

The Impact of Entrepreneurship Orientation, Market Orientation on Improving Business Overall Performance on Jordanian Small and Medium Enterprises Case Study: Orange Telecommunication Company-Jordan Telecommunication Sector

Hanandeh Ahmad
Applied Science University, Amman, Jordan

Abstract: The aim of this study is to measure the impact and effects of entrepreneurship orientation, market orientation on improving business overall performance on Jordanian small and medium enterprises, through entering deeply in the innovation and entrepreneurship fields. This study used a research questionnaire in order to make an analysis process for the research variables. The main study objective is to investigate the relationship of adopting the orientation of entrepreneurship and market inside business organization, analysing the main effects for entrepreneurial and market orientation factors on the development of the overall business performance through measuring the effects on the innovation orientation performance. The study represented by (autonomy, competitive advantages and risk taking) and market orientation presented by (customer orientation, competitor orientation and inter-functional orientation). The way that this study chose the independent variables lied on their capabilities on improving the organization state between competitors based on competitive conditions. The study data and information had been gathered by regression sample model and analysed using Statistical Package for the Social Sciences (SPSS).

Key words: Entrepreneurship orientation, market orientation, innovation performance, business overall performance, autonomy, competitive advantages, risk taking, customer orientation, competitor orientation, inter-functional orientation

INTRODUCTION

The complexity of business environment forced most of firms to improve their internal environment (Prajogo and Ahmed, 2006). Barsh (2008) Firms understood the critical needs to have some new information and knowledge to produce new products and services in the aim of enhancing customer's satisfaction. Furthermore, firms started an improvement process on their internal environment for having new advanced competitive advantages (Barsh, 2008). Focusing on entrepreneurship orientation and market orientation are represented highly advanced strategic orientation for increasing product's competitive advantages (Barsh, 2008). Baker and Sinkula, the using of entrepreneurship and market orientation is useful for making a forecasting of what customers usually needs and it is used usually for measuring the organization capabilities for innovate new ideas, products and services. But few studies entered deeply in the effects of entrepreneurship and market orientation on improving business overall performance thorough measuring their effects on the innovation orientation performance and explaining how the overall business performance will be affected indirect way (Barsh, 2008; Huang and Wang,

2011). The entrepreneurship orientation has many factors like autonomy, competitive leadership and risk taking (Huang and Wang, 2011). Autonomy is defined as the capability of employee in solving problems based on his experience without returning to his managers; risk taking is defined as entering the firm new projects without focusing on having resources and risk taking has been defined as the competition among employees to take the task and face all the risks to accomplish business goals (Huang and Wang, 2011). Baker and Sinkula, firms need to adopt new concepts such as innovation and learning and having an integrated system which used for improving internal organization knowledge and for learning new approaches and practices. Market orientation has been defined as the ability of firms in making and designing their managing way based on the orientation of firm market (Hussain *et al.*, 2016). Market orientation has different perspectives: behavioural, cultural and system-based perspective; the behavioural perspective has three main variables which are customer, competitors and inter-functional orientation perspectives (Hussain *et al.*, 2016).

Improving business overall performance requires to focus on three main orientation: entrepreneurship orientation, market orientation and innovation orientation;

firms today's still need advanced educational and learning system for adopting entrepreneurship and market orientation, produce creative facility for learning between employees and making the changes with external and internal situations more flexible and effective.

Casey *et al.* (2005) focusing on enhancing the innovation orientation performance lies on using firm's knowledge resources as a unique key for being different and success. Innovation orientation is defined as making the share of information between firms employees more easier through facilitating the process of collecting information and producing new knowledge which the firm can use in producing differentiate products and services in the aim of satisfying customers and giving them what they are really need to (Verdonschot, 2005). Crossan and Berdrow firms started to focus on developing their staffand possession new knowledge based on their expectations that this method is the only method which could be capable of competing with competitors and having more competitive advantages. The aim of this study is to measure the impact of entrepreneurship and market orientation on improving business firm overall performance through their effects on improving innovation orientation performance.

Literature review: At present, business performance started to focus in entrepreneurship and market orientation in order to survive from the complexity and difficulties of international economy. The focusing on entrepreneurship lies on having advanced advantages for competing in global market (Wiklund and Shepherd, 2003). Racela (2014) due to global pressures such as globalization, the competition ratio between small and medium enterprises increased remarkably. Small and medium enterprises faced more difficulties in maintaining their performance and deliver the firm to be in safety level; for that most of firms started to apply the orientation of entrepreneurship and market in order to have new ways which could keep them safe in turbulent environment (Racela, 2014).

