



Effect of Entrepreneurial Orientation on Organizational Performance within Abu Dhabi National Oil Company

Talal Alshehhi, Amiya Bhaumik and Ahmed Alshibami
Lincoln University College, Selangor, Malaysia.

(Corresponding author: Amiya Bhaumik)

(Received 15 February 2019, Revised 18 April 2019, Accepted 29 May 2019)

(Published by Research Trend, Website: www.researchtrend.net)

ABSTRACT: Entrepreneurial Orientation has been garnering increasing attention among circles of academics and practitioners throughout the past years. Regardless of the varied studies evaluating the effect of Entrepreneurial Orientation on an organizational performance, the findings are still mixed. The main objective of this study is to explore the impact of EO on the organizational performance. Data collected using questionnaire and final sample used for analysis was 215. SEM-VB via SMART PLS 3.0 software was employed to computer the importance of the relationship between the resultant factors that were evaluated in the current study. Results of the current study revealed that Entrepreneurial Orientation exhibits significant direct positive impact on the organizational performance in the context of ADNOC in the UAE. The proposed model, which was provided with the evidences from data collected from the goodness-of-fit of the model, Entrepreneurial Orientation exhibited 72% variance in the performance level of an organization. The findings of the present research work will provide in-depth analytical idea about the organizational performance.

Keywords: Entrepreneurial orientation; innovativeness; pro-activeness; risk-taking; organizational performance; UAE.

I. INTRODUCTION

In this 21st century, all organizations face big challenges from the uncertainty of the environment, because of the condition of changing the speed of reaction of the competition, so the scholars suggested a change in the pattern of competitive dynamics [1]. One source of uncertainty drawing the attention of scholars and entrepreneurs is the emergence of small-medium enterprises as the actors of disruptive innovation with their innovative action which is found in many types of businesses. Those companies are capable of exploring new business opportunities [2, 3], to increase concerns for the managers of large and established companies that are not capable of responding to these challenges [4].

Accordingly, a strategy that formerly brought success to the company, has now changed and no longer shows the same results. It is clear that the UAE is trying to become a leading technology center based on the innovation strategy of the 4th Industrial Revolution [5, 6]. Hence, the primary means of a company's success lies in the change of the strategic orientation of the organization which was formed by entrepreneurial dimensions [7, 8], demonstrated through a flexible attitude, creative, and innovative, ongoing and risk taking [9]. Entrepreneurial-oriented perspective was considered as the most suitable means to deal with an uncertain environment, because of the proactive features that tend to innovate continuously, while other companies do not realize what to do it [10].

Among the top well-known growth and survival strategies adopted in many organizations is entrepreneurial orientation (EO). Governments, organizations, and Individuals should pay the greatest attention to the planning and implementation of information technology in all its aspects of business, especially in the age of digitalization. In the age of digitalization (Industry 4.0 or fourth industrial revolution) [12, 13], entrepreneurial orientation has been garnering

increasing attention among circles of academics and practitioners throughout the past years. Regardless of the varied studies evaluating the effect of Entrepreneurial Orientation on performance, the findings are still mixed because of several reasons; first, majority of prior studies largely depend on the opinions of executives in small firms, and second, the relationship between EO and organizational performance is complicated and is influenced by other elements of the organization. This industrial revolution includes the cyber-physical systems, Internet, cloud, and cognitive computing and smart applications [11, 14]. Added to the above reasons is the fact that the organizational strategic management characteristics may influence the relationship [15, 16]. The gap is mitigated by this study as it examines the role of entrepreneurial orientation in enhancing the work performance of employees in the UAE public organization, Abu-Dhabi National Oil Company (ADNOC) [17-19].

II. LITERATURE REVIEW

A. Organizational Performance (OP)

The factors behind the performance excellence of an organization's performance included the most significant parameters in research related to management and perhaps the most significant guide to the overall performance of the organization [20]. The organizational performance is a benchmark or an indicator for efficiency, effectiveness, and environmental obligation like productivity, time of cycle, reduction of waste, and compliance of rules [21]. The large amount of definitions serve to view the performance of the organizations as a tool for achieving objectives [22,23] In short, the performance of the organization is the most significant factor in evaluation of organizations, their activities, and the environments in which they work. This significance is represented by the continual use of performance of the organization as a dependent parameter in earlier research [24]. According to Abu-Qouod (2006) [25],

performance of the organization consists of factors like finance, internal functioning, clients, learning and growth. The efficient performance and success of the organization is usually ascribed to exceptional strategy and excellent resources. On the basis of the theory of contingency, there is no best way or method to run organizations. Numerous indicators in the global market aid in better apprehension of the UAE's position in comparison to the measures formulated as per the international standard [26-29]. The current study attempts to understand more of the performance of ADNOC IN the UAE. The study attempts to provide answers as to what shaped EO in the enterprise in a developing nation and what contributes to its performance.

B. Entrepreneurial Orientation (EO)

According to Lumpkin & Dess(1996) [30] and Wiklund (1999) [31], entrepreneurial orientation forms the entrepreneurial activities of established and existing organizations, while Burgelman [32] referred to it as corporate entrepreneurship, and Antoncic & Hisrich [33] called it intra-preneurship. Prior studies mentioned that EO consists of the processes, practices, and the decision making ability driving the establishment of new business venture.

