



A Systematics Literature Review of SMEs Entrepreneurial Orientation: Bibliometric Analysis

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Abstract

This study aims to analyze the systematic literature analysis of international scientific articles on the theme of SMEs entrepreneurial orientation research, data search from the perspective of keywords, research locations and subjects, as well as the research methods used. This study reviews 786 international articles and presents the main findings. First, the first theme in SMEs entrepreneurial orientation research is related to the concept of the right strategy that is very necessary for SMEs entrepreneurs, entrepreneurial orientation is one of the important factors that can drive the success of a business. Second, exploratory and case studies are the dominant data sets used. Third, research on entrepreneurial orientation in both developing and developed countries has almost the same number of studies. Fourth, based on bibliometric techniques using Vosviewer. Recommend further research agenda to exploring these four themes, it will further contribute to the development of SMEs entrepreneurial orientation in the future.

INTRODUCTION

Entrepreneurial orientation is seen as a modern strategy for improving business performance (Suyatmi & Pahlevi, 2021). Companies that have an entrepreneurial mindset constantly strive to create novel, cutting-edge products and have the guts to take chances. Business strategy and entrepreneurial mindset are thought to be able to boost a company's performance. Entrepreneurial orientation is the organization's readiness to seek out and seize new chances and assume accountability for bringing about change (Resmi et al., 2020). The strategic methods used by enterprises to obtain a competitive edge at the enterprise level are referred to as entrepreneurial orientation. As a result, unlike in the prior entrepreneurial theo-

ry, entrepreneurial orientation is tied to company level processes rather than person level factors. Companies, particularly those that have recently been founded, must exercise extreme caution when adopting a strategic orientation (Kusa et al., 2021).

This study's objectives include analyzing the systematic review of the literature in worldwide scientific journals on the topic of SMEs' entrepreneurial orientation, data search from the viewpoint of keywords, research locations and subjects, as well as the research methodologies utilized. SMEs must possess entrepreneurial traits, such as a propensity to take risks, innovate, and be proactive. Small-company characteristics that are perceived by one person's management, typically the business owner, require entrepreneurial

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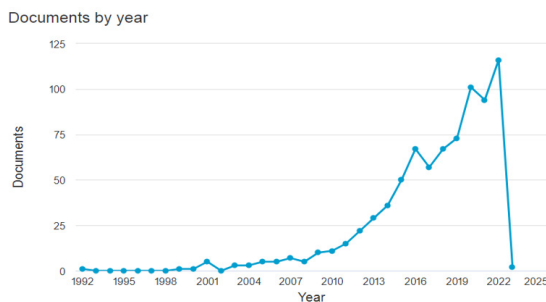
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skills (commonly referred to as entrepreneurial competency). The ability of the business to manage, utilize, and integrate important resources is referred to as capability. These skills are a part of organizational competences that are ingrained in daily operations (Resmi et al., 2021a).

This study clarifies how research on SMEs' entrepreneurial orientation has been done over a variety of countries, decades, themes, and approaches, as well as how these themes have developed connections with one another. Data acquired by specialists show that between 1992 and 2022, there has been an increase in research on SMEs' entrepreneurial mentality. The volume of research on integrated SMEs with an entrepreneurial orientation has significantly increased, and academics researching SMEs with an entrepreneurial orientation are particularly interested in publications from 2019 and 2021. The chart below shows the evolution of publications related to SMEs' entrepreneurial orientation between 1992 and 2022.

Figure 1. Number of SMEs entrepreneurial orientation publications



Based on the description above, this study has contributed to answering research questions. The main question is what are the themes, research methodologies, research settings (locations and fields of business) in SMEs entrepreneurial orientation research. Implementing a business with a strong entrepreneurial orientation will focus on achieving superior performance by building a strategy with business value creation that cannot be imitated by competitors (Resmi et al., 2022). So that SMEs will proactively produce new innovative, creative products or services to outperform competitors. The problems faced by SMEs are due to their economies of scale and resources less than big companies. The characteristics of SMEs are unique and very different from large companies, in terms of the organization they have structure that is simple and flexible and tends to be informal (Sahaym et al., 2021). Besides that, the owner or SMEs managers need

to be fully involved in day-to-day operations due to a lack management skills of managers compared to large corporations (Genc et al., 2019). Limited resources will have an impact on the performance of SMEs. Though SMEs may differ from larger organizations in how they integrate various elements, such as knowledge, information, and innovation into unique entrepreneurial orientation becomes a key factor to compete. Therefore, SMEs need to emphasize productivity, quality, innovative products in order to compete successfully and gain a competitive advantage in the global marketplace (Ferrerias-Méndez et al., 2022).