At the same time, more studies agreed that the concept of entrepreneurship is not the only factor which effects on business performance but there are other factors such as the firm strategy and the influence of market competition (Kraus *et al.*, 2012; Lisbijanto, 2014). The effects of entrepreneurship on business performance is not a new field for study but more of studies focused only on measuring the impact of entrepreneurship orientation factors such as: innovativeness, proactiveness, risk taking, competitive leadership and

autonomy on business performance but few studies focused on entrepreneurship and market orientations (Lisbijanto, 2014).

Entrepreneurship orientation is defined as measuring the readiness of firms and individuals in accepting new ideas and methods which contribute in the development change of the firm (Walter *et al.*, 2006). Also, entrepreneurship orientation defined as all ways and processes which firm can produce new products and services in the aim of entering new markets. Walter *et al.* (2006), there are five main entrepreneurship orientation factors and those factors are: innovativeness, proactiveness, risk taking, competitive advantages, autonomy; those factors are used by firm usually for improving the proportion of creativity in organizations.

Entrepreneurship and market orientation help the firm for produce new products and services in order to meet customer demands and enhancing product's services (Avlonitis and Salavou, 2007). Most of studies consider innovation concept as the only key for having more competitive advantages between others competitors within the market (Tajeddini and Trueman, 2008a, b). The rapid development of market competition and the increasing demand of customers made innovating and creating new products and service not enough if they weren't following with changing of market (Tajeddini, 2010). The innovation performance took all the attention as a field of study because it represents a unique key of firms for surviving, succession.

The study chose three of the entrepreneurship orientation factors for studying there impacts on the innovation performance, those factors are: Walter *et al.* (2006) the first entrepreneurship orientation factors is the autonomy which defined as creating new idea and followed-up until apply it. Autonomy represents the way that the organizations manage their processes and making decisions (Walter *et al.*, 2006). Callaghan (2009) the strength of employee in this term is measured by his acceptance to be autonomous. The importance of autonomy lies on its capability in increasing the percent of satisfaction within the firm (Callaghan, 2009). The impact of autonomy shows on the ability of customers in managing their works, increasing process efficiency and effectively without waiting the approval of their managers (Hughes and Morgan, 2007). The second entrepreneurship orientation factors is the competitive advantages, this factor which defined as the advantages of products that reflect the strength of the product and its ability to compete with other companies in the global

market (Lobacz and Glodek, 2015). Firms get benefits from the usage of resources and applying strategies which can add values for the firm and end products (Lobacz and Glodek, 2015). The importance of competitive advantages is dependent on keeping the resources compatible with the organization strategies to increase processes performance of organizations in the performance of its business (Lobacz and Glodek, 2015). Eisenhardt and Martin (2000), competitive advantages focuses on the capabilities of internal organizational performance and the factors of competitive market. Morris *et al.* (2008), risk taking is the third entrepreneurship orientation factors which is the meaning of having the behavior of entrepreneurship. Risk taking focuses on using firm's resources and raw materials in order to prevent risks which firms could meet. The aim of using risk taking by firms is to decrease the lack of staff efficiency, increase enthusiasm and reduce the lack of discipline.

The effects of entrepreneurship orientation factors shown by Meeus and Oerlemans (2000) because they help the firm in transformed to become innovative firm through producing new products and service which enhance the firm's position within the competition market. Firms started to apply entrepreneurship orientation in the goal of improving innovation performance by increasing sales ratio, firm's income, investment of resources and customer's satisfaction. Entrepreneurship orientation factors proved there efficiencies on the financial factor of business performance through increasing the percentage of firm's profitability (Wiklund and Shepherd, 2005).