In this regard, majority of the studies are of the consensus highlighted that EO is formed of three different dimensions, i.e. risk taking, innovativeness and pro-activeness and the proposed EO model by, after which majority of studies have adopted it [34-37]. Additionally, some authors [38, 39] revealed interdependence of the dimensions. Contrastingly, some other studies indicated how the dimensions varying within models can lead to a model that is multi-dimensional [40]. Hence, for a strong significant influence of EO, the impact of each of its dimensions should be independently examined. In most contemporary organizations, ICT is utilized for maintaining records as well as filling up the forms. Moreover it is the technology that is implemented for various activities like identifying, accumulating, analyzing, measuring, preparing, interpreting, and communicating information that is further utilized by the management to devise new plans [41-43]. It is utilized for effective evaluation and control of an organization's performance within its campus and proper usage of the resources [41, 44, 45].

Kickul & Gundry (2002) [46] described innovation as the core value of entrepreneurial behavior. An innovative organization introduces and creates new technology and products in order to make a niche in the market for the launched services/products at a more reasonable price, and a differentiated level through quality and customer value [47].

Added to the above, innovativeness contributes to the potential of the organization to leverage first-mover advantages and produce excellent performance [48,49] and it has become the top factor utilized as the entrepreneurship characteristic. According to some authors, innovativeness along with major entrepreneurial profile traits creates value for the enterprises with the help of entrepreneurs [50].

Moreover, Literature indicates that pro-activeness has been mentioned by researchers over some decades and

they have referred to a proactive organization as a pioneer and innovator in launching new market products or services [51]. A proactive organization leads as opposed to merely following [50] and possesses great degrees of commitment, imagination and performance [52]. Furthermore, according to Caruana *et al.* (2002) [52], innovation requires risk-taking and it can be defined as the level of willingness among managers to utilize proper resources for taking advantage of opportunities with comparatively less costs for failure probabilities. The term risk-taking is frequently utilized to describe uncertainty resulting from entrepreneurial behavior. There are several empirical studies that support entrepreneurs as risk-takers; for instance, business founders scored higher as compared to their non-founding counterparts when it comes to propensity to embrace risk [53]. Hence, the suggested hypotheses are:

H1:Innovativeness has a positive effect on organizational performance.

H2:Pro-activeness has a positive effect on organizational performance.

H3:Risk-Taking has a positive effect on organizational performance.

III. RESEARCH METHODOLOGY

A. Proposed Conceptual Framework

In this study, the primary objective is to evaluate the association between the dimensions of EO, i.e. innovativeness, pro-activeness, and risk-taking and their impact on the organizational performance. An extensive review of literature has highlighted the variables of this study and RBV as underpinning theory. In this regard, EO is deemed to be a distinct intangible competitive advantage resource [54,55]. Majority of studies in this caliber indicated that EO is a major source of sustainable competitive advantage and found a positive new venture performance-EO relationship [56]. Figure 1 depicts the proposed conceptual model that includes EO, and organizational performance in terms of Financial, Customer, Internal Process, and learning and growth.

B. Formulation of the research Instrument and accumulation of Data

The survey responses were collected by using questionnaires prepared. The data accumulation continued for a span of three months from August 2018 to October 2018, this study distributed 650 questionnaire copies and expected a high response rate as the cooperation of ADNOC HR department was solicited, and the final collected data samples numbered 215 from all the sections and branches in ADNOC. A random sample was obtained from the ADNOC sections based on Creswell [57]. The ADNOC unit was analyzed and it was represented by their heads sections. The questionnaire collected data are analyzed with the help of analytical methods, and in the present study, data analysis was performed by implementing SPSS V.22.0 and Smart PLS3.0. The data analysis methods adopted based on their research questions and the characteristics of the variables as recommended by [58]. Likert Scale was used to measure the values of the study variables [59-61].

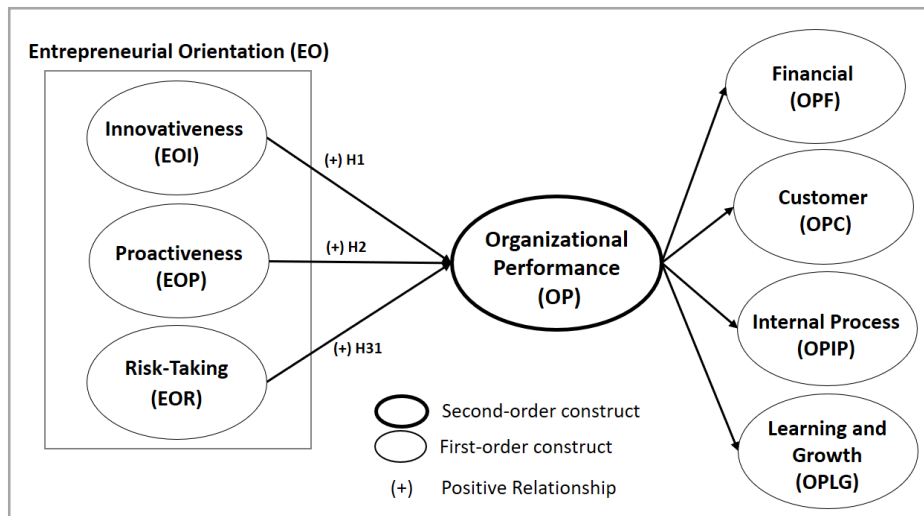


Fig. 1. Proposed conceptual framework.

