

Understanding Cluster Perspectives of Entrepreneurial Orientation and its Value Addition: A Visualization Approach

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Abstract

Purpose: Entrepreneurial orientation has immensely increased its importance in present business conditions. Entrepreneurial orientation is a vital factor that undermines the importance of developing long-run business perspectives and focusing on new entrants' strategies. The prime objective of this research study is to do a visualization analysis by synthesizing the literature on entrepreneurial orientation.

Design/Methodology/Approach: The research is conducted by considering 961 articles from 2001 to 2021. The study identifies the journal with the maximum publication, year-wise publication, the most prolific authors, and countries. Various maps describing the citation and co-citation networks, co-authorship patterns, and keyword co-occurrences networks have been provided. The extensive metadata of all the 961 articles was extracted using the SCOPUS database and various network maps constructed using the VOS viewer visualization tool.

Findings: The findings of the research work identified eight influential research pathways as (1) "Entrepreneurial orientation and innovativeness," (2) "Entrepreneurial orientation and learning orientation," (3) "Entrepreneurial orientation and environmental dynamism," (4) "Entrepreneurial orientation and transformational leadership," (5) "Entrepreneurial orientation and marketing capabilities" (6) "Entrepreneurial orientation and technology orientation" (7) "Entrepreneurial orientation and firm performance" (8) "Entrepreneurial orientation and entrepreneurial marketing" and developed 24 future research questions to be carried out in future research work.

Implications: The current study confers a value addition to entrepreneurial orientation by developing a framework for upcoming researchers, which will add substantial value to the existing literature. It is considered a unique work focused on multiple angles from visualization to trend analysis.

Originality/value – This research is one of the limited research studies that proposed a conceptual framework to understand the existing literature and future research areas to be explored by the upcoming researcher. First, through bibliometric visualization, it tried to analyze the present research state of the topic. Second, it gave information on the top journal, top researcher, highest publication in terms of country, and highest occurring keywords. Third, it identified the dry areas that need exploration among future researchers adding value to the field of entrepreneurship.

Keywords: Entrepreneurial orientation, Bibliometric, visualization, Systematic literature review, CiteNet, VOSviewer.

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I. Introduction

Entrepreneurial orientation is a well-defined concept that identifies the extent to which organizations are proactive, risk-taking, and innovative in their management philosophies and behavior or stated concisely. Entrepreneurial orientation has emerged as one of the most recognized attributes in entrepreneurship research (Wales, 2016). Fadda (2018) discussed the role of entrepreneurial orientation in the tourism sector and signified that proactiveness, risk-taking, and autonomy significantly influence profitability. Cho and Lee (2018) opined that entrepreneurial orientation is positively associated with business performance. Innovative and progressiveness affect a firm's growth and are critical indicators for measuring financial and non-financial performance. Genc et al. (2019) explored the impact of internationalization on innovation where entrepreneurial

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orientation is a mediator between business performance and market factors. Wang et al. (2020) opined that entrepreneurial orientation motivates firms to focus more on value creation with value appropriation.

The entrepreneurial orientation construct has gained substantial interest from researchers over the years, leading to some significant literature studies (Walter, Auer, and Ritter, 2006; Sauka, 2007; Wales, 2016, Covin and Wales, 2012; Wales, Gupta, and Mousa, 2013, Andrade et al., 2018) and meta-analysis (Abebe, 2011). Very few (Andrade et al. 2018; Pei and shan, 2021) studies have offered bibliometric comments on entrepreneurship and a variety of other interrelated topics, such as rural entrepreneurship (Pato and Teixeira, 2016), entrepreneurship, and family firm research (Lopez-Fernandez et al., 2016), social entrepreneurship (Rey-martí et al., 2015; Sauka, 2007), entrepreneurial education (Kakouris and Georgiadis, 2016), global entrepreneurship (Servantie et al., 2016), and small business entrepreneurship (Mazzarol, 2015). Rauch et al. (2009) stated that entrepreneurial orientation had indicated a positive relationship with performance. Entrepreneurial orientation is an essential dimension for organization performance measurement. Entrepreneurial orientation was measured through innovativeness, risk-taking, and proactiveness (Anderson et al., 2014; Kimbua and Tichaawa, 2018). It analyzed the growth perspectives among firms and examined the ability to understand the risk and develop strategies to handle the challenges with the prospective outcome.

On the other hand, one of the significant gaps in the existing literature is that though entrepreneurial orientation domain has been explored. Still, the lack of prominent research work on visualization stimulated researchers to investigate this area. Thus, the researchers were motivated to develop the current study to find noteworthy contributions of the method to business performance and create research streams for prospective researchers. Though extant literature is available in the area of entrepreneurial orientation, the current research work attempts to present a comprehensive view of entrepreneurial orientation from the year 2001 to 2021 by developing the following research questions:

RQ1: What are the well-known journals, and countries, with primary publications on this topic?

RQ2: What are the repeatedly used keywords, articles, clusters, and content analysis on the topic?

RQ3: Who are the well-known authors in the context to co-authorship with other authors?

RQ4: What are the potential trends of entrepreneurial orientation for upcoming researchers?

The discussion above resulted in the formulation of the stated questions, and objectives such as:

- To congregate and re-examine articles on the topic of entrepreneurial orientation.
- To identify the research streams on entrepreneurial orientation.
- To put forward prospective research ways on entrepreneurial orientation.

The consecutive sections of the research paper are organized as follows: section two, discussed the literature review of the study, which enabled to understand the present state of condition, section three intends to address the details of the research methodology; section four encompasses the details about the results and analysis, according to the research questions and objectives mentioned earlier, and section five explained on content analysis, section six presented future research perspectives, and section seven focused on the implications of the study and section eight enumerated on the unique contribution of the research and lastly section nine discussed on conclusion of the study.

II. Literature Review:

Palmer *et al.* (2017) tried to analyze the relationship between inter-organizational learning towards transforming entrepreneurial and market orientation to create a competitive edge. Tajeddini, Martin, and Ali, (2020) provided an insight that a dynamic environment and social and technological resources will enable a constructive relationship between entrepreneurial orientation and organizational performance. Sauka (2007) studied the relationship between majorly three drivers such as risk-taking, innovativeness, and proactiveness. It was witnessed that risk-taking is predominantly considered an attribute that drives a firm towards growth. The more the risk-taker, the performance enhances. Mcgee and Peterson (2017) pointed out that entrepreneurial self-efficacy and entrepreneurial orientation are two antecedents closely associated with the firm account. The founder's efficacy pulls the organizations towards enhancing organizational growth perspectives.

Bernoster (2018) stated that entrepreneurial orientation is closely connected with individual attributes. The positive attitude of individuals is associated with innovativeness and proactiveness. (Basco, Hernández-perlines and Rodríguez-garcía, 2019) research work highlights that the firm's context is influenced to measure firm performance. Anzenbacher and Wagner (2020), in their study attempted to explore the effectiveness of innovation as an essential determinant of entrepreneurial orientation. Ling, López-fernández, and Serrano-bedia (2019) explored that organizational culture dominates entrepreneurial orientation success. Rwehumbiza and Marinov (2020), in their research, tried to identify the significant determinants responsible for solid entrepreneurial orientation in a weak economic system. Chavez et al., (2017) enumerated that entrepreneurial orientation is a mechanism between manufacturing capabilities and market needs. Arzubiaga et al., (2018) tried to list the relationship between how the board of directors of a family encourages growth in entrepreneurial orientation and innovativeness among members. Lastly, the entrepreneurial orientation encourages the managers

to understand risk and innovation. It enables them to handle enormous challenges that can empower them to grow business and develop forward-looking policies.

