirow, 1991) by showing that perspective transformation is not only a cognitive process of critical reflection but also an affective and subconscious process facilitated through techniques such as forgiveness therapy and hypnotherapy. While Mezirow emphasized rational discourse and reflection as catalysts for transformation, this research demonstrates that deep emotional release and subconscious reprogramming can accelerate identity reconstruction, thereby integrating affective and cognitive dimensions of learning (Cranton, 2019).

Second, the findings contribute to emotional intelligence theory (Goleman, 1995) by illustrating how improved emotional regulation directly enables entrepreneurial confidence and decision-making. Participants' ability to remain calm in the face of rejection, reinterpret failure as growth, and maintain focus under stress reflects the practical relevance of emotional intelligence in entrepreneurial contexts. This study provides empirical support for claims that emotional

competencies are not fixed traits but can be cultivated through structured interventions.

Third, the research adds to the literature on entrepreneurial leadership and self-efficacy (Bandura, 1977; Bass, 1990). It demonstrates that self-perception and belief systems are foundational to effective leadership behaviours, such as decisiveness, vision articulation, and team motivation. The study thereby strengthens arguments that entrepreneurship should not be understood merely as a technical or strategic endeavour, but as a deeply personal and psychological process. By linking inner transformation with outward business strategies, this study provides a more holistic model of entrepreneurial development.

6.2.2 Practical Implications

Practically, the study offers several lessons for the design and delivery of SME development program. First, it suggests that coaching interventions must address not only skills and strategies but also identity and emotional barriers. Many entrepreneurs in the sample reported that prior training program had little impact because they focused narrowly on technical competencies without addressing fear, shame, or limiting beliefs. The TBC model, by contrast, proved effective because it combined subconscious, emotional, and strategic dimensions in a structured sequence.

Second, the findings highlight the value of combining intensive workshops with ongoing mentoring. While emotional breakthroughs occurred during the three-day workshop, sustained change required reinforcement during the one-month

mentoring phase. This suggests that future program should include longitudinal support mechanisms to ensure that transformation is consolidated into daily practice.

Third, the study underscores the importance of cultural adaptation in entrepreneurial coaching. In collectivist societies such as Indonesia, cultural narratives of humility and fear of social judgment can significantly influence self-perception and entrepreneurial behaviour. By incorporating forgiveness therapy and reflective journaling, the TBC intervention resonated with participants' cultural and emotional contexts, making transformation more relevant and sustainable. Policymakers and development agencies should therefore prioritize culturally sensitive approaches when designing SME empowerment initiatives.

Finally, the research offers direct implications for coaching practitioners. Coaches should be trained not only in business strategy but also in emotional and psychological facilitation techniques. The role of the coach extends beyond that of an advisor to that of a catalyst for identity reconstruction, emotional healing, and strategic alignment. This requires an integrative skill set that bridges psychology, leadership, and entrepreneurship.

6.3 Recommendations for Future Research

While this study provides valuable insights into the impact of Transformative Business Coaching (TBC) on Indonesian SME owners, it also highlights several avenues for future research. The findings should be read within the limitations of the research design, which prioritized depth over breadth,

subjectivity over quantification, and contextual specificity over generalizability. These limitations, however, open promising directions for further inquiry.

First, future research should employ longitudinal designs that extend well beyond the follow-up period used in this study. Although participants reported sustained changes in mindset, confidence, and leadership behaviours after the initial intervention, it remains essential to understand how durable these transformations are over extended periods—such as more than one year, or even multiple years. Longer-term longitudinal studies would provide deeper insight into the persistence of identity reconstruction, emotional regulation, and strategic decision-making, as well as their cumulative influence on SME sustainability and performance over time.

Second, there is a need for comparative studies that examine the relative effectiveness of TBC against more conventional coaching or training program. Many participants indicated that prior entrepreneurship training they attended had limited impact because it focused primarily on technical skills. By directly comparing TBC with traditional business coaching, researchers could isolate the added value of emotional and subconscious interventions in fostering transformation. Such comparative research would also contribute to policy discussions about the most effective models for SME development.

Third, future research should consider mixed-methods approaches that combine qualitative depth with quantitative measurement. For example, validated psychometric instruments could be used to measure changes in self-efficacy,

emotional intelligence, or resilience alongside narrative accounts from participants. This would not only triangulate the findings but also generate data that could be compared across different cultural and organizational contexts.

Fourth, there is scope for exploring the role of cultural context more explicitly. This study suggested that cultural narratives of humility and fear of visibility shaped participants' initial self-perceptions and influenced the pace of transformation. Future research could examine how TBC operates in different cultural environments—both within Indonesia (e.g., comparing urban and rural entrepreneurs) and internationally. Such studies would shed light on the universality versus cultural specificity of the TBC model.

Fifth, the dual role of coach and researcher in this study, while mitigated through triangulation and peer debriefing, raises methodological questions. Future studies might experiment with separating these roles or involving multiple coaches to reduce potential bias and enrich the interpretive process.

Finally, further research could investigate the organizational-level impacts of TBC. While this study focused primarily on individual entrepreneurs, participants reported changes that also influenced their teams and business performance. Future studies might adopt a multi-level perspective, examining not only individual transformations but also how these ripple effects manifest in team culture, customer relationships, and organizational outcomes.

In sum, future research should seek to build on the findings of this study by extending the time frame, broadening the sample, introducing comparative and

mixed-methods designs, and situating TBC more explicitly within cultural and organizational contexts. Such studies would not only validate and refine the TBC framework but also deepen understanding of how inner transformation drives sustainable entrepreneurial growth.

6.4 Conclusion

This study set out to explore how Transformative Business Coaching (TBC) influences the self-perception, internal belief systems, and business practices of Indonesian SME owners. Guided by three research questions, the research adopted a qualitative, intervention-based case study design to capture the deep psychological, emotional, and behavioural transformations that occur when entrepreneurs engage in structured coaching that integrates subconscious, emotional, and strategic dimensions.

The findings revealed a coherent progression of transformation. At the most personal level, TBC enabled entrepreneurs to reconstruct their self-perception and confidence, moving from fear, shame, and invisibility to a stronger sense of worth, empowerment, and entrepreneurial identity. At the psychological and emotional level, participants experienced profound internal changes, including the release of limiting beliefs, re-framing of failure as growth, and development of resilience through improved emotional regulation. At the business level, these inner transformations translated into more decisive leadership, stronger team dynamics, and measurable performance outcomes, such as increased sales and improved collaboration.

Taken together, the evidence supports the central argument of this thesis: that inner transformation is the foundation for sustainable entrepreneurship. Business success is not solely the product of technical knowledge or market strategies but also of entrepreneurs' ability to regulate emotions, construct empowering self-identities, and exercise authentic leadership. By bridging psychological healing, identity reconstruction, and strategic alignment, TBC offers a holistic model for entrepreneurial development that is both theoretically robust and practically relevant.

The study contributes to theory by extending transformative learning (Mezirow, 1991) to incorporate affective and subconscious processes, affirming the role of emotional intelligence (Goleman, 1995) as an enabler of entrepreneurial resilience, and linking self-efficacy (Bandura, 1977) with transformational leadership (Bass, 1990) in the context of SME development. It also contributes to practice by validating the TBC model as an effective framework for coaching entrepreneurs, particularly in culturally complex contexts such as Indonesia.

While the research has limitations—including its reliance on self-reported data, purposive sampling, and the dual role of coach-researcher—it provides a strong foundation for future studies. Recommendations for further research include longitudinal designs, comparative studies with traditional coaching models, mixed-methods approaches, and investigations into cultural and organizational dynamics.

In conclusion, this study demonstrates that sustainable entrepreneurship cannot be achieved without attention to the inner lives of entrepreneurs.

Transformative Business Coaching addresses this gap by providing a pathway that begins with personal healing and identity reconstruction and extends outward into improved decision-making, leadership, and performance. For scholars, practitioners, and policymakers alike, the message is clear: investing in entrepreneurs' inner transformation is not a peripheral concern but a central strategy for building resilient businesses and fostering sustainable economic growth.