Steenkamp and Fang (2011), market orientation factors affects on the performance of firm's innovation, customers satisfaction and the efficiency of market department. Market orientation is defined as the ways that the firm treats its marketing ways and affect on innovation and business overall performance (Liao *et al.*, 2011). Market orientation has many main factors and this study chose the customer orientation, the competitor's orientation and inter-functional orientation (Liao *et al.*, 2011; Celuch *et al.*, 2002). Also, Liu *et al.* (2002) defined the orientation of firm's market as shifting the focusing of firm's strategies and operations to be focused on customer's satisfaction. Customer orientation is representing the factors which help firms to understand and know exactly what should be produced and the levels of quality and cost (Liu *et al.*, 2002). Martin and Grbac (2003), taking into firm's consideration the customer orientation factor has a strategic effective goal which is satisfying customers more and before others competitors. The effect of market orientation on the innovation performance began through providing full information

about the current situation on the market competition, the competitors and customer's demands (Martin and Grbac, 2003). The importance of customer orientation, competitor orientation and inter-functional orientation lies on collecting information about customer's demands, then distribute them all between firm's main departments and improve firm's goals and strategies based on them; because of that those factors are representing a real starting point for any project related with improving the innovation performance and they represent the competitive strategy which the firm achieve their business processes and providing customers demands.

Most of studies proved that improving the innovation performance has a positive relationship on improving the business overall performance, most of those studies focused on the financial, return on investment and market factors but few studies took the effects of entrepreneurship and market orientation as independent variables.

Theoretical framework: The study discusses the impact of entrepreneurship and market orientation on the performance of business overall performance through measuring the impact on innovation performance. This research is trying to answer following main questions:

- Can entrepreneurship orientation (autonomy, competitive leadership, risk taking) factor effect on enhancing innovation performance?
- Can market orientation (customer orientation, competitor orientation, inter-functional orientation) factors effect on improving innovation performance?
- How improving the innovation performance could has positive impact on business overall performance?

In order to answer previous questions, this study assumed the following main hypotheses: the first hypothesis is related with studying the effects of entrepreneurship orientation factors on enhancing innovation performance, the second hypothesis is linked with discussing the effects of market orientation factors on improving innovation performance and the last hypothesis is related with measuring how improving innovation performance can has a positive impact on the business overall performance.

Many studies discussed deeply on studying the impact of entrepreneurship and market orientations on business overall performance; focusing on entrepreneurship and market orientation factors lies on their capabilities on giving always new items improving firm's performance innovation, increasing customers

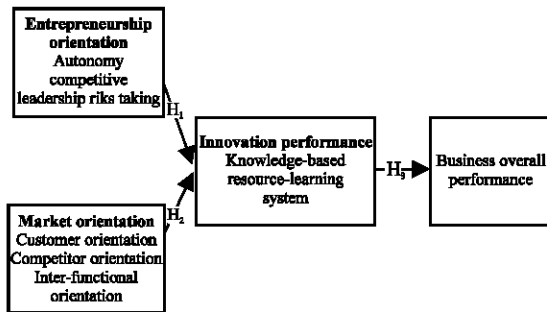


Fig. 1: Theoretical farmework

satisfaction, enhance firm market position efficiency and meet customer's requests and demands (Avlonitis and Salavou, 2007; Steenkamp and Fang, 2011). Choosing the innovation performance as a dependent variable of this study came from represented this variable always one of the special keys which affect on the market competition and gives the firm extra competitive advantages (Tajeddini and Trueman, 2008a, b). A lot of studies took one of the entrepreneurship orientation factors and studied its effects on enhancing the firm's situation through offering new products and services (Meeus and Oerlemans, 2000). Previous studies and reviews focused on studying the relationship between the innovation performance business overall performance by taking independent variables such as: income, cost, return on investment but few studies took set of entrepreneurship orientation factors and other market orientation factors and study their effects on the innovation business overall performance (Fig. 1).

MATERIALS AND METHODS

This study used a questionnaire which depended on the relationships between variables; all need information and data has been collected based on the distributing of the research questions on staff and managers of orange telecommunication company. Furthermore, around 150 research questionnaires have been shared and collected back and all respondents chosen carefully from all level and departments of orange company in order to decrease the percentage of mistakes. All collected information and data represented as confidential and they will used just for analyzing, discussing and summarizing answers for study questions and hypotheses. The researcher deleted any uncompleted research questionnaire in order to increase the accuracy of this study. In the last, this study has been used the following analytical tools in order to determine the research reliability: person correlation (R), standardized coefficients (Beta), p-value and Cronbach's alpha. Appendix 1 contains the questionnaire of this

study. The research questionnaire consists of twenty eight questions and all questions designed in the aim of studying the impact and effects of entrepreneurship and market orientations on the innovation performance and business overall performance. The research questionnaire used the Likert method: strongly agree, agree, neutral, disagree and strongly disagree for answering all questions.

