

## Dimensions Of Entrepreneurial Orientation: A Review

Trishna Saloi<sup>1\*</sup>, Ayekpam Ibemcha Chanu<sup>2</sup>, Dr Tandraleem Kashyap<sup>3</sup>

<sup>1\*</sup>Research Scholar, Bodoland University, Kokrajhar & Assistant Professor, Bongaigaon College, Bongaigaon.,Email: saloitrishna123@gmail.com

<sup>2</sup>Professor, Faculty of Commerce & Management, Bodoland University, Kokrajhar, Email: ibemcha6@gmail.com

<sup>3</sup>Assistant Professor, Department of Accountancy, Pramathesh Barua College, Gauripur,Dhubri, Assam, Email:tandraleemk149@gmail.com

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**Abstract:** Entrepreneurial Orientation has been recognized as a key concept in entrepreneurship literature which explains the factors behind entrepreneurial actions of entrepreneurs. Entrepreneurial Orientation is a strategic mindset and actions of entrepreneurs that enables them to innovate, take risk and make the best use of opportunities. The present study examines the concept of entrepreneurial orientation and its dimensions. An extensive review of literature reveals that Entrepreneurial Orientation comprises of five dimensions: innovativeness, risk taking, proactiveness, competitive aggressiveness and autonomy. Therefore, the present study explores the five dimensions of entrepreneurial orientation through extensive review of literature from various sources. It is assumed that highly entrepreneurial orientated entrepreneurs are having highly environmental awareness.

**Keywords:** Entrepreneurial Orientation, Entrepreneurs, Innovativeness, Risk Taking, Proactiveness, Competitive Aggressiveness, Autonomy.

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### 1. Introduction:

Having knowledge of environment is one of the most important criteria of today's entrepreneurs. It not only helps to create a space in the competitive market but also help to sustain for longer period of time. Having higher degree of EO leads to higher degree of environmental awareness among the entrepreneurs. Entrepreneurial Orientation represents a firm's strategic posture toward entrepreneurship, capturing the methods, practices, and decision-making styles managers employ to enact entrepreneurial activities. It embodies a multifaceted construct that reflects a firm's inclination to engage in innovation, take risks, and adopt a proactive stance in the marketplace (Kosa et al., 2018; Sharma & Gogia, 2014). Entrepreneurial orientation is recognized as a critical driver of firm performance and economic development, encompassing dimensions such as innovation, proactiveness, and risk-taking (Erista et al., 2020; Kraus et al., 2011). Entrepreneurial orientation is a complex construct with multiple dimensions that collectively influence a firm's strategic decision-making and entrepreneurial behavior (Sharma & Gogia, 2014). Entrepreneurial orientation can be understood as a firm's overall approach to entrepreneurship, reflecting its strategic orientation and decision-making processes (Kosa et al., 2018). The degree to which a firm embraces these dimensions determines its entrepreneurial intensity and its capacity to identify and capitalize on opportunities. Entrepreneurial orientation is defined as an individual's attitude towards engaging in entrepreneurial activities, be it within an existing firm or creating a new venture (Kosa et al., 2018). Entrepreneurial orientation is characterized by the inclination to innovate, a willingness to take calculated risks, and a proactive approach to identifying and exploiting new opportunities (Sharma & Gogia, 2014). Entrepreneurial orientation is essential for driving firm performance and achieving a competitive advantage in dynamic and competitive markets (Erista et al., 2020). One of such important concepts which is interrelated with entrepreneurship is Entrepreneurial orientation (EO). Entrepreneurial orientation is interrelated with entrepreneurship in the sense that entrepreneurship often involves the embodiment of entrepreneurial orientation within a new and existing venture. Since its introduction of the idea of Entrepreneurial Orientation (EO) in the 1970s, the idea has been the subject of numerous investigations (Edmond and Wiklund, 2010; Wales, 2016). According to Child (1992), 'Entrepreneurial orientation' refers to the activities, process or practices that lead to new entry and the term 'new entry' describes acts that could be taken by a small business, an individual, or a large corporation's strategic business unit. According to Miller (1993), 'Entrepreneurial Orientation' is one of the most used notions to evaluate corporate entrepreneurship.

