

Measuring the Impacts of Entrepreneurial Orientation Factors: Innovativeness, Proactiveness on the Organizational Knowledge Capabilities Case Study: Jordan Tourism Board-Jordan Tourism Sector

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Abstract: This study aims to investigate the impacts of entrepreneurial orientation factors: innovativeness and proactiveness on the organizational knowledge capabilities. Based on the discussion in the fields of entrepreneurship and knowledge management, the researcher used a questionnaire to measure the variables of the study which is entrepreneurial orientation and organizational knowledge capabilities. The main goals of this study is to measure the impacts and the effects of applying qualities of entrepreneurship within organizations, entering deeply in the meaning and effects of each entrepreneurial orientation factors and explaining the effects of innovativeness and proactiveness on the knowledge capabilities inside the organization which has been represented in this research by unit knowledge, employee's knowledge and corporate knowledge. Choosing the independent variables of this research lies on their abilities on changing on current situation of the organizations main components. All the needed information has been collected by using regression sample model and analyzed by using SPSS.

Key words: Entrepreneurship, innovativeness, pro-activeness, organizational knowledge, employees knowledge, corporate knowledge

INTRODUCTION

With the emergence of globalization, the business environment has become more uncertain and complex. The environment is changing constantly and rapidly as well as the market and customers needs. Organizations are forced to learn new knowledge to develop new products in order to satisfy the new market and customer demographics. Thus, organizations pursue innovation in marketing and entrepreneurial activities may attain competitive advantage. From the resource-based perspective, entrepreneurial orientation and market orientation are two separate but complementary strategic orientations. In fact, both market orientation and entrepreneurial orientation emphasize the philosophy and behavior in proactively detecting industrial environment, including market information and competitors strategy in order to innovate and respond to the customers needs timely. The nature of both entrepreneurial orientation and market orientation are highly emphasized on an organization's willingness to innovate within the organization. In other words, these two distinct variables are described as organizational-level efficacy and capability in creating innovation to respond to the external environment and satisfy customer needs. In these times most of the organizations have noticed the benefits of knowledge. Organizations need thenimbleness and

flexibility as a success factor that can be achieved through the knowledge to meet the rapid changes in our world. The organizations have been changed into a knowledge based in which knowledge is considered as the main source regarding to the other components of resources or capital. Meanwhile, development of entrepreneurial orientation among employees has a primary impact on the organizational knowledge. In another words, to achieve effective knowledge capabilities organizations need to provide proactiveness, innovation in activities and services to improve their competitive position.

In todays, entrepreneurship is considered one of the most important concepts which represented an urgent success key for the survivor of organizations improvements because of the changes which happened in the nature of work and the existence of organizations in a turmoil environment (Tiejun and Jin, 2006). Entrepreneurship is defined as creating value in the process of the firm's development. Also, Covin *et al.* (2006) define entrepreneurship as the exploitation of opportunities in order to renew and rejuvenate the company or it could be defined also as "the ability to identify a new opportunity by creating value for the participants to match the firm's different growth period" (Tiejun and Jin, 2006). Entrepreneurial orientation is the key concept in modern societies and organizations

that generally inspires the people to involve in knowledge-based activities (Hunt *et al.*, 2006). An organization depends on proactiveness and innovations which is critical for increasing knowledge capabilities that leads to growth of that organization. So, they grow faster and lead the competition. Therefore, in order to accomplish this, entrepreneurial orientation factors must be boosted. According to the findings of the surveys on entrepreneurial orientation the main dimensions of the entrepreneurial orientation, innovativeness and proactiveness have positive impact on creation, acquisition and transfer of organizational knowledge capabilities as well as effectiveness and performance improvement of the organization.

Innovativeness is an organization's tendency to engage in and support new ideas, novelty, experimentation and creative processes that may result in new products, services or technological processes as well as the pursuit of creative, unusual or new solutions to problems and needs (Lumpkin and Dess, 2001; Certo *et al.*, 2009). Proactiveness is the process of anticipating and acting on future needs by seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of the life cycle (Lumpkin and Dess, 2001).

