BEYOND STRATEGY: HOW FIRM INNOVATIVENESS TRANSFORMS STRATEGIC ORIENTATIONS INTO ORGANIZATIONAL DEVELOPMENT

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ABSTRACT

This quantitative study examines the links between entrepreneurial, market, technology, learning, and networking orientations and organizational development, with firm innovativeness as a mediator. It aims to explain how strategic orientations influence growth and how innovativeness mediates these relationships, drawing on the Resource-Based View. The study addresses a literature gap and offers insights for leaders and policymakers to guide strategic decision-making for long-term development. Using SEM, factor analysis, and Pearson correlation, 190 questionnaires will be distributed to manufacturing firms

Keywords: entrepreneurial orientation, market orientation, technology orientation, learning orientation, networking orientation, firm innovativeness, organizational development.

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1. INTRODUCTION

In today's dynamic business world, firms' ability to foster innovation and achieve sustainable development relies on strategic orientations. Entrepreneurial, market, technology, learning, and networking orientations are critical for gaining competitive advantage and accelerating growth, grounded in the RBV (Barney, 1991), which emphasizes firm-specific resources and skills as

drivers of long-term success. This study focuses on the individual effects of these orientations on organizational development. Entrepreneurial orientation, reflecting risk-taking and proactiveness (Sirmon & Hitt, 2009)fosters an innovative environment.Market orientation, emphasizing customer response and market knowledge (Kohli & Jaworski, 1990), enhances flexibility and competitiveness. Technology orientation promotes innovation and advancement (Damanpour, 1991; Zhou, Gao, Yang, & Zhou, 2005). Learning orientation encourages adaptation and knowledge absorption, while networking orientation, stressing cooperation and connections (Gulati, 1998) is expected to enhance resource allocation.

2. THEORETICAL SUPPORT AND HYPOTHESES DEVELOPMENT

Entrepreneurial, market, technology, learning, and networking orientations are essential characteristics through which firms seek a competitive advantage and accelerate their growth. These strategic orientations, founded on the fundamental Resource-Based View (RBV) (Barney, 1991). The RBV contends that a firm's internal resources and capabilities are critical drivers of long-term competitive advantage.

2.1 Entrepreneurial Orientation and Organizational Development

The notion of Entrepreneurial Orientation (EO) has gained significant attention in recent literature, reflecting its importance in organizational growth. EO promotes development by fostering a proactive, risk-taking culture and encouraging inventive activities (Wiklund & Shepherd, 2005). (Covin & Wales, 2019) further highlight its role in shaping learning processes and contributing to organizational advancement. EO also influences strategic decision-making, altering the trajectory of growth. Overall, the literature consistently supports a positive relationship between EO and organizational development (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Moreno & Casillas, 2008; Wiklund & Shepherd, 2005)

H1: Organizational development is positively impacted by entrepreneurial Orientation.

2.2 Market Orientation and Organizational Development

Market Orientation (MO), centered on customer responsiveness and market information, has been widely studied for its influence on organizational growth. A customer-centric strategy is critical for adapting to market changes and stimulating innovation (Narver & Slater, 1990).

Recent studies emphasize MO's growing importance in modern contexts, highlighting its role in enhancing organizational learning and adaptability. MO shapes a firm's reactivity to market changes, thereby contributing to growth (Homburg, Kuester, & Krohmer, 2013). The idea that MO and organizational development are positively correlated is supported by an increasing amount of empirical data from both the USA (Narver & Slater, 1990).

H2: Organizational development is positively impacted by market orientation.

2.3 Technology Orientation and Organizational Development

As technology breakthroughs continue to transform sectors, the importance of Technology Orientation (TO) in organizational growth has grown. TO highlights a company's dedication to technology innovation and adaption. According to research, technical capabilities contribute greatly to a firm's competitive advantage and innovation (Damanpour, 2010). Recent research has investigated the developing dynamics of TO and its consequences for organizational growth emphasize the importance of TO in affecting a firm's absorptive capacity and thereby contributing to organizational development (Jiménez-Jiménez & Sanz-Valle, 2011).

(Martínez-Costa & Jiménez-Jiménez, 2009) stress the relevance of TO in building a technological learning culture, which has a favorable influence on development methods.

H3: Technology Orientation has a favorable impact on organizational development.