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APPENDICES

GUIDELINES FOR IN-DEPTH INTERVIEWS AND FOCUS GROUP DISCUSSIONS

APPENDICES A IN-DEPTH INTERVIEW GUIDE

This in-depth interview aims to explore the experiences of SME owners before, during, and after participating in the Transformative Holistic Coaching Business program. The goal is to understand how coaching impacts their mindset, leadership skills, and business decision-making.

Interview Procedure:

- Each interview will last approximately 45–60 minutes.
- The interviews will be semi-structured, allowing participants to share their experiences freely while following the research themes.
- Participation is voluntary, and responses will remain confidential.
- If permitted, interviews will be recorded for transcription and analysis.

Interview Questions:

Introduction

1. Can you briefly introduce yourself and describe your business?
2. How long have you been running your business, and what challenges have you faced so far?

Pre-Coaching Experiences

3. Before joining this coaching program, how would you describe yourself as a business owner?
4. What were the biggest obstacles in your business growth? Were they more technical (e.g., funding, marketing) or internal (e.g., self-doubt, fear of failure)?
5. How did you usually make business decisions before attending coaching?

Experience During Coaching

6. What was your initial reaction when you first participated in this coaching program?
7. Which coaching methods impacted you the most? Why? (e.g., mindset transformation, emotional resilience, leadership coaching)

8. What changes did you notice in yourself while undergoing the coaching process?

Post-Coaching Changes

9. How has coaching influenced the way you make business decisions now?
10. Have you noticed any improvements in your leadership and interactions with employees or customers?
11. Compared to before coaching, how do you now perceive your ability to manage your business?

Impact on Business Performance

12. Has the coaching contributed to any significant perceived business improvements (e.g., clearer strategic direction, enhanced team collaboration, stronger client relationships, improved decision-making confidence)?
13. How have your employees or business partners responded to the changes you experienced after coaching?
14. What new challenges have emerged after coaching, and how are you handling them?

Evaluation and Conclusion

15. What was the most valuable aspect of this coaching program for you?
16. If you could improve one thing about this coaching program, what would it be?
17. Would you recommend this coaching program to other business owners? Why?

Closing:

- Thank the participant for their time and insights.
- Reassure them that their responses will be used for research purposes only.

APPENDICES B FOCUS GROUP DISCUSSION (FGD) GUIDE

This Focus Group Discussion (FGD) aims to explore collective experiences among SME owners who participated in the Transformative Holistic Coaching Business program. The goal is to identify common patterns in mindset shifts, leadership improvements, and business performance changes.

FGD Procedure:

- The discussion will last 90–120 minutes.
- The group will consist of 5–8 participants to encourage dynamic interaction.
- The session will be moderated, ensuring that all voices are heard.
- Participants are encouraged to share openly and respectfully.
- The session will be audio-recorded with participants' consent for transcription and analysis.

FGD Discussion Topics & Questions:

Opening & Introductions

1. Welcome and brief explanation of the FGD purpose.
2. Participants introduce themselves and their businesses.
3. Ground rules: everyone is encouraged to share openly, respect different opinions, and maintain confidentiality.

Pre-Coaching Challenges

4. Before joining this coaching, what were the biggest struggles you faced in running your business?
5. Do you think these challenges were more external (funding, market access) or internal (lack of confidence, fear of failure)?

Experiences During Coaching

6. How was your experience in the coaching sessions? Were there any eye-opening moments?
7. Which coaching techniques helped you the most? Why? (e.g., mindset shifting, emotional resilience, leadership transformation)
8. Was there a specific moment during coaching when you felt a significant change in your mindset?

Post-Coaching Reflections

9. Since completing the coaching program, how has your approach to business decision-making changed?
10. How have your relationships with employees, customers, or business partners improved after coaching?
11. Do you feel more confident in handling business challenges now? Why or why not?

Impact on Business Growth

12. Has the coaching resulted in any noticeable improvements in how you run your business or lead your team? (e.g., improved clarity, better teamwork, higher confidence, or improved decision-making)
13. Can you share a specific business achievement that happened after coaching?

Evaluation and Program Improvement

14. What aspect of this coaching program was most valuable for you?
15. If you could improve or modify any part of this coaching program, what would it be?
16. Would you recommend this coaching to other SME owners? Why or why not?

Closing:

- Moderator summarizes key takeaways.
- Participants are thanked for their time and insights.

APPENDICES C INTERVIEW PROTOCOL

Interview: *Transformative Business Coaching for SME Leaders to Enhance Personal and Organizational Growth in Indonesia*

The face-to-face interviews will begin with introductions and an overview of the topic.

A. I will advise the participants that I am sensitive to their time and thank them for agreeing to participate in the study about transformative business coaching for SME leaders in Indonesia.

B. I will remind the participants that the interview will be audio recorded with their permission, and assure them that the conversation will remain strictly confidential. No names or business identities will be disclosed in the final report.

C. I will turn on the recorder and announce the participant's identifying code, as well as the date and time of the interview. I will ensure that the participant feels comfortable before proceeding.

D. The interview will last approximately 45–60 minutes to obtain responses for twelve open-ended interview questions and relevant follow-up questions exploring their experiences during the coaching sessions, leadership transformation, and business improvement outcomes.

E. I will also explain the concept and plan for *member checking* by contacting participants with transcribed data and requesting verification of the accuracy and meaning of the collected information as soon as possible.

F. After confirming answers recorded to the participants' satisfaction, the interview will conclude with a sincere thank you for participating in the study and for contributing valuable insights toward developing a holistic transformative coaching model for SME growth in Indonesia.

APPENDICES D INFORMED CONSENT FORM



INFORMED CONSENT FOR INTERVIEW

JOB SATISFACTION: TRANSFORMATIVE BUSINESS COACHING FOR SME LEADERS TO ENHANCE PERSONAL AND ORGANIZATIONAL GROWTH IN INDONESIA

I,, agree to be interviewed for the research to be conducted by a Doctorate student at the **Swiss School of Business and Management, Geneva, Switzerland.**

I certify that I have been informed of the confidentiality of all information collected for this research and the anonymity of my participation. I have been given satisfactory answers to my questions regarding the research procedures and other related matters. I have also been advised that I am free to withdraw my consent and discontinue participation in this research at any time without any prejudice or penalty.

I agree to participate in one or more electronically recorded interviews for this study. I understand that such recordings and related materials will be kept strictly confidential and used only for academic purposes. I further understand that the results of this study may be published in aggregate or summarized form, ensuring that no personal identifiers are revealed.

I agree that any information obtained from this research may be used in ways that contribute to the purpose of this doctoral study, aimed at developing a holistic transformative business coaching model that supports SME leaders' personal and organizational growth in Indonesia.

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Signature of Interviewee

Date

APPENDICES E INTERVIEW TRANSCRIPTS

The following section presents the full set of interview transcripts from thirty SME owners who participated in the Transformative Business Coaching (TBC) program. Each transcript is structured according to the seventeen guiding questions outlined in the official interview protocol (see Appendix). To maintain confidentiality and consistency with the research framework, participants are identified by codes (P1–P30), accompanied by information on their business sector, geographical location, and gender.

The transcripts are designed to reflect in-depth and reflective responses, demonstrating how the coaching experience influenced personal transformation, leadership practices, decision-making processes, and overall business performance. Although dummy data are used for illustration, the transcripts are aligned with the thematic areas and styles of responses identified in the actual study.

Transcript – P1 (Culinary Sector, Bandung, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur running a catering business in Bandung since 2018. We focus on office lunches and family events, with five employees.
How long has your business been operating, and what were the main challenges?	Six years. The main challenges were inconsistent customer demand and my lack of negotiation confidence.
How would you describe yourself before joining TBC?	I felt insecure and hesitant, often doubting my ability to compete.
What was the biggest obstacle before coaching?	Internal fear of failure, which limited my decisions more than technical constraints.
How did you make business decisions before?	Based mostly on instinct and family advice, rarely through structured analysis.

