

## Entrepreneurial Orientation Impact on Entrepreneurial Behavior in the Service Industry

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### Abstract

The current study is centered on understating the concept of entrepreneurial orientation and entrepreneurial behavior with the application in the restaurant industry in Erbil, KRG. The service industry is expanding its share of GDP all around the world and growing among other sectors much faster than before. The sustainability of the industry is based on numerous factors. Here the focus is on finding reasons behind the frequent opening and closing of restaurants. The study revolves around entrepreneurship theory specifically entrepreneurial orientation and entrepreneurial behavior. Problem framed, as there is a need to study and uncover the behavioral aspect of the restaurateurs, assessing the underlying characteristics of entrepreneurial orientation, which can have an impact on strengthening the entrepreneurial behavior among restaurateurs. Research questions asked to solve problems are concentrated on finding important factors constituting entrepreneurial orientation, the importance of entrepreneurial behavior, and assessing the impact of entrepreneurial orientation on entrepreneurial behavior. In the same way, objectives are structured to reach the expected outcome of research justifying the underlying factors of entrepreneurial orientation, knowing the importance of entrepreneurial behavior for restaurateurs, and validating the relationship between entrepreneurial orientation and entrepreneurial behavior. The current study used multiple linear regression as a statistical tool to measure the formulated research model based on the six hypotheses to test the relationship and impact of autonomy, innovativeness, proactiveness, risk-taking, competitive aggressiveness, and Entrepreneurial orientation on entrepreneurial behavior. A sample size of 138 restaurateurs was analyzed for variable reliability, demographic, and descriptive statistics with testing items for inclusion by using the statistical tool of one sample t-test and validating the concept based on the factor analysis factor loading. The factor analysis was used for validating exiting factors with items loading to specified factors having KMO and Bartlett's Test of Sphericity for independent variable (.710) and dependent variable (.796). Research is concluded by answering research questions and following objectives with the justification for using the factor analysis to strengthen the current study. Hypothesis tested for the II correlation and regression and presented as the outcome of the study with dependent variable Entrepreneurial Behavior, where Autonomy ( $\beta = .032$ , Beta= .033), Innovativeness ( $\beta = .187$ , Beta= .184), Proactiveness ( $\beta = .344$ , Beta= .327), Risk-taking ( $\beta = -.053$ , Beta= -.047), Competitive Aggressiveness ( $\beta = .317$ , Beta= .448), Entrepreneurial Orientation ( $\beta = .820$ , Beta= .636). Though the research is an ongoing process, still the research here ended with recommendations to the government and private ventures to support the industry. The future is always unseen and gets explored with changes, so this research as well can have much deeper and broader insights for future research across other industries and countries.

**Keywords:** Entrepreneurship, Entrepreneurial Orientation, Entrepreneurial Behavior, Theory of Planned Behavior



## 1. Justification of the Research

In developed countries, the service industry is growing faster than ever before among other sectors, and has positively contributed to GDP growth. For example, the United States service industry pays about 75% of the workforce, which accounts for 56% of the GDP annually (Lee & Lim, 2008). Thus, a significant number of studies have tried to uncover factors that affect the service industry's performance and sustainability, in which they have focused mainly on the quality of service and customer satisfaction. However, finding research that studied the effects of entrepreneurial orientation (EO) on the organizational level and sustainability is not easy, but it has been long suggested that EO is an essential attribute of service industry performance and sustainability. Therefore, organizations need to cope with changes and accelerate the developmental process in all stages and most importantly the service industry movements where the information is moving faster in the era of cloud-controlled information. Entrepreneurship is known as a thrust force of competitive advantage. Entrepreneurship is perceived as a key capability, creativity, and development. Entrepreneurship has been known as a fundamental significance for the economic growth of every nation. Entrepreneurship is the backbone of developed economies and also has a significant effect on economic growth in developing economies (Li et al., 2012; Carree & Thurik, 2010). In developing economies, there is a lack of involvement of own citizens of the country in enterprise establishment may lead to many economic and social problems (Galindo & Mendez-Picazo, 2013; Prieger et al., 2016). Problems in many developing countries especially those countries depending only on one specific sector may fulfill the needs of the population monetarily but will have questions about the sustainability of an economy. The sustainability of an economy completely depends upon the capabilities of entrepreneurs in the country (Petrenko et al., 2017) ready to take challenges and involve themselves in the exploitation of opportunities. Therefore, many studies contributing to the evaluation of different dimensions of entrepreneurship and strengthening the entrepreneurial infrastructure such as entrepreneurial intention, desirability, opportunity-driven, self-efficacy (Ferreira et al., 2012) government policy reforms in entrepreneurial activities (Krichevskiy & Snyder, 2015), funding (Hellmann & Thiele, 2019), mentoring (Sabrina O. Sihombing, 2018), education, women empowerment and so on. The complement to Sanchez's (2011) finding is clear in the literature review of the entrepreneurship theory emphasizing mainly the economic growth, management, performance, sociological, and demographic assessments, with fewer

assessments and interest in the behavior and psychological assessment among entrepreneurs of the existing entities, not the entities being at a nascent stage. Though there have been established relationships among many variables as pillars for enterprise establishment, still there is a strong need for the assessment of the entrepreneurial orientation and entrepreneurial behavior among the budding and established entrepreneurs in the country. The results of other studies recommend that owners, entrepreneurs, and managers of Greek enterprises are aware of the significance and the importance of innovation, and risk-taking in association with the support in organizational behavior, which leads to business growth (Sarri, Bakouros & Petridou, 2010). However, they agreed on the importance of training and mentoring which is quite important in the process of development in small and medium-sized enterprises (Sarri, Bakouros & Petridou, 2010). Rusu et al. (2012) have emphasized the importance of entrepreneurial activities as the orientation in the tourism sector because studies in this specific area are still few. Here the research is specifically centered on assessing the level of entrepreneurial orientation such as “innovativeness, risk-taking, proactiveness, autonomy, and competitive aggressiveness” (Krueger, 2009; Esfandiar et al., 2019; Zhang et al., 2014), which is the most important factor for determining an individual ability to start-up and to continue as an entrepreneurial venture. Further, the entrepreneurial behavior such as “Perceived attitude, Subjective Norms, Perceived Behavior Control” (Naia et al., 2017; Whidya, 2017) that is driven by the theory of planned behavior will be assessed by the effect of entrepreneurial orientation that is the determinant of the success of an individual business venture or entrepreneurial establishment.

## 1.2 Problem Statement

Entrepreneurs are involved in shaping new ventures or reengineering a venture in which they are operating. The existing businesses usually have been observed to be more complex compared to the nascent start-ups; therefore, many ventures face challenges in coping with existing complications (Rusu et al., 2012). The thrust behind this study is the frequent opening and closing down of restaurants, which is one of the sub-sectors of the tourism industry in Erbil. When an entrepreneur starts a venture in the tourism sector, especially restaurants, he gets highly motivated and excited because changing trends and cultures from homemade food to restaurant services lead entrepreneurs to invest in the food industry, but they face the downside

and fail in sustaining the venture, which is enforcing the establishment and industry to the failure. The reasons behind the failure are not visible to the naked eye but the literature emphasizes EO as a leading factor for the success of an entrepreneurial venture. The current research argues that more EO in practice leads organizations to behave entrepreneurially, the argument is based on an intensive literature review as presented in the literature review section.

### 1.3 Research Questions

Research questions are specifically driven by the research gap, *which is mentioned in the justification of this research section*, and the lack of sustainability of the businesses in the food industry. The research addresses the level of entrepreneurial orientation toward sustainable entrepreneurship and entrepreneurial behavior as the following:

1. What are the important factors constituting entrepreneurial orientation dimensions?
2. How entrepreneurial behavior is important in establishing sustainable entrepreneurial ventures?
3. Does entrepreneurial orientation impact entrepreneurial behavior?

### 1.4 Research Objectives

The five important dimensions of the concept of entrepreneurial orientation, which may lead firms to be entrepreneurial, will be evaluated among restaurateurs in Erbil, which is one of the main sub-sectors of the tourism industry. The below objectives are the center of the research of evaluating entrepreneurial orientations such as autonomy, innovativeness, proactiveness, risk-taking, and competitive aggressiveness (Zhang et al., 2014), which may lead to entrepreneurial behavior and sustainable business with the ability of exploitations of new opportunities and developing the existing one. Another aim of the research is to know and validate the effect of EO on perceived behaviors such as perceived attitude, subjective norms, and perceived behavior control that is driven from the theory of planned behavior.