Corporate entrepreneurship, also known as intrapreneurship, refers to the practice of fostering entrepreneurial behavior and initiatives within an established organization. It involves encouraging employees to think and act like entrepreneurs by taking risks, pursuing innovative ideas, and creating new business opportunities within the corporate setting. The corporate entrepreneurship comprises productive entrepreneurial organizations. The essential components of a productive organization are autonomy, inventiveness, proactiveness, risk-taking, and competitive aggressiveness. It is the level to which one approach its business endeavors with an innovative, risk-taking, and proactive mindset. Some also define ‘Entrepreneurial Orientation (EO)’ as a method of developing strategies that provide the foundation for organizational behavior and business decisions. Backman, Karlsson, & Kekezi, (2019) in their book "Handbook of Research on Entrepreneurship and Aging," defined entrepreneurial orientation as the set of strategic orientations and behaviors that reflect a firm's entrepreneurial mindset and approach to business. They argue that entrepreneurial orientation enables firms to identify and capitalize on opportunities, navigate uncertainty, and achieve sustainable competitive advantage. According to Lumpkin & Dess, (2020), EO is a strategy that focuses on how businesses behave in an entrepreneurial manner by examining the methods, styles, and practices of their decision-making that indicate how they should act. Previous studies like Brown and Kirchoff, (1997) & Miller, (1983), have highlighted how EO benefits businesses by enhancing their operational efficiency. These studies reveal the positive relationship between EO and firm growth. However, some studies like Su *et al.*, (2011) have discovered a negligible, weak, or even negative relationship between EO and growth of firms.

The following table presents definition of Entrepreneurial Orientation given by different authors:

**Table1: Definitions of Entrepreneurial Orientations**

Authors	Definition of EO
Lumpkin & Dess, 1996	the strategy making processes that provide organizations with a basis for entrepreneurial decisions and actions
Wiklund, 1999	the entrepreneurial activity of the firm and has been for decades perceived as leverage for market penetration, innovation and new market entry, all of which are associated with enhancing firm performance. Maybe that is why there is a tendency to regard entrepreneurship as something firms should always pursue
Stam and Elfring ,2008	the ‘simultaneous exhibition of innovativeness, proactiveness and risk taking
Vij & Bedi, 2012	a characteristic of organizations, which can be measured by looking at top management’s entrepreneurial style, as evidenced by the firms’ strategic decisions and operating management philosophy.
Franco & Haase ,2013	a key concept in understanding whether a firm adopts entrepreneurial activities or not
Covin and Wales, 2019	an attribute of an organization that exists to the degree to which that organization supports and exhibits a sustained pattern of entrepreneurial behavior reflecting incidents of proactive new entry.

Source: *Compilation of data by the researcher*

**2. Objectives of the study:**

The following are the objectives of the study:

- i. To develop a conceptual framework of entrepreneurial orientation;
- ii. To explore the dimensions of entrepreneurial orientation.

**3. Methodology of the study:**

The present study is descriptive in nature. The study is based on secondary data. To fulfill the objectives of the study, a systematic review of literature on entrepreneurial orientation have been accessed.

**4. Dimensions of Entrepreneurial Orientation.**

Based on various previous studies, there are five dimensions of Entrepreneurial Orientation. They are: The dimensions are explained below:

**i. Autonomy:**

When a person or group acts independently to develop a concept or a vision and see it through to completion, it is referred to as being autonomous. Autonomy also refers to the capacity and desire to pursue goals independently. It describes action conducted outside of suffocating organizational limitations in an organizational framework. Autonomy can provide organizational members with the freedom and flexibility to originate and implement entrepreneurial projects. It enables a group (or a person) to identify the problem and the objectives that must be fulfilled in order to solve it, in addition to actually solving the problems. Therefore, autonomy is essential to the EO framework's procedures of maximizing a company's current strengths, spotting opportunities outside the current capabilities of the organization, and assisting in the creation of new businesses and better business practices. Accordingly, it has been proposed that in order to get a high degree of EO, autonomy ought to exist at the strategic level (Lumpkin, Cogliser, & Schneider, 2009). Therefore, Autonomy is indeed a crucial dimension of entrepreneurial orientation. It refers to the extent to which individuals within an organization are given the freedom and independence to make decisions, take risks, and pursue opportunities without constant supervision or micromanagement. Entrepreneurs who exhibit high levels of autonomy are more likely to be innovative, proactive, and willing to take calculated risks in order to achieve their goals. This dimension of entrepreneurial orientation is essential for fostering a culture of creativity, experimentation, and adaptability within an organization.