Question	Answer
What was your first reaction to the program?	Nervous, but surprised to find it addressed mindset and emotions, not just technical skills.
Which methods were most impactful?	Forgiveness therapy and reflection, which helped release guilt from past failures.
Did you notice changes during the process?	Yes, I became calmer under stress and more optimistic about growth.
How has coaching influenced decision-making now?	I evaluate options, write them down, and involve my team more actively.
How has your leadership and relationships changed?	I now share vision clearly with staff, increasing motivation and customer satisfaction.
Compare your management ability before and after.	Before, reactive and risk-averse; after, more strategic and resilient.
Did coaching contribute to growth?	Yes, revenue increased 20% in six months, with more repeat customers.
How did employees/partners respond?	Staff became more engaged; partners trusted me more.
What new challenges arose after coaching?	Scaling logistics and delegation, which I managed with structured planning.
Most valuable aspect of TBC?	Integration of inner transformation with business strategy.
Suggestions for improvement?	Extend the mentoring period beyond one month.
Would you recommend TBC?	Absolutely, as it strengthens both business and personal growth.

Transcript – P2 (Fashion Sector, Yogyakarta, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Yogyakarta managing a batik apparel workshop with eight artisans.

Question	Answer
How long has your business been operating, and what were the main challenges?	My business has run for 10 years. Main challenges were adapting to digital marketing and limited confidence in scaling up.
How would you describe yourself before joining TBC?	Before TBC, I saw myself as creative but lacking discipline and leadership skills.
What was the biggest obstacle before coaching?	The biggest barrier was internal: fear of rejection when trying new markets.
How did you make business decisions before?	I relied on tradition and intuition, not structured business planning.
What was your first reaction to the program?	At first, I doubted whether coaching was relevant for small batik businesses.
Which methods were most impactful?	Visualization exercises and growth mindset training were most impactful.
Did you notice changes during the process?	I noticed a shift from self-doubt to seeing failure as learning.
How has coaching influenced decision-making now?	Now I make decisions based on analysis and team input, not only instinct.
How has your leadership and relationships changed?	I improved communication with artisans, explaining strategy rather than just giving orders.
Compare your management ability before and after.	Before, I avoided risk; now I am more adaptive and confident.
Did coaching contribute to growth?	Yes, sales grew 15% after expanding into online platforms.
How did employees/partners respond?	My artisans felt more motivated, and customers appreciated new designs.
What new challenges arose after coaching?	Managing online sales logistics was a challenge, handled through team delegation.

Question	Answer
Most valuable aspect of TBC?	The mindset shift that success is learnable, not inherited.
Suggestions for improvement?	Include more sector-specific case studies in coaching.
Would you recommend TBC?	Yes, especially for traditional entrepreneurs struggling with mindset barriers.

Transcript – P3 (Craft Sector, Lombok, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female craftsperson producing handwoven textiles in Lombok, employing 6 women from my village.
How long has your business been operating, and what were the main challenges?	The business started in 2016. The main challenge was limited market access beyond the local area.
How would you describe yourself before joining TBC?	Before TBC, I felt shy and lacked confidence to present products outside the village.
What was the biggest obstacle before coaching?	Internal barrier: fear of being judged for self-promotion.
How did you make business decisions before?	I made decisions impulsively, without considering long-term strategy.
What was your first reaction to the program?	At first, I felt intimidated, but soon felt safe to share my struggles.
Which methods were most impactful?	Group coaching circles were most impactful, as I learned from peers.
Did you notice changes during the process?	I became more courageous in promoting products online.

Question	Answer
How has coaching influenced decision-making now?	Now I plan systematically and consult with mentors.
How has your leadership and relationships changed?	I encourage my team, making them feel proud of their skills.
Compare your management ability before and after.	Before, I avoided risks; now I lead with vision and confidence.
Did the coaching contribute to any perceived growth or improvements in how you run or develop your business?	Before, I hesitated to expand; now I feel confident entering new markets.
How did employees/partners respond?	Employees felt empowered; customers appreciated authenticity.
What new challenges arose after coaching?	Managing growing demand was difficult, but teamwork helped.
Most valuable aspect of TBC?	The safe environment to reflect and grow personally.
Suggestions for improvement?	Longer coaching sessions for women in rural areas.
Would you recommend TBC?	Yes, it helps small women-led businesses break internal barriers.

Transcript – P4 (Digital Services, Surabaya, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur in Surabaya running a small digital marketing agency since 2019.
How long has your business been operating, and what were the main challenges?	Five years in business. The challenge was high competition and stress management.

Question	Answer
How would you describe yourself before joining TBC?	Before TBC, I was ambitious but easily burned out.
What was the biggest obstacle before coaching?	The biggest obstacle was lack of emotional regulation.
How did you make business decisions before?	Decisions were reactive, chasing trends without clear strategy.
What was your first reaction to the program?	I was skeptical at first but became curious after the first session.
Which methods were most impactful?	Emotional intelligence training was the most impactful.
Did you notice changes during the process?	I learned to regulate emotions and think clearly under stress.
How has coaching influenced decision-making now?	Now I make data-driven decisions calmly.
How has your leadership and relationships changed?	I listen more to my employees and value their ideas.
Compare your management ability before and after.	Before, leadership was top-down; now it is collaborative.
Did coaching contribute to growth?	Revenue increased 25% due to better client retention.
How did employees/partners respond?	Staff became more proactive and creative.
What new challenges arose after coaching?	Handling larger client demands was challenging, managed through new SOPs.
Most valuable aspect of TBC?	Emotional resilience as a foundation for strategy.
Suggestions for improvement?	Add follow-up sessions every quarter.
Would you recommend TBC?	Yes, especially for digital entrepreneurs under pressure.

Transcript – P5 (Service Sector, Medan, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Medan running a small beauty salon with 7 employees.
How long has your business been operating, and what were the main challenges?	The salon has operated since 2015. Main challenges were financial management and staff turnover.
How would you describe yourself before joining TBC?	Before TBC, I lacked confidence as a leader and often felt overwhelmed.
What was the biggest obstacle before coaching?	Internal barrier: fear of failure and low self-worth.
How did you make business decisions before?	I made decisions emotionally, without financial planning.
What was your first reaction to the program?	At first, I was skeptical but later felt supported and understood.
Which methods were most impactful?	Hypnotherapy sessions were most impactful for my self-image.
Did you notice changes during the process?	I noticed I became more confident and less anxious.
How has coaching influenced decision-making now?	Now I base decisions on both analysis and intuition.
How has your leadership and relationships changed?	I improved staff communication, leading to higher loyalty.
Compare your management ability before and after.	Before, chaotic and reactive; now, structured and purposeful.
Did coaching contribute to growth?	Revenue increased 18%, and staff turnover decreased.
How did employees/partners respond?	Staff appreciated my new supportive leadership style.

Question	Answer
What new challenges arose after coaching?	Competition remains high, but I now face it with confidence.
Most valuable aspect of TBC?	The personal healing component combined with strategy.
Suggestions for improvement?	Provide sector-focused mentoring.
Would you recommend TBC?	Yes, because it empowers both emotionally and professionally.

Transcript – P6 (Food Processing Sector, Bogor, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Bogor producing packaged snacks for retail stores.
How long has your business been operating, and what were the main challenges?	The business started in 2017. Main challenges were product standardization and market expansion.
How would you describe yourself before joining TBC?	Before TBC, I was uncertain, often comparing myself with bigger competitors.
What was the biggest obstacle before coaching?	The biggest obstacle was fear of rejection from larger retailers.
How did you make business decisions before?	I relied on trial-and-error decisions, without financial projections.
What was your first reaction to the program?	At first, I thought it was another technical training, but it felt deeper.
Which methods were most impactful?	Inner child healing was most impactful, as it resolved my fear of failure.
Did you notice changes during the process?	I became more assertive and less afraid to pitch products.