This study aims to achieve the following objectives:

- To justify the underlying factors of entrepreneurial orientation.
- To know the importance of entrepreneurial behavior for restaurateurs.

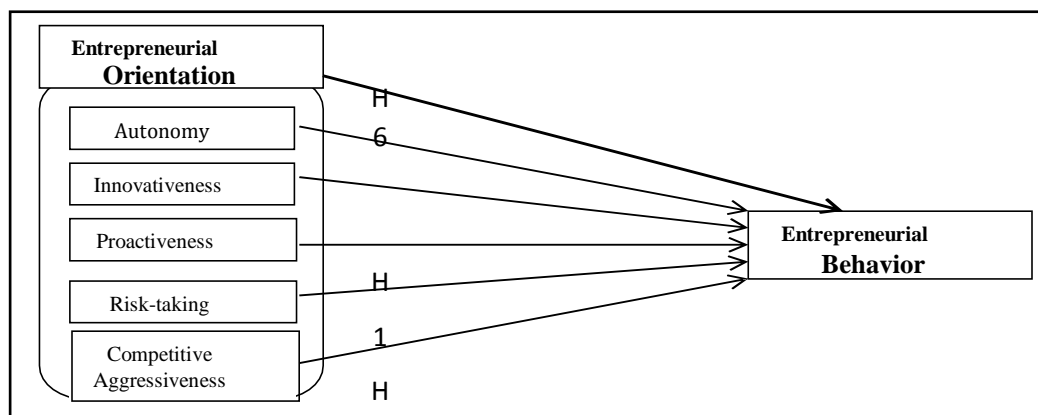
- To validate the relationship between entrepreneurial orientation and entrepreneurial behavior.

### 1.5 Proposed Research Model

The research model usually comes with the conjunction of theories. Models are representations of the whole or some part of a theory. Theories are the explanations of the phenomenon, and models are representative of those phenomena (Anol, 2012; Greener, 2011). For researchers to find better outcomes from the theories by examining the relationship, cause, and effects of the concepts they have to expand models. Models in common are the symbolic or graphical representation of theories, and concepts, which show the relationship, cause, and effect of variables such as dependent and independent (Joosten, 2020). According to (Smith & Jambulingam, 2018) EO significantly affects customer and business orientation, which leads enterprises to behave, as required by the preferences and customer needs. The positive relationship between EO and firm performance is worth investment by small firms because in return the reward is significant (Wiklund, 1999).

According to entrepreneurship theory and specifically on the entrepreneurial orientation and entrepreneurial behavior concepts, there is a relationship between the cause and effect of the EO on the firm performance and sustainability in entrepreneurial firms. The proposed research model presented in (figure 1) in this research is designed to justify, assess, validate, and understand the effect of independent variable entrepreneurial orientation: autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness on dependent variable entrepreneurial behavior: perceived attitude, subjective norms, and perceived control behavior, among restaurateurs in Erbil. The below-proposed research model is self-developed.

**Figure 1: Proposed Research Model**



## 1.6 Developed Research Hypotheses

Research hypotheses have been developed based on the literature review gaps. According to scholars, the more entrepreneurial practice in place makes firms outperform their competitors that are conservatively managed (Rauch et al., 2009). According to (Covin & Lumpkin, 2011; Miller, 2011) still, it is unclear whether EO is a behavioral construct or attitudinal. EO dimensions vary within. However, it fundamentally remains unclear on a personal level what it means to be entrepreneurial (Bagozzi, Yi, & Phillips, 1991). The natural characteristics of an entrepreneurial firm are the entrepreneurial orientation construct that has been practiced for strategic decision-making, management practices, and the behavior in which a firm operates (Anderson et al., 2014).

The argument of whether the EO consists of EB in its dimensions still is not answered which was developed by Millar in 1989 (Anderson, Eshima & Hornsby, 2018). Therefore, it has been stated that the EO as the indicator of the EB in the 1980s that the risk-taking, and organizational operation innovatively are the behavioral features of entrepreneurs. They found among the women entrepreneurs that the EO is the process, that leads to the EB because in the first stage of organization formation, they did not take a risk in terms of finances, and innovation, after going through the processes then the EB was born. They suggest that the first construct of the entrepreneurial process in the context of the market, product, and service development and success is to assess the behavior of the entrepreneurs (Belcourt, 2009). The link among the construct reveals the dependent variables as the behavior dimensions are affected under the practice of EO. Therefore, the below hypotheses are developed to justify, know, and validate these relationships and EO's impact on EB.

### 1.6.1 Hypotheses for the study

**H1:** Autonomy has a positive impact on entrepreneurial behavior.

**H2:** Innovativeness positively affects entrepreneurial behavior.

**H3:** Proactiveness enhances entrepreneurial behavior capabilities.

**H4:** Risk-taking impacts strongly entrepreneurial behavior.

**H5:** Competitive aggressiveness has a positive impact on entrepreneurial behavior.

**H6:** Entrepreneurial orientation positively impacts the entrepreneurial behavior.

## 2. Literature Review

### 2.1 Entrepreneurship and Entrepreneur

Entrepreneurship includes multidimensional characteristics and complex to be defined. Entrepreneurship and entrepreneurship are considered to have many dissimilarities. Kuratko & Hodgetts (2001, p 42) defined “entrepreneurship” “as a process of innovation and new venture creation through four major dimensions such as individual, organizational, environmental, and process, that is aided by collaborative networks in government, education, and institutions. All the macro and micro positions of entrepreneurial thought must be considered while recognizing and seizing opportunities that can be converted into marketable ideas capable of competing for implementation for today’s economy”.

Supporting the above definition (Kuratko & Hodgetts, 2001), Gill (2017) stated that the concept of entrepreneurship refers to a broader type of phenomenon, which is dependent on theoretical promises given by a person. From a post-positivist view, someone is or is not an entrepreneur from its function which possesses a business in a clear and known environment that leads to a higher return on investment. From this point of view, an entrepreneur is someone who works independently and creates his/her business for more profit. According to (Stevenson & Jarillo, 1990; Kuratko & Hodgetts, 2001), the term entrepreneurship generally has been addressed as a process-oriented by researchers. In contrast, they have found entrepreneurship a process of proposing and producing new goods or services as a result of putting enough time and energy devoted financially and socially at risk to present newness in which on a firm or a personal the level of satisfaction and autonomy of reward can be seen (Hisrich & Peters, 1998). Entrepreneurship can be placed internally and externally; the owner does not control it (Stevenson & Jarillo, 1990).

The definition by Kuratko and Hodgetts (2001) of four dimensions such as individual, organizational, environmental, and process of entrepreneurship goes back to the explanation (Vesper, 1990), he demonstrates outstanding support for the viewpoint of different people from different positions. According to Vesper (1990, p.2), “To an economist, an entrepreneur brings resources, labor, materials, and other assets into combinations that make their value greater than before, and also one who introduces changes, innovations, and a new order. The unfavorably inclined politician may see an entrepreneur as one who is devious and hard to control, whereas

a favorably inclined politician sees the same person as one who finds effective ways to get things done. To a businessperson, the same entrepreneur may be an ally, source of supply, a customer, or someone good to invest in. To a communist philosopher, the entrepreneur may be a predator, one who usurps resources and exploits the labor of others. The same person is seen by a capitalist philosopher as one who creates wealth for others as well, who finds better ways to utilize resources and reduce waste, and who produces jobs others are glad to get”.

Deeb (2015) argues the definition of an entrepreneur by (Merriam-Webster, 2020) dictionary, which defines an entrepreneur as "one who organizes, manages and assumes the risk of a business or enterprise". He argues that an entrepreneur holds much more than those, in his view as a serial entrepreneur consultant. Apart from risk-taker, an entrepreneur is:

- A visionary: an entrepreneur is creative and innovative, he/she sees things most people cannot see. They do not concentrate on today but tomorrow as solving a problem of today, which can bring the best revenue, and least cost, and focusing on customer satisfaction in the future.
- A Leader: Convincing partners, employees, investors, and customers around a risky venture takes special sets of skills. A successful entrepreneur sells his/her vision with the right communication skills to make the venture successful.
- A pit bull: Entrepreneurship is not for those who run after the first bit of headwind. Successful entrepreneurs know there are two steps forward and one step backward. They know enough is enough when they fail; they search for a solution in a failed one to succeed in the next step of theirs.
- A superhero: It is not easy to launch a new venture; it needs a strong executive role in the early stage, fearless jumping into the details, and analyzing the details in a way to make the right thing happen.