Techniques for bibliometric analysis were used to examine all papers on Scopus that dealt with SMEs Entrepreneurial Orientation. Using research structures, underlying themes, and relationships, bibliometric analysis creates a quantitative description of scientific communication. The establishment of a rigorous evaluation of the many scientific aspects of SMEs Entrepreneurial Orientation will benefit from in-depth analysis. It advances understanding in both theoretical and practical ways. An additional asset and skill that gives a business a long-lasting competitive edge and superior performance is entrepreneurial orientation (Resmi et al., 2021b).

The firm's resource-based thesis claims that only the application of uncommon, intangible, and firm-specific assets may lead to competitive advantage. In small and medium businesses, the company's internal resource base is a deciding element for competitive advantage. The literature also supports the idea that firms' entrepreneurial conduct has a significant impact on competitive advantage and firm success (Kalinic & Broutiers, 2022). However, there is still little empirical research examining the role of competitive advantage in moderating the relationship between entrepreneurial orientation and firm performance (Semrau et al., 2016). An organization's capacity to expand its internal and external networks (resource acquisition and commercial ties) and maximize performance is typically influenced by its entrepreneurial approach (Irwin et al., 2018). The assurance of long-term enterprise enterprises and a sustained competitive advantage can be found in entrepreneurial orientation (Khurana et al., 2022).

Due to its effects on the effectiveness of management processes, choices, and actions at the corporate level, the significance of entrepreneurship in strategic management has been acknowledged in the literature on strategy (Zahoor et al., 2023). Only a few studies have examined

the connection between entrepreneurial orientation and firm performance, despite the fact that entrepreneurship has been a research issue for many years. Entrepreneurial orientation (EO) refers to the procedures, methods, and decision-making processes that result in new entrance. It involves the intentions and deeds of significant participants acting in a dynamic generation process intended to produce new ventures. managerial strategies and decision-making methods that employ entrepreneurial actions. Risk-taking, proactivity, and innovation are the three facets of entrepreneurial orientation (Ferrerias-Méndez et al., 2021).

An attribute of a management style that encourages change and activities connected to the usage of various kinds of innovation, development of new products/services, and the creation of greater customer value is known as entrepreneurial orientation, also known as entrepreneurial strategy making (Mohd et al., 2014). Entrepreneurial orientation is essential for creating, commercializing, and pursuing new products and services aggressively as well as anticipating and adapting to potential changes when it is integrated into strategic decision-making. Entrepreneurial orientation is supported by distinct strategic orientations that, taken together, boost company results by stimulating innovative thinking within organizations in a variety of challenging and competitive situations (Dayan et al., 2022).

Businesses with a strong entrepreneurial orientation will concentrate on achieving superior performance by developing value-creating techniques that rival businesses find difficult or expensive to copy (Keh et al., 2007). Therefore, entrepreneurship represents a strategic orientation of the company by ignoring short-term gains and investing in opportunities with higher risk in order to reap long-term rewards and provide value. Due to this proactive approach to product development, the business consistently outperforms its rivals in terms of creativity (Anderson & Eshima, 2013).

Through the conceptualization, classification, and application of entrepreneurial orientation, it is discovered that social mission can affect proactive responses via the mediating mechanisms of innovation, effect, and sustainability orientations (Arzubiaga et al., 2018). The association between an entrepreneurial orientation and a pro-active attitude toward entrepreneurial conduct can be strengthened particularly by adequate risk management. An essential dynamic capability of businesses that combine their stra-

tegies to attain market dominance and superior value creation is entrepreneurial orientation. An entrepreneurial orientation involves using risky and passive innovation to break into new markets (Aftab et al., 2022). Therefore, creativity, proactiveness, and risk-taking behavior are at the core of an entrepreneurial orientation and are fostered and promoted by the senior management team as determining elements for a company's competitive strategy (D'Angelo & Presutti, 2019).

A composite construct of organizational behavior, structure, and processes known as entrepreneurial orientation is characterized by creativity, initiative, and risk-taking (Sari, 2016). The most prosperous businesses are able to continuously improve their talents and resources while accumulating strengths. Innovative, proactive, and risk-taking traits can help businesses reorganize and increase their prospective resources and capabilities, which can have an impact on the company's performance. Entrepreneurial businesses typically encourage staff members to make decisions on their own, aggressively propose new inventions, take calculated risks, be proactive, and exhibit some amount of aggressiveness in competition with rivals (Ranto, 2016).