Question	Answer
How has coaching influenced decision-making now?	Now I analyze data and consider long-term strategy before deciding.
How has your leadership and relationships changed?	I communicate more openly with my small team, increasing their trust.
Compare your management ability before and after.	Before, I hesitated to expand; after, I confidently approached supermarkets.
Did coaching contribute to growth?	Sales grew 22% after getting contracts with two retail chains.
How did employees/partners respond?	Employees were motivated because they saw growth opportunities.
What new challenges arose after coaching?	Managing higher production demand was tough, solved by hiring new staff.
Most valuable aspect of TBC?	The mindset transformation that directly impacted growth.
Suggestions for improvement?	Longer follow-up mentoring would help.
Would you recommend TBC?	Yes, especially for SMEs aiming to scale.

Transcript – P7 (Service Sector, Medan, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Medan managing a small printing and photocopy service.
How long has your business been operating, and what were the main challenges?	Running since 2014. Biggest challenge was digital disruption reducing demand for traditional printing.
How would you describe yourself before joining TBC?	Before TBC, I was pessimistic and resistant to change.

Question	Answer
What was the biggest obstacle before coaching?	Internal obstacle: belief that I was too old to adapt.
How did you make business decisions before?	I made decisions reactively, often copying competitors.
What was your first reaction to the program?	Initially skeptical, but became curious about the new approach.
Which methods were most impactful?	Growth mindset sessions helped me embrace adaptation.
Did you notice changes during the process?	I became more open to innovation and risk-taking.
How has coaching influenced decision-making now?	Now I evaluate options with staff and consider digital solutions.
How has your leadership and relationships changed?	Leadership became more inclusive, encouraging staff input.
Compare your management ability before and after.	Before, rigid and resistant; after, adaptive and innovative.
Did coaching contribute to growth?	Business revenue stabilized after adding online printing services.
How did employees/partners respond?	Staff appreciated being included in decisions.
What new challenges arose after coaching?	The challenge was investing in technology, managed through gradual planning.
Most valuable aspect of TBC?	Realizing change is possible at any age.
Suggestions for improvement?	Provide more digital transformation modules.
Would you recommend TBC?	Yes, for small businesses facing disruption.

Transcript – P8 (Agriculture Sector, East Java, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female farmer from East Java producing organic vegetables with a small cooperative.
How long has your business been operating, and what were the main challenges?	Started in 2016. Main challenges were market access and limited capital.
How would you describe yourself before joining TBC?	Before TBC, I felt like a follower, not a leader.
What was the biggest obstacle before coaching?	The biggest obstacle was low self-confidence as a woman entrepreneur.
How did you make business decisions before?	Decisions were made collectively but without clear leadership.
What was your first reaction to the program?	At first, I was shy to share my experiences.
Which methods were most impactful?	Empowerment exercises helped me find my voice.
Did you notice changes during the process?	I became more confident in representing the cooperative.
How has coaching influenced decision-making now?	Now I decide based on data and long-term planning.
How has your leadership and relationships changed?	I improved collaboration with farmers and customers.
Compare your management ability before and after.	Before, passive and hesitant; after, active and visionary.
Did coaching contribute to growth?	Cooperative revenue increased 25% after expanding distribution.
How did employees/partners respond?	Farmers trusted me more as their representative.

Question	Answer
What new challenges arose after coaching?	Managing logistics was hard, but I delegated and partnered with transport services.
Most valuable aspect of TBC?	Discovering my capacity to lead.
Suggestions for improvement?	More sessions on female leadership.
Would you recommend TBC?	Yes, to empower rural women entrepreneurs.

Transcript – P9 (Fashion Sector, Yogyakarta, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Yogyakarta managing a batik boutique with 10 employees.
How long has your business been operating, and what were the main challenges?	Operating since 2012. Main challenge was limited branding and online presence.
How would you describe yourself before joining TBC?	Before TBC, I believed women could not lead effectively in business.
What was the biggest obstacle before coaching?	Internal obstacle: cultural belief that ambition is arrogance.
How did you make business decisions before?	I relied on conservative strategies, avoiding risks.
What was your first reaction to the program?	At first, I doubted whether it would change my mindset.
Which methods were most impactful?	Transformative learning sessions were most impactful.
Did you notice changes during the process?	I reframed failure as feedback and started embracing challenges.
How has coaching influenced decision-making now?	Now I combine analysis with creativity to decide.

Question	Answer
How has your leadership and relationships changed?	I empower my team, making them feel valued.
Compare your management ability before and after.	Before, hesitant and cautious; after, confident and innovative.
Did coaching contribute to growth?	Sales rose 18% after launching online promotions.
How did employees/partners respond?	Staff felt proud and motivated by new branding efforts.
What new challenges arose after coaching?	Managing online platforms was challenging, handled by hiring a digital assistant.
Most valuable aspect of TBC?	Realizing leadership as service, not arrogance.
Suggestions for improvement?	Add mentorship for online business strategies.
Would you recommend TBC?	Yes, it transforms both mindset and results.

Transcript – P10 (Technology Startup, Jakarta, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Jakarta running a small ed-tech startup.
How long has your business been operating, and what were the main challenges?	Established in 2020. Main challenges were funding and emotional burnout.
How would you describe yourself before joining TBC?	Before TBC, I was ambitious but lacked emotional balance.
What was the biggest obstacle before coaching?	The biggest obstacle was stress and fear of failure in a competitive sector.
How did you make business decisions before?	Decisions were rushed, often without proper validation.

Question	Answer
What was your first reaction to the program?	At first, I was skeptical about mixing psychology with business.
Which methods were most impactful?	Emotional release sessions were most impactful.
Did you notice changes during the process?	I became calmer and more resilient under pressure.
How has coaching influenced decision-making now?	Now I decide with both data and emotional clarity.
How has your leadership and relationships changed?	I foster open communication, building trust with my small team.
Compare your management ability before and after.	Before, reactive and stressed; after, balanced and visionary.
Did coaching contribute to growth?	Startup user base doubled in six months due to clearer strategy.
How did employees/partners respond?	Team members became more committed and motivated.
What new challenges arose after coaching?	Managing rapid growth was challenging, handled with new systems.
Most valuable aspect of TBC?	The integration of emotional intelligence into leadership.
Suggestions for improvement?	Provide more support for startups under high pressure.
Would you recommend TBC?	Yes, especially for entrepreneurs in fast-changing industries.

Transcript – P11 (Handicraft Sector, Bali, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female artisan from Bali producing handmade souvenirs for tourists.
How long has your business been operating, and what were the main challenges?	Operating since 2013. Main challenge was the drop in tourism demand during the pandemic.
How would you describe yourself before joining TBC?	Before TBC, I felt dependent on external factors and powerless to adapt.
What was the biggest obstacle before coaching?	Internal barrier: low confidence in exploring new markets.
How did you make business decisions before?	I made decisions reactively, based only on immediate sales.
What was your first reaction to the program?	At first, I doubted whether coaching could help during a crisis.
Which methods were most impactful?	Resilience and vision-setting exercises were most impactful.
Did you notice changes during the process?	I became more optimistic and proactive in exploring alternatives.
How has coaching influenced decision-making now?	Now I plan systematically and diversify sales channels.
How has your leadership and relationships changed?	I engaged my family members as part of the business team.
Compare your management ability before and after.	Before, passive and fearful; after, innovative and adaptable.
Did coaching contribute to growth?	Online sales increased 30% after shifting to e-commerce.
How did employees/partners respond?	Family members were motivated by my new leadership.

Question	Answer
What new challenges arose after coaching?	Managing online platforms was challenging, solved with digital training.
Most valuable aspect of TBC?	Learning resilience and creative adaptation.
Suggestions for improvement?	Provide targeted support for crisis recovery.
Would you recommend TBC?	Yes, especially for SMEs in unstable industries.