They oversee everything they make in their wake, building confidence and creating interest for everyone in the business. Many scholars have defined entrepreneurship as cited in this section, but for this thesis, the definition provided by Deeb (2015) will be used, as it is closer to the characteristics of entrepreneurial orientation and behavior.



Hougaard (2005) has stated that business comes true when the birth of a successful idea fulfills a need in a market, and it becomes difficult to know how this success has been raised or why some businesses are successful and some fail. The range is big, and its variety is tremendous in the era of exploitations of opportunities through entrepreneurs in solving a problem or telling consumers why is it a problem, by creating market value for a particular product or service. Therefore, Landstrom (2010) emphasizes the gap and inconsistencies of the entrepreneurship phenomenon as it explains that opening the rational outlines of entrepreneurship, as a sustainable correlation with different variables will face many problems as inconsistencies with different contexts or stages of a business process. Meyer & Heppard (2000) have stated the emergence of entrepreneurs, because of changes, problems, and different needs of different communities to promote new opportunities for new entrepreneurs. Changes in consumer tastes, and advancements in technology renovated many industries' structures. Nowadays the question for many organizations is not about being fit for the market rather it is about survival. Survival has emerged because of the movement of technology, accessibility of information, product life cycle, and uncertainty within and complexity of the needs and wants of a particular community and transforming it as a global necessity (Bjerke & Hultman, 2002).

Entrepreneurship theory has been studied in many different contexts of business and management. It can be discovered in other areas rather than businesses, which may have a significant effect on the community and economy (Thompson, 1999) concluded that challenges and reflection of many social and economic factors lead to fostering entrepreneurial activities everywhere without differences in sizes, product or services, private or public, so that needs to be innovative as enterprising. Therefore, many of those studies have concentrated on three qualities of entrepreneurship phenomena such as opportunity-driven entrepreneurs, entrepreneurs' traits, and the nature of the entrepreneurs' environment, in which they decide and function. In the entrepreneurial phenomena, there are various traditional and developed interpretations with the assumption of different views of scholars. Therefore, types of study are interrelated in their application and nature on entrepreneurs such as opportunity-driven entrepreneurs, entrepreneurs' traits, and the nature of the entrepreneurs' environment, in which they make decision, and function (Alvarez, 2005).

Anderson & Rondeau (2017) stated that it is complex to distinguish and put the theory into

practice in emerging markets, which looks in the global context of entrepreneurship theory, but pursuing entrepreneurship theory could be useful for achieving innovation in many business processes. The power and potential of the theory in practice conceptualizes researchers' understanding of how things get done and how they have been driven by social norms, values, and institutional competencies. The entrepreneurship practice theory tells us how, when, and where such practices have been shaped. The actors and agents of such practices reveal how they respond to such norms and values. Therefore, the entrepreneurship practice theory will tell us how businesses carry on and change which is a very useful theory in emerging and developing economies. It also opens a new horizon in understanding the hidden phenomena of entrepreneurship and entrepreneurs. The usefulness of the theory offers a new way of searching for things and interpretation of the concept that generates entrepreneurial theories. Skills and flexibility aligned with creativity are the survival competencies in the workplace. The inevitability of change in the firms' structure proposes that a team working on a small project within a firm will be significant compared to the small firms that lead to downsizing and outsourcing to the large firms or the advancement in technology (Henderson & Robertson, 1999). Therefore, the reform in economy can be done by developing entrepreneurial activities which must be in the favour of the new generation as entrepreneurs to tackle entrepreneurial steps, which is a challenge for academics and policymakers equally (Henderson & Robertson, 1999). From a subjective point of view on entrepreneurship; the center is the individuals as entrepreneurs as regard their skills, knowledge, resources, materials, and innovativeness are the factors leading them to be entrepreneurs in their environment and is known to be the spirit of entrepreneurship (Kor, Mahoney & Michael, 2007). In contrast, Lounsbury, Gehman & Ann Glynn, (2019) suggested that the study should go beyond subjectivism because there are many other factors, that lead to being an entrepreneur and create entrepreneurship opportunities in a particular region such as cultural background, which can explain more of the phenomena. Moreover, In the developing world, young start-ups are getting larger space compared to years back and it is significantly and positively affecting the growth of the economy compared to the developed economies. Bampoky, Blanco, Liu & Prieger (2013) stated that the higher level of research and development decreases the disadvantages of entrepreneurship which many variables are interrelated in nature and substitutes. To have a better understanding of entrepreneurship and entrepreneurial activities, researchers should focus on the creation of a

new paradigm between encouragement and a new way of thinking. Therefore, Howorth, Tempest & Coupland (2005) suggested from the functionalist point of view which leads to the concept of discovering the discontinuity, dynamism, individuality, and behavior of the current theories and functions in the entrepreneurial process, the new paradigm should go beyond the aggregation on the existence findings and should lead to explore greater results from comparing different views which may lead to better understanding and benefits of the concept such as behavior. They also suggest that the paradigm interaction significantly develops new insights into the entrepreneurial process.

In their study on the relationship between psychology and entrepreneurship, Shaver & Davis (2019) found that both are interrelated and have a positive effect on each other in the long run. The highlights are on the traits, personality nature, and cognitive of the social interactions, which have been imported from theories of psychology, which counterpoints the entrepreneurial behavior of the phenomena. The potential of the relationship can lead to a better understanding of the cultural values, norms, and personal context effect on entrepreneurial activities. The relationship between knowledge and growth is positive, more knowledge can create more wealth in an environment for entrepreneurs to tackle their dreams as start-ups and establish a venture (Stephens et al., 2013). Entrepreneurship theory is challenging because it is open to many questions and opportunities to improve a person's path in a related area (Chepurenko, 2015). From the five recommendations in their finding, they suggested the necessity of researching the relationship and effect of different backgrounds, experiences, resources, traits, and actions in an entrepreneurial way oriented to building a better environment and growth. Therefore, it is also a necessity to study behavior and the culture of different nations, which will open new doors for researchers to understand the phenomenon constructively (Chepurenko, 2015).

Despite this fact, entrepreneurship has served many nations and boosted economies. Having all the intention of being an entrepreneur counts as the start-up motives, whether those motivations and intentions are driven by social or personal traits as opportunities or necessities. It is not only about starting a venture it is also about survival (Bjerke & Hultman, 2002). The concept goes beyond the traits and characteristics of entrepreneurs as nascent; it is about how they survive, survival comes as a process of doing things in the right way and competing

in the market. The emergence of the entrepreneurial orientation serves in the theory of entrepreneurship as five latent dimensions to know why some are successful and some are failed (Krueger, 2009; Covin and Wales 2011; Esfandiar et al., 2019; Lounsbury, Gehman & Ann Glynn, 2019).

The results of other studies recommend that owners, entrepreneurs, and managers of Greek enterprises are aware of the significance and importance of innovation, and risk-taking in association with the support in organizational behavior, which leads to business growth (Sarri, Bakouros & Petridou, 2010). However, they agreed on the importance of training and mentoring, which is quite important in the process of development in small and medium-sized enterprises (Sarri, Bakouros & Petridou, 2010). Research has emphasized the importance of entrepreneurial activities measurement as a risky business by entrepreneurs to be assessed as the level of orientation process, which changes the behavior of tourism sector practitioners, they also highly recommended assessing EO because studies in this specific area are still few, especially in restaurant sector (Rusu, Isac, Cureteanu & Csorba, 2012).

## 2.2 Entrepreneurial Orientation

The foundational article of entrepreneurial orientation emerged in 1983 by Miller. Three decades of building up on the EO by Miller (1983), (Anderson, Covin, & Slevin, 2009) defined EO as conservative firms and entrepreneurially oriented firms, which are entrepreneurial in the environment such as decision-making style, managerial pioneers, and considered behaviors, with the entrepreneurial orientation indicating three dimensions as innovativeness, proactiveness, and risk-taking.