**ii. Innovation:**

Schumpeter (1934, 1942) was among the first to highlight the importance of innovation in the entrepreneurial process. In 1942, Schumpeter proposed a theory of economics known as "creative destruction". According to Schumpeter (1942), "creative destruction" is the process of creating wealth through upending existing market structures and introducing novel products and/or services that cause a resource shift. The entrepreneur initiates the process of creative destruction by enacting innovation within the framework of entrepreneurial orientation, which is a crucial success factor (Lumpkin & Dess, 1996). Entrepreneurship played a pivotal role in this cycle of activity, as it facilitated the competitive entry of inventive "new combinations" that drove the economy's dynamic evolution (Schumpeter, 1934). As a result, "innovativeness" started to be considered a crucial characteristic of entrepreneurship. According to (Dess & Lumpkin, 2005), innovations are classified into three: - Technological innovativeness, Product-market innovativeness and Administrative innovativeness. Maidique and Patch (1982) define technological innovation as the development of products and processes, engineering, research, and industrial expertise. According to Miller & Friesen (1978); Scherer 1980), product-market innovativeness recommends putting a focus on product creation, market research, and advertising and promotion. Administrative innovativeness includes novelty in management systems, control techniques, and organizational structure. Rauch et al. (2020) define entrepreneurial innovativeness is characterized by the propensity of entrepreneurs to generate and implement novel ideas, products, or processes that create value in the marketplace. It encompasses the entrepreneurial mindset of pursuing opportunities, taking risks, and challenging conventional wisdom to drive innovation and growth. Chandy and Tellis (2019): In their paper titled "The Incidence and Advantage of Pioneer Breakthroughs across Categories," Chandy and Tellis define innovativeness as the "degree of newness" of a product or service compared to existing offerings in the market. They emphasize the importance of breakthrough innovations that significantly depart from established products or categories.

**iii. Risk Taking:**

According to Miller (2011), the inclination to take risks is done by going into the unknown, taking on a lot of debt, and/or investing a lot of money in endeavours in uncharted territory (Mason et al, 2015). According to Lumpkin and Dess (2001), taking risks entails making audacious decisions like entering uncharted territory, investing a sizable amount of capital in endeavors with unpredictable results or settings, and taking on a lot of debt. Lumpkin and Dess (1996) claimed that entrepreneurially oriented organisations are frequently characterized by risk-taking behaviour, such as assuming large loans or making major resource commitments, in

order to maximize returns by capitalizing on market possibilities. According to Morris, Kuratko, and Covin (2008), risk-taking is the desire to seek possibilities that carry a large risk of loss or notable performance variances. At the corporate level, risk-taking is the inclination of a company to fund initiatives with questionable projected returns (Walter, Auer, & Ritter, 2006). Examples of these initiatives include entering uncharted territory and investing a significant amount of capital in projects with questionable returns (Lumpkin & Dess, 2001). Kuratko et al. (2020): In "Entrepreneurship: Theory, Process, and Practice," Kuratko et al. define risk-taking as the willingness of entrepreneurs to engage in actions that deviate from the status quo and may result in gains or losses. They emphasize that successful entrepreneurship requires a balanced approach to risk-taking, where entrepreneurs carefully assess and manage risks while seizing opportunities for growth