Research has examined the concept of Entrepreneurial Orientation (EO). EO has become a central concept in the domain of entrepreneurship that has received a substantial amount of theoretical and empirical attention to be innovative and to demonstrate proactiveness (Covin *et al.*, 2006). Also, a large stream of research studied and focused on the role of entrepreneurship on the firm's performance (Covin *et al.*, 2006). In our days, academic studies and research on the factors of entrepreneurship have been grown rapidly and they argue that entrepreneurship at all-time leads for positive effects on the market and firm performance (Zhang *et al.*, 2006). Entrepreneurship is always playing a role in the growth process of organizations, offering more new jobs, dynamic role as a key driving of growth, helping on increasing the competitiveness on global market, playing another role on creating new jobs, having more products advantages for competing on market with others competitors (Audretsch *et al.*, 2016; Lappalainen and Niskanen, 2012). Most of firms already started on focusing on entrepreneurship as a way to enhance and enrich their overall performance with the purpose of keeping the firm situation stable in the current circumstance situation and unstable environment (Lappalainen and Niskanen, 2012). The entrepreneur is

identifies as offering all the needed opportunities, resources, methods and means in order to improve the performance, wealth product creation and developing all the organization's components and departments (Tiejun and Jin, 2006).

Furthermore, entrepreneurship is used by firms for making all workers, consumers, suppliers assisting to create more values, advanced products and services by executing many different tasks at the same time and meeting all the firms demands (Tiejun and Jin, 2006). Usually, studies focus on the relationships between firm's performance and economics factors but few studies and research examine in depth the relationship between entrepreneurship factors and the knowledge orientation within the organization (Zahra and Covin, 1995; Zhang *et al.*, 2006). This research aims to achieve the following aims to:

- Define the role of entrepreneurship orientation factors (innovativeness, proactiveness)
- The effects of entrepreneurship factors in improving the organizational knowledge capabilities
- The role of entrepreneurship factors and knowledge on affecting indirect on the organization overall performance
- Explaining how the firm department, components and staff will be influenced and affected through using and adopting the entrepreneurship concept inside it

Literature review: The entrepreneur is the individual (or team) that organizes a business venture, classify the characteristics of an opportunity, get the appropriate resources and assumes the risk for that business and take responsibility for the performance of the organization (Gutierrez and Baquero, 2017). Entrepreneurship performs a primary role in the process of firm's growth, improving the competitiveness on global market, creating new jobs and producing a solid and consistent internal and external economy (Markin *et al.*, 2017).

Hatten (2012) defined the entrepreneur on his book as the person who recognize an opportunity, chances or has an idea and assumes all risks that could he meets in order to take the maximum advantages of that opportunity or idea, Hatten describes the main business management processes that the entrepreneurship could effect on each part of them positively if it improves the knowledge ratio and the innovative actions. Firms begin heading for study and analyze the ways to make their performance better in order to stay strong and live longer in unstable environment of economy and working with intensity in hard conditions by having special imputes like innovativeness, proactiveness (Klein, 2016).

In any firm, entrepreneurship is useful for the participants including employees, customers, suppliers and investors in firm's development by creating new value by providing goods and services especially in the development period and entrepreneurs should do different tasks to meet all the firm's demands on this period. Creating or adding values for firms is different and dynamic (Tiejun and Jin, 2006).

The concept of entrepreneurial orientation has attracted considerable attention in the field of entrepreneurship research. The 150 studies have been carried out which gave a strong meaning that researches on the entrepreneurship field are widely accepted. The most of entrepreneurship studies (Zahra and Covin, 1995; Covin *et al.*, 2006; Wiklund and Shepherd, 2005) studied the relationship between adopting the behaviors, factors and attributes of entrepreneurial and helping organizations in surviving and sustaining a high level of performance.