III. Methodology of the study

Bibliometric analysis is a practical method of analyzing a research field over a given period (Alfonzo, Sakraida, and Hastings-tolsma, 2014). The bibliometric area is primarily concerned with quantitatively studying the available bibliographic material (Science, Carolina, and Hill, 1987). The present research adopted a unique approach that focused on presenting the consolidated work using bibliometric visualization, citation analysis, cluster analysis, and content analysis (Cheng and Bosselman, 2016). The present study chooses to extract the data from the Scopus database, and the reason is the availability of the highest number of publications (Emerald, Taylor and Francis, Wiley, Elsevier, and Springer). Entrepreneurship researchers have often conducted literature reviews and bibliometric analyses by assembling information from this database (Rey-martí, Ribeiro-soriano, and Palacios-marqués, 2015; Hernández-perlines *et al.*, 2019). The broad methodology adopted for searching literature is through digital database—the Scopus database was adopted for extracting the papers relating to entrepreneurial orientation from 2001 to 2021, and it is presented in figure: 1:

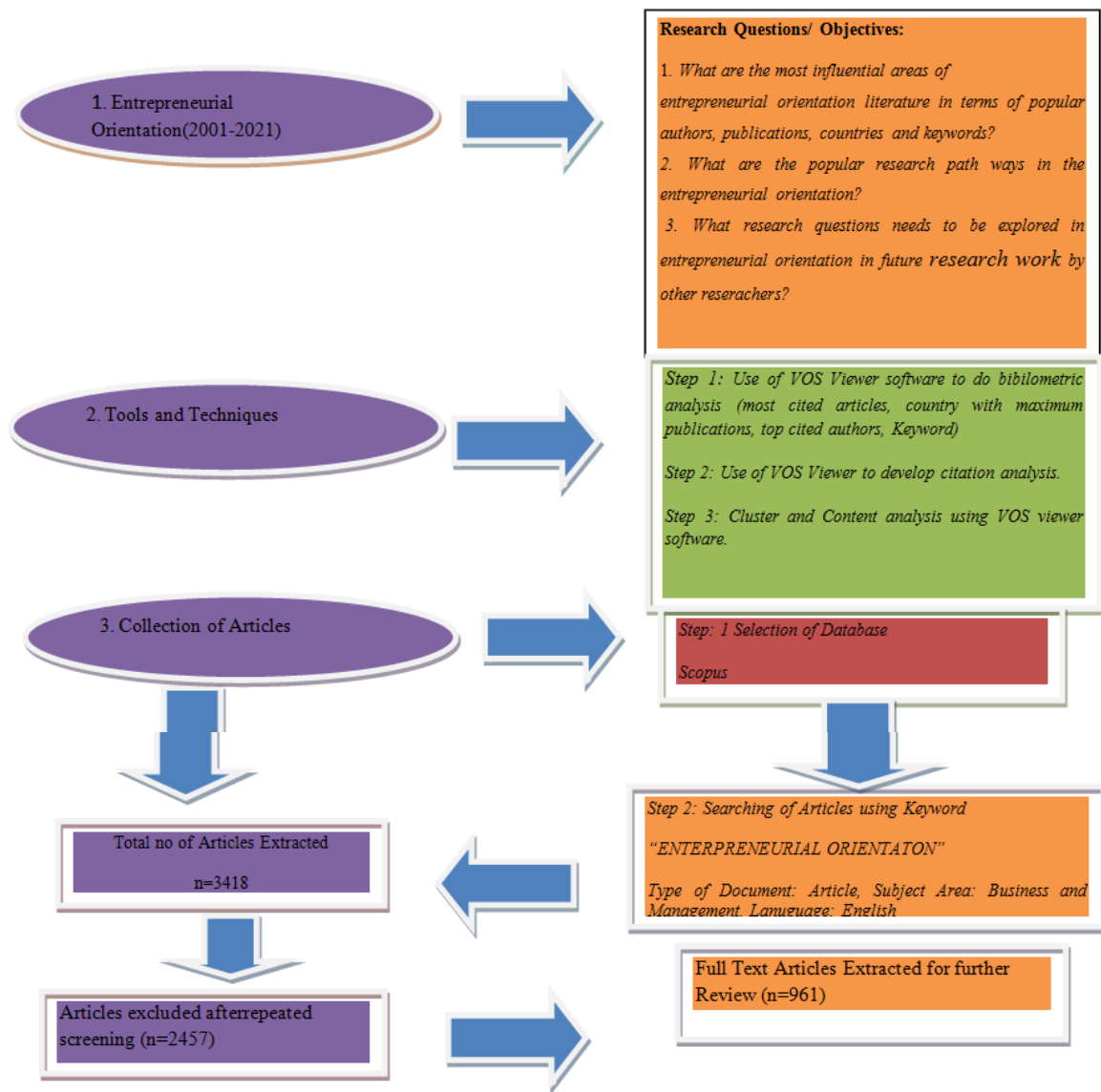


Figure 1: Methodology Framework

IV. Results and Findings

4.1 Highest publications on Entrepreneurial Orientation

The results and findings of the study are discussed in the following sections, which focus on some of the significant attributes, such as segregating the journals with the leading publications yearly basis, well-known authors, countries, exploring entrepreneurial activities orientation—developing network maps based on

authorship and co-authorship, inter-country wise, and keyword occurrences. The primary objective of the research study is to create a plan for future researchers in entrepreneurial orientation.

The total extracted 961 papers in the study were published in 160 journals. Figure 2 analyzes the journals with the highest number of publications on entrepreneurial orientation. The top twenty journals were considered, and the leading journals belong to Elsevier publishers. Four journals come under the flagship of Springer, four belong to Inderscience, and three journals fit into Emerald's publisher. Other belongs to Wiley, Tandfonline, AB academics, Sage, Serial publisher, etc. The most well-known Journal with the maximum number of publications, such as the Journal of Business Research, which published around 48 papers, belongs to Elsevier Publishers. It is evident that the concept of entrepreneurial orientation has expanded its root and entered every area, and the idea has gained prominent attention from researchers from every field.

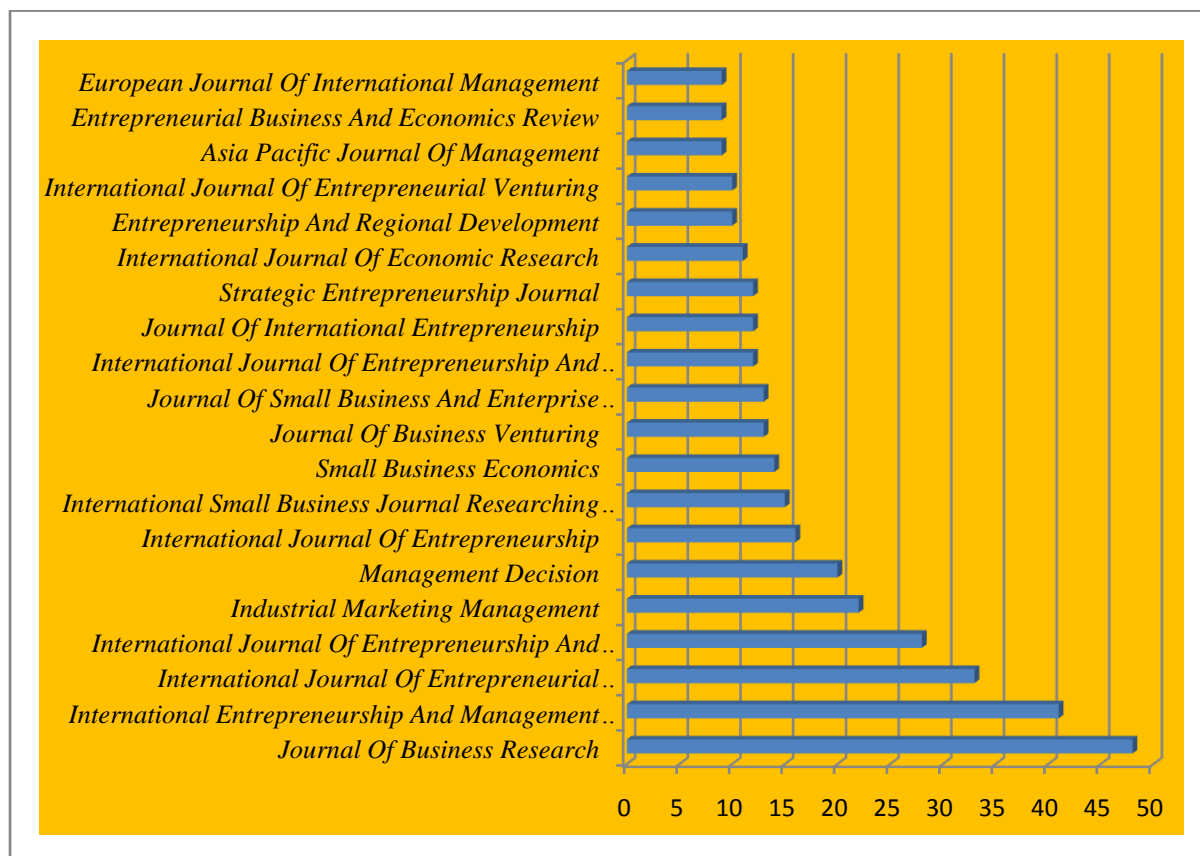


Figure 2: Journal-wise publications

4.2 Yearly-wise publication

Figure 3 depicts yearly publications from the Scopus database's extracted papers published from 2001 to 2021. The extracted graph illustrates that entrepreneurial orientation research has steadily increased since 2009. Analyzing the publication volume was significantly less during 2001 to 2008 whereas, there was a steady progressive trend from 2009 to 2021. The papers increased from 18 to 203, ensuring that researchers understand entrepreneurial orientation in the organizational context and provide the concept for achieving business performance and enhancing organizational excellence.