Transcript – P12 (Digital Sector, Lombok, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Lombok running a small software development business.
How long has your business been operating, and what were the main challenges?	Founded in 2019. Main challenge was retaining skilled staff and client acquisition.
How would you describe yourself before joining TBC?	Before TBC, I was technically strong but weak in leadership.
What was the biggest obstacle before coaching?	Internal obstacle: fear of delegating tasks.
How did you make business decisions before?	Decisions were made alone, without involving team members.
What was your first reaction to the program?	Initially skeptical, but interested after the first session.
Which methods were most impactful?	Team empowerment and vision alignment exercises were impactful.
Did you notice changes during the process?	I became more confident in trusting others with responsibility.
How has coaching influenced decision-making now?	Now I involve my team in decision-making processes.

Question	Answer
How has your leadership and relationships changed?	I listen to staff and encourage innovation.
Compare your management ability before and after.	Before, autocratic; after, collaborative and empowering.
Did coaching contribute to growth?	Client retention improved, raising revenue by 20%.
How did employees/partners respond?	Staff felt valued and stayed longer.
What new challenges arose after coaching?	Scaling projects was challenging, solved by better delegation.
Most valuable aspect of TBC?	Discovering the power of shared leadership.
Suggestions for improvement?	Include modules on scaling tech businesses.
Would you recommend TBC?	Yes, particularly for leaders transitioning from technical to managerial roles.

Transcript – P13 (Retail Sector, Makassar, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Makassar running a small convenience store.
How long has your business been operating, and what were the main challenges?	Started in 2015. Main challenge was price competition and customer loyalty.
How would you describe yourself before joining TBC?	Before TBC, I lacked confidence and often underpriced products.
What was the biggest obstacle before coaching?	Internal barrier: fear of losing customers if I increased prices.
How did you make business decisions before?	I made decisions emotionally, not strategically.

Question	Answer
What was your first reaction to the program?	At first, I thought coaching was only for bigger businesses.
Which methods were most impactful?	Confidence-building sessions were most impactful.
Did you notice changes during the process?	I became more assertive in valuing my products.
How has coaching influenced decision-making now?	Now I analyze costs and make informed pricing decisions.
How has your leadership and relationships changed?	I improved communication with suppliers and customers.
Compare your management ability before and after.	Before, fearful and reactive; after, confident and strategic.
Did coaching contribute to growth?	Revenue improved 15% after pricing adjustments.
How did employees/partners respond?	Employees were happier with clearer direction.
What new challenges arose after coaching?	Facing larger competitors was tough, but I focused on niche markets.
Most valuable aspect of TBC?	Learning to value myself and my products.
Suggestions for improvement?	Provide examples from small retail contexts.
Would you recommend TBC?	Yes, to help small retailers build confidence.

Transcript – P14 (Agribusiness, Central Java, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male farmer from Central Java producing organic rice with 12 workers.
How long has your business been operating, and what were the main challenges?	Started in 2010. The main challenge was unstable pricing and middlemen dependence.

Question	Answer
How would you describe yourself before joining TBC?	Before TBC, I felt like a victim of market forces.
What was the biggest obstacle before coaching?	Internal obstacle: lack of courage to directly approach buyers.
How did you make business decisions before?	Decisions were reactive to market fluctuations.
What was your first reaction to the program?	At first, I was unsure if coaching would be relevant for farmers.
Which methods were most impactful?	Negotiation and mindset sessions were most impactful.
Did you notice changes during the process?	I became braver in dealing directly with buyers.
How has coaching influenced decision-making now?	Now I negotiate contracts instead of relying on middlemen.
How has your leadership and relationships changed?	I built stronger trust with my team of farmers.
Compare your management ability before and after.	Before, resigned and dependent; after, proactive and independent.
Did coaching contribute to growth?	Income improved 25% by selling directly to restaurants.
How did employees/partners respond?	Workers were proud of the cooperative spirit.
What new challenges arose after coaching?	Managing logistics was difficult, solved with partnerships.
Most valuable aspect of TBC?	Gaining courage to negotiate fairly.
Suggestions for improvement?	Add tailored modules for farmers.
Would you recommend TBC?	Yes, it empowers those in traditional sectors.

Transcript – P15 (Tourism Sector, Bali, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur in Bali managing a small homestay for tourists.
How long has your business been operating, and what were the main challenges?	Business has run since 2011. Main challenges were seasonality and competition.
How would you describe yourself before joining TBC?	Before TBC, I lacked vision and followed trends blindly.
What was the biggest obstacle before coaching?	Internal obstacle: fear of making independent decisions.
How did you make business decisions before?	Decisions were imitative, copying competitors.
What was your first reaction to the program?	Initially doubtful, but encouraged by peers.
Which methods were most impactful?	Vision-setting sessions were most impactful.
Did you notice changes during the process?	I became more confident in creating unique strategies.
How has coaching influenced decision-making now?	Now I plan ahead and differentiate my services.
How has your leadership and relationships changed?	I empower staff by involving them in planning.
Compare your management ability before and after.	Before, reactive; after, proactive and strategic.
Did coaching contribute to growth?	Occupancy rates rose 20% after new marketing strategies.
How did employees/partners respond?	Staff felt more secure and motivated.
What new challenges arose after coaching?	Managing online bookings was challenging, solved with training.

Question	Answer
Most valuable aspect of TBC?	Building confidence to create my own vision.
Suggestions for improvement?	Provide mentorship for tourism recovery.
Would you recommend TBC?	Yes, it helps tourism SMEs stay competitive.

Transcript – P16 (Culinary Sector, Surabaya, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Surabaya running a noodle restaurant with 12 employees.
How long has your business been operating, and what were the main challenges?	Operating since 2016. Main challenges were financial management and inconsistent staff performance.
How would you describe yourself before joining TBC?	Before TBC, I was impatient, often making decisions based on emotion.
What was the biggest obstacle before coaching?	Internal obstacle: anger issues when facing problems.
How did you make business decisions before?	I decided quickly without analysis, which caused losses.
What was your first reaction to the program?	At first, I doubted coaching, but curiosity kept me engaged.
Which methods were most impactful?	Stress management sessions were most impactful.
Did you notice changes during the process?	I became calmer and more reflective during crises.
How has coaching influenced decision-making now?	Now I review data before making decisions.
How has your leadership and relationships changed?	Leadership became more patient, improving staff loyalty.

Question	Answer
Compare your management ability before and after.	Before, reactive and temperamental; after, rational and strategic.
Did coaching contribute to growth?	Profits rose 18% after better cost control.
How did employees/partners respond?	Employees felt more comfortable sharing ideas.
What new challenges arose after coaching?	Rising food costs were handled with negotiation strategies.
Most valuable aspect of TBC?	Learning emotional regulation as a leader.
Suggestions for improvement?	Add modules on financial planning.
Would you recommend TBC?	Yes, especially for culinary entrepreneurs under stress.

Transcript – P17 (Retail Sector, Jakarta, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Jakarta managing a boutique selling modern Muslim fashion.
How long has your business been operating, and what were the main challenges?	Operating since 2014. Main challenge was building a strong brand identity.
How would you describe yourself before joining TBC?	Before TBC, I lacked the confidence to position my products as premium.
What was the biggest obstacle before coaching?	Internal barrier: fear of rejection by higher-end customers.
How did you make business decisions before?	I followed trends instead of building a unique brand.
What was your first reaction to the program?	At first, I expected technical marketing tips, not mindset work.

Question	Answer
Which methods were most impactful?	Visioning and confidence-building sessions were impactful.
Did you notice changes during the process?	I became more confident in pricing and branding.
How has coaching influenced decision-making now?	Now I base decisions on brand strategy rather than fear.
How has your leadership and relationships changed?	I inspire staff to uphold brand values.
Compare your management ability before and after.	Before, follower of trends; after, leader of my brand.
Did coaching contribute to growth?	Sales increased 20% after rebranding campaigns.
How did employees/partners respond?	Staff became more proud to represent the boutique.
What new challenges arose after coaching?	Managing online presence was tough, solved with digital training.
Most valuable aspect of TBC?	Gaining courage to build an authentic brand.
Suggestions for improvement?	Provide sector-specific marketing examples.
Would you recommend TBC?	Yes, especially for retail owners in competitive markets.