METHOD

Statistical analysis of journals, articles, or other types of publishing is the term used to describe systematic literature reviews that use a bibliometric technique. A more thorough bibliometric approach, however, encourages transparent quantitative and qualitative analyses of particular information streams. We employed book meta-literature, which is a popular approach in contemporary literature and integrates bibliometric (quantitative) and content (qualitative) approaches, to conduct this research. To initially detect and comprehend networks based on citations, keywords, or authors, a bibliometric approach was first introduced (Kartini, Pahlevi & Rachmi, 2022).

The study team's initial effort in conducting the analysis was to choose keywords. A macro (top-down) method to keyword selection can be used, starting with a wide search path and moving to general studies and subjects. As a result, our series of research papers include SMEs Entrepreneurial Orientation as a reference in the Article title, Abstract, and Key Words after taking into account the interest of the literature in this subject and the dearth of systematic studies with holistic literature analysis (Pahlevi, 2022). The Scopus database was used for research analysis

as part of a multidisciplinary study that enables researchers to examine different information science domains in accordance with the volume of data available in each research field, including social sciences. In this situation, we conducted our research outside of the study time span and tested these results by acquiring 786 prior Scopus applied study papers.

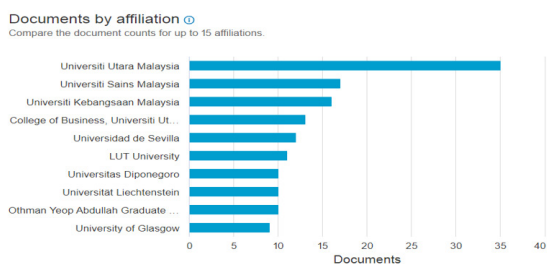
Following the criteria stated above, the final sample includes 786 documents (analysis as of 15 December 2022). They ought to conduct their research utilizing a bibliometric strategy that examines the titles and abstracts of each source. With the aid of this academic package, researchers can utilize bibliometric analysis to support precise investigations with citations, citation counts, the nation of publishing, and the principal author in this field of study. Last but not least, researchers also employ VOSviewer software to obtain clearer results. The final tool enables researchers to evaluate keyword associations, supporting the parameters of the scientific subject under discussion. This phase is crucial to giving future research a structured research agenda.

RESULT AND DISCUSSION

This section will concentrate on the research and article distribution components of SMEs Entrepreneurial Orientation. Article distribution is based on the quantity of articles published by journal sources annually. The most effective parts of SMEs Entrepreneurial Orientation will be highlighted, including those from the author, affiliated organization, and country, as well as the topic of study.

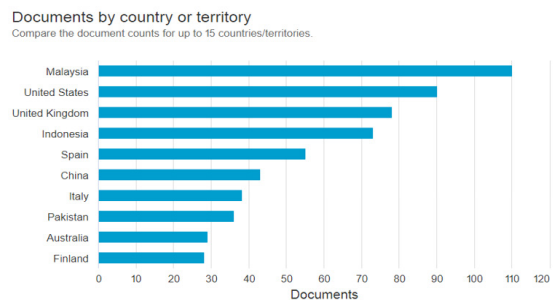
By responding to research questions on the research setting (theme, subject, and location of the research), research methodology, and research theme clusters, this session will analyze the findings of the 786 selected articles. It's intriguing to see a leading resource for SMEs with a well-balanced entrepreneurial orientation on top Affiliates.

Figure 2. Number of articles by affiliations (top ten institutions)



Several nations have conducted research on the entrepreneurial inclination of SMEs. The graph illustrates the fact that both developed and developing nations have conducted research on the entrepreneurial orientation of SMEs. Malaysia, the United States, the United Kingdom, Indonesia, Spain, China, Italy, Pakistan, Australia, and Finland are examples of developed nations. In addition, developing nations like Indonesia, Malaysia, and Pakistan have made contributions to the study of SMEs' entrepreneurial orientati-

Figure 3. Number of articles by country/territory (top ten)



The enormous pool of SMEs actors demonstrates the sector's strong potential to boost the economy. When a crisis struck a nation, like Indonesia, SMEs showed comparatively strong performance by boosting GDP and employment. This is what drives the growth in SMEs capacity that must be taken into account, especially as we approach the Industrial 4.0 age. The revolutionary movement 4.0, which has gained traction in recent years, has affected changes in how work is done across a variety of industries, particularly in the business sector.