RESULTS

Data analysis results and hypotheses tests: By using the SPSS application to analyze the data collected after 150 respondents answer the questionnaire. The researcher has devised a twenty eight-question questionnaire, questions were measured on a 5-point Likert type scale (1 = strongly disagree; 5 = strongly agree). Entrepreneurship orientation factors (autonomy, competitive leadership, risk-taking) were measured with 13 items, market orientations factors (customer orientation, competitor orientation, inter-functional orientation) were measured with 9 items and innovation performance were measured with 6 items.

In order to test the three hypotheses the researcher applies reliability analysis for each group of the questions and a multiple linear regression and person correlation to test the hypothesis and the results were as follows:

First hypothesis:

- H₀₁: entrepreneurship orientation factors (autonomy, competitive leadership, risk-taking) have no significant effect on enhancing innovation performance
- H_{a1}: entrepreneurship orientation factors (autonomy, competitive leadership, risk-taking) have significant effect on enhancing innovation performance

Research questions:

- Individuals shouldn't rely on senior managers to guide their work
- Companies have to support employees who work autonomously
- Employees should decide what exactly business opportunities to pursue
- Employees need an approval from top management before making decisions
- Employees should make decisions without waiting acceptance approval from the top management
- Firm's products and services offer high returns and incomes for the organization
- The growth of firm's sales is increasing because of products advantages
- The market share increased based on products competitive advantages

Table 1: Entrepreneurship orientation on innovation performance

Independent variables	Person correlation (R)	Standardized coefficients (β)	p-value	Hypothesis support	Cronbach's alpha
Autonomy	0.580 Sig. = 0.000	0.297	0.000	Reject H ₀₁	0.959
Risk-taking	0.541 Sig. = 0.001	0.392			
Competitive leadership	0.867 Sig. = 0.000	1.447			
(R ² = 0.870)					

- Managers and employees can enhance their skills through meeting new risks
- Risk taking is increasing the competition between employees within the firms
- Taking risks could give employees the ability to meet new challenges of the turbulent environment
- Risk taking could help employees in allocate firms resources
- Risk taking effects on employee's performance in the process of reproducing products and services

Table 1 shows that the relationship between the entrepreneurship orientation factors (autonomy, risk-taking) and (innovation performance) was positive significant relationship where the values of person correlation for the two factors were equal to (0.580, 0.541), respectively also there is a very strong positive significant relationship between the last factor (competitive leadership) and (innovation performance) where the value of person correlation as can be seen above is (0.867). The value of determination coefficient ($R^2 = 0.870$) which means that the entrepreneurial orientation factors (autonomy, competitive leadership, risk-taking) can explain 87% of the change in the (innovation performance) and that is a very big percentage with taking the note that a determination coefficient of 0.60 or higher is considered "big percentage" in most social science research situations.

The p-value was equal to 0.000 which is $1 < 5\%$ (the significant level), so we reject the null hypothesis (entrepreneurship orientation factors (autonomy, competitive leadership, risk taking) have no significant effect on enhancing innovation performance). Which means there is a significant effect of entrepreneurship orientation factors (autonomy, competitive leadership, risk-taking) on enhancing innovation performance at level ($\alpha \leq 0.05$). And the entrepreneurship orientation factor (competitive leadership) has the biggest effect on enhancing innovation performance where the value of standardized coefficients ($\beta = 1.447$) then comes the factors (autonomy, risk-taking), respectively. The results of our analysis demonstrate that entrepreneurship orientation factors (autonomy, competitive leadership and risk-taking) positively affect innovation performance. Entrepreneurial orientation factors are found to be positively related to innovation performance. In order to

measure the internal consistency that is how closely related a set of items are as a group. A Cronbach's alpha was run on a sample size of 150 respondents, the alpha coefficient for the thirteen questions is 0.959 as shown in Table 1 and that means the items have relatively very high internal consistency with taking the note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations.

The results of our analysis demonstrate that entrepreneurship orientation factors (autonomy, competitive leadership and risk-taking) positively affect innovation performance. Entrepreneurial orientation factors are found to be positively related to innovation performance.