However, researchers have found that definitions of entrepreneurial orientation differ in operations (Covin & Wales, 2012). The more entrepreneurial practice in place makes firms outperform their competitors that are conservatively managed (Rauch *et al.*, 2009). According to (Covin & Lumpkin, 2011) it is unclear whether EO is a behavioral construct or an attitudinal construct. They suggest that the EO dimensions vary within. However, it fundamentally remains unclear on a personal level what it means to be entrepreneurial (Bagozzi, Yi, & Phillips, 1991). Anderson et al. (2014) natural characteristics of an entrepreneurial firm are the entrepreneurial orientation construct has been practiced for strategic decision-making, management practices, and the behavior, in which a firm operates. Anderson, Covin & Slevin (2009) stated that the

challenge business faces today from the discrepancies resulting from internal and external changes can be solved by entrepreneurial orientations which are vital in building entrepreneurial behavior at the firm level as a contingency approach to making decisions. According to (Titus, Parker, & Covin, 2019) the implementation of the entrepreneurial orientation is related to the firm growth. For example, they found the contributing factors of entrepreneurial orientation in firm growth, in their finding, they expressed that the adaptation of entrepreneurial orientation is not a predictor it directly produces the outcome. Eshima & Anderson (2016) stated that the notion of being an entrepreneurial firm needs to be evaluated from different levels of a firm as acting entrepreneurially which remains to be addressed to add to the entrepreneurial orientation phenomena that what caused and which consequences make a firm entrepreneurial (Anderson et al., 2014). According to (Khedhaouria, Gurau & Torres, 2014) the growth and positive performance of small firms are strongly associated with firm self-efficacy, and creativity when the entrepreneurial orientation is practiced. EO model advantages in North America have been carried out and measured from different perspectives. The need for the model in developing countries can be as beneficial as it has been in developed countries in the context of performance and change in firm behavior (Al Mamun et al., 2017).

The researchers even have used the entrepreneurial orientation constructs in the field of sustainable development. For example, they found the relationship between entrepreneurial behavior in SMEs and its effect on sustainable development at the organizational level (Ayuso & Navarrete-Baez, 2017). The positive effect of entrepreneurial orientation leads to the better sustainability of human resources and the environment and increases community involvement. Ayuso & Navarrete-Baez (2017) suggested that it depends on the institutional enforcement of the entrepreneurial orientation implementation. According to (Neubaum, Mitchell & Schminke, 2004) the ethical climate of different sizes of firms reveals the level of newness and entrepreneurial orientation effect on the morale of employees when the change is vital. The study found that the firm's ethical and moral level is more important than the entrepreneurial orientation dimension when it comes to newness, and it changes from the firms' size and the ethics they practice. EO has been used to measure the family businesses are taken into consideration under the examination and test of entrepreneurial orientation effects on the performance. For example, they found that entrepreneurial orientation leads to the development

and improvement of family businesses, which has a positive effect on the family managers' performance in a particular business (Ayuso & Navarrete-Baez, 2017). CEOs' attitudes, beliefs or habits are hidden forces that could be driven by many factors, which may result in negativity to the firm performance while entrepreneurial orientation positively affects the firm. For example, in their finding of entrenchment of CEOs on an individual level they found that less entrenchment of CEOs by implementing entrepreneurial orientation will lead to more value creation (Keil, Maula & Syrigos, 2015). The benefit of the EO is far beyond those companies that are already practicing; the implementation could be a bit challenging, but it is worth it if the firm possesses a dynamic where EO can be built. Businesses with EO practices are more focused on rewards, which increases the competitive advantages and attentiveness that could yield rewards in the long run (Kelly, 2016). In the context of international entrepreneurial business ventures, the sub-dimension of the EO such as innovativeness has a positive relationship with the measurement of performance and affects the market and learning orientation (Kropp, Lindsay & Shoham, 2006). Evidence is clearing the fuzziness of the EO constructs benefit on the restaurant performance and does not only end there but also affects the new product development and increases the market opportunities. They also found that the human capital and the education level of the business owners compared to the implementation of EO have less effect. The evidence shows the need for such trends in the restaurant industry by the authorities to develop a positive and successful restaurant sector with long-term sustainability (Lee, Hallak & Sardeshmukh, 2016).

The outcomes clarify that EO and development are decidedly related to the fact that their relationship is overwhelming too. The similarity for innovation is the element of EO that practices the best effect on the kind of extension procedure utilized by the firm, promising the improvement of new items innovations through a minor vital conduct (Moreno & Casillas, 2008). There is a strong relationship between the effects of culture on the EO (Watson et al., 2017). These vital practices are the central thrust behind development. However, alongside them, the states of the environment are exceptionally unique and not extremely threatening and the accessibility of assets supports the fast development of the firm. Be that as it may, the heading of the impact of assets on development relies upon the idea of such assets as monetary versus nonfinancial, and on the kind of relationship being considered direct as opposed to

directing (Moreno & Casillas, 2008). This examination contains two significant curiosities concerning past research ventures. The primary comprises of narrowing the circle of the variable to be clarified, concentrating the examination on growth. Along these lines, the relations distinguished increase in clearness, since development isn't associated with different elements of performance like productivity (Moreno & Casillas, 2008). In their finding, they support on a firm level that entrepreneurial orientations affect positively the decision-making regarding financial performance in a risky environment as start-ups (Vaznyte & Andries, 2018). According to (Smith & Jambulingam, 2018) EO significantly affects customer and business orientation, which leads to behaving, as it requires. The positive relationship between EO and firm performance is worth investment by small firms because in return the reward is significant (Wiklund, 1999). Within examining other theories in the identification of the entrepreneurial spirit of social and identity theory, they found that the role conflict and academic entrepreneurs affect and influence shape the platform. The multiple identities of a person affect success in the way they shape a business from both multiple identity and role conflict benefits (Zou et al., 2018). The challenge that businesses face today from the discrepancies resulting from internal and external changes can be solved by entrepreneurial orientations which is vital in building the entrepreneurial behavior at the firm level as a contingency approach to making decisions (Titus et al., 2019). The quality-certified hotel industry has a positive relationship with entrepreneurial orientation, and it increases the hotels' performance (Hernandez-Perlines, 2016).

### **2.2.1 Innovativeness**

Innovativeness has an important role in solving problems and facing challenges, which leads firms to achieve success (Shan, Song & Ju, 2016). The ability of a firm is highly related to the firm newness/renewal of the market trends which leads the firm to survive and develop when they are in a competitive market. Innovation is highly associated with the creativity of a person running a venture. Someone is creative when he/she has the ability and interest to discover a new thing. No creativity equals zero innovation. Creativity is the underpinning of innovative behavior, which affects the amount, and value of innovation (Song, Ma & Yu, 2019). Innovativeness neither increases nor decreases nor speeds as a link with the EO of firm performance (Shan, Song & Ju, 2016).

### **2.2.2 Proactiveness**

Proactiveness is described as being an initiative of new opportunities in a competitive market to meet future demand (Asemokha et al., 2019). A firm's ability to be proactive is determined by the responses to market changes and trends before others take any initiations (Wiklund & Shepherd, 2005). According to the definition by Rauch & Wiklund (2009, p. 768) "an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand".

### **2.2.3 Risk-Taking**

Risk-taking refers to the degree to which a person is involved in a venture and dares to take risks even when there is uncertainty about its outcome (Linton, 2019). Having risk-taking behavior is a way of hard-hitting competitors and identifications of opportunities, hoping for high returns on used resources (Naldi et al., 2007). Risk-taking is the action and activities of investing in an uncertain market, borrowing, and using a high percentage of resources (Baird & Thomas, 1985). According to (Zinn, 2017) specialist's perception of risk-taking and modification of individuals' risk-taking needs the study of all the social and individual risk exercises in all stages of life. Doubtfulness in risk-taking behavior is not only the outcome of the probability that happens, it may happen but also the probability of its result, which may be impractical (Trimpop, 1994).

### **2.2.4 Autonomy**

Independently progressing on actions to make decisions is the ability to have autonomy in a firm without any involvement from the organization side (de Jong et al., 2013). Autonomy redirects a person's desire to develop an idea with having freedom, it also helps individuals and teams not only solve problems but identify problems before becoming too late to be solved so it is crucial to be at the strategic level of a firm to achieve better outcomes of its objective when acting entrepreneurially (Lumpkin, Cogliser & Schneider, 2009).