An entrepreneurial orientation is one significant factor that can boost the productivity of SMEs (Al-Hakimi et al., 2021). SMEs with a strong entrepreneurial orientation are known for their determination, courage to take calculated risks, and innovation in managing their businesses. The performance of SMEs will increase thanks to this skill. Individually, SMEs frequently struggle with issues such as poor business expertise, a lack of boldness, and a lack of originality in managing a business (Fernet et al., 2016).

There are several factors that can affect the performance of small and medium enterprises including entrepreneurial orientation, innovation, business strategy, human resource management, entrepreneurial characteristics and the characteristics of the business itself. Entrepreneurial orientation is identified as one of the factors that influence business performance. An

entrepreneur's entrepreneurial orientation is considered to have a significant role in the success of a business so that the business can perform healthily. Entrepreneurial orientation is seen as having the ability to improve the performance of a company. Entrepreneurial orientation is a very important component in developing a business, this can be seen from the owners and managers in running their business who have shown innovative, proactive and courageous behavior in taking risks (Suyatmi & Pahlevi, 2021).

Figure 4. Network Country Visualization

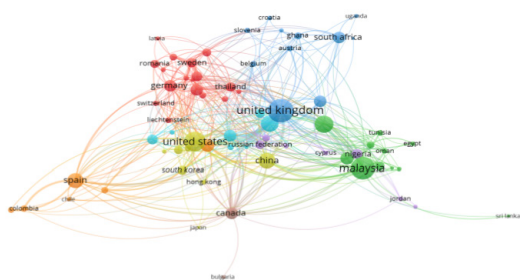
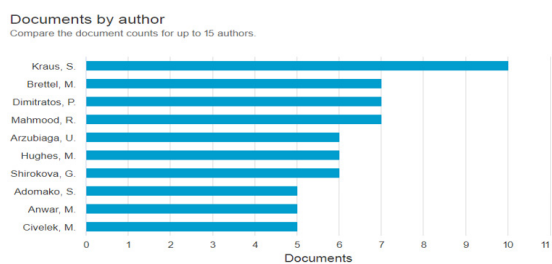


Figure 5. shows the most prolific authors in SMEs Entrepreneurial Orientation. The following graph is only based on the number of publications without considering the author's influence. The impact of the authors will be discussed in the following section. Initially, we want to highlight the top ten authors who have contributed to SMEs Entrepreneurial Orientation research.

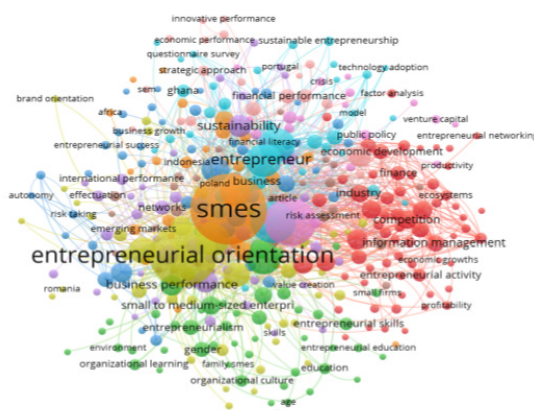
Figure 5. Articles by author



In accordance with the aforementioned standards, the final sample consists of 786 documents (analysis as of 15 December 2022). They ought to do their research utilizing a bibliometric strategy that examines the headings and summaries of each source. The use of bibliometric analysis to support precise conclusions based on citations and citations, country of publication, and primary author for this research topic can be aided by this scientific package. The researcher also used VOSviewer software to obtain results that were more understandable. This last tool enables researchers to investigate associations between keywords, helping their discussion of scientific

subjects. This stage is crucial to creating a planned research agenda to investigate the future. Researchers examine the possibility for clusters in each keyword from the SMEs Entrepreneurial Orientation articles they have analyzed using the VOSviewer program. First, the researchers divided each issue on the chart into 4 major groups based on the distinct hues (red, blue, green, and yellow). The analysis's interrelated linkages and subjects are described by the variations in color. This node then indicates how frequently this topic is utilized (SMEs Entrepreneurial Orientation).