IV. DATA ANALYSIS AND RESULTS

PLS SEM-VB was employed to evaluate the suggested research model by implementing SmartPLS 3.0 software [62]. Moreover, a different analytical technique was implemented that constituted two phases, namely measurement model analysis and structural model analysis [63-65].

A. Descriptive analysis

The mean and SD of the study variables are presented in Table 1. The measurements were in accordance with Likert's scale with significant variables. The value of the 'Customer' was highest in its mean value with 3.831 out of 5.0, with SD as 0.735.

B. Measurement Model Assessment

The measurement model was examined by implementing the reliability and validity features of the constructs (convergent and discriminant validities). The reliability of each core variable in the measurement model (construct reliability) was evaluated by using the individual Cronbach's alpha coefficients. The Cronbach's alpha coefficient values were recorded in between 0.758 to 0.853 [67]. The composite reliability (CR) values were in between 0.861 to 0.910, which exceeded 0.7 (Table 1) [68-70].

Analysis of indicator reliability was conducted by utilizing

factor loadings. When the related indicators are very similar, this is reflected in the construct and signified by the construct's high loadings. As per Hair *et al.* [65], the exceeding of values beyond 0.70 suggests substantial factor loadings. Table 1 displays that all items in this research had factor loadings greater than the suggested value.

AVE (average variance extracted) was employed in this study to analyze convergent validity, which represents the degree to which a measure is correlated positively with the same construct's other measures. All the AVE values ranged from 0.618 and 0.772, which went beyond the proposed value of 0.50 [65]. Thus, all constructs have complied with the convergent validity acceptably, as shown in Table 1.

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Fornell-Larcker was employed to analyze the measurement model's discriminant validity. The bold variables in the table denote the square root value of the AVE that is more than the corresponding values, indicating a strong correlation between the variables and their respective indicators (Table 2) [71, 72]. The exogenous constructs showed a correlation value <0.85, and thus the better discriminatory validity is satisfied [73].

Table 1: Measurement model assessment.

Constructs	Item	Loading (≥ 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Innovativeness (EOI)	EOI1	0.876	3.707	0.788	0.853	0.910	0.772
	EOI2	0.894					
	EOI3	0.866					
Pro-activeness (EOP)	EOP1	0.823	3.676	0.783	0.792	0.878	0.706
	EOP2	0.840					
	EOP3	0.857					
Risk-Taking (EOR)	EOR1	0.833	3.733	0.748	0.758	0.861	0.673
	EOR2	0.808					
	EOR3	0.820					
Financial (OPF)	OPF1	0.799	3.647	0.777	0.768	0.866	0.684
	OPF2	0.787					
	OPF3	0.891					
Customer (OPC)	OPC1	0.771	3.831	0.735	0.794	0.866	0.618
	OPC2	0.779					
	OPC3	0.789					

	OPC4	0.806					
Internal Process (OPIP)	OPIP1	0.759	3.781	0.734	0.795	0.867	0.619
	OPIP2	0.800					
	OPIP3	0.799					
	OPIP4	0.789					
Learning and Growth (OPLG)	OPLG1	0.805	3.737	0.779	0.842	0.894	0.678
	OPLG2	0.844					
	OPLG3	0.804					
	OPLG4	0.840					

Note: M=Mean; SD=Standard Deviation, α = Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

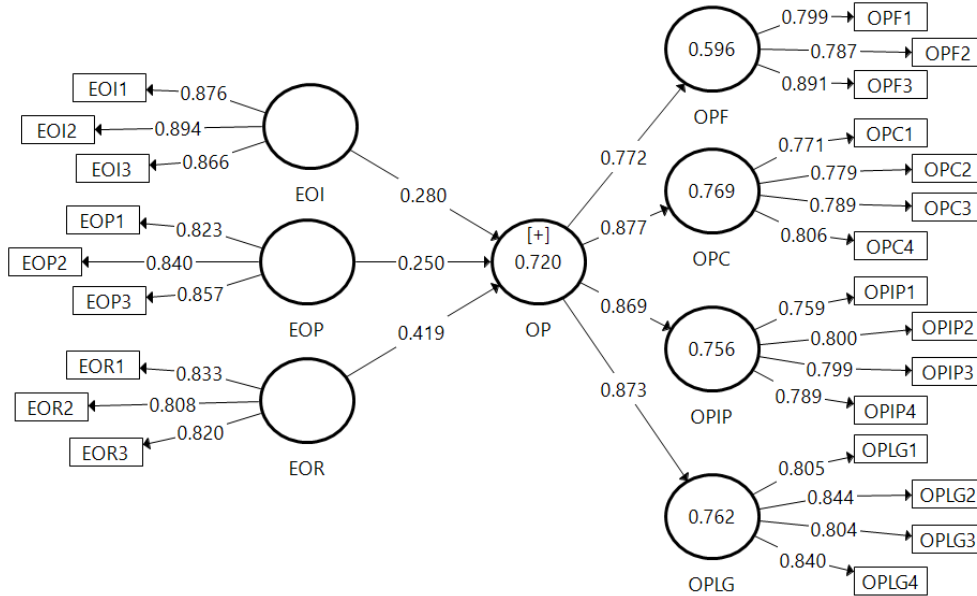
Key: EOI: innovativeness, EOP: proactiveness, EOR: risk-taking, OPF: financial, OPC: customer, OPIP: internal process, OPLG: learning and growth.