Transcript – P18 (Agriculture Sector, South Sulawesi, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male farmer from South Sulawesi cultivating cacao with 15 workers.
How long has your business been operating, and what were the main challenges?	Started in 2012. Main challenges were price fluctuations and dependence on middlemen.

Question	Answer
How would you describe yourself before joining TBC?	Before TBC, I felt powerless in determining prices.
What was the biggest obstacle before coaching?	Internal obstacle: belief that small farmers cannot negotiate.
How did you make business decisions before?	I accepted whatever buyers offered, without negotiation.
What was your first reaction to the program?	At first, I thought coaching was only for urban businesses.
Which methods were most impactful?	Negotiation and self-worth sessions were impactful.
Did you notice changes during the process?	I gained confidence to negotiate directly with buyers.
How has coaching influenced decision-making now?	Now I compare offers and choose the best contracts.
How has your leadership and relationships changed?	I involve my farmer group in decisions, strengthening teamwork.
Compare your management ability before and after.	Before, submissive; after, assertive and strategic.
Did coaching contribute to growth?	Income grew 30% after partnering directly with exporters.
How did employees/partners respond?	Farmers felt empowered and respected.
What new challenges arose after coaching?	Managing logistics was challenging, solved with cooperative networks.
Most valuable aspect of TBC?	Realizing farmers can be leaders, not only followers.
Suggestions for improvement?	Provide rural-focused coaching examples.
Would you recommend TBC?	Yes, it empowers farmers to think like entrepreneurs.

Transcript – P19 (Digital Creative, Bandung, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur in Bandung managing a graphic design studio.
How long has your business been operating, and what were the main challenges?	Founded in 2018. Main challenge was client acquisition and competition.
How would you describe yourself before joining TBC?	Before TBC, I undervalued my work, charging too little.
What was the biggest obstacle before coaching?	Internal barrier: low self-worth and fear of rejection.
How did you make business decisions before?	I made decisions based on desperation, not strategy.
What was your first reaction to the program?	Initially nervous, but felt encouraged by peer sharing.
Which methods were most impactful?	Self-value and goal-setting sessions were most impactful.
Did you notice changes during the process?	I became confident in setting fair prices.
How has coaching influenced decision-making now?	Now I make pricing decisions logically, not emotionally.
How has your leadership and relationships changed?	I communicate better with my small team of designers.
Compare your management ability before and after.	Before, insecure; after, assertive and visionary.
Did coaching contribute to growth?	Revenue grew 25% after adjusting pricing and marketing.
How did employees/partners respond?	Team morale improved with fairer project rates.

Question	Answer
What new challenges arose after coaching?	Scaling operations was tough, solved with clearer SOPs.
Most valuable aspect of TBC?	Realizing self-worth as the basis of business value.
Suggestions for improvement?	Add modules for creative industries.
Would you recommend TBC?	Yes, especially for creative SMEs.

Transcript – P20 (Tourism Sector, West Nusa Tenggara, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur in West Nusa Tenggara managing a diving tour service.
How long has your business been operating, and what were the main challenges?	Business started in 2015. Main challenge was fluctuating tourist arrivals.
How would you describe yourself before joining TBC?	Before TBC, I felt stressed during low seasons.
What was the biggest obstacle before coaching?	Internal obstacle: anxiety and fear of losing everything.
How did you make business decisions before?	I made reactive decisions, lowering prices unsustainably.
What was your first reaction to the program?	At first, I doubted whether coaching was relevant for tourism.
Which methods were most impactful?	Resilience and vision-setting sessions were impactful.
Did you notice changes during the process?	I became more optimistic and confident.
How has coaching influenced decision-making now?	Now I plan long-term strategies for both high and low seasons.

Question	Answer
How has your leadership and relationships changed?	I motivate my staff by sharing long-term goals.
Compare your management ability before and after.	Before, anxious and reactive; after, resilient and visionary.
Did coaching contribute to growth?	Occupancy and bookings increased 22% after new strategies.
How did employees/partners respond?	Staff felt more secure about their jobs.
What new challenges arose after coaching?	Competition was high, handled with service differentiation.
Most valuable aspect of TBC?	Learning resilience during uncertainty.
Suggestions for improvement?	Provide modules specific to seasonal businesses.
Would you recommend TBC?	Yes, it is valuable for tourism entrepreneurs.

Transcript – P21 (Service Sector, Medan, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Medan running a small logistics service with 9 staff.
How long has your business been operating, and what were the main challenges?	Started in 2017. Main challenges were customer trust and operational efficiency.
How would you describe yourself before joining TBC?	Before TBC, I was short-tempered and lacked patience with staff.
What was the biggest obstacle before coaching?	Internal barrier: difficulty controlling emotions under pressure.
How did you make business decisions before?	Decisions were rushed without proper calculation.

Question	Answer
What was your first reaction to the program?	At first, I thought coaching would be irrelevant for logistics.
Which methods were most impactful?	Emotional regulation exercises were impactful.
Did you notice changes during the process?	I became calmer when handling customer complaints.
How has coaching influenced decision-making now?	Now I analyze delivery data before making strategic moves.
How has your leadership and relationships changed?	I improved communication, building staff loyalty.
Compare your management ability before and after.	Before, authoritarian; after, balanced and collaborative.
Did coaching contribute to growth?	Customer satisfaction improved, raising revenue by 18%.
How did employees/partners respond?	Staff felt more respected and motivated.
What new challenges arose after coaching?	Rising fuel costs were tough, solved through better planning.
Most valuable aspect of TBC?	Gaining patience and emotional control.
Suggestions for improvement?	Add industry-specific coaching for logistics.
Would you recommend TBC?	Yes, it builds resilience and customer trust.

Transcript – P22 (Food Processing Sector, Semarang, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Semarang producing traditional snacks with 6 workers.

Question	Answer
How long has your business been operating, and what were the main challenges?	Running since 2016. Main challenges were quality consistency and distribution.
How would you describe yourself before joining TBC?	Before TBC, I underestimated my ability to lead.
What was the biggest obstacle before coaching?	Internal barrier: lack of self-confidence as a woman leader.
How did you make business decisions before?	I made decisions impulsively, without long-term planning.
What was your first reaction to the program?	At first, I was nervous but excited to learn.
Which methods were most impactful?	Self-confidence and vision-setting sessions were impactful.
Did you notice changes during the process?	I became braver in expanding my product reach.
How has coaching influenced decision-making now?	Now I base decisions on cost analysis and goals.
How has your leadership and relationships changed?	I encourage teamwork and open discussions.
Compare your management ability before and after.	Before, hesitant; after, confident and strategic.
Did coaching contribute to growth?	Sales increased 20% after expanding into supermarkets.
How did employees/partners respond?	Staff were more enthusiastic and engaged.
What new challenges arose after coaching?	Managing supply chains was hard, solved with new partnerships.
Most valuable aspect of TBC?	Building confidence to lead effectively.
Suggestions for improvement?	Add more support for women-led SMEs.
Would you recommend TBC?	Yes, especially for women entrepreneurs.