### **2.2.5 Competitive Aggressiveness**

Competitive aggressiveness takes the idea of "beating the competitors to the punch" recommended by Miller (1983). The definition of an entrepreneurial firm having competitive aggressiveness refers to the strength and intensity that newcomers to the market should compete with the established ventures (Lumpkin & Dess, 1996). Venkatraman (1989, p. 948) suggested:



“Competitive aggressiveness is accomplished by setting ambitious market share goals and taking bold steps to achieve them, such as cutting prices and sacrificing profitability”.

### 2.3 Theory of Planned Behavior (TPB)

According to Ajzen (1991), the theory of planned behavior offers a valuable theoretical background dealing with complications of human behavior. The TPB includes some other concepts of behavior in the social sciences that help uncover some of the predictions for some behavior in other social contexts. As human has feelings and think to act in a particular way it becomes attitude then leads to behaving that way with subjective norms as the support of it and perceived control behavior of having the right behavior which usually are the intentions of an effective outcome of accuracy. In return, intentions in blending with the perceived behavioral control will justify a great amount of modification in human behavior. TPB is that a person's aim to play out a particular behavior decides the behavior and that the person's intentions, thus, are influenced by frames of mind toward the behavior, subjective norms, and perceived behavioral control (Ajzen, 1991). Subjective norms are characterized as a person's perception of social stress to perform or not to perform a particular behavior (Ajzen, 1991). PBC is seen as straightforwardness or trouble taking part in a particular behavior (Ajzen, 1991). In this manner, the simpler an individual sees it to perform a particular behavior, the higher the perceived behavioral control. The representation of behavior measurement is from a person's drive in feeling and awareness plan to undertake or perform a particular behavior. The stronger the intent of the behavior, the stronger behavior is the achieved (Sommer, 2011).

*Perceived behavior:* the degree to which an individual is encouraged or discouraged to or likes or dislikes to behave in a particular way. It involves a reflection of the results of that behavior (Ajzen, 1991).

*Subjective norms:* The degree to which that an individual has perceived support from the social environment or not, whether people like or dislike his or her particular behavior (Ajzen, 1991).

*Perceived Behavioral Control:* The degree to which an individual has control over the perceived behavior to control his business or work (Ajzen, 1991).

### 2.4 Entrepreneurial behavior

The proxy and the usage of the TPB in the context of entrepreneurship are the most important

predictors of behavior (Campbell, 2009). Under different circumstances of risk and uncertainty to behave entrepreneurially, the TPB consists of the indication of the behavior that shapes someone in the context of business and society having the right attitude which indicates the desire for specific behavior as favorable to the person, the subjective norms the influential pressure of friends, colleagues and the family lead to a set of behavior, and the PBC achieves when the same person has the contentment of the self-confidence to perform the behavior in a particular manner (Martin, 2015). The need for a reconceptualization of the EO through a new validation to clarify its effects on the EB is one of the core entrepreneurial processes through firm-by-firm evaluation at the firm and individual levels. The proposition of the title in the literature and topics has been more than the other construct of entrepreneurship. The argument of whether the EO consists of EB in its dimension is still unanswered which was developed by Millar (1989). Therefore, it has been stated that the EO as the indicator of the EB in 1980s that the risk-taking, and organizational operation innovatively are the behavioral features of entrepreneurs (Anderson, Eshima & Hornsby, 2018). They found among the women entrepreneurs that the EO is the process, that led to the EB because, in the first stage of organization formation, they did not take risks in terms of finances, and innovation, after going through the processes then the EB was born. They suggest that the first construct of the entrepreneurial process in the context of the market, product, and service development and success is to assess the behavior of the entrepreneurs (Belcourt, 2009). The examining different EB constructs in the context they have tested the sustained regeneration; organizational rejuvenation; and domain redefinition as having the dependent variables to assess the EO on EB, they found that significantly positive relationship between them. The link among the construct reveals the dependent variables as the behavior dimensions are affected under the practice of EO. EO scale by Covina & Slevin (1989) has used the measurement subjectively for more than 20 years. In their finding regarding the relationship between the EO and EB within the EO behavioral context they found the high, significant, positive relationship of EO on behavior but within the EO constructs. Here the need goes beyond subjectively measuring the EO on EB they suggest that it also needs to be measured objectively on different sizes of firms to understand the direct and indirect effects (Stambaugh et al., 2017). Evidence suggests that the EO is the thrust and the main theme of measurement for reaching self-efficacy and more opportunities (Esfandiar et al., 2019). According to Sakari Soinen et al. (2013), the basic work

values of managers and owners have a strong effect on innovativeness and proactiveness behaviors. The attitude and other-oriented growth have effects too. In other studies, the evidence of the study shows how an entrepreneur exploits the cognitive and behavioral advantage of catching and creating new opportunities. The behavioral attitude is driven by somebody's scripts from his or her cognitive or community. That is the reason individual and environment determine the variation of acts from two people within the same environment one will come up with a solution to a problem and the other will catch an opportunity (Pryor et al., 2015). Therefore, arriving at entrepreneurial intention needs more empirical analysis that how the entrepreneurial behavior demonstrates the fuzziness of a successful and unsuccessful entrepreneur, which shows a better way of understanding the thrust of the particular behavior of a firm (Krueger, 2009).

### **3. Research Methodology**

#### **3.1 Research Approach**

According to (Saunders et al., 2009) research approach begins when a researcher is clear about the use of a particular theory, which will foster research design. Approaches are deductive and inductive in which the deductive approach is useful when the researcher wants to develop a theory or use the existing one or develop hypotheses to test them or inductively to collect data and develop a theory based on the analysis of the data. Research approaches should be aligned with the research philosophy, choosing the deductive approach is closer to positivism and the inductive approach is closer to using interpretivism (Walliman, 2011).

Five stages of the deductive research approach are progressed by Robson (2002) as the following:

1. Determining deductively hypotheses and testing them to find the relationship between two or more variables.
2. Showing precisely how the variables are measured.
3. Testing hypotheses.
4. The confirmed change will happen to validate the theory.
5. If it is not confirmed, then it is necessary to modify the theory or go back to the first cycle of it.

In this research deductive approach has been chosen because of the nature of this research, which is based on testing the existing theory of entrepreneurship and concepts of EO and EB and developed hypotheses to find the relationship and effects of independence on the dependent variable. The concepts are entrepreneurial orientation driven by the theory of entrepreneurship and entrepreneurial behavior from the theory of planned behavior. Covin & Lumpkin: Miller, 2011 argue for whether EO is a behavioral or attitudinal variable. Testing these two theories deductively on the restaurateurs in Erbil may uncover the concepts whether they are behavioral or not and can help the restaurateurs to focus on which dimensions are deeper for sustainability.

### 3.2 Research Instrument

In social sciences research surveys are commonly used in descriptive, exploratory, and explanatory. A Research Survey is greatest when the unit of analysis is directly related to people. The strengths of research surveys are many compared to other methods, a survey is the best instrument of measurement for a wide range of unobservable constructs, and it is easier to reach a large number population, due to some unremarkable consequences many people prefer answering survey questionnaires, it can uncover multiple variables complexity and is economically cheaper with less time needed (Anol, 2012).

In this research-validated questionnaire has been employed to validate and justify the relationship and impact of the EO on EB. The EO questionnaire employed by (Zhang et al., 2014) consists of the five dimensions of the EO from their validated questionnaire there are 25 items driven from the previous studies and only 18 items from the five dimensions were accepted for the face, content, and construct validity. In some of the EO dimensions, items were double-barreled and for clarification to the respondents, research made those double-barreled questions as a separate statement so that respondents would have a clear picture of what the question is seeking. A Double-barreled question usually asks more than a single question statement, the researcher should avoid these mistakes by using the word AND/ OR because it misleads respondent's understanding of which one to rate more or to choose which more than the other (Lavrakas, 2011). In autonomy items, items number A1 and A2 were double-barreled, and in the innovativeness dimension only item number I2 was double-barreled. After separating questions and making single statements of double-barreled items in autonomy and innovativeness dimensions' the number of items increased to 26. Apart from the double-

barreled statements, the researcher reframed the questionnaire statement by changing “firm” to “restaurant” and tailored it to the current study contents. On the other hand, the researcher employed another validated questionnaire from (Naia et al., 2017) to test the TPB with its sub-dimension of perceived attitude, subjective norms, and perceived behavioral control, each with three-item, statements of the validated questionnaire also got reframed and tailored to the current study with getting help from an Entrepreneurship course lecturer. After that, a professional English-Kurdish translator (Ibrahim, 2019) translated the questionnaire into Kurdish Language and again checked by a lecturer for the content of the translated questionnaire then distributed among restaurateurs in Erbil.