The relationship between knowledge-intensive entrepreneurship, market performance and technological capabilities on all sectors especially on tourism has a strong and positive impact because of the opportunities number based entrepreneurship (Klein, 2016). The role of knowledge-intensive entrepreneurship lies on the huge amount of data which the information technology and knowledge management offer for organizations. The effects of knowledge-intensive entrepreneurship for example in tourism sector starts from the role of ICT, digital application and social networking in the way to provide full information about products and services to become available 24 h per day. The role of innovation shows when customers start to use and get benefit from offering the information to accomplish digital transaction to have a product or service and return there feedback using social networks. Having good relationships with customers is a request demand for all firms because of the power role of customers in today's.

Some of the knowledge-intensive main processes and those processes: decision support process: the role of decision support lies on decreasing the time of making a decision by increasing the time of business transaction processing through using the advanced and newest information systems. Customer relationships process: the role of organization in our days is related with the ability to get benefits of using internet web and technological databases to formulate the shape of the relationships with customers which gives organizations more chances to improve their products and services. The processing of data: the efficiency of processing a lot of information and

data is dependent now on the ratio of the technological systems evolution and their ability to process information rapidly and cheaper to give the organization the ability to improve product quality and offer them in markets as quickly as possible. Payment methods process: the importance of this process is related with offering and creating more new chances and ventures.

Entrepreneurship orientation represents an effective part in political and educational programs in many countries around the world because it lies on the idea that entrepreneurship is an enterprise culture. The entrepreneurship proved its importance and efficiency by playing a primary role on focusing on the business knowledge as the main step for any innovative move. Gibb (2001) summarized that it is necessary to move the entrepreneurship from the narrow corner and connecting it with all business firm components.

The need for innovativeness doesn't appear from increasing the competition between firms only but it becomes more obvious by identify new advance general directions in the market place; the successful of any firm in this time depends on finding new ideas which usually focus on increasing the growth level on the organizational, employees knowledge capabilities which will provide on developing the main step for having a successful innovative and entrepreneurial ideas (Johnson *et al.*, 2009).

Innovative entrepreneurship lead all firms to change their direction of understanding the intended of development from having a special attributes to compete with other competitors to become a way of focusing on all firms parts: employees knowledge and capabilities, products, business process and top management approaches and leading style (Markin *et al.*, 2017). The firms started to get more benefits of the entrepreneurial when it becomes a lifestyle for achieving and doing their job, in this stage the firm could recognize how the entrepreneurship will start to affect by fostering innovation, creativity, increasing the productivity growth and employment for the entire society (Banerjee and Duflo, 2008). The goal of the innovative entrepreneurship is moving the creative thinking of an employee from being personnel to become organizational entrepreneurship especially in the growth process; the entrepreneurship will reach full natural growth or development when the idea becomes exist and established, in the harvest last process the owner and the entrepreneurial removes himself and the organization starts to get back the benefits of the entrepreneurial ideas (Markin *et al.*, 2017). This research studies the effects of two entrepreneurial

main factors (proactiveness and innovativeness) on the organizational knowledge capabilities and organizational performance in Jordan tourism sector in order to measure the ability of the organization to have entrepreneurial marketing and achieving values, goals and tasks.

Theoretical framework: This study studies the effects of entrepreneurial orientation factors (proactiveness and innovativeness) on improving the organizational knowledge capabilities and organizational market performance this research started from studying many main questions: what is the meaning of firm innovation performance? What is the relation between improving employee's knowledge and capabilities and innovation performance inside the firm? Based on the following previous researches which studied the following points:

- The effects of EO factors (innovativeness and proactiveness) on the organizational knowledge capabilities
- The role of EO factors in improving employee's knowledge and their effects on increasing and developing the firm's performance

A lot of researchers studied the relation between resources, capabilities and performance; Wickens (2008) managing, controlling and connecting multiple resources through using a model capable to enhance capabilities and improve the firm's performance. Day the performance for any firm is measured by the ability of the firm in transforming resources to capabilities. Resources are defined as a set of materials, information and firm

in transforming resources to capabilities. Resources are defined as a set of materials, information and knowledge and operations which used to achieve firms strategies in order to convert resources to capabilities (Trainor *et al.*, 2014). Nevo and Wade (2010) the relation between resources, capabilities and performance is a positive relationship; resources are not enough for any firm to have a strong capabilities but producing an efficient performance occurs when the firms applies the technological resources with its capabilities in order to have a strong performance.