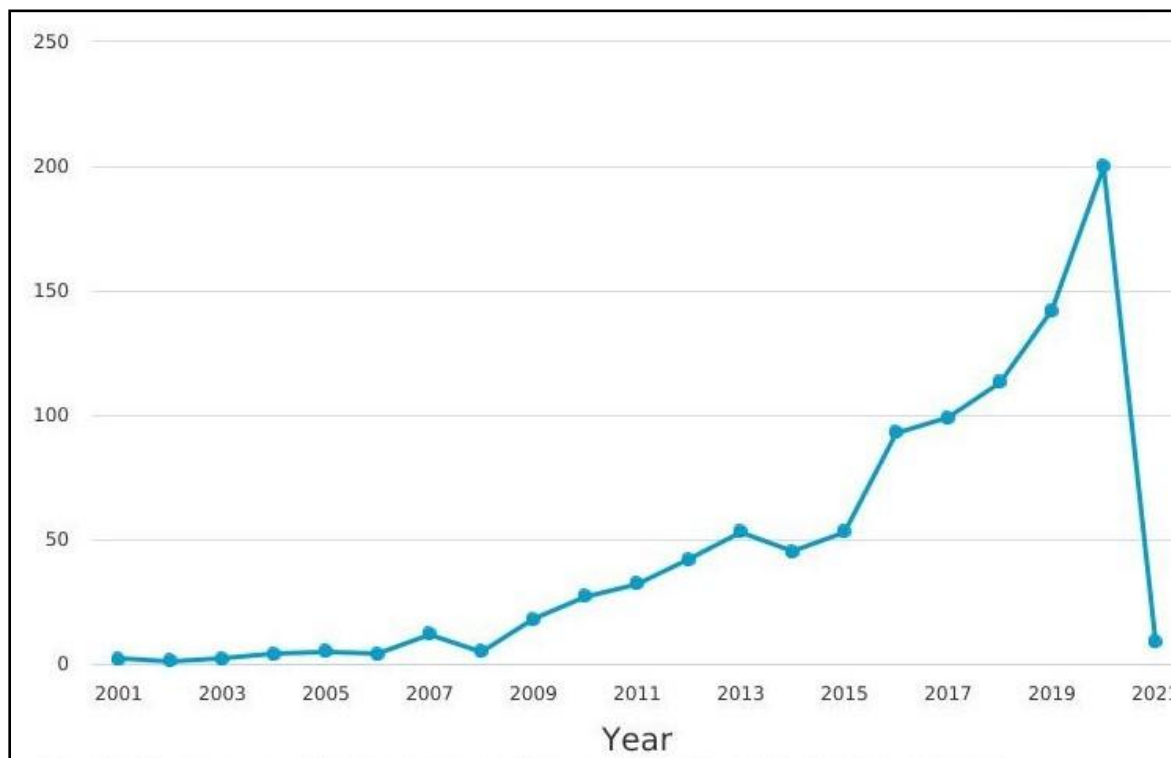


Figure 3: Yearly-wise Publications

4.3 Countries with the maximum publication

Figure 4 demonstrates the top ten countries with leading publications on entrepreneurial orientation. It is identified that the United States of America (USA), with 220 publications, is leading with a very high margin. Then, the United Kingdom stands in second place with 87 articles. Further, Spain, Germany, and China stand in the third, fourth, and fifth positions. Evidently, of 961 pieces included in the study belong to the top five countries' authors. Further, the following five countries, Malaysia, Indonesia, Australia, Sweden, and Finland, have more than forty publications in entrepreneurial orientation. So it is evident that researchers can explore the significant antecedents and variables of entrepreneurial orientation and develop research work adding value to the academic fraternity.

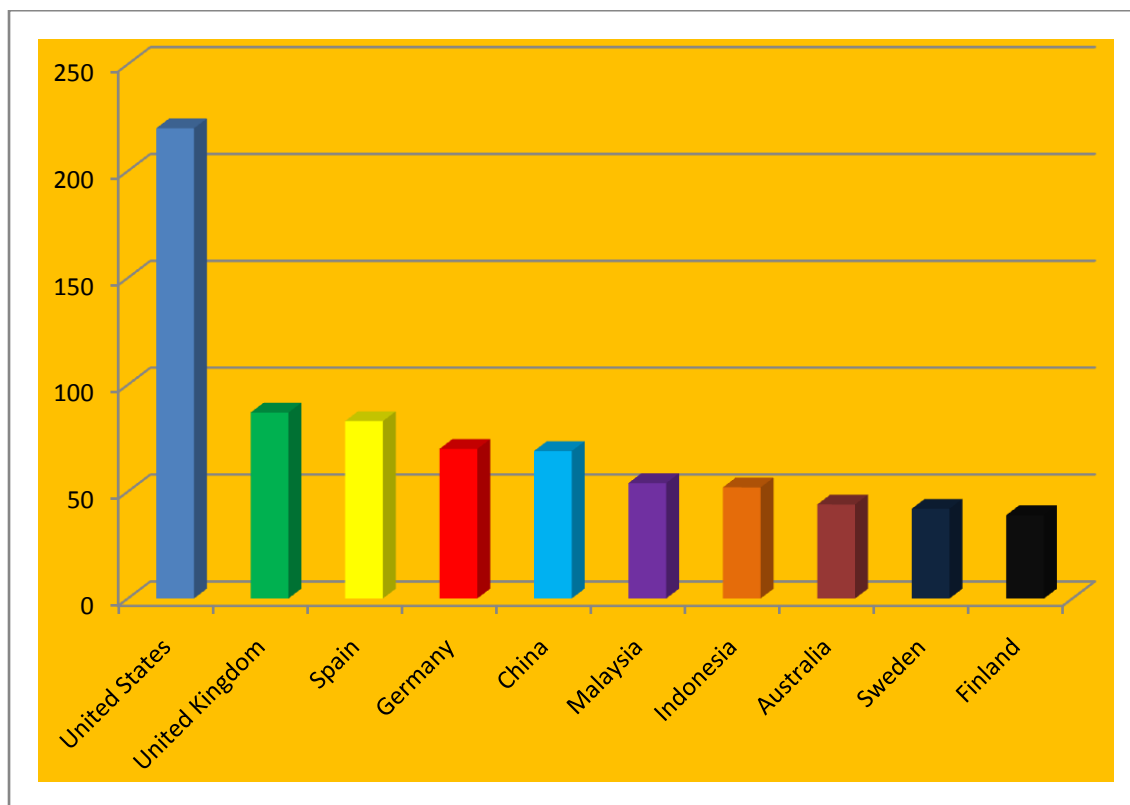


Figure 4: Top ten countries

4.4 Most Significant Authors

Figure 5 displays the twenty authors who have contributed full articles on entrepreneurial orientation. Nine hundred sixty-one papers were extracted, authored by 160 authors—the top Author Sascha Kraus who has written full documents of around nineteen pieces. The author has published a variety of articles on entrepreneurship. Sascha Kraus is a Professor at the ESCE International Business School, France, and a visiting professor at various other universities. His works are primarily focused on entrepreneurship, international management, and strategic entrepreneurship. The second Author, William J. Wales, is a Standish Chair and Associate Professor of Entrepreneurship at Albany, SUNY, United States. The author's research interests lie in Entrepreneurial Orientation, Strategic Behavior & Strategy Formulation, Corporate Entrepreneurship & Renewal, and CEO Attributes and Strategy-making. He holds a pretty impressive profile as a researcher.