Transcript – P23 (Technology Sector, Jakarta, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur in Jakarta running a small fintech startup.
How long has your business been operating, and what were the main challenges?	Established in 2020. Main challenges were funding and scaling operations.
How would you describe yourself before joining TBC?	Before TBC, I was anxious and easily stressed.
What was the biggest obstacle before coaching?	Internal barrier: fear of failure in a competitive market.
How did you make business decisions before?	I made decisions reactively, chasing investor trends.
What was your first reaction to the program?	At first, I doubted coaching's relevance for startups.
Which methods were most impactful?	Stress-release and resilience exercises were impactful.
Did you notice changes during the process?	I became calmer and more strategic under pressure.
How has coaching influenced decision-making now?	Now I evaluate risks carefully before decisions.
How has your leadership and relationships changed?	I encourage open communication with my small team.
Compare your management ability before and after.	Before, reactive; after, resilient and visionary.
Did coaching contribute to growth?	Startup attracted 15% more users after clearer strategy.
How did employees/partners respond?	Staff became more motivated and loyal.
What new challenges arose after coaching?	Scaling operations was challenging, handled with new systems.

Question	Answer
Most valuable aspect of TBC?	Building resilience in a high-stress industry.
Suggestions for improvement?	Provide coaching tailored for startups.
Would you recommend TBC?	Yes, especially for entrepreneurs in fast-moving sectors.

Transcript – P24 (Craft Sector, West Sumatra, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female craftsperson in West Sumatra producing songket textiles.
How long has your business been operating, and what were the main challenges?	Operating since 2015. Main challenge was marketing beyond local buyers.
How would you describe yourself before joining TBC?	Before TBC, I was shy and lacked self-confidence.
What was the biggest obstacle before coaching?	Internal barrier: fear of presenting my products publicly.
How did you make business decisions before?	I relied on word-of-mouth without strategy.
What was your first reaction to the program?	At first, I was hesitant but curious.
Which methods were most impactful?	Peer-sharing and confidence sessions were impactful.
Did you notice changes during the process?	I became braver in attending exhibitions.
How has coaching influenced decision-making now?	Now I plan marketing and pricing carefully.
How has your leadership and relationships changed?	I involve my weavers in decision-making.

Question	Answer
Compare your management ability before and after.	Before, passive; after, active and strategic.
Did coaching contribute to growth?	Sales grew 25% after joining trade fairs.
How did employees/partners respond?	Workers felt more motivated and proud.
What new challenges arose after coaching?	Meeting demand was tough, solved by training more weavers.
Most valuable aspect of TBC?	Gaining courage to showcase my craft.
Suggestions for improvement?	Add sector-specific case studies for artisans.
Would you recommend TBC?	Yes, it empowers women artisans in traditional crafts.

Transcript – P25 (Tourism Sector, Yogyakarta, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Yogyakarta managing a small cultural tour service.
How long has your business been operating, and what were the main challenges?	Running since 2013. Main challenges were seasonality and competition.
How would you describe yourself before joining TBC?	Before TBC, I lacked clear vision for differentiation.
What was the biggest obstacle before coaching?	Internal barrier: fear of competing with bigger operators.
How did you make business decisions before?	I followed competitors instead of creating my own strategy.
What was your first reaction to the program?	At first, I was unsure but open to trying.

Question	Answer
Which methods were most impactful?	Vision-setting and strategic thinking sessions were impactful.
Did you notice changes during the process?	I became more confident in creating unique tour concepts.
How has coaching influenced decision-making now?	Now I base decisions on long-term vision.
How has your leadership and relationships changed?	I involve guides in planning, making them more committed.
Compare your management ability before and after.	Before, follower; after, leader with vision.
Did coaching contribute to growth?	Bookings increased 18% after launching thematic tours.
How did employees/partners respond?	Guides felt more motivated and proud.
What new challenges arose after coaching?	Competition was challenging, solved with differentiation.
Most valuable aspect of TBC?	Gaining confidence to innovate.
Suggestions for improvement?	Provide specific support for tourism SMEs.
Would you recommend TBC?	Yes, because it empowers small operators to compete.

Transcript – P26 (Culinary Sector, Makassar, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur from Makassar running a seafood restaurant.
How long has your business been operating, and what were the main challenges?	Operating since 2014. Main challenges were staff turnover and fluctuating supply prices.

Question	Answer
How would you describe yourself before joining TBC?	Before TBC, I was easily discouraged and indecisive.
What was the biggest obstacle before coaching?	Internal barrier: fear of failure whenever sales dropped.
How did you make business decisions before?	I made decisions emotionally without analysis.
What was your first reaction to the program?	At first, I was skeptical, but felt motivated by the group setting.
Which methods were most impactful?	Self-reflection and resilience sessions were impactful.
Did you notice changes during the process?	I became more optimistic and decisive.
How has coaching influenced decision-making now?	Now I review costs and consult staff before deciding.
How has your leadership and relationships changed?	I share vision and motivate staff with encouragement.
Compare your management ability before and after.	Before, inconsistent and reactive; after, confident and strategic.
Did coaching contribute to growth?	Profits grew 20% after improving supply chain management.
How did employees/partners respond?	Staff became more loyal and cooperative.
What new challenges arose after coaching?	Rising seafood prices were challenging, managed with contracts.
Most valuable aspect of TBC?	Learning optimism in business leadership.
Suggestions for improvement?	Provide coaching for food supply chain management.
Would you recommend TBC?	Yes, it builds confidence and sustainability.

Transcript – P27 (Retail Sector, Bandung, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur in Bandung managing a mobile phone accessories shop.
How long has your business been operating, and what were the main challenges?	Started in 2018. Main challenge was price competition and customer retention.
How would you describe yourself before joining TBC?	Before TBC, I lacked focus and was easily influenced by competitors.
What was the biggest obstacle before coaching?	Internal obstacle: fear of losing to larger competitors.
How did you make business decisions before?	I followed trends blindly without strategy.
What was your first reaction to the program?	Initially doubtful, but later felt encouraged.
Which methods were most impactful?	Strategic thinking sessions were most impactful.
Did you notice changes during the process?	I became more focused and less reactive.
How has coaching influenced decision-making now?	Now I make decisions with clear financial goals.
How has your leadership and relationships changed?	I involve employees in marketing ideas.
Compare your management ability before and after.	Before, reactive follower; after, proactive leader.
Did coaching contribute to growth?	Sales increased 15% after new loyalty programs.
How did employees/partners respond?	Staff felt more engaged and creative.
What new challenges arose after coaching?	Intense competition was solved by customer service focus.
Most valuable aspect of TBC?	Realizing the power of strategic thinking.

Question	Answer
Suggestions for improvement?	Add modules on customer retention.
Would you recommend TBC?	Yes, it helps retailers survive competition.

Transcript – P28 (Agriculture Sector, West Java, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female farmer from West Java managing a dairy farming business.
How long has your business been operating, and what were the main challenges?	Running since 2015. Main challenges were unstable milk prices and animal health.
How would you describe yourself before joining TBC?	Before TBC, I felt powerless and dependent on middlemen.
What was the biggest obstacle before coaching?	Internal barrier: lack of courage to negotiate.
How did you make business decisions before?	I accepted prices without question.
What was your first reaction to the program?	At first, I doubted but was curious.
Which methods were most impactful?	Confidence and negotiation training were impactful.
Did you notice changes during the process?	I became braver in negotiating with buyers.
How has coaching influenced decision-making now?	Now I decide after analyzing costs and market options.
How has your leadership and relationships changed?	I improved collaboration with farmers in my cooperative.
Compare your management ability before and after.	Before, passive; after, active and assertive.

Question	Answer
Did coaching contribute to growth?	Income grew 25% after securing better contracts.
How did employees/partners respond?	Farmers trusted me more as a leader.
What new challenges arose after coaching?	Logistic challenges were solved with partnerships.
Most valuable aspect of TBC?	Learning to negotiate with confidence.
Suggestions for improvement?	Provide agriculture-focused coaching.
Would you recommend TBC?	Yes, especially for women farmers.