Figure 6. Network Visualization SMEs Entrepreneurial Orientation

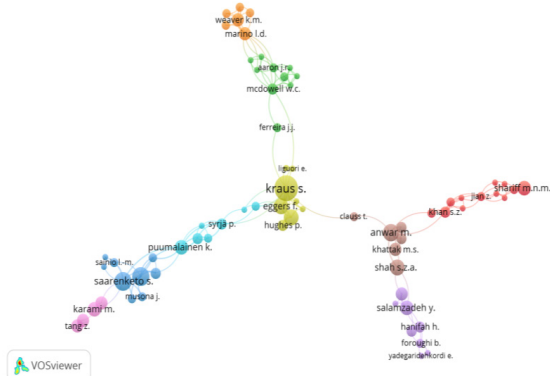


This study divides the 786 articles it examined into 4 groups: the orange, red, blue, and yellow clusters. SMEs Entrepreneurial Orientation, Business Performance, Sustainability, and Financial Performance are the connected concepts in the Orange cluster. SMEs Entrepreneurial Orientation is a green cluster of interconnected themes that includes organizational learning, family business, small to medium size, brand orientation, and organizational culture. Business growth, financial literacy, economic development, entrepreneurial success, and technology adoption are all part of the blue cluster of SMEs with an entrepreneurial orientation. SMEs Entrepreneurial Orientation is a red cluster associated with information management, competition, entrepreneurial networking, entrepreneurial skill, and entrepreneurial action.

Co-authorship analysis is broken down into units of analysis, namely authors and institutions, based on the VOS viewer program. The findings of the co-author analysis are likewise shown for the most successful writers, contributions, and nations as shown in the previous picture. However, the sole focus of this study is on author analysis co-authorship. However VOSviewer claims that the majority of them are not yet

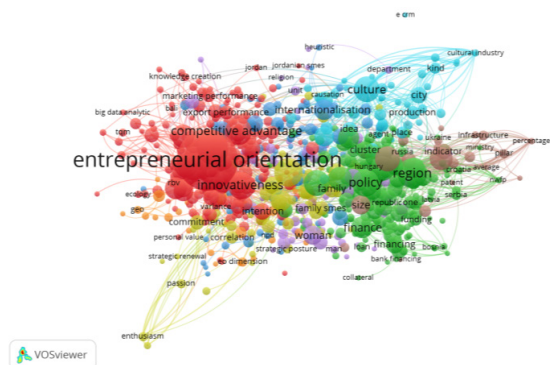
connected. The largest connected item set among them is made up of only 27 authors, as shown in figure 7. Figure 7 displays the connections between the 27 authors.

Figure 7. Co-Authorship Analysis Of Authors



The co-occurrence map displays advancements in the subject of study. This research analyzes search results from the Scopus database using to create the transparent image. Figure 8 displays the nation co-occurrence map, after modifying the node sizes, label font sizes, and node placements. Figure 8's node sizes show how much material there is on the subject of SMEs entrepreneurial orientation.

Figure 8. Co-occurrence Analysis



In order to survive and prevail in the competition, business actors are forced to have a competitive edge and a plan. A crucial factor that SMEs should focus on is the product component (output) they create (Mohd et al., 2014). Consumer curiosity is more likely to be piqued by those who can offer superior items through entrepreneurial orientation and product innovation. Innovation cannot be separated from business life because it is the spirit or soul of a company's development. Innovation may occur everywhere and be carried out by anyone. Small businesses also need to innovate in order to maintain their business operations (Dayan et al., 2022).

By generating jobs and distributing money, small firms play a critical role in promoting economic stability. However, the added value for economic activity is modest due to the low level of productivity (Keh et al., 2007). Low productivity and added value in small businesses as a result of market growth instability issues This is because there is a lack of knowledge about the market, market information provided by the government or others about which sectors have high market potential, in which areas, and when these sectors have high market potential, how long is the saturation point or live cycle of the sector or product, and when should the innovation be carried out and on what instruments should the innovation be highlighted (Anderson & Eshima, 2013).

The growth of SMEs is restricted by a number of factors, including issues with poor human resources (HR), poor company management, competitiveness of the products, access to funding, and an underdeveloped business cooperation network. Superior humans that are always motivated to pursue and seize chances by developing new products and services, new organizational structures, or processing new raw materials are the type of human resources that can increase the productivity and added value of small enterprises (Arzubiaga et al., 2018). Then, implement a better and more effective procedure to outperform competitors in the market. These human resources have an entrepreneurial orientation.

Entrepreneurial orientation is known as a new approach in updating company performance. Entrepreneurial orientation is the possibility that someone can do several things, such as actively innovating and taking risks to be able to start and manage a business (Aftab et al., 2022). The business concept can be divided into several behaviors, such as innovation (innovation), risk taking, initiative (proactivity), competitive aggressiveness and autonomy (independence). Its relation to performance, that performance is the key to work results and work results. The company's survival targets are: (1) survive; (2) earn profit (revenue) and (3) develop (grow), if a company or business entity can and can and can perform well, it can achieve and achieve these goals (Akramiah & Fibriyani, 2018).