Further, Eggers, Fabian, and Gupta, Vishal K. stand in the third and fourth position with ten articles. The author is currently working at Menlo College, Atherton, United States. The interest areas are entrepreneurial orientation, entrepreneurial marketing, and SME decision-making. The fourth author works at the University of Alabama, Tuscaloosa, United States. He has worked in varied areas of management

Chair and Professor of Entrepreneurship at the University of Oklahoma, USA. His research interests primarily focus on entrepreneurial orientation, social entrepreneurship, and family business. Lumpkin is a highly recognized personality with an imposing profile as a researcher. His article titled "Clarifying the entrepreneurial orientation construct and linking it to performance," published in the year 1996, is an exceptionally outstanding contribution to the area of entrepreneurial orientation research. It is frequently cited by almost every other researcher working in entrepreneurial orientation.

Further, the latter authors, M. Brettel, J.G. Covin, A. Engelen, and V.K. Gupta, have eight articles. The authors have varied research interest areas such as strategic management, business management, etc., with entrepreneurship as a common interest.

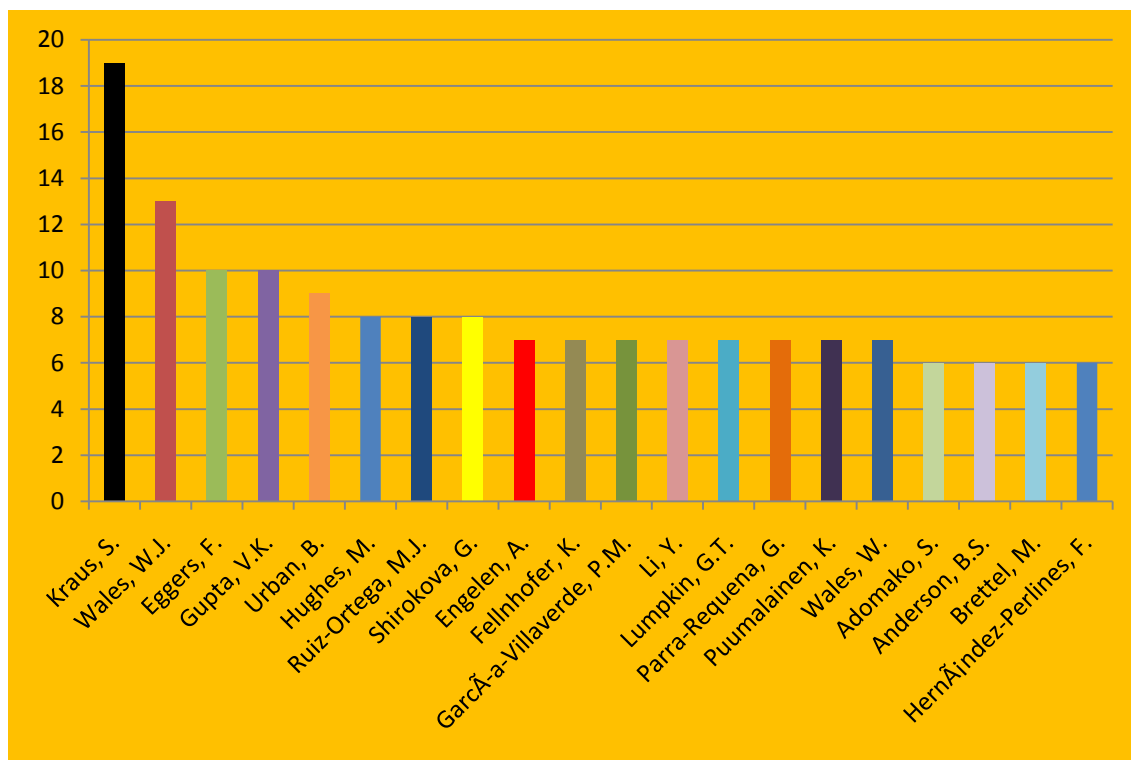


Figure 5: Top twenty authors with the highest publication on Entrepreneurial Orientation

4.5 Co-authorship network map

This section discusses the co-authorship network map using the bibliographic dataset downloaded using the Scopus dataset. The VOSviewer 1.6.11 software has been utilized for conducting this analysis. The software uses the visualization technique for constructing such maps (Eck and Waltman, 2007). The co-authorship network maps among different authors are done in co-authorship network analysis (Eck and Waltman, 2014). The fundamental objective of co-authorship is to identify the authors' patterns and identify the authors who have co-authored maximum times. The dataset used in the study contained a total of 2057 authors. Using VOSviewer, it was found that out of these many authors, the most extensive set of authors, among whom a co-authorship network map could be constructed, was 130 authors.

Figure 6 displays the network map based on co-authorship constructed using VOSviewer. The authors' co-authorship links are denoted by the lines (Eck and Waltman, 2016). It has been visualized that the software places the author into nine clusters. Cluster 1 comprises ten items; cluster 2 comprises 9 items; cluster 3 and 4 contains 8 items; cluster 5 includes seven items, cluster 6 and 7, and 6 items. Lastly, clusters 8 and 9 consist of 3 items. The five top authors who have full articles in co-authorship with other authors in the dataset are Marino, L. D. (22 authors), Kraus, S. (22 authors), Wales, W. J. (14 authors), Gupta, V. K. (13 authors) and Li, Y. (13 authors).

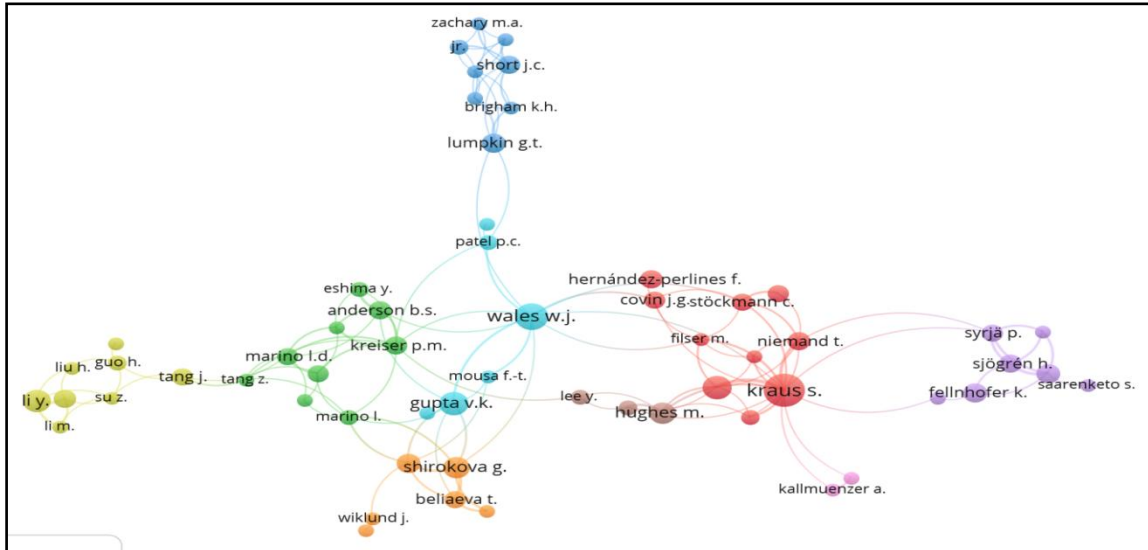


Figure 6: Co-authorship network map

4.6 Inter-country Network Map

The consecutive section provided an idea of the international collaboration patterns among various authors and identified with the help of inter-country analysis through co-authorship using the VOSviewer Software (Lee and Hew, 2017). The inter-country network map based on co-authorship is shown in Figure 7. A total of 85 countries in the dataset were identified using VOSviewer, and it was found that 59 of them were connected in terms of co-authorship. After appropriate analysis of the network map in detail, it was identified that authors from the United States of America (USA), the U.K., and Germany are leading international collaboration articles. It can be seen that the USA is leading, and the maximum number of authors have co-authored with around 36 different countries.