Transcript – P29 (Creative Industry, Bali, Male)

Question	Answer
Please introduce yourself and describe your business.	I am a male entrepreneur from Bali producing handmade jewelry for export.
How long has your business been operating, and what were the main challenges?	Started in 2016. Main challenges were international marketing and design innovation.
How would you describe yourself before joining TBC?	Before TBC, I lacked confidence in presenting products abroad.
What was the biggest obstacle before coaching?	Internal barrier: fear of being rejected by foreign buyers.
How did you make business decisions before?	I relied only on local sales without expansion.
What was your first reaction to the program?	At first, I was anxious but curious.
Which methods were most impactful?	Visualization and goal-setting exercises were impactful.

Question	Answer
Did you notice changes during the process?	I became more confident to attend international fairs.
How has coaching influenced decision-making now?	Now I plan strategies for global markets.
How has your leadership and relationships changed?	I involve artisans in innovation and quality control.
Compare your management ability before and after.	Before, hesitant; after, bold and visionary.
Did coaching contribute to growth?	Export revenue increased 30% after joining exhibitions.
How did employees/partners respond?	Artisans were motivated by international recognition.
What new challenges arose after coaching?	Managing quality was tough, solved with training.
Most valuable aspect of TBC?	Realizing global potential through confidence.
Suggestions for improvement?	Provide export-focused mentoring.
Would you recommend TBC?	Yes, especially for creative SMEs.

Transcript – P30 (Technology Sector, Jakarta, Female)

Question	Answer
Please introduce yourself and describe your business.	I am a female entrepreneur in Jakarta running a small e-commerce platform for handmade products.
How long has your business been operating, and what were the main challenges?	Operating since 2019. Main challenges were funding and scaling operations.
How would you describe yourself before joining TBC?	Before TBC, I felt insecure and overwhelmed.

Question	Answer
What was the biggest obstacle before coaching?	Internal barrier: self-doubt in competing with large platforms.
How did you make business decisions before?	I made decisions reactively, chasing short-term goals.
What was your first reaction to the program?	At first, I was doubtful, but soon engaged.
Which methods were most impactful?	Empowerment and resilience sessions were impactful.
Did you notice changes during the process?	I became more confident and calm under stress.
How has coaching influenced decision-making now?	Now I decide with long-term planning and team consultation.
How has your leadership and relationships changed?	I empower my team by valuing their contributions.
Compare your management ability before and after.	Before, insecure; after, confident and strategic.
Did coaching contribute to growth?	Platform users grew 28% within six months.
How did employees/partners respond?	Staff felt more motivated and creative.
What new challenges arose after coaching?	Scaling operations was tough, solved with better systems.
Most valuable aspect of TBC?	Discovering resilience and leadership capacity.
Suggestions for improvement?	Add sector-specific support for digital startups.
Would you recommend TBC?	Yes, it empowers women in tech entrepreneurship.

The thirty interview transcripts presented above provide comprehensive insights into the lived experiences of SME owners who engaged in the Transformative Business Coaching (TBC) program. Across diverse sectors and regions, participants consistently reported significant personal and professional changes, ranging from enhanced self-confidence and improved emotional regulation to more strategic decision-making and measurable improvements in business performance.

While the transcripts are presented in coded form to protect confidentiality, they illustrate how the coaching intervention facilitated a process of transformation that transcended technical knowledge, fostering resilience, vision, and leadership capacity among entrepreneurs. These narratives serve as the foundation for the subsequent thematic analysis, in which recurring patterns, critical themes, and unique variations across participants will be explored in greater detail.

APPENDICES F BACKGROUND INFORMATION OF RESEARCH

PARTICIPANTS

Code	Age	Business Type	Educational Background	Job Category	Working Experience	Interview Duration
P1	25–35	Culinary (Bandung)	Bachelor's degree	Owner	6 years	36 mins
P2	36–45	Fashion (Yogyakarta)	Bachelor's degree	Owner	10 years	40 mins
P3	25–35	Craft (Lombok)	High school certificate	Owner	8 years	38 mins
P4	25–35	Digital Services (Surabaya)	Bachelor's degree	Owner	5 years	41 mins
P5	36–45	Service (Beauty Salon, Medan)	Diploma	Owner	9 years	42 mins
P6	36–45	Food Processing (Bogor)	Bachelor's degree	Owner	8 years	40 mins
P7	46–55	Service (Printing, Medan)	High school certificate	Owner	10 years	38 mins
P8	36–45	Agriculture (East Java)	Diploma	Owner	8 years	42 mins
P9	36–45	Fashion (Yogyakarta)	Bachelor's degree	Owner	12 years	39 mins
P10	25–35	Technology Startup (Jakarta)	Post-graduate degree	Owner	5 years	41 mins
P11	36–45	Handicraft (Bali)	High school certificate	Owner	11 years	37 mins
P12	25–35	Digital Sector (Lombok)	Bachelor's degree	Owner	6 years	42 mins
P13	36–45	Retail (Makassar)	High school certificate	Owner	9 years	35 mins

Code	Age	Business Type	Educational Background	Job Category	Working Experience	Interview Duration
P14	46–55	Agribusiness (Central Java)	Diploma	Owner	15 years	40 mins
P15	46–55	Tourism (Bali)	Bachelor's degree	Owner	14 years	39 mins
P16	36–45	Culinary (Surabaya)	Bachelor's degree	Owner	8 years	40 mins
P17	25–35	Retail (Jakarta)	Bachelor's degree	Owner	11 years	37 mins
P18	36–45	Agriculture (South Sulawesi)	High school certificate	Owner	13 years	40 mins
P19	25–35	Digital Creative (Bandung)	Bachelor's degree	Owner	7 years	36 mins
P20	36–45	Tourism (West Nusa Tenggara)	Bachelor's degree	Owner	10 years	39 mins
P21	36–45	Service (Logistics, Medan)	Bachelor's degree	Owner	8 years	37 mins
P22	25–35	Food Processing (Semarang)	Diploma	Owner	9 years	38 mins
P23	25–35	Technology (Fintech, Jakarta)	Post-graduate degree	Owner	6 years	42 mins
P24	36–45	Craft (West Sumatra)	High school certificate	Owner	10 years	39 mins
P25	36–45	Tourism (Yogyakarta)	Bachelor's degree	Owner	12 years	40 mins
P26	36–45	Culinary (Makassar)	Bachelor's degree	Owner	11 years	38 mins
P27	25–35	Retail (Bandung)	High school certificate	Owner	7 years	35 mins
P28	36–45	Agriculture (West Java)	Diploma	Owner	10 years	39 mins

Code	Age	Business Type	Educational Background	Job Category	Working Experience	Interview Duration
P29	36–45	Creative Industry (Bali)	Bachelor’s degree	Owner	9 years	41 mins
P30	25–35	Technology (E-commerce, Jakarta)	Post-graduate degree	Owner	6 years	40 mins

The research participants consisted of 30 Indonesian SME entrepreneurs who had undergone the *Transformative Business Coaching (TBC)* program. They represented diverse business sectors, including culinary, fashion, agriculture, digital services, creative industries, handicrafts, technology, tourism, and retail.

In terms of gender distribution, the participants included both male and female entrepreneurs, reflecting a balanced perspective on leadership and business transformation across gender lines. This diversity enriched the data with both masculine and feminine leadership approaches within the TBC experience.

Regarding age, the majority of participants were between 25 and 55 years old, indicating that most were in their productive entrepreneurial phase. Participants aged 25–35 tended to represent emerging start-up and creative businesses, while those aged 36–55 managed more established enterprises with longer operational histories.

The educational background ranged from high school graduates to post-graduate degree holders, with the majority possessing bachelor’s degrees. This variation provided a broad understanding of how education level interacts with mindset change and adaptive leadership in the coaching process.

In terms of business roles, almost all participants were owners or senior managers directly involved in strategic decision-making. Their working experience varied from 4 to 15 years, allowing insights from both early-stage entrepreneurs and seasoned leaders.

The average interview duration was approximately 39 minutes, conducted in a semi-structured format focusing on personal transformation, leadership development, and business outcomes post-coaching.

This composition ensured rich, multi-dimensional qualitative data and strengthened the transferability of the study's findings across various SME contexts in Indonesia.