Table 2: Fornell-Larcker criterion.

	EOI	EOP	EOR	OPC	OPF	OPIP	OPLG
EOI	0.879						
EOP	0.709	0.840					
EOR	0.675	0.696	0.821				
OPC	0.632	0.648	0.697	0.786			
OPF	0.542	0.550	0.585	0.644	0.827		
OPIP	0.645	0.663	0.655	0.674	0.542	0.787	
OPLG	0.679	0.642	0.707	0.655	0.545	0.706	0.824

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: EOI: innovativeness, EOP: proactiveness, EOR: risk-taking, OPF: financial, OPC: customer, OPIP: internal process, OPLG: learning and growth.



Key: EOI: innovativeness, EOP: proactiveness, EOR: risk-taking, OP: organizational performance, OPF: financial, OPC: customer, OPIP: internal process, OPLG: learning and growth

Fig. 2. PLS algorithm results.

Table 3: Structural path analysis result.

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R²
H1	EOI → OP	0.280	0.055	5.085	0.000	Supported	0.72
H2	EOP → OP	0.250	0.063	3.991	0.000	Supported	
H3	EOR → OP	0.419	0.063	6.678	0.000	Supported	

Key: EOI: innovativeness, EOP: proactiveness, EOR: risk-taking, OP: organizational performance.

C. Structural Model Assessment

Beta (β), R^2 , and the corresponding t-values were implemented through the bootstrapping mechanism of 5000 resample to evaluate the structural model.

The structural model in the current research supports all the three proposed hypotheses. It also supports that the organizational performance (72%) is greatly influenced by innovativeness, pro-activeness, and risk-taking. Hence, H1 ($\beta = 0.280$, $t = 5.085$, $p < 0.001$), H2 ($\beta = 0.250$, $t = 2.238$, $p < 0.001$) and H3 ($\beta = 0.419$, $t = 3.033$, $p < 0.001$) are accepted. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model [74].

V. DISCUSSION

The main aim of the present study is to evaluate the impact of EO on the organization performance in terms of innovativeness, pro-activeness, and risk taking. The main objective of the current study is to examine the Entrepreneurial Orientation in terms of innovativeness, pro-activeness, and risk taking on the organizational performance in ADNOC, in the UAE. Three hypotheses were developed to examine the Entrepreneurial Orientation.

First hypothesis is to examine the impact of innovativeness on the organizational performance. From the assessment of the structural model, it shows that H1 is supported with ($\beta = 0.280$, $t = 5.085$, $p < 0.001$) It implies that it has a direct and positive influence of the innovativeness on the organizational performance within ADNOC. Stated clearly, the benefits can only be reaped by organizations if they are successful in implementing these innovation strategies. The results is consistent with Mayberry (2011) and Zehir, Can, & Karaboga (2015).

The 2nd objective of the present study is to evaluate the effect of the EO due to pro-activeness on the performance level of an organization within the ADNOC. Accordingly H2 was formulated and tested in the structural model assessment. Results testing this Hypothesis indicated that there is a positive direct impact on the organizational performance with ($\beta = 0.250$, $t = 2.238$, $p < 0.001$). Thus, H2 is supported. Results of this hypothesis is in line with prior studies such as Zehir *et al.* [75] who stated that there is a positive direct effect of EO (pro-activeness) on the organizational performance.

Third, H3 was formulated to examine the third objective that states there is positive direct impact of the Entrepreneurial Orientation (risk-taking) on the organizational performance within ADNOC in the UAE. Results for the structural model assessment shows that H3 is supported with ($\beta = 0.419$, $t = 3.033$, $p < 0.001$) this result is consistent with results.

Ultimately, the entrepreneurship theory proposes a positive association between the performance of an organization and EO among social enterprises. Such enterprises are bound to experience improved performance and successful efforts [14]. Additionally, challenges abound when implementing entrepreneurial orientation practices and these include employees resistance but there are benefits to be reaped from such practices, particularly when it concerns improving the overall performance of organizations. Stated clearly, the

benefits can only be reaped by organizations if they are successful in implementing these innovation strategies.

VI. IMPLICATIONS, LIMITATIONS AND FUTURE DIRECTIONS

Several insights were provided throughout this study in regard to organizational performance among public organizations. Most of the prior studies in the literature that focused on the manufacturing sector, this study extended the literature on the study variables by focusing on the UAE public service sector. The indubitable importance of the public service sector in the economic development plans of countries failed to drive studies to focus on entrepreneurial orientation in this sector, and as such, there is a lack of studies. The focus on the UAE public service organizations is an attempt to contribute to empirical insights regarding the topic in literature.