### **3.3 Data Collection Tool**

Since the study is based on validated questionnaires data was collected through a survey questionnaire including demographic questions, including 6 questions such as age, gender, marital status, education level, prior experience, and year started. EO and EB dimension consisted of five variables with 26 items and EO three variables with 9 items. The questionnaire was distributed to the restaurateurs in Erbil. According to Jalal, S. (Personal Communication, December 12, 2019), the number of registered restaurants in Erbil province was 321 restaurants. The datasheet provided by Jalal (2019) included participants’ restaurant names, owner names, location, and mobile number. The researcher benefits from the datasheet to know where each restaurant is located and when it is possible to visit and meet with the owner.

#### **3.3.1 Targeted Population**

Studying a particular population in descriptive studies needs information about the population's geographical location, age, and gender, with other characteristics such as profession, belief, and culture (Banerjee & Chaudhury, 2010) also it is important to know who is included and excluded from the population. Population in common is a large number of people or objects in particular scientific research being carried out. Studying the whole population in a particular study is time-consuming and expensive so researchers rely on methods of how a sample can represent the whole population (Explorable.com, 2019). As a service venture in the current research restaurateurs have been selected to uncover the EO impact on The EB. According to Jalal, S. (Personal Communication, April 12, 2019), the number of registered restaurants in Erbil province was 317 restaurants from 5 to 1 star. The datasheet that matches the requirements

of descriptive studies of the chosen population covers the population's most important characteristics for the current research which are owner name, restaurant location, and mobile number. The included participants from the population are those which actively running restaurants.

### 3.3.2 Sampling Frame

According to (Anol, 2012) sampling frame is an available targeted population with their information. Sometimes the sampling frame may not be able to cover the characteristics of the large population. Similarly, according to (Saunders et al., 2009, p.214) "The sampling frame for any probability sample is a complete list of all the cases in the population from which your sample will be drawn". The group of interest that is going to be studied in particular research is based on the research questions and objectives from which population the researcher wants to undertake and find a solution for a problem is called the sampling frame within a population (Walliman, 2011). In the current research, the population database is available which contains population information, within the population the active participants are studied as an opened restaurant in Erbil. Out of the 317 restaurants of the targeted population and based on the sampling techniques only 174 restaurants have been chosen randomly for the study, the technique is explained in the sample section.

### 3.3.3 Sampling Technique

There are many techniques considering the sample of a particular population such as purposive, random sampling method, systematic sampling, stratified sampling, etc. (Banerjee & Chaudhury, 2010). For the current research, a random sampling method has been employed because the researcher wants to have a generalized conclusion about the phenomenon. The random sampling method includes multiple techniques; all the members of a population have an equal chance of being part of the research. The benefits of random sampling are far from being biased because all the elements of the population have the same chance of being studied, and the sample will be good enough to represent the population (Mohsin, 2016). The simple random sampling size is calculated from the Australian Bureau of Statistics (2018), according to the guidance of the Australian Bureau of Statistics researchers should know about the true population value, including confidence level, population size, proportion, confidence interval, and standard error. The website calculates only the simple random sampling as the following: for the confidence level, it could be 95% or 99%. 95% has been chosen because the true

population value of the participants may change so being certain of the researcher estimates a 95% confidence level. The population size is known to be 317. Based on the guidance of the website proportion is to be chosen as default which is 50%. The confidence interval is the accuracy of the proportion, which is 0.05. The upper and lower interval can be between (0.45 to 0.55). Considering the elements of simple random shown below the calculation of the sample size, the sample size for the current study is 174 out of 317 people from the population/ Questionnaire distributed through administrated visitation to restaurants in Erbil, which took more than a month to collect the respond rate of 138.

### 3.3.4 Response Rate

According to (Mitchell & Carson, 1989) response rate is calculated by dividing the number of usable responses returned by the total number eligible in the sample chosen. In the current study, the number of usable responses returned is 138 and the number of the sample chosen is 174. So dividing 138 by 174 and multiplying by 100 equals 79.3% of the response rate which is acceptable because other studies have carried the same method (Sitzia & Wood, 1998).

### 3.4 Data Analysis Tool

The research problem can be answered by using a specific data analysis tool for presenting facts. The main purpose of the data analysis tool is to answer the research question which is the interpretation of the data presented in the section for the conclusion (Saunders et al., 2009). Data gathered for a particular study could be quantitative or qualitative but in both methods there are two facts such as the data to answer the research question make a difference and do not make any difference (Methodology, 2020). Data can be analyzed and grouped based on descriptive, exploratory, and explanatory. In the current study collected data has been analyzed quantitatively by employing the descriptive analysis of demographic information, dimensions with its items, reliability of independent and dependent variables as summated, and overall of each concept. One sample T-test is used to measure the significant values of the items. Factor analysis is used for loading the significant level of factors loading. Correlation and regression analysis is employed to identify the relationship between the independent variable (EO) and dependent variable (EB), and regression analysis, is to know the impact of the independent variable (EO) on the dependent variable (EB). The techniques that have been used in the study

were entered into SPSS version 25, as an acceptable statistical program for data analysis in the social sciences.

## 4 Analysis

### 4.1 Reliability Analysis

The internal consistency of an instrument is measured by the reliability methods; it asks whether all the items in one dimension measure the same thing or not. Cronbach's Alpha is one of the measurements of the internal consistency measurement of reliability (Tavakol & Dennick, 2011). Items are reliable and excellent when the alpha is closer to 1.00 and greater is the internal consistency (Taber, 2017). George & Mallery (2016) suggested the following as the rule of thumb; if Alpha is greater than .9 is excellent, if above .8 is good, if it is greater than .7 is acceptable, above .6 is questionable, between .5 to .6 is poor and below .5 is unacceptable. The internal consistency of all the constructs is measured to check whether items from the instrument are reliable or not for both independent and dependent variables' items as it has been shown in Tables 1 and 2.

**Table (1): Reliability Statistics of Independent Variables**

#	Dimension	Code of Items	Cronbach's Alpha
1	Autonomy	A1-A2-A3-A4-A5	.775
2	Innovativeness	I1-I2-I3-I4-I5-I6	.767
3	Proactiveness	P1-P2-P3-P4-P5-P6-P7-P8	.853
4	Risk-taking	RT1-RT2-RT3-RT4	.658
5	Competitive aggressiveness	CA1-CA2-CA3	.849
<b>Overall Cronbach's Alpha (<math>\alpha</math>) for Independent Variables</b>			<b>.869</b>

Table (1) shows Cronbach's Alpha method of measurement for the internal consistency of each summated dimension in the EO constructs. The Alpha levels are between (.853 to .658), and all dimensions are reliable from the greater to the smaller. All items from the five dimensions of the entrepreneurial orientation are accepted, except the risk-taking dimension which alpha is 6.58 but again is closer to .7 so it is reliable. Alpha of other dimensions autonomy is acceptable because it is .775, innovativeness is acceptable because it is .767, proactiveness is good because it is .853, and competitive aggressiveness is good as well. After all, it is .849. Moreover, the overall Cronbach's Alpha ( $\alpha$ ) for independent variables is .869, which is good, and close



to excellent, which means that the dimensions of EO are reliable and they measure the same internal consistency.

**Table (2): Reliability Statistics of Dependent Variables**

#	Dimension	Code of Items	Cronbach's Alpha
1	Perceived Attitude	PA1-PA2-PA3	.808
2	Subjective Norms	SN1-SN2-SN3	.812
3	Perceived Behavioral Control	PCB1-PCB2-PCB3	.755
<b>Overall Cronbach's Alpha (<math>\alpha</math>) for dependent Variables</b>			<b>.883</b>

Table (2) shows the Cronbach's Alpha method of the internal consistency of each summated dimension in the EB dimensions. The Alpha levels are between (.812 to .755) and all dimensions are reliable from the greater to the smaller. All the items from the three dimensions of EB are acceptable because they are greater than .7, in which the perceived attitude scored an alpha level of .808 which is considered good internal consistency, subjective norms scored an alpha level of .812 which is good and perceived behavioral control scored alpha level of .755. Moreover, the overall Cronbach's Alpha ( $\alpha$ ) for dependent Variables scored the alpha level of .883, which is good and close to .9 considered excellent internal consistency among the EB dimensions.