#### **iv. Proactiveness:**

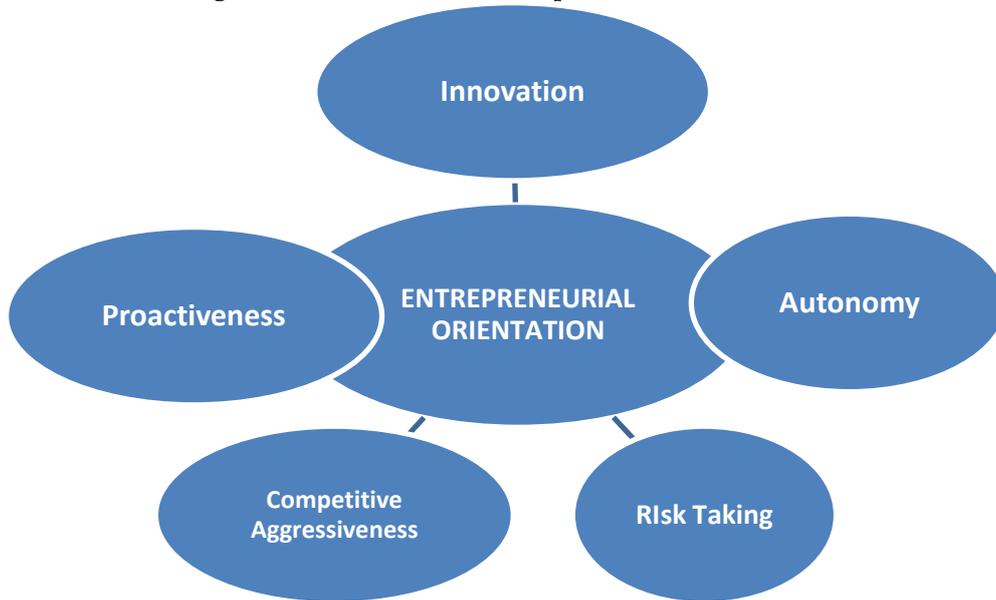
Proactiveness implies a forward-looking viewpoint combined with innovative or new-venturing behaviour. Early studies in entrepreneurship highlighted an organization's proactive style as a significant factor to its entrepreneurial nature (Mintzberg, 1973; Miller & Friesen, 1983). In addition to being pioneering businesses that are the first to enter new markets, proactive businesses actively seek out new opportunities and respond to future requirements (Nazdrol & Breen, 2011). Thus, proactiveness is defined as exercising initiative, foreseeing and developing new markets, or engaging in ones that are developing—is linked to entrepreneurship and a crucial aspect of entrepreneurial orientation.

#### **v. Competitive Aggressiveness:**

Competitive aggressiveness is the tendency of a business to actively and directly fight its rivals in order to gain market share or strengthen its position in order to surpass competitors in the same industry. Competitive aggressiveness is the responsiveness of the firms towards competitors which can be either 'reactive' like lowering prices in response to a competitive challenge or 'head-to-head' like when a company enters a market that another competitor has identified. Competitive aggressiveness also indicates a readiness to go against the grain and not rely on conventional strategies to win. A robust offensive stance aimed at defeating rivals can be a component of a response strategy used by businesses to protect their market share or to foray forcefully into a market that a rival has targeted (Lumpkin & Dess, 2001). According to Mason *et al.* (2015), competitive aggressiveness refers to a company's intense pursuit of outperforming industry competitors and confronting them head-on whenever possible. It is meant to talk about rivals (Lumpkin Dess, 1997). An aggressive company is one that isn't afraid to try new things instead of sticking to the tried-and-true ways of competing. Competitors can be attacked directly or through head-to-head competition, as happens when a company enters a market where another company is already established. Reactiveness, on the other hand, refers to a company's immediate response to an action taken by a rival. For instance, when a rival launches a new product in the targeted market, a company may decide to cut prices and forgo profitability in order to keep its market share. (Dess and Lumpkin, 1996). Therefore, competitive aggressiveness can be said to be the motivation for facing the fierce, sharp competition that rivals present. It is the company's calculated reaction to rivals in an attempt to hold onto its competitive market position.

The dimensions of entrepreneurial orientation have been represented through the following diagram:

Figure 1: Dimensions of Entrepreneurial Orientation



Source: Compiled by the researcher

5. Literature Review of Entrepreneurial Orientation (EO):

Table 2: Review of literature relating to Entrepreneurial orientation

Authors	Title of study	Tools and Techniques used	Key Findings
Sahu& Yadav,2017	Entrepreneurial orientation of SMES, total quality management and firm performance, Journal of Manufacturing Technology Management	<ul style="list-style-type: none"> <li>• Confirmatory factor analysis</li> <li>• Cronbach's coefficient</li> </ul>	<ul style="list-style-type: none"> <li>• Strong EO diffused with TQM strategy enables SMEs to explore different patterns of business and growth conditions and prospects that are likely to induce new strategic initiatives that leads manufacturing SMEs to gain competitive advantage and maintain a stronger position relative to competition</li> </ul>
Peters &Kallmuenzer, 2018	Entrepreneurial orientation in family firms: the case of the hospitality industry	<ul style="list-style-type: none"> <li>• The qualitative data from the interviews was analyzed using the software tool GABEK.</li> </ul>	<ul style="list-style-type: none"> <li>• Results indicate that family firms in hospitality and tourism are peculiar, and their embeddedness in the destinations and regions outlines their entrepreneurial behaviour against Schumpeter's definition of growth-oriented entrepreneurship.</li> </ul>
Imran,et.al, 2019	Assessment of Entrepreneurial Traits and Small-Firm Performance with Entrepreneurial Orientation as a Mediating Factor	<ul style="list-style-type: none"> <li>• Smart PLS (partial least squares path modeling)</li> <li>• Hypothesis testing on a sample of 353 business owners.</li> </ul>	<ul style="list-style-type: none"> <li>• Self-efficacy and entrepreneurial orientation have a positive association with firm performance.</li> <li>• Creativity and internal locus of control are fully mediated by entrepreneurial orientation.</li> </ul>
Khan,et.al, 2020	Entrepreneurial Orientation and Small and Medium-sized	<ul style="list-style-type: none"> <li>• Hamon's one factor test</li> <li>• Exploratory factor analysis (EFA)</li> </ul>	<ul style="list-style-type: none"> <li>• EO positively influences financial and non-financial performance of SMEs.</li> </ul>

	Enterprises' Performance; Does 'Access to Finance' Moderate the Relation in Emerging Economies?	<ul style="list-style-type: none"> <li>• Confirmatory factor analysis (CFA)</li> </ul>	<ul style="list-style-type: none"> <li>• Access to finance moderates the relationship between EO and performance</li> </ul>
Sorama & Salu, 2022	Entrepreneurial Orientation, Firm Growth and Performance in SMEs: Testing the Scale of EO in SME Context	<ul style="list-style-type: none"> <li>• Data gathered from Finnish SMEs (n = 260)</li> <li>• Analyzed with structural equation modelling</li> </ul>	<ul style="list-style-type: none"> <li>• EO in SMEs has two dimensions: innovativeness and risk-taking.</li> <li>• Innovativeness positively affects SME performance, while risk-taking positively affects SME growth.</li> </ul>
Bismala, 2022	How does Entrepreneurial Education Promote Medical Students' Entrepreneurial Orientation?	<ul style="list-style-type: none"> <li>• Descriptive statistics (frequency and percentage) and regression analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial education can promote entrepreneurial orientation in medical students.                             <ul style="list-style-type: none"> <li>• Entrepreneurs who have an entrepreneurial orientation will be able to identify new opportunities, create tangible and intangible resources for innovation, and opportunities to launch innovative products.</li> </ul> </li> </ul>
Venzon,2023	Entrepreneurial Orientation Among Student Entrepreneurs	<ul style="list-style-type: none"> <li>• Correlations and t-tests for external validity</li> <li>• Factor analysis and reliability estimations for psychometric qualities</li> </ul>	<ul style="list-style-type: none"> <li>• Five characteristics of entrepreneurial orientation among student entrepreneurs                             <ul style="list-style-type: none"> <li>• Importance of innovation, autonomy, risk-taking, proactiveness, and competitive aggressiveness</li> </ul> </li> </ul>
Okreglicka,2023	An Entrepreneurial Orientation in Embedding Knowledge-Based Resources in the Organization	<ul style="list-style-type: none"> <li>• Questionnaire surveys conducted in 2022 on 355 enterprises in Poland.</li> <li>• Statistical analysis using factor analysis and multiple regression.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive correlation between entrepreneurial orientation and knowledge-based resources</li> <li>• Innovation and competitive aggressiveness have the greatest impact on knowledge-based resources</li> </ul>
Okreglicka & Filipowicz (2023)	Entrepreneurial orientation and economic performance of small and medium-sized enterprises - a comparative analysis	<ul style="list-style-type: none"> <li>• Self-reported survey on 200 small and medium-sized enterprises</li> <li>• Statistical analysis using descriptive statistics and Kendalls tau correlation coefficient</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial orientation has an impact on economic performance.                             <ul style="list-style-type: none"> <li>• Correlation between entrepreneurial orientation dimensions and economic performance.</li> </ul> </li> </ul>
Covic.et, al(2023)	Orientation: Prerequisite for SMEs Success in IoT and Digital Transformation Sphere	<ul style="list-style-type: none"> <li>• ENTRE-U scale and survey method and exploratory factor analysis to identify new dimensions of EO</li> </ul>	<ul style="list-style-type: none"> <li>• It identifies four dimensions of EO: Company Policies, Knowledge Flows, Unconventionality, and Partnership Networks. These dimensions have a significant impact on firm performance in the context of digital transformation and IoT implementation</li> </ul>