The results also indicated that entrepreneurship is one of the major factors of an organization for its survival and achieving competitive advantage in the market. Leveraging the study findings can direct owners and managers to follow plans to enhance entrepreneurial orientation implementation that could ultimately lead to the creation of an entrepreneurial business environment. Regarding the limitation of this study, first, the scope is confined to the public service organizations and not any other sector in the UAE and this concerns the results generalizability. The second limitation concerns the methodology part of the study, wherein this study adopted a cross-sectional research design. In this regard, the psychological human aspects reflect changes from time to time and such changes can be examined more appropriately and accurately using a longitudinal design. This is supported by the fact that entrepreneurial orientation is a long-term strategy in nature and thus need long-term study. Examining their relationship at one point in time may lead to inaccurate results and thus, it is suggested that longitudinal studies be carried out to investigate the EO effects on organizational performance.

VII. CONCLUSION

In sum, the organizational performance of public service organizations will continue to be the top-rated issues that relate to the country's economic development. The improvement of organizational performance in its entirety has been a topic of concern in decision-making circles of developing nations, and UAE is no exception. The consensus is such that effective strategies can lend a hand in boosting performance and generating innovative products and services in organizations. In the case of UAE, entrepreneurial orientation has been extensively accepted as effective strategies despite its short history in the region. The study results further confirmed the effects of EO on the performance of UAE public sector firms. Although such strategies originated from Western countries, it can be used by the Middle Eastern countries to enhance and maintain organizational performance among the public service sector, particularly in the UAE. Results would give insights for ADNOC and UAE-based public sectors to improve the organizational performance focusing on entrepreneurial orientation.

APPENDIX

Appendix A

Instrument for variables

Variable	Measure	Source
Innovativeness (EOI)	EOI1: It is the culture of our department to emphasize innovation and research and development activities. EOI2: Our department introduces new services and service at a high scale. EOI3: Our department supports bold approaches to innovative service development.	[16]
Pro-activeness (EOP)	EOP1: Employees in our department are encouraged to take initiatives and proactive moves. EOP2: Our department is usually the first government agency to introduce new technologies and services. EOP3: Our department has a strong competitive posture toward competitors regionally and globally.	[16]
Risk-Taking (EOR)	EOR1: Our department has a strong proclivity for excellent services. EOR2: The environment faced by our department requires boldness to achieve objectives. EOR3: Our department usually adopts an aggressive, bold posture when faced with the risk.	[16]
Financial (OPF)	OPF1: Our department has good budget management OPF2: Operation in our department is not cost saving OPF3: Our department reduced the unit cost of service delivered	[25]
Customer (OPC)	OPC1: Our department has high community demand. OPC2: Our department increased customer satisfaction. OPC3: Our department improved on the timeliness of service delivered. OPC4: Our department maintains a good reputation among customers.	[25]
Internal Process (OPIP)	OPIP1: Our department maintains a high level of motivation amongst employees. OPIP2: Our department successful in implementing employee development programs (training). OPIP3: Our department maintains a high level of employee health and safety. OPIP4: Our department has work climate support for obtaining the department's objectives.	[25]
Learning and Growth (OPLG)	OPLG1: Our department has successfully identified the emerging needs of customers/outside communities. OPLG2: Our department is responding quickly to changing customer demands. OPLG3: Our department utilizes the latest technology for increasing effectiveness OPLG4: Our department has successfully developed the procedure to improve the quality of service offered.	[25]

REFERENCES

- [1]. Chen M.J. & Miller D. (2015). Re-conceptualizing competitive dynamics: A multidimensional framework. *Strategic Management Journal*, Vol. **36**, No. 5, PP. 758–775. <https://doi.org/10.1002/smj.2245>
- [2]. Christensen Clayton M., M.R. & McDonald. R. (2015). What Is Disruptive Innovation? *Harvard Business Review*, Vol. **93**, No. 12, PP. 44–53.
- [3]. Christensen C.M. & Raynor M.E. (2003). The Innovator's Solution: Creating and Sustaining Successful Growth. *Harvard Business School Press*.
- [4]. Christensen C.M. & Overdorf M. (2000). Meeting the challenge of disruptive change. *Harvard Business Review*, Vol. **78**, No. 2, PP. 66–77.
- [5]. Alkhateri A.S., Abuelhassan A.E., Khalifa G.S.A., Nusari M. & Ameen A. (2018). The Impact of perceived supervisor support on employees' turnover intention: The Mediating role of job satisfaction and affective organizational commitment. *International Business Management*, Vol. **12**, No. 7, PP. 477–492. <https://doi.org/10.3923/ibm.2018.477.492>
- [6]. Ameen A., Almari H. & Isaac O. (2019). Determining Underlying Factors that Influence Online Social Network Usage Among Public Sector Employees in the UAE. In Fathey M. Faisal Saeed, NadhmiGazem (Ed.), *Recent Trends in Data Science and Soft Computing. IRICT 2018. Advances in Intelligent Systems and Computing Recent Tre*, Vol. **843**, PP. 945–954. Springer Nature Switzerland AG: Springer International Publishing. <https://doi.org/10.1007/978-3-319-99007-1>
- [7]. Covin J.G. & Slevin D.P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior. *Entrepreneurship Theory and Practice*, Vol. **16**, No. 1, 7–26. <https://doi.org/10.1177/104225879101600102>
- [8]. Kuratko D.F. & Morris M.H. (2015). Understanding the dynamics of entrepreneurship through framework approaches Understanding the dynamics of entrepreneurship through framework approaches. *Small Business Economics*, Vol. **1**, No. 45, PP. 1–13. <https://doi.org/10.1007/s11187-015-9627-3>
- [9]. Ireland R., F. Kuratko D. & G. Covin J. (2003). Antecedents, elements, and consequences of corporate entrepreneurship strategy. *Academy of Management*