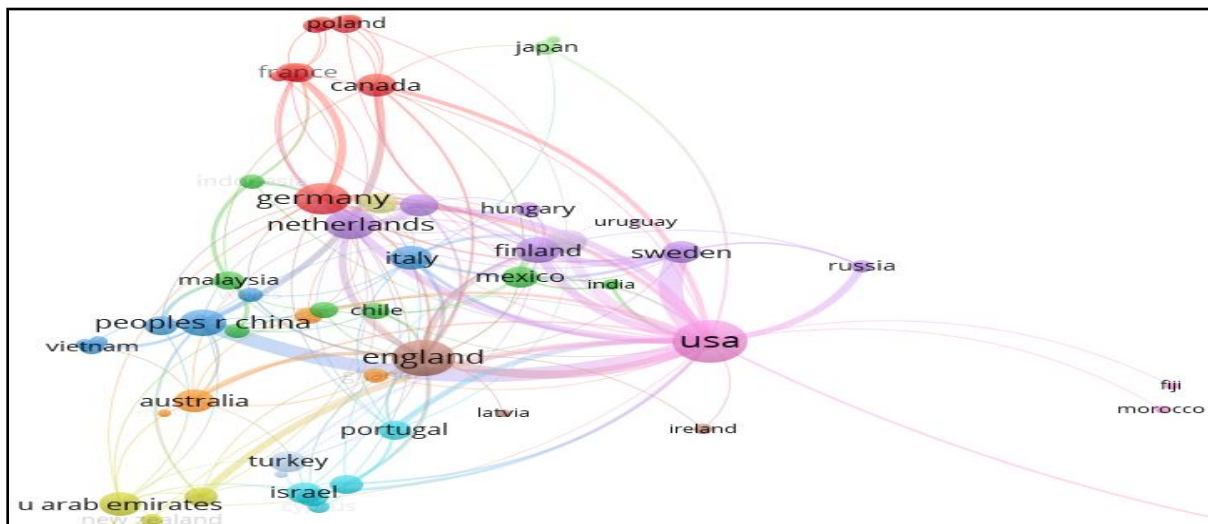


Figure 7: Inter-country network map

4.7 Network analysis based on Key-words

The consecutive section elaborates on the keyword co-occurrences network. The fundamental objective is to identify the keywords which occurred maximum times in the current research works. Figure 8 provides an insight into the developed keyword co-occurrences network map. The map is constructed using all keywords provided in the various articles included in this study. A total of 2502 keywords were present in the dataset. The network map was created by considering only those keywords which occurred in at least five articles; in consideration, 168 keywords were found, that fulfilled this criterion, and were further utilized by the software to construct a network map.

products and trying risky resource commitments in entrepreneurially oriented firms (Lumpkin and Dess, 1996; Hult, Hurley and Knight, 2004; Wales, 2016). Four hundred thirty-six other articles in this study cite the following article (Miller 2011). This article is the first in chronological order to be exceedingly beneficial for the latter entrepreneurial orientation researchers. The prime objective of the research work is to identify the significant determinants of entrepreneurship. This process is followed by organizations for renewing themselves and their relevant markets through innovation, pioneering, and risk-taking. Miller operationally described entrepreneurial orientation as proactiveness, risk-taking, and innovation. The latter researchers, who have contributed exponentially to entrepreneurial orientation development in the subsequent ten to fifteen years, have frequently cited Miller's works (Covin, Jeffrey, and Slevin, Dennis, 1989; Lumpkin and Dess, 1996; Miller, 2011).

Then further observing the figure, another significant publication in the order by and (Covin, Jeffrey, and Slevin, Dennis, 1989) is cited by 427 articles in this study. The authors prepared and validated scales for measuring entrepreneurial orientation, extensively utilized by the latter researchers in their studies (Miller, 2011). Further, Covin and Slevin (1991) presented a theoretical entrepreneurship model. The model depicted the elements of organizational systems related to the entrepreneurial orientation of the larger firms. The model could also be applied to the smaller firms, but with varying degrees.

Further, the article by (Lumpkin and Dess, 1996) is cited by 536 items in this study. Such a high number of citations to this study can be accredited to its vital purpose of clarifying the nature of the Entrepreneurial Orientation (E.O.) construct comprehensively for the first time. The authors also attempted to propose a possible framework to inspect the relationship between Entrepreneurial Orientation and firm performance. The latter researchers have often cited this article while explaining the importance of integrating different performance dimensions in empirical studies related to entrepreneurial Orientation (Hughes and Morgan, 2007; Wiklund, Patzelt and Shepherd, 2009). Further, (Wiklund 1999) examined the sustainability of the relationship between E.O. and performance. The author tried to investigate whether E.O. affects performance in the long run or temporarily for a shorter time. Later on, another important article (Lumpkin and Dess, 1996) focused on E.O.'s two essential dimensions, i.e., proactiveness and competitive aggressiveness. The researchers investigated how these two approaches relate to each other and how their functions are different and how firms display these approaches for making strategies.

(Wiklund and Shepherd, 2003) emphasized that it captures a significant component of how a firm is organized. Their findings suggested a positive relation between information-based resources and firm performance and that entrepreneurial orientation enhances this relationship. Two hundred five articles in this study cite this article. The latter authors have often mentioned this article while stating the strong linkage between entrepreneurial orientation and the various firm-level attributes and outcomes. Further, in the later years, the researchers have conducted significant studies by connecting entrepreneurial orientation with multiple topics such as corporate entrepreneurship (Dess and Lumpkin, 2005), small business performance, (Wiklund and Shepherd, 2005) sales growth rate relationship (Covin et al., 2006), the performance of SMEs (Keh et al., 2007), learning orientation and firm Performance (Wang, 2008), new venture performance (Stam and Elfring, 2008), profitability in small businesses (Baker and Sinkula, 2009), etc.

Later, an important article by Rauch et al. (2009) attempted to re-examine and assess the collaborative research on the existing relationship between entrepreneurial orientation and business performance. Three hundred twenty-six items in this study cite this article. Further, Covin and Lumpkin (2011) focused on several essential matters related to the ongoing development of the theoretical understanding of entrepreneurial orientation research. Wales (2013) provided a comprehensive review on a qualitative basis and assessed EO's empirical literature.

4.9 Network analysis based on Co-citation

Co-citation analysis uses the two particular forms mentioned by the other papers (Small, 1973). Figure 10 shows a co-citation network map of the essential documents cited by the articles in this study. With VOSviewer software's help, it was discovered that there was a total of 23019 cited references for the 961 items included in this study. Developing a map based on the network considers only those documents (concerns) cited by more than 100 out of the total articles included in this study. Only nineteen papers met this threshold. The co-citation network map of these documents was then created.

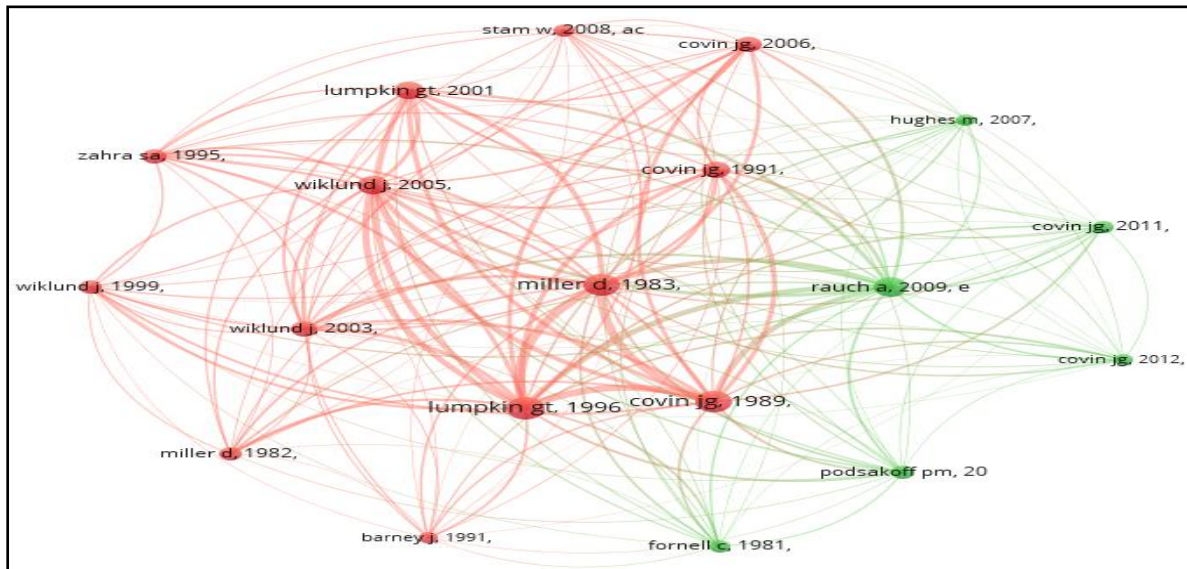


Figure 10: Network map using co-citation of articles

In Figure 10, the documents with a higher co-citation index are connected with thicker lines. It can be seen that the most comprehensive line exists between the articles by (Lumpkin and Dess, 1996) and (Miller 2011) since they have a co-citation index of 382. Among all the items, the highest co-citation index between the two reports (Lumpkin and Dess, 1996) has a remarkable semantic similarity with other essential documents in the references.