In todays, innovation is considered as one of the most valuable resources to keep the performance level and enhance efficiency and effectiveness in any firm; furthermore, most of organizations started to give more trainings for their staffs in order to improve their knowledge, their skills and their ability in creating new ideas, services and products. This study summarized how EO factors (innovativeness and proactiveness could affect positively on the organizational knowledge capabilities. EO innovativeness and proactiveness have changed the relationship between firms and customers also, those factors played an important role for the firms in knowing what customers want and need in order to produce products and services customers need to use.

As shown in Fig. 1, innovativeness and proactiveness have a positive impact on developing the organizational knowledge capabilities, also this impact will effect on the knowledge and innovation capabilities of the firm's employees which plays an effective role in improving the overall firm's performance.

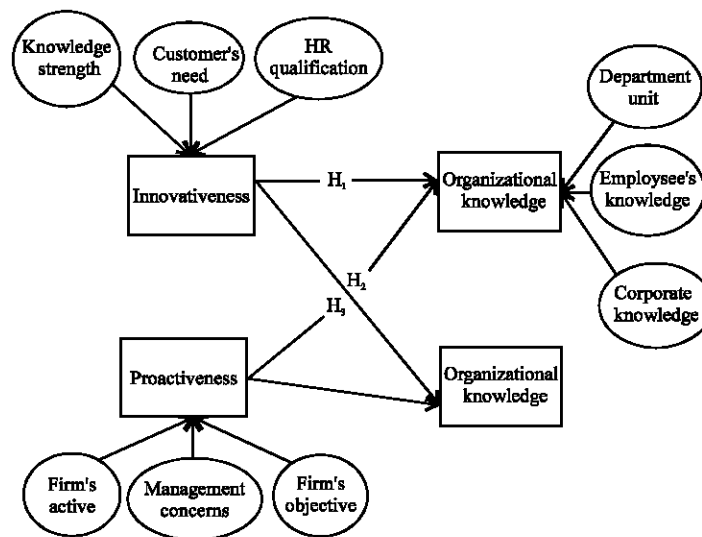


Fig. 1: Theoretical famwork

MATERIALS AND METHODS

The research used a research questionnaire which designed based on studying the relationships between dependent and independent variables of this research, the research gathered all the needed data and information based on the responses of directors, managers and the head of departments within Jordan tourism board. Choosing respondents were considered appropriate for reducing any possible measurement mistakes. The research distributed and collected 100 research questionnaires on managers and employees within the Jordan tourism board. Respondents have been chosen from all managerial levels within the marketing and management departments. The research questionnaire guaranteed that all answers and respondents will be confidential and they will be used only for analyzed and reported. Any research questionnaire which is not completed has been eliminated With the purpose of getting accurate analysis. This researcher used the following scales: p-value, coefficients and cronbach's alpha for determining the reliability of research, proving or disproving the research hypotheses. The research questionnaire is provided in Appendix 1.

The SPSS application used for analyzing all the research respondents answers and all opinions and answers have been used to determine the effects of entrepreneurship orientation on organizational knowledge capabilities. The research questionnaire includes eighteen questions which used a 5 point Likert item: strongly agree, agree, neutral, disagree and strongly disagree.

RESULTS AND DISCUSSION

Data analysis results and hypotheses tests: The researcher measured the internal consistency using reliability analysis (Cronbach's alpha) by running the test on a sample size of 100 research questionnaires, the alpha coefficient for the eighteen questions which defines how closely a set of items are as group is: 0.981 as shown in the table above. This means that the items have relatively very high internal consistency.