Second hypothesis:

- H_{02} : market orientation factors (customer orientation, competitor orientation and inter-functional orientation) have no significant effect on enhancing innovation performance
- H_{a2} : market orientation factors (customer orientation, competitor orientation and inter-functional orientation) have significant effect on enhancing innovation performance

Research questions:

- Sales department shares all the collected information with others department
- Senior managerial staff discusses the strengths and weaknesses of our competitors with the other managers in the company
- Managers discusses firms strengths and weaknesses with employees based on customers feedback
- Firm is updating its products to be like what customers want
- Firm gives full information about its products for its customers to understand how to get the best benefits
- Customer's satisfaction or dissatisfaction is distributed in the inter-functional of all firms departments
- Firm follows-up its competitors to continue updating their products based on customers and market demands
- Firm is contacting daily with customers to determine what they need exactly
- Firms produce products and services which contributes effects on customer's values

Table 2: Market orientation on innovation performance

Independent variables	Person correlation (R)	Standardized coefficients (β)	p-value	Hypothesis support	Cronbach's alpha
Customer orientation	0.812 Sig. = 0.000	0.748	0.000	Reject H ₀₂	0.952
Competitor orientation	0.762 Sig. = 0.000	0.433			
Inter-functional orientation	0.744 Sig. = 0.000	0.336			
(R ² = 0.687)					

Table 3: Innovation performance on the overall business performance

Independent variables	Person correlation (R)	Determination coefficient (R)	p-value	Hypothesis support	Cronbach's alpha
Innovation performance	0.870	0.758	0.000	Reject H_{03}	0.918

The researcher found that the market orientation factors (customer orientation, competitor orientation, inter-functional orientation) can explain 68.7% of the change in the (innovation performance) and that is a good percentage where the value of determination coefficient ($R^2 = 0.687$) as shown in Table 2. The relationship between the market orientation factors (customer orientation, competitor orientation, inter-functional orientation) and (innovation performance) is a strong positive significant relationship where the values of person correlation for the three factors were equal to (0.812, 0.762 and 0.744), respectively.

The standardized coefficients (β) values equal to (0.748, 0.433 and 0.336), respectively for the market orientation factors (customer orientation, competitor orientation, inter-functional orientation) which means that customer orientation factor has the biggest effect on enhancing innovation performance with ($\beta = 0.748$) then comes the factor competitor orientation with ($\beta = 0.433$) and the last factor inter-functional orientation with ($\beta = 0.336$). The researcher also found the market orientation factors (customer orientation, competitor orientation, inter-functional orientation) have significant effect on on enhancing innovation performance at level ($\alpha \leq 0.05$) where the p-value was equal to 0.000 which is <5% (the significant level), so we reject the null hypothesis. The alpha coefficient for the nine questions is 0.952 as shown in Table 2 and that means the items have relatively very high internal consistency. Three factors of market orientation, namely customer orientation, competitor orientation and inter-functional orientation are positively related to innovation performance and have an effect on enhancing it.

Third hypothesis:

- H_{03} : innovation performance has no significant positive impact on business overall performance
- H_{a3} : innovation performance has a significant positive impact on business overall performance

Research questions:

- Firm produces always new products, new markets
- Customizing products increases sales ratio and production performance

- Applying methods such as: reward program, redesigning products and reconstruction organization effects on business overall performance
- Our firm uses new methods for distribute and promote
- Our innovative firm improves and motivates employee's knowledge
- Our innovative firm entering in new markets and increases demands on its products and services

Table 3 shows that the correlation between the two variables innovation performance and business overall performance, our R-value as can be seen is (0.870) which indicates a very strong positive significant relationship between the two variables. The value of determination coefficient ($R^2 = 0.758$), so innovation performance can explain 75.8% of the change in business overall performance which is a very good percent. The alpha coefficient for the six questions is 0.918 as shown in the Table 3 and that means the items have relatively very high internal consistency. The $p = 0.000$ which is <5%, so we reject the null hypothesis that (innovation performance has no significant positive impact on business overall performance) and that means Innovation performance has significant positive impact on business overall performance.

DISCUSSION

This study entered deeply in studying the impact of entrepreneurship and market orientations on the business overall performance through measuring the direct impact on innovation performance. The outcome of this study is: the entrepreneurship orientation (autonomy, competitive leadership, risk taking) and market orientation (customer orientation, competitor orientation, inter-functional orientation) are considered critical keys for organizations and their positively effects on the percentage of innovation performance shown clearly based on the analysis of the collected information. Furthermore, the business overall performance can be effected indirect way after improving the performance of the innovation within the organization. The strong competition between telecommunication firms in Jordan

pushed orange telecommunication firm to focus more on improving the internal system to become more innovative and productive in the aim of giving customers what they need and having more competitive advantages in front of other competitors.