- Proceedings*, Vol. 2003.
<https://doi.org/10.5465/AMBPP.2003.13793054>
- [10]. Covin J.G. & Lumpkin G.T. (2011). Entrepreneurial orientation theory and research. *Reflections on a Needed Construct*.<https://doi.org/10.1111/j.1540-6520.2011.00482.x>
- [11]. Bagga, T., & Bhatt, M. (2013). A Study of Intrinsic and Extrinsic Factors Influencing Consumer Buying Behaviour Online. *Asia-Pacific Journal of Management Research and Innovation*, 9(1), 77-90.
- [12]. Al-Maamari Q.A., Kassim R.N., Raju V., Al-Tahitah A., Ameen A., Abdulrab M., Abdulrab, M. (2018). Factors Affecting Individual Readiness for Change: A Conceptual Framework. *International Journal of Management and Human Science*, Vol. 2, No. 1, PP. 13–18.
- [13]. Lwin N., Ameen A. & Nusari M. (2019). Mobile Banking Adoption among Customers within Private Commercial Banking Sector in Yangon, Myanmar. *International Journal of Management and Human Science (IJMHS)*, Vol. 3, No. 2, PP. 44–59.
- [14]. Mayberry C.L. (2011). Social entrepreneurs: the role of EO and leadership style in non-profit organizations. University of British Columbia.
- [15] Bagga, T., & Srivastava, S. (2014). SHRM: alignment of HR function with business strategy. *Strategic HR Review*, 13(4/5).
- [16] Bagga, T. (2015). Jaypee takes the express-way to strategic HR: Outsourcing deal cedes control of toll employees. *Human Resource Management International Digest*, 23(1), 18-20.
- [17]. Al-Mulla A., Ameen A., Isaac O., Nusari, M., Hamoud Al-Shibami, A. (2019). The Effect of Organizational Tensions, Merge Policy and Knowledge Sharing on Managing Organizational Change: The Context of Abu Dhabi National Oil Organizations. *Journal of Engineering and Applied Sciences*, Vol. 14, No. 8, PP. 2517–2531.
- [18]. Almulla A., Ameen A. & Nusari M. (2017). The Impact of Employees Tensions and Knowledge Sharing on Managing Organizational Change in Merging Frames: Proposing Conceptual Framework. *In 1st International Conference on Management and Human Science (ICMHS 2017)* Vol. 1, PP. 2017. Kuala Lumpur, Malaysia.
- [19]. Ameen A., Almulla A., Maram A., Al-Shibami A.H. & Ghosh A. (2018). The Impact of Knowledge Sharing on Managing Organizational Change within Abu Dhabi National Oil Organizations. *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 3, PP. 27–36.
- [20]. Gavrea, C., Ilies, L. & Stegorean, R. (2011). Determinants of organizational performance: The case of Romania. *Management & Marketing*, Vol. 6, No. 2, PP. 285–300.
- [21]. Muchira, W.N. (2013). Relationship between Strategy Implementation and Performance in Commercial Banks in Kenya. *University Of Nairobi*.
- [22]. Abu-Jarad, I., Yusof, N. & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science* Vol. 1.
- [23]. Shahzad, F., Luqman, A., Rashid Khan A. & Shabbir, L. (2012). Impact of Organizational Culture on Organizational Performance: An Overview. Vol. 3
- [24]. Richard P.J., Devinney T.M., Yip G.S. & Johnson G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, Vol. 35, No. 3, PP. 718–804.
<https://doi.org/10.1177/0149206308330560>
- [25]. Abu-Qouod G. (2006). The Role of Strategic Management towards Improving Institutional Performance in Public Organizations in the Hashemite Kingdom of Jordan. *Cairo University-Egypt*.
- [26]. Al-Ali W., Ameen A., Issac O., Nusari M. & Ibrahim A. (2018). Investigate the Influence of Underlying Happiness Factors on the Job Performance on the Oil and Gas Industry in UAE. *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 4, PP. 32.
- [27]. Al-Obthani, F., Ameen A., Nusari M. & Alrajawy I. (2018). Proposing SMART-Government Model: Theoretical Framework. *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 2, PP. 27–38.
- [28]. Al-Shamsi R., Ameen A., Isaac O., Al-Shibami A. H. & Sayed Khalifa, G. (2018). The Impact of Innovation and Smart Government on Happiness: Proposing Conceptual Framework. *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 2, PP.10–26.
- [29]. Haddad A., Ameen A. & Mukred M. (2018). The Impact of Intention of Use on the Success of Big Data Adoption via Organization Readiness Factor. *International Journal of Management and Human Science (IJMHS)*, Vol. 2, No. 1, PP. 43–51.
- [30]. Lumpkin G. T. & Dess G.G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance. *The Academy of Management Review*, Vol. 21, No. 1, PP. 135–172.
<https://doi.org/10.2307/258632>
- [31]. Wiklund J. (1999). The Sustainability of the Entrepreneurial Orientation—Performance Relationship. *Entrepreneurship Theory and Practice*, Vol. 24, No. 1, PP. 37–48.
- [32]. Burgelman R.A. (1984). Designs for Corporate Entrepreneurship in Established Firms. *California Management Review*, Vol. 26, No. 3, PP. 154–166.
<https://doi.org/10.2307/41165086>
- [33]. Antoncic B. & Hisrich R. (2003). Clarifying the Intra-preneurship Concept. *Journal of Small Business and Enterprise Development*, Vol. 10.
<https://doi.org/10.1108/14626000310461187>
- [34]. Covin J.G. & Slevin D.P. (1989). Strategic management of sma l firms in hostile and benign environments.”*Strategic Management Journal*, Vol. 10, No. 1, PP. 75–87.
<https://doi.org/10.1002/smj.4250100107>
- [35]. Kemelgor, B. (2002). A comparative analysis of corporate entrepreneurial orientation between selected firms in the Netherlands and the USA. *Entrepreneurship and Regional Development - ENTREP REG DEV*, Vol. 14. <https://doi.org/10.1080/08985620110087023>
- [36]. L Naman J. & P. Slevin D. (1993). Entrepreneurship and the Concept of Fit: A Model and Empirical Tests. *Strategic Management Journal*, Vol. 14. <https://doi.org/10.1002/smj.4250140205>
- [37]. Zahra S. & Garvis D.M. (2000). International corporate entrepreneurship and firm performance. The moderating effect of international environmental hostility”. *Journal of Business Venturing*, Vol. 15.
- [38]. Kreiser, P., Marino, L. & Weaver, K.M. (2002). Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. *Entrepreneurship Theory and Practice*, Vol. 26.
- [39]. Stetz, P.E., Howell R., Stewart A., Blair, J.D. & Fottler M.D. (2000). Multidimensionality of