In order to test the research three hypotheses the researcher proposed the following questions and used coefficient and p-value for each one and the results were as follows:

Hypothesis 1:

- H_{01} : entrepreneurship orientation (innovativeness) has no significant and positive impact on the organizational knowledge capabilities

- H_{a1} : entrepreneurship orientation (innovativeness) has a significant and positive impact on the organizational knowledge capabilities

The value of determination coefficient ($R^2 = 0.957$) and that means the entrepreneurship orientation (innovativeness) can explain 95.7% of the change in the organizational knowledge capabilities which is a very high percent (Table 1). The p-value was $<5\%$, so, we reject the null hypothesis which means that entrepreneurship orientation (innovativeness) has a significant and positive impact on the organizational knowledge capabilities.

Hypothesis 2:

- H_{02} : entrepreneurship orientation (proactiveness) has no significant and positive impact on the organizational knowledge capabilities
- H_{a2} : entrepreneurship orientation (proactiveness) has a significant and positive impact on the organizational knowledge capabilities

The value of determination coefficient ($R^2 = 0.917$) and that means the entrepreneurship orientation (proactiveness) can explain 91.7% of the change in the organizational knowledge (Table 2). The p-value was $<5\%$, so, we reject the null hypothesis which means that entrepreneurship orientation (proactiveness) has a significant and positive impact on the organizational knowledge capabilities.

Hypothesis 3:

- H_{03} : entrepreneurship orientation factors (innovativeness and proactiveness) have no significant and positive impact on the organizational performance
- H_{a3} : entrepreneurship orientation factors (innovativeness and proactiveness) have significant and positive impact on the organizational performance

The value of determination coefficient ($R^2 = 0.908$) and that means the entrepreneurship orientation factors (innovativeness and proactiveness) can explain 90.8% of the change in the organizational performance (Table 3). The p-value was $<5\%$ and this rejects the null hypothesis which means that entrepreneurship orientation factors (innovativeness and proactiveness) have significant and positive impact on the organizational performance.

Table 1: Entrepreneurship (innovativeness) on the organizational knowledge capabilities

Question	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Our firm engage workers in applying innovation even by giving no attention to procedures, to improve their skills and knowledge	60	27	5	3	5
Our firm allows avoiding personnel procedures to get workers associated in applying new ideas	63	34	0	2	1
Our firm inspires worker to make decision in innovation for any modifications based on the market risks	72	23	1	4	0
Our firm draw attention on putting into services new technology to improve employees skills and knowledge	32	40	20	7	1
Our firm pushing and contribute in new idea from any workers regardless of his other status in the firm to increase overall knowledge capabilities	55	37	0	0	8
Our employees are capable for communicating with our tourism competencies in order to improve their self to be more innovative	77	12	5	0	6
Our firm involves workers in the innovation project and encourages participants to share their ideas more openly in a safe, democratic environment	68	15	7	5	5
Our firm teaches its workers the required skills to lead innovation at the executive and project level	60	20	15	2	3
Our firm experiences not just professional but also their educational experiences	55	30	5	5	0
The most innovative people are open-minded and have a wide range of experiences and a broad education. They tend to be less restricted in their thinking and actions					

H₁: Entrepreneurship orientation (innovativeness) has a significant and positive impact on the organizational knowledge capabilities; R² = 0.957, p = 0.010

Table 2: Entrepreneurship (proactiveness) on the organizational knowledge capabilities

Question	Strongly	Agree	Neutral	Strongly	Disagree
Our firm gives extra care on research and development	12	62	0	16	10
Our firm allows workers to detect and react to customer problems to achieve proactive customer services	92	8	0	0	0
Our firm presents the opportunity for workers to meet and exceed customer expectations, strengthen customer relationships and boost the value of your customers through both their business and their advocacy	50	35	3	7	5
Firm's competencies help employees to communicate quickly with the current situation in the aim of improving services	34	61	0	0	5
In our firm we initiate actions to which competitors then respond in Using new technology	52	32	10	2	3
In our firm we are very often the first business to introduce new products/services, administrative techniques, etc	25	72	0	0	3
In our firm we always respond to unrelated opportunities	84	10	3	3	0