CONCLUSION

Adopting the entrepreneurship orientation factors (autonomy, competitive leadership, risk taking) and market orientation factors (orientation, competitor orientation, inter-functional orientation) is important for enhancing orange telecommunication company for being more productive company. All managers and employees of orange telecommunication company they became fully aware of the importance of applying successful integration of entrepreneurship and market orientation factors in the goal of improving the innovation performance ratio and effecting on enhancing the business overall performance. Also, the entrepreneurship orientation factors (autonomy, competitive leadership, risk taking) and market orientation factors (orientation, competitor orientation, inter-functional orientation) proved their efficiency on having a positive relationship and effects on improving the innovation performance within the firms and improving the innovation performance affected positively on enhancing and enriching the business overall performance in orange telecommunication company. The goal of this study is always giving future researches and researchers with new priceless information about the entrepreneurship and market orientations and more information about their capabilities in effecting positively on the overall performance. The results of this study are matched with evidences about the importance and the urgent need for focusing more on the entrepreneurship and market orientations factors within their firms. This study gives future research some recommendations to take and focus more on taking other entrepreneurship and market factors and study their effects on enhancing the percentage of income and revenue. In this way the valuable information in this field will become fully taken and the accuracy of the data will become more powerful.

ACKNOWLEDGEMENTS

The researcher wants to thank applied science University-Jordan for supporting this study. Finally, the researchers sends his greets for his family members who always give the support and motivate.

Appendix 1

Research questionnaire: The aim of the research questionnaire is determine your feedback about the impact of the entrepreneurship orientation factors (autonomy, competitive leadership, risk taking) and market orientations factors (customer orientation, competitor orientation, inter-functional) on business overall performance through measuring the impact on the innovation performance, the research.

Notice: all the information which given respondents will be treated for academics aims, if you can fill the research questionnaire based on putting click on one of Likert items (strongly agree, agree, neither, strongly disagree, disagree).

Research questions:

- Individuals shouldn't rely on senior managers to guide their work
- Companies have to support employees who work autonomously
- Employees should decide what exactly business opportunities to pursue
- Employees need an approval from top management before making decisions
- Employees should make decisions without waiting acceptance approval from the top management
- Firm's products and services offer high returns and incomes for the organization
- The growth of firm's sales is increasing because of products advantages
- The market share increased based on products competitive advantages
- Managers and employees can enhance their skills through meeting new risks
- Risk taking is increasing the competition between employees within the firms
- Taking risks could give employees the ability to meet new challenges of the turbulent environment
- Risk taking could help employees in allocate firms resources
- Risk taking effects on employee's performance In the process of reproducing products and services
- Sales department shares all the collected information with others department
- Senior managerial staff discusses the strengths and weaknesses of our competitors with the other managers in the company
- Managers discusses firms strengths and weaknesses with employees based on customers feedback
- Firm is updating its products to be like what customers want
- Firm gives full information about its products for its customers to understand how to get the best benefits
- Customer's satisfaction or dissatisfaction is distributed in the inter-functional of all firms departments
- Firm follows-up its competitors to continue updating their products based on customers and market demands
- Firm is contacting daily with customers to determine what they need exactly
- Firms produce products and services which contributes effects on customer's values
- Firm produces always new products, new markets
- Customizing products increases sales ratio and production performance
- Applying methods such as: reward program, redesigning products and reconstruction organization effects on business overall performance
- Our firm uses new methods for distribute and promote
- Our innovative firm improves and motivates employee's knowledge
- Our innovative firm entering in new markets and increases demands on its products and services

REFERENCES

- Avlonitis, G.J. and H.E. Salavou, 2007. Entrepreneurial orientation of SMEs, product innovativeness and performance. *J. Bus. Res.*, 60: 566-575.