Anders. <i>et.al</i> , 2023	Entrepreneurial Orientation and Performance of Small and Medium Manufacturing Firms in Gothenburg, Sweden	<ul style="list-style-type: none"> <li>• The paper uses survey data from a representative sample of 379 Thai manufacturing SME managers.</li> <li>• The paper uses PLS-SEM (partial least squares structural equation modelling) to analyze the data.</li> </ul>	<ul style="list-style-type: none"> <li>• Firms with higher entrepreneurial orientation reported higher sales growth, profitability, and market share.</li> <li>• Risk-taking is important for profitability and growth.                         <ul style="list-style-type: none"> <li>• Small and medium manufacturing firms with high entrepreneurial orientation have superior performance.</li> </ul> </li> </ul>
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Source: *Compilation of data by the researcher*

### 6. Parameters to measure the dimensions of Entrepreneurial orientation:

i. Autonomy: Variables measuring the autonomy of entrepreneurs can include (Deci, E. L., & Ryan, R. M. 1994):

- **Decision-making authority:** This variable assesses the extent to which entrepreneurs have the power to make important decisions regarding their business operations, strategies, and resource allocation.
- **Flexibility in work arrangements:** This variable measures the degree to which entrepreneurs have the freedom to set their own work schedules, choose their work locations, and determine their work methods.
- **Independence in goal setting:** This variable evaluates the level of autonomy entrepreneurs have in setting their business objectives, targets, and milestones without external interference.
- **Control over resources:** This variable assesses the extent to which entrepreneurs has control over the allocation and utilization of financial, human, and technological resources within their business.

ii. Innovation: Variables measuring the innovation of entrepreneurs can include (Aloulou and Fayolle (2005), Al-Mamun et al. (2017), Arsi (2016), and Lee and Lim (2009):

- **Number of new products or services introduced:** This variable assesses the frequency and quantity of new products or services developed and launched by entrepreneurs.
- **Adoption of new technologies:** This variable measures the extent to which entrepreneurs embrace and utilize cutting-edge technologies in their business operations and offerings.
- **Creativity in problem-solving:** This variable evaluates the ability of entrepreneurs to think out of the box and come up with novel solutions to challenges and opportunities they encounter.
- **Collaboration with external partners:** This variable assesses the degree to which entrepreneurs engage in partnerships and collaborations with external entities, such as other businesses, research institutions, or government agencies, to drive innovation.
- **Investment in research and development:** This variable measures the level of financial and human resources allocated by entrepreneurs to research and development activities aimed at generating new ideas, products, or processes.

iii. Risk Taking: Variables of measuring risk-taking as entrepreneurial orientation can include [Al-Mamun et al. (2017), Arsi (2016), and Lee and Lim (2009). (Gbemisola Ogbolu thesis), (Covin and Slevin, 1991):

- **Risk propensity:** This variable measures the individual entrepreneur's willingness to take risks and tolerate uncertainty in pursuit of business opportunities.
- **Risk perception:** This variable assesses how entrepreneurs perceive and evaluate risks associated with different business decisions and actions.
- **Risk assessment:** This variable evaluates the entrepreneur's ability to analyze and assess the potential risks and rewards of different business opportunities before making decisions.
- **Risk management strategies:** This variable examines the entrepreneur's approach to managing and mitigating risks through strategies such as diversification, insurance, and contingency planning.