SMEs actors sometimes still often ignore business performance. On the other hand, the measure of the success of business activities can be identified, one of which is the performance of the business itself and how these activities are carried out (Younis et al., 2022). This may be caused by the frequent opening and closing of businesses by SMEs actors, changes in business

that are carried out due to losses or lack of interest or even being unable to compete with other entrepreneurs, as well as basic business management skills that are not owned by business actors. Some of these problems will actually affect the success of the business being carried out. With good management and a desire to innovate, it is hoped that this problem can be overcome (Abdul-Mohsin et al., 2012).

The traits of successful entrepreneurs are also mentioned as one of the elements that can influence a company's performance. In order to uncover and develop different ideas, an entrepreneur needs to be creative and imaginative. Entrepreneurial activity is defined as the procedures, routines, modes of decision-making, and actions that result in the entry of new or current products or services into markets that already exist. Five characteristics define entrepreneurial orientation: creativity, risk-taking, autonomy, proactiveness, and competitive aggressiveness (Arshad et al., 2014).

Innovation is characterized by imagination, experimentation, and the advancement of technology and R&D to create new goods or procedures. While taking risks refers to a company's readiness to commit resources in a venture when the outcomes may be highly speculative or unknowable. Autonomy is the independent action of people or groups in coming up with ideas or ideals and producing the intended outcomes. Autonomy in an organizational setting refers to team members acting and making decisions on their own (Mason et al., 2015). Introducing new products and brands before the competition, researching new options unrelated to the existing line of business, and deliberately getting rid of declining operations from the life cycle are all examples of being proactive. Competitive Aggressiveness is defined as offensive or aggressive attitudes or responses to competitors' acts, and it is the intensity of the company's efforts to outperform them (Fernet et al., 2016).

Businesses with a high level of entrepreneurial activity can be identified by their persistent excitement in the face of difficulties. The key is having an energetic and active mindset (Al-Hakimi et al., 2021). When faced with uncertain decision-making, someone who is willing to take chances is said to be opportunity-oriented. Risk restrictions are a crucial characteristic that separates businesses with an entrepreneurial spirit from those without it. How to best involve risk measurement and risk taking is the primary purpose of strong entrepreneurial orientation. Businesses with a high level of entrepreneurial

activity will typically remain enthusiastic despite setbacks. The secret is to think positively and act quickly. Someone who is willing to take chances when making questionable decisions is referred to as opportunity-oriented. Limiting risk is a key feature that distinguishes entrepreneurial-spirited companies from non-enterprising ones. The main goal of a strong entrepreneurial mindset is how to best involve risk measurement and risk taking (Huda et al., 2020).

Innovation signifies a desire to do away with established procedures within a business. Second, the key component of creating new products to acquire a competitive edge is to experiment with new concepts and ideas. The foundation of performance is a culture that values creativity. The findings of this investigation are anticipated to have significance for managerial advancement as well as theoretical advancement. The findings of this study are beneficial for corporate development, which was the study's main goal, in addition to advancing knowledge generally and particularly in strategic management. The findings of this study are anticipated to lead to a number of management implementations that will aid in the growth of the SMEs business.

CONCLUSION

This study reviews 786 international articles and presents the main findings. First. The first theme in SMEs entrepreneurial orientation research is related to the concept of the right strategy that is very necessary for SMEs entrepreneurs, entrepreneurial orientation is one of the important factors that can drive the success of a business. Second, exploratory and case studies are the dominant data sets used. Third, research on entrepreneurial orientation in both developing and developed countries has almost the same number of studies. Fourth, based on bibliometric techniques using Vosviewer. Recommend further research agenda to exploring these four themes, it will further contribute to the development of SMEs entrepreneurial orientation in the future. Positive entrepreneurial orientation has a significant positive impact on SMEs' growth. This implies that SMEs do better the more entrepreneurially oriented they are. This indicates that in order to boost the growth and profitability of SMEs, an entrepreneurial orientation that involves creativity and invention, boldness in taking risks, and being proactive is required. In other words, the performance of SMEs will decline without creativity and innovation, the confidence to take calculated risks, and the proactivity of a

business owner. As a result, SMEs' performance and growth are positively impacted by entrepreneurial orientation.

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