- entrepreneurial firm-level processes: Do the dimensions covary? *Frontiers of Entrepreneurship Research*.
- [40]. Kraus S., Rigtering C., Hughes M. & Hosman V. (2012). Entrepreneurial Orientation and the Business Performance of SMEs: A Quantitative Study from the Netherlands performance of SMEs: a quantitative study. *Review of Managerial Science*, Vol. 1, No. 6, PP. 161–182. <https://doi.org/10.1007/s11846-011-0062-9>
- [41]. Ameen A. & Ahmad K. (2011). The Role of Finance Information Systems in anti financial corruptions: A theoretical review. In *11 International Conference on Research and Innovation in Information Systems (ICRIIS'11)* PP. 267–272). IEEE. <https://doi.org/10.1109/ICRIIS.2011.6125725>
- [42]. Ameen A. & Ahmad K. (2013). Proposing Strategy for Utilizing Financial Information Systems in Reducing Corruption." In *3rd International Conference on Research and Innovation in Information Systems – 2013 (ICRIIS'13)*, Vol. 2013, PP. 75–80.
- [43]. Ameen A. & Ahmad K. (2014). A Systematic Strategy for Harnessing Financial Information Systems in Fighting Corruption Electronically. In *Knowledge Management International Conference (KMICe) 2014*, PP. 12 – 15 August 2014, Malaysia (pp. 12–15). Retrieved from <http://www.kmice.cms.net.my/>
- [44]. Ameen A. & Ahmad K. (2012). Towards Harnessing Financial Information Systems in Reducing Corruption: A Review of Strategies. *Australian Journal of Basic and Applied Sciences*, Vol. 6, No. 8, PP. 500–509.
- [45]. Ameen A. & Ahmad K. (2013). A Conceptual Framework of Financial Information Systems to reduce corruption. *Journal of Theoretical and Applied Information Technology*, Vol. 54, No. 1, PP. 59–72.
- [46]. Kickul J. & Gundry L. K. (2002). Prospecting for Strategic Advantage: The Proactive Entrepreneurial Personality. *Journal of Small Business Management*, Vol. 40, No. 2, PP. 85–97.
- [47]. Lee C., Lee K. & Pennings J. (2001). Internal Capabilities, External Networks, and Performance: A Study on Technology-Based Ventures. *Strategic Management Journal*, Vol. 22. <https://doi.org/10.1002/smj.181>
- [48]. M., Eisenhardt K. & L. Brown S. (1998). Competing On the Edge: Strategy as Structured Chaos. *Long Range Planning*, Vol. 31. [https://doi.org/10.1016/S0024-6301\(98\)00092-2](https://doi.org/10.1016/S0024-6301(98)00092-2)
- [49]. Schumpeter J.A. (1934). The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle. *Transaction Books*.
- [50]. Sharma A. & Dave S. (2011). Entrepreneurial Orientation: Performance Level. *SCMS Journal of Indian Management*, Vol. 8, PP. 43–52.
- [51]. Kraus S. & Kauranen I. (2009). Strategic management and entrepreneurship: Friends or foes? *Int. Journal of Business Science and Applied Management*, Vol. 4, No. 1, PP. 38–50.
- [52]. Caruana A., Ewing M.T. & Ramaseshan. (2002). Effects of some Environmental Challenges and Centralization on the Entrepreneurial Orientation and Performance of Public Sector Entities. *The Service Industries Journal*, Vol. 22, No. 2, PP. 43–58. <https://doi.org/10.1080/714005076>
- [53]. Begley T.M. & Boyd D.P. (1987). A comparison of entrepreneurs and managers of small business firms. *Journal of Management*, Vol. 13, No. 1, PP. 99–108. <https://doi.org/10.1177/014920638701300108>
- [54]. Runyan R.C., Huddleston P. & Swinney J. (2006). Entrepreneurial Orientation and Social Capital as Small Firm Strategies: A Study of Gender Differences from a Resource-Based View Entrepreneurial orientation and social capital as small firm strategies: A study of gender differences from a resource-base. *International Entrepreneurship and Management Journal*, Vol. 1, No. 2, PP. 455–477. <https://doi.org/10.1007/s11365-006-0010-3>
- [55]. Saxena. M. (2019). HRM fetches Competitive Advantage: A Review. *Journal of Business, Management and Strategy*, Vol.1 (1), pp. 8-12.
- [56]. Chen C., Tzeng L. C., Ou W.M. & Chang K.T. (2007). The Relationship among Social Capital, Entrepreneurial Orientation, Organizational Resources and Entrepreneurial Performance for New Ventures. *Contemporary Management Research*, Vol. 3, No. 3, PP. 213–232.
- [57]. Creswell J.W. (2003). Research design Qualitative quantitative and mixed methods approaches. *Research Design Qualitative Quantitative and Mixed Methods Approaches*, PP. 3–26. <https://doi.org/10.3109/08941939.2012.723954>
- [58]. Byrne B.M. (2010). Structural Equation Modeling With AMOS: *Basic Concepts, Applications, and Programming* (2nd ed.). Routledge.
- [59]. Aldholay A.H., Isaac O., Abdullah Z. & Ramayah T. (2018). The Role of Transformational Leadership as a Mediating Variable in DeLone and McLean Information System Success Model: The Context of Online Learning usage in Yemen. *Telematics and Informatics*. <https://doi.org/10.1016/j.tele.2018.03.012>
- [60]. Aldholay A.H., Abdullah Z., Ramayah T., Isaac, O. & Mutahar A.M. (2018). Online learning usage and performance among students within public universities in Yemen. *Int. J. Services and Standards*, Vol. 12, No. 2, PP. 163–179.
- [61]. Mutahar A.M., Daud N.M., Ramayah T., Isaac O. & Alrajawy I. (2017). Examining the intention to use mobile banking services in Yemen: an integrated perspective of technology acceptance model (TAM) with perceived risk and self-efficacy. *Asian Journal of Information Technology*, Vol. 15, No.12.
- [62]. Ringle C.M., Wende S. & Becker J.M. (2015). Smart PLS 3. Bonningstedt: Smart PLS.
- [63]. Anderson J.C. & Gerbing D.W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, Vol. 103, No. 3, PP. 411–423. <https://doi.org/10.1037/0033-2909.103.3.411>
- [64]. Schumacker R.E. & Lomax R.G. (2004). A Beginner's Guide to Structural Equation Modeling. New York: Lawrence Erlbaum.
- [65]. Hair J.F., Black W.C., Babin B.J. & Anderson R.E. (2010). *Multivariate Data Analysis*. New Jersey.
- [66]. Hair J.F.J., Hult G.T.M., Ringle C. & Sarstedt M. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 46 Long Range Planning § (2014). London: Thousand Oaks: SAGE. <https://doi.org/10.1016/j.lrp.2013.01.002>
- [67]. Kannana, V.R. & Tan, K.C. (2005). Just in time, total quality management, and supply chain management: understanding their linkages and impact on business performance. *Omega: The International Journal of Management Science*, Vol. 33, No. 2, PP. 153–162.
- [68]. Werts, C.E., Linn, R.L. & Jöreskog, K.G. (1974). Intra-class reliability estimates: Testing structural