#### 4.1 Participants' Profile

Demographic information of participants discloses facts about the population differences in the current study, which a listed overview is presented in Table (3). For the first question, which is gender, out of 138 respondents, only 10 are female and the rest 128 are male. It shows less participation of females in the restaurant industry, this could be due to cultural restrictions and the value of society. Government through education and NGOs can have a positive impact on women's empowerment to participate and contribute to economic growth. This could be by funding young women entrepreneurs to pursue their ideas in shaping the future market and being independent of managing a venture. In the second question from the demographic, which is, age; out of 138 restaurateurs 28 of them have the same age group as the highest number. The age is somehow equal among the considered sample; the age gap that is 4 years among the groups shows that the majority of owners are young in age which is a good sign of being an entrepreneur. On the other hand, only 20 people are above 40 and 44. Senior entrepreneurs in

the population may lead the industry to grow because of the experience they have so by having a sustainable platform in the industry number of the seniors can increase positively. The findings of the third question show that the majority of the participants are married and this could be because they have more responsibilities and are entrepreneurs because of the need to support their families. Singles in the population count for 42%, which could be because of being young. The education level of the sample in the study reveals that 15 are illiterate the majority have only high school degrees only a few with bachelor's degrees and only 5 have master. One of the barriers to not having a good education background could be due to the recent trends of pursuing education by the population which started around 20 years back, otherwise, population education, in general, was poor, but fortunately, government and private universities are providing a better quality of education, but for the current participants is weak and should be improved by providing training or taking related industry courses to shape a better environment of sustainability among young restaurateurs.

**Table (3): Participants' Profile**

Items		Frequency	Percentage
<b>Gender</b>	Male	128	92.8
	Female	10	7.2
<b>Age</b>	18-24	24	17.4
	24-28	28	20.3
	28-32	20	14.5
	32-36	24	17.4
	36-40	22	15.9
	40-44	5	3.6
	Above 44	15	10.9
<b>Marital status</b>	Single	58	42.0
	Married	80	58.0
<b>Education Level</b>	Illiterate	15	10.8
	Primary School	31	22.5
	High School	62	44.9
	Bachelor's degree	25	18.0

	Master's degree	5	3.6
<b>Prior</b>	Less than a year	25	18.1
<b>Experience</b>	1-3	40	29.0
	3-6	41	29.7
	3-9	19	13.8
	More than 9 years	13	9.4
<b>How many</b>	Less than a year	35	25.4
<b>Years have you</b>	1-3	56	40.6
<b>Started your</b>	3-6	21	15.2
<b>Restaurant?</b>	6-9	11	8.0
	More than 9 years	15	10.9
	<b>Total</b>	<b>138</b>	<b>100%</b>

#### 4.7 Factor Analysis

**Table (4): KMO and Bartlett's Test for Independent Variable (EO)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of	Approx. Chi-Square	2257.266
Sphericity df		325
Sig.		.000

**Interpretation:** The analysis presented above has the KMO and Bartlett's Test for the data adequacy and sphericity showing a very high significant value with .000 and the value of KMO is .710 which is highly acceptable, which shows that the data is well accepted for factor analysis.

**Table (5): Factor Analysis of the Independent Variable (EO)**

#### Principal components with Varimax rotation

Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
A1	.710				
A2	.782				
A3	.751				
A4	.735				
A5I1	.649				
		.671			

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I2	.760		
I3	.809		
I4	.650		
I5	.593		
I6	.580		
P1		.586	
P2		.766	
P3		.777	
P4		.800	
P5		.749	
P6		.822	
P7		.689	
P8		.423	
RT1			.464
RT2			.789
RT3			.886
RT4			.519
CA1			.885
CA2			.863
CA3			.892

---

**Interpretation:** Factor analysis presented in the above table for EO having five factors and 26 items. Five dimensions are presented above as A having items A1 to A5 loaded as factor 1 which is autonomy. The second dimension named innovativeness presented as I with items from I1 to I6 altogether 6 items. The third variable with 8 items presented as P with items P1 to P8 named as proactiveness. The fourth dimension is represented above as RT having items RT1 to RT4 loaded as factor 4, which is risk-taking. The fifth variable with having 3 items presented as CA with items CA1 to CA3 is named as competitive aggressiveness. The factor loading values are much higher for the specific items of each factor where most of the items have a loading of more than .7 which is well accepted, another few items have a loading in between .5 and .7 which is also cooperatively acceptable and represents the acceptance of item in respondents' opinion. A few items only have quite a lower value of factor loading that shows a bit less loaded with the variable.

**Table (6): Factor Analysis of the Dependent Variable (EB)**

Principal components with Varimax rotation

Items	Factor 1	Factor 2	Factor 3
PA1	.836		
PA2	.919		
PA3	.792		
SN1		.892	
SN2		.857	
SN3		.817	
PBC1			.922
PBC2			.883
PBC3			.646

**Interpretation:** The factor analysis presented in the above table for EB has three factors and 9 items. Three dimensions are presented above as PA having items PA1 to PA3 loaded as factor 1, which is perceived behavior. The second dimension named subjective norms presented as SN with coded items from SN1 to SN3 altogether 3 items. The third dimension of EB as presented in the table has 3 items coded as PBC1 to PBC3, which presents PBC stands for perceived behavioral control. The factor loading values are much higher for the specific items of each factor where most of the items have a loading of more than .8 which is well accepted, another few items have a loading between .6 to .7 which is also acceptable and represents acceptance of item in respondents' opinion.

#### 4.2 Correlation and Regression

The concept taken for the study here constituted six hypotheses confirming the concept. Hypotheses formulated based on the proposed research model justifying the relationship and impact of predictors with dependent variables. All six conceptual hypotheses were accepted for their concept validity. The first hypothesis is autonomy with entrepreneurial behavior B value .023 and the impact assessment as Beta with the value .033 shows that there is a correlation and effect exists, though it is very low but is acceptable, the significant referring table (7). Again, the second hypothesis is conceptualized as innovativeness with entrepreneurial behavior having the B value of .187 and Beta value of .187 which is comparatively higher than the

autonomy that shows the reality of this population being the significant referring table (7). The

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.522	.503	.48530

a. Predictors: (Constant), CompetitiveAggressiveness, Innovativeness, Autonomy, RiskTaking, Poractiveness

third formed as proactiveness with entrepreneurial behavior has found the B 0.344 value and the Beta value .327, showing proactiveness has been accepted near fifty percent correlating as well impact means respondents show a higher consideration to proactiveness being the significant referring table (7). The fourth variable risk-taking with entrepreneurial behavior is calculated for B -.053 and Beta -.047 shows risk-taking hurt entrepreneurial behavior being insignificant referring to Table (7). The fifth hypothesis has competitive aggressiveness with entrepreneurial behavior showing B .317 and Beta value .448, which is a much higher contributor to the entrepreneurial behavior being the significant referring table (7). The last but the most important conceptualized hypothesis which is the real outcome of the research finding the solution for the research problem is constituted as entrepreneurial orientation (EO) with entrepreneurial behavior (EB) having the (R) .722 and R square value .522, showing altogether relationship is strong and 52% of the dependent variable is explained by the independent variables that are the validation of conceptualized idea as the base of this research with being the significant referring table (7).

### Table 7: Multiple Regression Analysis

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.889	5	6.778	28.779	.000 <sup>b</sup>
	Residual	31.088	132	.236		
	Total	64.976	137			

a. Dependent Variable: EB

b. Predictors: (Constant), CompetitiveAggressiveness, Innovativeness, Autonomy, RiskTaking, Poractiveness

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.942	.342		2.758	.007
	Autonomy	.032	.066	.033	.488	.626
	Innovativeness	.187	.071	.184	2.644	.009
	Poractiveness	.344	.078	.327	4.421	.000
	RiskTaking	-.053	.082	-.047	-.654	.514
	CompetitiveAggresiveness	.317	.049	.448	6.507	.000

a. Dependent Variable: EB

## 5 Conclusion

EO model advantages in North America have been carried out and measured from different perspectives. The need for the model in developing countries can be as beneficial as it has been in developed countries in the context of performance and change in firm behavior (Al Mamun et al., 2017). Understanding a new model as EO in a developing market may lead to a sustainable business. Introducing this new model to the restaurateurs might have a significant impact on business performance and the development of new ventures. Entrepreneurial Orientation is an important justification for entrepreneurial behavior within the Theory of Planned Behavior constructs, which are driven by the entrepreneurial behavioral intention in the process development of existing businesses. According to (Moruku, 2013, p. 54) “EO had a statistically significant explanation for entrepreneurial behavior”.