4.10 Cluster Analysis

To categorize and segregate leading research areas, the authors conducted cluster analysis on the keywords using VOSviewer software. The study was restricted to five leads of keyword occurrences for visualization, as shown in Figure 12. Researchers identified eight clusters of research flow based on the repetition of keywords. The keywords are clustered into eight colors: yellow (Entrepreneurial orientation and innovativeness), Red (Entrepreneurial orientation and Learning orientation), blue (Entrepreneurial orientation and Environmental dynamism), Green (Entrepreneurial Orientation and transformational leadership), Maroon (Entrepreneurial orientation and marketing capabilities), Orange (Entrepreneurial orientation and technology orientation), purple (Entrepreneurial Orientation and firm performance), and Brown (Entrepreneurial Orientation and Entrepreneurial marketing) that represents the eight main research flow in the literature. Table 7: figures out the clusters with their respective keywords. Thus, the authors conducted a content analysis of the highly cited articles in various areas to identify, clarify and substantiate their linkage among the papers.

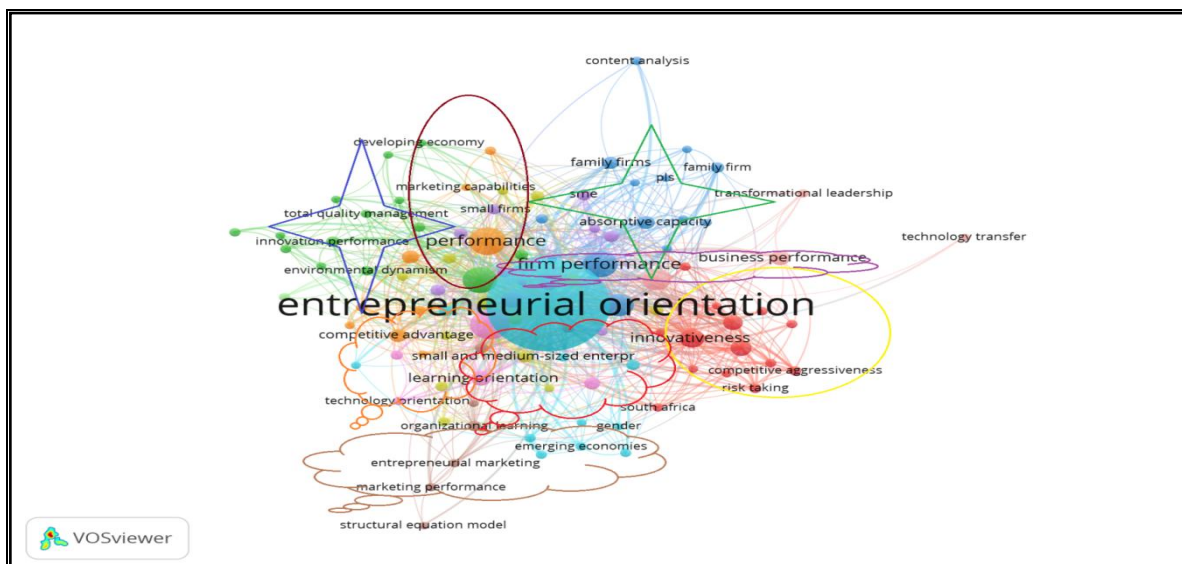


Figure 11: cluster analysis

Table 1: Developing Clusters using Keywords

Sl.no	Cluster	Name of Cluster	keywords
1	Cluster one	“Entrepreneurial Orientation and Innovativeness”	Risk-taking, Social capital, Growth, Aggressiveness, Business Capital, Resources, Firm size, Absorptive capacity.
2	Cluster two	“Entrepreneurial Orientation and Learning Orientation”	Small and Medium Enterprises, Creativity, Networking, Motivation, Organizational Culture, Social capital, Individual entrepreneurship.
3	Cluster three	“Entrepreneurial Orientation and Environmental dynamism”	Competitive advantage, total quality management.
4	Cluster four	“Entrepreneurial Orientation and transformational leadership”	Innovation, Knowledge sharing, human capital, top management team, strategy, intellectual capital
5	Cluster five	“Entrepreneurial Orientation and marketing capabilities”	Innovativeness, Risk-taking, Proactiveness, Autonomy, competitive aggressiveness.
6	Cluster six	“Entrepreneurial orientation and technology orientation”	Technology transfer, learning, corporate entrepreneurs, innovation, new product development, and strategic Orientation.
7	Cluster seven	“Entrepreneurial Orientation and firm performance”	Business performance, Competitive intensity, environmental uncertainty, new venture.
8	Cluster eight	“Entrepreneurial Orientation and Entrepreneurial marketing”	Marketing Capabilities, sustainability, start-ups, social entrepreneurship.

V. Topic mapping

The bibliometric analysis and visualization of keywords and countries highlighted that the USA was at the top with 220 articles. Entrepreneurial orientation was the most occurred keyword, followed by 964 occurrences, respectively. Though entrepreneurial orientation gained prominent attention in other countries to understand its importance, it is still in a growth phase regarding published articles and highly occurred keywords. It requires focusing on recent drives to provide an idea to uncover the current trends. The researchers performed the content analysis of the crucial articles to identify the association among various published articles covering the entrepreneurial orientation journey from history; to recent trends to develop a framework based on the developments. The researcher identified eight research pathways based on cluster analysis, namely, (1) “Entrepreneurial orientation and innovativeness,” (2) “Entrepreneurial orientation and Learning orientation,” (3) “Entrepreneurial orientation and Environmental dynamism,” and (4) “Entrepreneurial orientation and transformational leadership” (5) “Entrepreneurial orientation and marketing capabilities” (6) “Entrepreneurial orientation and technology orientation” (7) “Entrepreneurial orientation and firm performance” (8) “Entrepreneurial orientation and entrepreneurial marketing” using content analysis derived linkage between the identified areas and developed a framework of entrepreneurial orientation for upcoming researchers in this area Figure 13. In the following sections, researchers discussed the research pathways suggested a research agenda for future researchers and proposed a framework for upcoming researchers.

5.1 Entrepreneurial Orientation and Innovativeness

Innovativeness is designated a special place in the concept of entrepreneurial orientation. It is well noted that innovation will encourage new ideas and creativity. The higher the innovation level, the more the company resources can be effectively utilized for optimum results (Hernández-perlines *et al.*, 2019). Innovativeness among managers has impacted the process of entrepreneurial orientation to a great extent. It encourages developing and framing policies by considering differential strategies that focus on attaining high performance (Anwar, 2020). It requires the researchers to explore other dimensions of organizational growth and performance. The present study has extracted four research questions from the above-discussed pathway

5.2 Entrepreneurial Orientation and Learning Orientation

It facilitates managers' and organizations' ability to consistently incorporate learning to adapt and enhance new skills and technology. It analyses an organization's existing resources and transforms them to meet the required

competencies. Considering the need for learning orientation in entrepreneurial orientation, the researchers suggested three research questions from the above research flow.