➤ **Risk tolerance:** This variable reflects the entrepreneur's capacity to withstand and recover from potential losses or setbacks resulting from risky business decisions.

iv. Proactiveness: Variables measuring proactiveness as an entrepreneurial orientation can include [ Lumpkin, G. T., & Dess, G. G. (2001), Proactive Behavior Scale (PBS) (Thompson, 2005), Proactivity Scale (PAS) (Gregory et al., 2011).]

➤ **Opportunity seeking:** This variable assesses the extent to which entrepreneurs actively search for and identify new business opportunities in the market, demonstrating a proactive approach to innovation and growth.

➤ **Innovation:** This variable measures the degree to which entrepreneurs introduce new products, services, processes, or business models to meet changing market demands and stay ahead of competitors.

➤ **Future orientation:** This variable evaluates the focus of entrepreneurs on future trends, developments, and opportunities, demonstrating a forward-thinking mindset and readiness to adapt to emerging challenges.

➤ **Risk-taking propensity:** This variable assesses the willingness of entrepreneurs to take calculated risks in pursuit of business goals, showing a proactive attitude towards seizing opportunities and overcoming obstacles.

v. Competitive Aggressiveness: Some common variables considered to measure competitive aggressiveness [Al-Mamun et al. (2017), Arsi (2016), and Lee and Lim (2009). (Gbemisola Ogbolu thesis), (Covin and Slevin, 1991):

➤ **Market Share Growth:** The entrepreneur's ability to capture a larger portion of the market relative to competitors can indicate their aggressiveness in pursuing market dominance.

➤ **Speed of Innovation:** Entrepreneurs who rapidly develop and introduce new products or services demonstrate aggressiveness in staying ahead of competitors and meeting changing consumer demands.

➤ **Price Competitiveness:** Pricing strategies such as undercutting competitors or offering competitive pricing can indicate the entrepreneur's aggressiveness in gaining market share.

➤ **Market Expansion:** Entrepreneurs, who aggressively expand into new markets, either geographically or through diversification, demonstrate a proactive approach to growth and competition.

➤ **Marketing and Advertising Intensity:** The level of investment in marketing and advertising campaigns relative to competitors can reflect the entrepreneur's aggressiveness in capturing consumer attention and market share.

➤ **Strategic Partnerships and Alliances:** Entrepreneurs who actively seek strategic partnerships or alliances to strengthen their competitive position demonstrate a proactive approach to leveraging resources and capabilities.

➤ **Product Differentiation:** Entrepreneurs who focus on creating unique value propositions and differentiated products or services show aggressiveness in carving out a niche and standing out in the market.

➤ **Response to Competitive Threats:** Entrepreneurs' response to competitive threats, such as by quickly adapting strategies or launching countermeasures, can reflect their aggressiveness in defending their market position.

➤ **Customer Acquisition and Retention Strategies:** Entrepreneurs who employ aggressive customer acquisition tactics and implement effective customer retention programs demonstrate their commitment to expanding their market share and maintaining competitiveness.

➤ **Employee Talent Acquisition and Development:** The entrepreneur's focus on attracting top talent and developing a high-performing team can contribute to their aggressiveness in executing business strategies and outperforming competitors.

## 7. Conclusion:

Entrepreneurial orientation is an extensive concept that describes organizations' strategic tendencies toward entrepreneurial activity (Kollmann & Stöckmann, 2012). It refers to a firm-level strategic strategy that includes entrepreneurial techniques, leadership ideologies, and ethical standards (Shaher and Ali, 2020). Entrepreneurial orientation is commonly thought to reflect a company's strategic decision-making processes and styles when it engages in entrepreneurial activities (Kosa et al., 2018). Entrepreneurial orientation is theoretically supported by a variety of disciplines, including economics, social psychology, and strategic management (Omisakin et al., 2016). To summarize, the elements of entrepreneurial orientation - innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy - allow firms to recognize and capitalize on new opportunities, drive

innovation, and gain long-term competitive advantage. By adopting these aspects, firms may develop an entrepreneurial culture, drive growth, and stay competitive in today's dynamic and fast changing market. Effective entrepreneurial orientation can improve organizational performance, adaptability, and competitiveness, all of which contribute to long-term success and sustainability.

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