H₂: Entrepreneurship orientation (proactiveness) has a significant and positive impact on the organizational knowledge capabilities; R² = 0.917, p = 0.010

Table 3: Entrepreneurship on the organizational performance

R ²	p-value
0.908	0.002

Previous research of Jordan broad focused on the effects and the role of EO factors innovativeness and proactiveness in enhancing and increasing the knowledge capabilities and its performance and productivity. The main outcome of this research is the entrepreneurship orientations (innovativeness, proactiveness) are consider important and critical to improve the organization knowledge capabilities and its performance. The needs, demands and issues tourism sector forced jordon tourism board to be innovative and for improving the over whole situation in the public and private firms.

CONCLUSION

Successful integration of entrepreneurship orientation factors into organization's knowledge

capabilities is essential to improve tourism board ability to grow and create wealth. Tourism board managers progressively become aware of importance of innovativeness and proactiveness as essential drivers of rapid business performance and value creation. Additionally, the entrepreneurship orientation (innovativeness, proactiveness) have positive impact on the organizational knowledge capabilities and its performance in Jordan Tourism Sector. The main contributions of this research is: providing future research with more valuable information about the role of entrepreneurship orientation factors on supporting and adopting knowledge capabilities, defining the effects and the importance of these factors on improving the Jordan tourism sector performance. This is reliable and consistent with many other studies and reviews which give emphasis to organization to give more attention to the role of EO factors in changing the business environment.

RECOMMENDATIONS

This research recommended others to study and focus more on the role of EO factors and it is important to take more variables in order to create a deeply vital about this subject. Also, future research can adopt this research in one of the geographically areas in order to get more accurate results.

ACKNOWLEDGEMENTS

The researcher gives all the respect for applied science private university-Jordan, for the support during the research. And the author greets his Family members for their support.

Appendix I: Research questionnaire:

The research questionnaire aims to know your opinions about the effects of entrepreneurial orientation factors (proactiveness and innovativeness) on improving the organizational knowledge capabilities and organizational market performance.

The information given by you will be used for academic purpose only so feel free to fill up the questionnaire as your identity will not be disclosed.

No.	Question
1	Our firm engage workers in applying innovation even by giving no attention to procedures, to improve their skills and knowledge
2	Our firm allows avoiding personnel procedures to get workers associated in applying new ideas
3	Our firm inspires worker to make decision in innovation for any modifications based on the market risks
4	Our firm draw attention on putting into services new technology to improve employees skills and knowledge
5	Our firm pushing and contribute in new idea from any workers regardless of his or her status in the firm to increase overall knowledge capabilities
6	Our employees are capable for communicating with our tourism competencies in order to improve their self to be more innovative
7	Our firm involves workers in the innovation project and encourages participants to share their ideas more openly in a safe, democratic environment
8	Our firm teaches its workers the required skills to lead innovation at the executive and project level
9	Our firm experiences not just professional but also their educational experiences. The most innovative people are open-minded and have a wide range of experiences and a broad education. They tend to be less restricted in their thinking and actions
10	Our firm gives extra care on research and development
11	Our firm allows workers to detect and react to customer problems to achieve proactive customer services
12	Our firm presents the opportunity for workers to meet and exceed customer expectations, strengthen customer relationships and boost the value of your customers through both their business and their advocacy
13	Firm's competencies help employees to communicate quickly with the current situation in the aim of improving services
14	In our firm we initiate actions to which competitors then respond in Using new technology
15	In our firm we are very often the first business to introduce new products/services, administrative techniques, etc
16	In our firm we always respond to unrelated opportunities

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