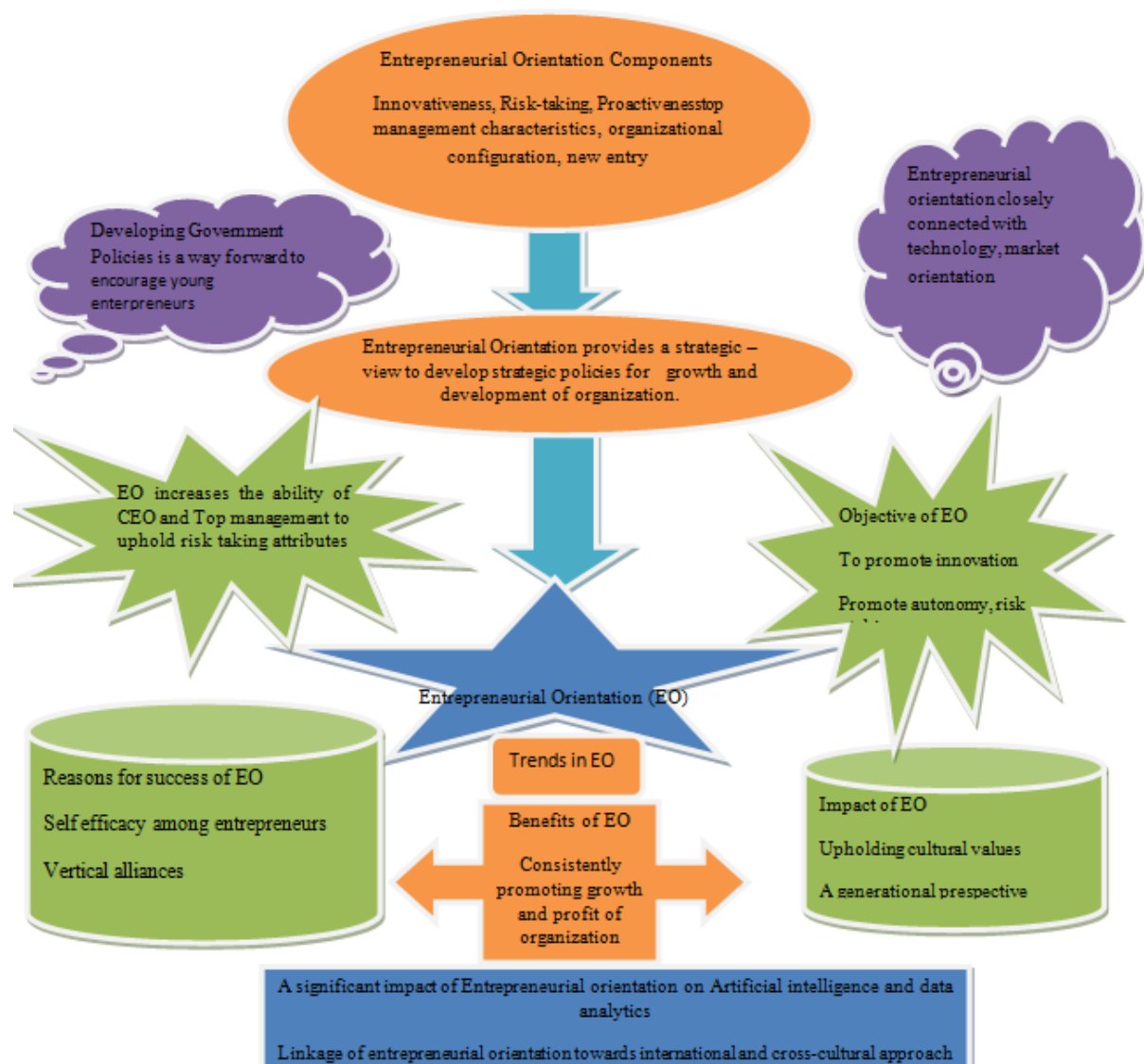


Figure 13: A Conceptual Framework on Entrepreneurial Orientation.

6.3 Entrepreneurial orientation and environmental dynamism

Environmental dynamism consists of two significant aspects, i.e., internal and external. The internal environment discusses enhancing employee skills and competencies to develop technological abilities. The external environment focuses on creating a competitive advantage over competitors. Technical capabilities moderate the bond between entrepreneurial orientation and organizational performance. This study's gravity explores and measures the expanding view to developing a mechanism to undertake proper training to cope with changing requirements. The present study has extracted three research questions from the above-discussed pathway

6.4 Entrepreneurial orientation and transformational leadership

Transformational leadership promotes a leadership style that articulates the vision and develops a leadership behavior that focuses on employees' positivity. It is a mediating agent between the entrepreneurial orientation model and firm performance. Further, transformational leadership's role clarifies how the entrepreneurs should behave and develop a positive attitude to uphold organizational values to meet difficulties and required set objectives. The researcher has opined three research questions from the above research flow in connection to this.

6.5 Entrepreneurial orientation and marketing capabilities

Marketing capabilities as a contingent factor in entrepreneurship investigate enhancing overall profitability. It tries to build the network's ability and understand its requirements, leading to developing strategies to meet the continuous needs. As the literature review (Arunachalam *et al.*, 2018) pointed out, entrepreneurship and marketing are essential business dimensions closely linked with profitability. The researcher developed three research questions that have been extracted from the above flow.

6.6 Entrepreneurial orientation and technology orientation

Identifying the technological advancement and adapting technology transfer will enable exploring new dimensions and achieving a competitive advantage. It will develop the firm with technical exposure, considered a critical success factor for growth and innovation. Technological orientation will provide more autonomy to address the challenges and succeed. The above discussions opined to develop two research questions that future researchers can manage and add to the academic and research fraternity.

6.7 Entrepreneurial orientation and firm performance

Success majorly depends on three components such as innovativeness, risk-taking, and proactiveness. It is imperative to create an environment where employees can understand their competencies with their growth perspective attitude. Firm performance measures profitability and focuses on developing strategic decisions to meet the changing needs and requirements. Thus, the authors suggested three questions to be addressed in future studies.

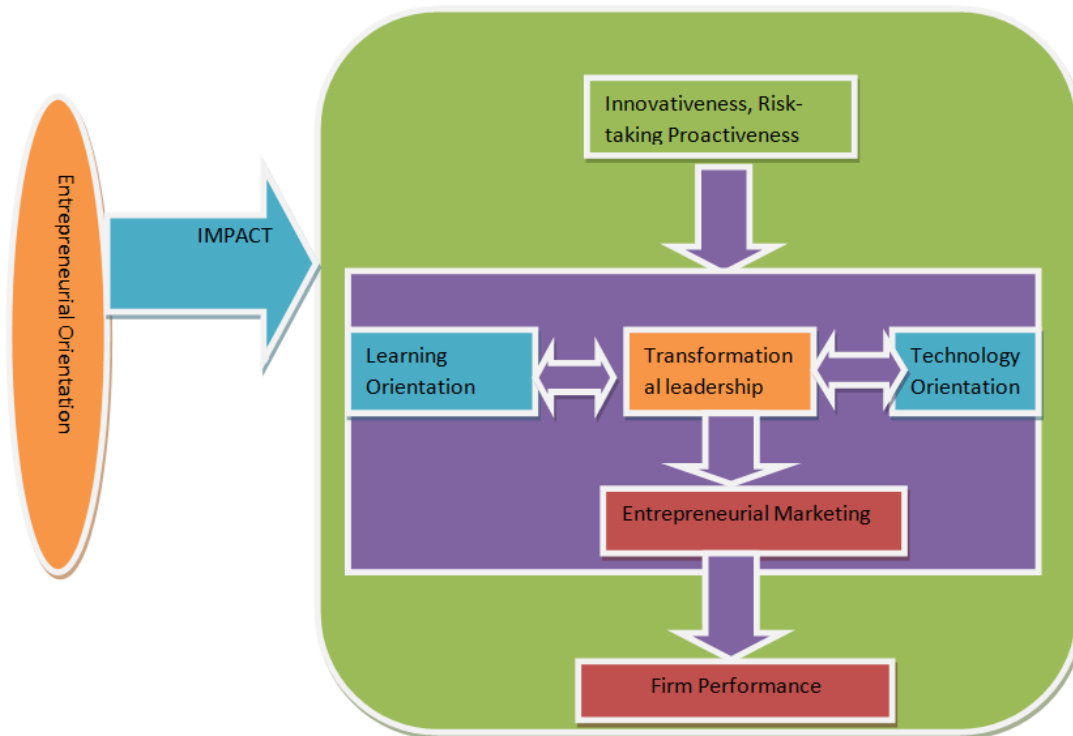


Figure 13: Developed Framework for Future Research Agenda

6.8 Entrepreneurial orientation and entrepreneurial marketing

Entrepreneurial marketing is a component that addresses the passing of business from one generation to another. It focuses on companies owned from age to generation. The level of involvement, risk-taking, and strategic decision-making process are the significant causes of interest for those family-owned businesses to tap the market and create a challenge for new entries. So, entrepreneurial orientation can make them aware of the difficulties and frame policies to face the demand. In consideration, the authors came out with three research questions that underline the issues to be addressed in future studies.