The suggestion to restaurateurs is that if they want to practice the dimensions of entrepreneurial orientation they should have a clear picture in advance of their intentions and deposition of rationality in executing their visions entrepreneurially based on the EO constructs. Lacking autonomy, innovativeness, and risk-taking could be the reason for failure. Self-encouragement and social support of the TPB lead a person to behave in a particular way which leads to having control over his/her business. Under the different circumstances of risk and uncertainty to behave entrepreneurially, TPB is the indication of the behavior that shapes someone’s attitude and desire to specific behavior as favorable to the person, the subjective norms the influential pressure of friends, colleagues, and the family lead to a set of behavior, and the PBC achieves when the same person has the contentment of the self-confidence to perform behaviors in a

particular manner (Martin, 2015). In the case of restaurateurs, more EO in practice will lead to more support of self-confidence as well as social support. Restaurateurs having rational executions with more freedom, newness as being innovativeness, and taking calculated risks might have a positive impact on self and social support, which in return will contribute to sustainable business. Independently progressing on actions to make a decision is the ability to have autonomy in a firm without any involvement from the organization side (de Jong et al., 2013). The ability of a firm to newness/renew in the market trends leads the firm to survive and develop when they are in a competitive market (Song, Ma & Yu, 2019). Having risk-taking behavior is a way of hard-hitting competitors and identifications of opportunities, hoping for high returns on used resources (Naldi et al., 2007). As the research scope in this industry and era, Kurdistan was going through many social and financial difficulties, owners and managers of restaurants might have stopped taking more risks in terms of newness and giving freedom to the people working for them in an uncertain market.

Data analysis and findings have been the backbone to validate the concept. Here based on the findings, the conclusion is drawn to justify the conceptual understanding. The research conducted here is conceptualized to validate the relationship and impact assessment of entrepreneurial orientation on entrepreneurial behavior. Research methodology is adopted considering a referred sampling technique, sampling frame, sampling method, data collection tools, data analysis, and ethical issues. For this specific purpose well-structured is used having the deductive approach where two dimensions' entrepreneurial orientation (Zhang et al., 2014) and entrepreneurial behavior (Naia et al., 2017) are established from two different studies.

A sample size of 138 is taken to justify the statistical tests. Data collected through the questionnaire has been tested with the reliability for entrepreneurial orientation ( $\alpha = .869$ ) and entrepreneurial behavior ( $\alpha = .883$ ), which has made the instrument accepted with the data for this specific study. Descriptive statistics has been performed with a demographical variable, independent variable (EO), and dependent variable (EB) showing the distribution of opinion by respondents justifying the rationality of responses. Statistical software SPSS version 23 has been used for one sample t-test with a test value of 4, which has shown items are well accepted with high significant value though a few are insignificant, the reason can be the respondent's level of understating of the concept being in the nascent stage of industrial development. The



study is based on an established concept, where the study validates the established factors. Factor analysis is performed in two sets first was an independent variable with five factors and was dependent variable with three factors The result shows an acceptable value of factor loading presented in Table (9) and Table (11). So the study has proven that factors established earlier are again supporting here in this study triggering the observed research problem where EO is considered as the leading factor for the success of an entrepreneurial venture. Further to answer research questions and to validate the hypothesis, correlation, and regression statistical techniques applied to the explored dimensions.

The research question is the guiding map to reach the research objective. This study has investigated asking three research questions answering the entrepreneurial orientation with five dimensions in the sequence of importance: Competitive Aggressiveness ( $\beta = .517$ ), Proactiveness ( $\beta = .478$ ), Innovativeness ( $\beta = .365$ ), Risk-taking ( $\beta = .249$ ), Autonomy ( $\beta = .189$ ). Another question answered for the study is factor loading for the dependent variable, where each factor loading is very high shows that entrepreneurial behavior dimensions are very important in establishing sustainable entrepreneurial ventures by respondents' opinion and revalidating the established concept. The last question is the most crucial in assessing the impact of entrepreneurial orientation on entrepreneurial behavior, has been established by correlation and regression analysis which shows  $\beta$  value of (.820) and a Beta value of (.636) means entrepreneurial orientation has a very high impact (82%) on entrepreneurial behavior. Reaching objectives is always crucial and needs it in any study. This specific study was aimed at three objectives. The first objective was reached by applying the factor analysis on twenty-six items exploring five dimensions with highly supportive factor loading values justifying the underlying factors of entrepreneurial orientation. The second objective is more towards the acceptance of entrepreneurial behavior specific to restaurants, where correlation and regression have explained the importance of justifying the hypothesis (H6) highly accepted with  $\beta$  value of (.820). The third objective was to validate the relationship between entrepreneurial orientations and entrepreneurial behavior has been done in a very systematic process, where the entrepreneurial orientation dimension is created based on the five underlying dimensions getting a higher strength of correlation/ Beta value of (.636), validating the proposed research model. The above analysis is based on the individual items of the EO dimensions using regression analysis with the dependent variable (EB) to understand the model in both ways

separately and all together with EB.

The conclusion of the research is based on the critical evaluation of data analyzed and presented as findings. Here the conclusion can be drawn that the factors taken in this study are tested and justified using the factor analysis that strengthens the current study. Further six hypotheses tested for the correlation and regression with underlying factors of independent variable and independent variable itself with dependent variable are extracted from regression analysis Autonomy ( $\beta = .032$ , Beta= .033), Innovativeness ( $\beta = .187$ , Beta= .184), Proactiveness ( $\beta = .344$ , Beta= .327), Risk-taking ( $\beta = -.053$ , Beta= -.047), Competitive Aggressiveness ( $\beta = .317$ , Beta= .448), Entrepreneurial Orientation ( $\beta = .820$ , Beta= .636).

### 5.1 Recommendations and Future Research

The study conducted here is based on the well-being of the economy and entrepreneurship development specific to the restaurant industry. The study is organized in a quite well-structured process where the concept-building process has been through very relevant literature reviews. The conclusion of the study has shown very clearly that entrepreneurial orientation and its underlying dimensions named autonomy, innovativeness, proactiveness, risk-taking, and competitive aggressiveness are very important and have a strong correlation and strong impact on entrepreneurial behavior.

Based on the findings and conclusion the study recommends that autonomy, innovativeness, and risk-taking characteristics are lacking in restaurateurs. Autonomy is being free to make decisions but in the context of Kurdistan, many decisions are not in the hands of entrepreneurs, so the government is the key to encouraging entrepreneurs providing them the freedom for their business execution. Though Kurds are risk-takers by birth when it comes to money matters, they are much scared and do not want to get involved in risk. In other words, the lack of patience and a comparatively lesser understanding of business have dragged them to fail. Government and private venture investors can be participative in the P-P-P (Public-Private Partnership/Private-Private Partnership) mode not only for financial aspects but the participatory involvement in non-financial like management, decision-making, and product/service implementation. Innovation is a challenge as business itself follows the model of different countries and cultures of the world. There is very narrow space for the restaurateurs to bring innovativeness, which is again a high risk for acceptance by consumers. Still, the Ministry of

Tourism can be the implementer of innovation encouraging the government and supporting restaurants.

Based on the time frame and scope of the research some of the aspects could not be included in this study though some could not be reached because of limitations. Research is always an ongoing process and mostly I felt, as I moved got more learning and scope for the study to expand. The research can be carried out further validating the same concept by increasing the sample size with a more inclusive geographical scope. Some other statistical techniques can be applied like paired sample t-tests comparing two different samples, and ANOVA can analyze the analysis of variance in opinion based on different demographic criteria. The same concept can be tested with other industries and in different countries. Changing industries and changing countries may have some different outcomes that can provide a comparative understanding among industries and countries.

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