- assumptions." *Educational and Psychological Measurement*, Vol. **34**, No. 1, PP. 25–33.
- [69]. Kline R.B. (2010). Principles and practice of structural equation modeling (3rd ed.). New York: The Guilford Press.
- [70]. Gefen D., Straub D. & Boudreau M.-C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the Association for Information Systems*, Vol. **4**, No. 1, PP.1–79.
- [71]. Fornell, C. & Larcker D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, Vol. **18**, No. 1, PP. 39–50.
- [72]. Chin, W.W. (1998a). Issues and opinion on structural equation modeling. *MIS Quarterly*, Vol. **22**, No. 1, PP. 7–16.
- [73]. Awang Z. (2014). Structural Equation Modeling Using AMOS. Shah Alam. Malaysia: University Teknologi MARA Publication Center.
- [74]. Cohen J. (1988). Statistical Power Analysis for the Behavioral Sciences (2nd Edition). Lawrence Associatesnce Erlbaum.
- [75]. Zehir, C., Can, E. & Karaboga, T. (2015). Linking entrepreneurial orientation to firm performance : the role of differentiation strategy and innovation performance." In *Procedia - Social and Behavioral Sciences* 210, Vol. **210**, PP. 358–367. Istanbul, Turkey: Elsevier. <https://doi.org/10.1016/j.sbspro.2015.11.381>