Table 2: Future research questions

Research Pathways	Future Research Questions
<i>“Entrepreneurial Orientation and Innovativeness”</i>	<ol style="list-style-type: none"> 1. What is the role of innovation to make entrepreneurial Orientation effective? 2. How to develop innovative characteristics among young entrepreneurs? 3. What difficulties are faced in implementing entrepreneurial orientation effectively to deal with changing conditions? 4. What should be the strategy to deal with future requirements?
<i>“Entrepreneurial Orientation and Learning Orientation”</i>	<ol style="list-style-type: none"> 1. What is the role of learning orientation to make a firm competitive? 2. What are the challenges to deal with creating a learning-oriented culture? 3. How to measure the benefits of the learning orientation approach towards entrepreneurial orientation?
<i>“Entrepreneurial Orientation and Environmental dynamism”</i>	<ol style="list-style-type: none"> 1. How to deal with environmental dynamism concerning entrepreneurial orientation? 2. What is the role of competitors/competitive advantage for environmental sustainability? 3. What is the impact of a dynamic environment on entrepreneurial orientation?
<i>“Entrepreneurial Orientation and Transformational Leadership”</i>	<ol style="list-style-type: none"> 1. What is the role of a transformational leader in creating a sustainable entrepreneurial orientation? 2. What are the characteristics of a transformational leader? 3. Are leaders able to create change?
<i>“Entrepreneurial Orientation and marketing capabilities”</i>	<ol style="list-style-type: none"> 1. Is marketing capabilities bringing changes in firm policy? 2. What policies should a firm develop to create a differential market environment? 3. What role do customer sentiments and emotions play in tape the market?
<i>“Entrepreneurial orientation and technology orientation”</i>	<ol style="list-style-type: none"> 1. How to create a technology-centric culture? 2. What is the impact of data analytics on developing strategic policies?
<i>“Entrepreneurial Orientation and firm performance”</i>	<ol style="list-style-type: none"> 1. What is the role of firm performance for entrepreneurship success? 2. What should strategies and policies the government frame to encourage young entrepreneurs? 3. Is financial profitability an essential factor to measure growth perspectives?
<i>“Entrepreneurial Orientation and Entrepreneurial marketing”</i>	<ol style="list-style-type: none"> 1. What is the role of entrepreneurial marketing to enhance efficiency and effectiveness? 2. How to deal with new marketing strategies? 3. How to deal with upcoming competitors' challenges?

The interconnection between the eight framed research gateways such as (1) “Entrepreneurial orientation and innovativeness,” (2) “Entrepreneurial orientation and learning orientation,” (3) “Entrepreneurial orientation and environmental dynamism,” (4) “Entrepreneurial orientation and transformational leadership,” (5) “Entrepreneurial orientation and marketing capabilities,” (6) “Entrepreneurial orientation and technology orientation” (7) “Entrepreneurial orientation and firm performance” (8) “Entrepreneurial orientation and entrepreneurial marketing” is shown in figure:13 will provide a broad idea which enabled to develop future

research questions in the above table-2. Future researchers can consider the research questions and analyze their linkage by creating research work and adding value to the existing literature and research fraternity.

Figure: 13 shows that entrepreneurial orientation is the most critical aspect of business and has closely linked with innovation. Entrepreneurial orientation impacts the relationship between entrepreneurial orientation and learning orientation, which results in accepting dynamism and new environmental challenges. This whole system of the research pathways is closely connected.

In the future, researchers need to investigate possible relationships from the developed research framework and contribute to the literature from a new point of view, and help the government, policymakers, and corporate in finding the dry areas to be dealt with to assist the business performance and to encourage entrepreneurs to develop at a rapid pace. Thus, this framework gives opportunities to future researchers to contribute to the future research agenda.

VI. Implications of the study

6.1 Practical implications

The major implication of the present study determined to measure the role of entrepreneurial orientation in business performance. Identifying entrepreneurial orientation behavior will facilitate young entrepreneurs to frame a clear, purposeful plan to help make the organization structured, systematic, and sustainable for the future. This study attempts bibliometric visualization for organizations, policymakers, and researchers to understand functional research conditions. On the other hand, the research study provides a pathway to understanding how proper management can strengthen business performance, and be implemented in business performance and growth. The previous studies suggested entrepreneurial orientation plays an imperative role in business performance. Innovativeness, proactiveness, and risk-taking enable entrepreneurs to measure the risk and frame strategies in business performance. The present research work demonstrated the significance of entrepreneurial orientation and stated that proper management could develop better management practices. Lastly, the entrepreneurial orientation can broaden the scope of encouraging entrepreneurs to increase innovation, risk-taking, and autonomy for business performance.

6.2 Theoretical implications

Entrepreneurial orientation expands its roots in every area with many challenges and changes. Improved and competitive methods can be essential for continued existence and systematic improvement in the current chaotic business conditions. Thus, to understand the role of entrepreneurial orientation in developing competitive techniques to enhance business performance and strategically manage operations by encouraging more entrepreneurs, the present aimed to explore the role of entrepreneurial orientation in business performance from previous studies. The present study performed a bibliometric analysis to measure the relevant contributions made by authors, institutes, and countries in the research field. The present study developed a framework that will enable understanding of the role of entrepreneurial orientation for upcoming business performers and learners and create motivation among entrepreneurs for delivering customized facilities for better organization performance.

VII. Unique contribution of the research study

The unique contribution of the research study is through SLR and bibliometric analysis of the literature on entrepreneurial orientation. Thus, the present research develops network maps on authors, countries, and keyword occurrence through bibliometric visualization using the VOS viewer visualization tool. On the other hand, bibliometric visualization developed the citation and co-citation analysis to determine the productive authors and documents in the entrepreneurial orientation. It also led to the cluster development and content analysis that determines the significant research trends. It developed a framework that enables upcoming researchers to understand the present research condition and to what extent entrepreneurial orientation has explored different functionalities of business performance. Lastly, the study led to the framing of research questions for upcoming researchers in entrepreneurial orientation.

VIII. Conclusion

Over the past twenty-five years, the entrepreneurship research field has enormously attracted entrepreneurship researchers. This research study commenced with several predefined objectives. Based on all these objectives, this study's concise summary, discussion, and limitations are presented in this concluding section. The results and findings indicate that the most significant Journal with the highest publications (48 articles) on entrepreneurial orientation research is *the Journal of Business Research* belonging to the ELSEVIER publishers. The maximum cited article, with 847 citations, is about the linkage between two dimensions of entrepreneurial orientation and firm performance (Lumpkin and Dess 2001). Then, an increasing trend is observed in the count of publications on E.O. research. Much research has been conducted in the last five years,

with complete articles (115) published in 2016. The researchers belonging to the USA, China, and Spain, have carried out the maximum research in this area. The most prominent researchers in this area are Sascha Krauss (France) and William J. Wales (USA). Both of them have published eleven significant articles on this topic.

Further, this study signifies various analyses conducted using the VOSviewer software were provided. Using the co-authorship network analysis, it was found that the Author L.D. Marino has co-authored with the maximum number of other authors in the dataset. Then, it was found that the authors, belonging to the USA, England, and Germany, are leading co-authorship with other countries' authors. Using the Keyword co-occurrence analysis, it was found that apart from the keyword "entrepreneurial orientation," different keywords such as firm Performance, market orientation, SMEs, and Innovation have appeared in the maximum number of articles. Further, in the latter section, the details about the evolution of the entrepreneurial orientations research are provided by analyzing citation relationships and the core articles' chronological appearance, using CiteNet Explorer software.

This study has comprehensively attempted to provide an efficient bibliometric analysis of entrepreneurial orientation, but this study is still not free from limitations. The first limitation is that only the major Scopus and Web of Science indexed journals and articles have been considered in this study. Other similar essential databases can also be further utilized to conduct such analysis. Secondly, the study finds articles published only from the year 2001 to 2021. In the future, the time frame can be stretched further. The third limitation is that the dataset is utilized in only full published articles. Other scholarly documents relating to entrepreneurial orientation research, such as Ph.D. theses, unpublished reports, dissertations at the master's and doctoral level, etc., have not been considered in this study.

Further, another limitation of this research is the lack of bibliometric algorithms utilized by the software. Various types of analyses in a bibliometric study highly rely upon the number of citations the particular articles have received. Such a procedure is detrimental to those recently published articles, which significantly impact but still have a lower citation count than the older studies (Kakouris and Georgiadis, 2016). Essential articles published on a far earlier date generally rank higher in citations. Considering all such limitations, it can be assumed that this analysis is not thoroughly holistic in all facets. But, it is still an assertion that this bibliometric study entails many vital articles and various distinguished comments. Thus, as in the final part, it can be stated that this study attempts to add a valued contribution to the entrepreneurial orientation literature. It can also act as a distinct source of information for the scholars intending to carry out future research on this area.

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