- Barsh, J., 2008. Innovation management: A conversation with Gary Hamel and Lowell Bryan. *McKinsey Q.*, 3: 1-10.
- Callaghan, C.W., 2009. Entrepreneurial orientation and entrepreneurial performance of central Johannesburg informal sector street traders. Master Thesis, University of the Witwatersrand, Johannesburg, South Africa.
- Casey, B.J., N. Tottenham, C. Liston and S. Durston, 2005. Imaging the developing brain: What have we learned about cognitive development?. *Trends Cognit. Sci.*, 9: 104-110.
- Celuch, K.G., C.J. Kasouf and V. Peruvemba, 2002. The effects of perceived market and learning orientation on assessed organizational capabilities. *Ind. Marketing Manage.*, 31: 545-554.
- Eisenhardt, K.M. and J.A. Martin, 2000. Dynamic capabilities: What are they? *Strategic Manage. J.*, 21: 1105-1121.
- Huang, S.K. and Y.L. Wang, 2011. Entrepreneurial orientation, learning orientation and innovation in small and medium enterprises. *Procedia-Soc. Behav. Sci.*, 24: 563-570.
- Hughes, M. and R.E. Morgan, 2007. Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Ind. Market. Manage.*, 36: 651-661.
- Hussain, J., S.F. Ali and C.A. Shoaib, 2016. Market orientation and organizational performance small and medium sized enterprises: A conceptual approach. *City Univ. Res. J.*, 6: 166-180.
- Kraus, S., J.C. Rigtering, M. Hughes and V. Hosman, 2012. Entrepreneurial orientation and the business performance of SMEs: A quantitative study from the Netherlands. *Rev. Managerial Sci.*, 6: 161-182.
- Liao, S.H., W.J. Chang, C.C. Wu and J.M. Katrichis, 2011. A survey of market orientation research (1995-2008). *Ind. Marketing Manage.*, 40: 301-310.
- Lisbijanto, B., 2014. Influence of servant leadership on organization performance through job satisfaction in employees cooperatives Surabaya. *Intl. J. Bus. Manage. Invention*, 3: 1-6.
- Liu, S.S., X. Luo and Y.Z. Shi, 2002. Integrating customer orientation, corporate entrepreneurship and learning orientation in organizations-in-transition: An empirical study. *Intl. J. Res. Marketing*, 19: 367-382.
- Lobacz, K. and P. Glodek, 2015. Development of competitive advantage of small innovative firm-how to model business advice influence within the process?. *Procedia Econ. Finance*, 23: 487-494.
- Martin, J.H. and B. Grbac, 2003. Using supply chain management to leverage a firm's market orientation. *Ind. Marketing Manage.*, 32: 25-38.
- Meeus, M.T. and L.A. Oerlemans, 2000. Firm behaviour and innovative performance: An empirical exploration of the selection-adaptation debate. *Res. Policy*, 29: 41-58.
- Morris, M., D. Kuratko and J. Covin, 2008. *Corporate Entrepreneurship and Innovation*. 2nd Edn., Cengage Learning, Boston, Massachusetts, USA., ISBN:9780324259162, Pages: 432.
- Prajogo, D.I. and P.K. Ahmed, 2006. Relationships between innovation stimulus, innovation capacity and innovation performance. *R.D. Manage.*, 36: 499-515.
- Racela, O.C., 2014. Customer orientation, innovation competencies and firm performance: A proposed conceptual model. *Procedia Social Behav. Sci.*, 148: 16-23.
- Steenkamp, J.B.E. and E. Fang, 2011. The impact of economic contractions on the effectiveness of R&D and advertising: Evidence from US companies spanning three decades. *Marketing Sci.*, 30: 628-645.
- Tajeddini, K. and M. Trueman, 2008b. Effect of customer orientation and innovativeness on business performance: A study of small-sized service retailers. *Int. J. Entrepreneursh. Small Bus.*, 6: 280-295.
- Tajeddini, K. and M. Trueman, 2008a. The potential for innovativeness: A tale of the Swiss watch industry. *J. Market. Manage.*, 24: 169-184.
- Tajeddini, K., 2010. Effect of customer orientation and entrepreneurial orientation on innovativeness: Evidence from the hotel industry in Switzerland. *Tourism Manage.*, 31: 221-231.
- Verdonschot, S., 2005. Method for identifying learning processes in innovation processes. *Proceedings of the 6th International Conference on HRD Research and Practice Across Europe*, May 25-27, 2005, Leeds Beckett University, Leeds, England, pp: 1-12.
- Walter, A., M. Auer and T. Ritter, 2006. The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *J. Bus. Venturing*, 21: 541-567.
- Wiklund, J. and D. Shepherd, 2003. Knowledge-based resources, entrepreneurial orientation and the performance of small and medium-sized businesses. *Strat. Manage. J.*, 24: 1307-1314.
- Wiklund, J. and D. Shepherd, 2005. Entrepreneurial orientation and small business performance: A configurational approach. *J. Bus. Venturing*, 20: 71-91.