2.4 Learning Orientation and Organizational Development

LO plays a critical role in giving businesses a competitive edge as well as in supporting organizational growth and efficiency. After businesses recognize the value of learning, they ensure that staff members acquire new skills and collaborate to improve corporate procedures. In its most basic form, receiving orientation refers to adjusting to new information that causes an organization's behaviors to alter in order to adopt a new vision based on a shared understanding that enhances performance and aids in the organization's development (Slater & Narver, 1995). Research by (Werlang & Rossetto, 2019) has revealed a strong correlation between the development of SME's and their learning orientation.

H4: Organizational development is positively impacted by learning orientation.

2.5 Network Orientation and Organizational Development

Networking Orientation (NO), which emphasizes cooperation and relationship-building, has earned attention for its role in improving a firm's resource access and knowledge exchange, eventually impacting organizational development. Scholars contend that good networking improves a company's inventive skills and adaptable tactics (Gulati, 1998). The importance of NO in molding a firm's external knowledge acquisition, which has a favorable impact on organizational development.

According to (Uzzi & Spiro, 2005), network orientation play an crucial role in defining a firm's innovation environment and contributing to its overall development.

H5: Networking Orientation has a good impact on organizational development.

2.6 Entrepreneurial Orientation and Firm Innovativeness

(Miller, 1983) proposes that the three sub-constructs of provocativeness, risk-taking, and innovativeness are typically present in an entrepreneurial mindset. Provocativeness describes a forward-thinking approach to launching new goods before rivalry .Innovativeness means having the courage to try new things and create new goods and manufacturing techniques. Empirical studies using the net-effect method show that firms with an entrepreneurial mindset are more inventive. (Hult, Hurley, & Knight, 2004) discovered a favorable correlation between entrepreneurial approach and innovativeness among US enterprises with annual sales over $100 million.In a study of small and medium-sized enterprises in India, (Arunachalam, Ramaswami, Herrmann, & Walker, 2018) discovered that entrepreneurial approach positively impacts firm innovativeness.

H6: Entrepreneurial Orientation has a effective impact on Firm Innovativeness.

2.7 Market Orientation and Firm Innovativeness

Market orientation involves understanding and meeting customers' demands. According to (Narver & Slater, 1990), firms prioritize improving their ability to generate and disseminate important information to consumers and rivals. Market-oriented firms often rearrange administrative capabilities and innovate to maximize consumer value. Prior research using the net-effect method indicates that MO is a predictor of firm innovativeness. In a study of US

enterprises, (Hult et al., 2004) discovered a favorable correlation between marketing orientation and innovation.

H7: Market Orientation has significant impact on Firm Innovativeness.

2.8 Technology Orientation and Firm Innovativeness

Technology companies, such as software houses, prioritize collecting and preserving creative information with significant R&D budgets (Arora, Arora, & Sivakumar, 2016). According to some scholars organizations that invest directly in new technologies and products provide the groundwork for innovation are successful. Implementing firm innovativeness in the right direction and at the right moment may lead to significant profits for a corporation. First-mover enterprises can get client attention and establish long-term relationships, strengthening their competitive position and performance.

Firms in underdeveloped nations, like as Pakistan, must prioritize TO to provide financial stability, which is essential for corporate success.

H8: Technology Orientation is positively impacted to Firm Innovativeness.

2.9 Learning Orientation and Firm Innovativeness

LO is an organizational culture that promotes innovation by reflecting the firm's capacity to learn and generate new knowledge, which enables organizational transformation. Empirical research using the net-effect method have established the importance of learning orientation in company innovativeness. For example, (Calantone, Cavusgil, & Zhao, 2002) investigated a sample of organizations in a wide range of US sectors and discovered that learning orientation had a favorable influence on corporate innovativeness.

H9: Learning Orientation has confident impact on Firm Innovativeness.

2.10 Network Orientation and Firm Innovativeness

Understanding the impact of network features is crucial for successful knowledge management and firm innovativeness. According to (Storberg-Walker & Gubbins, 2007), a network orientation approach is valuable since it considers the entire system rather than individual components. Network orientation features can be classified as structural, relational, or cognitive

components of social capital. Network Orientation has a paradoxical connection with firm Innovativeness. While the benefits of network orientation, such as access to fresh knowledge, may appear evident, the relationship is not always clear.

H10: Network Orientation has positive impact on Firm Innovativeness.

2.11 Firm Innovativeness and Organizational Development

Firm innovativeness is critical to the survival and development of small businesses. (Rosenbusch, Brinckmann, & Bausch, 2011) found that firm innovativeness has a significant beneficial impact on financial development metrics including return on sales, returns on assets, and profitability. (Mohamad & Sidek, 2013) found a significant positive correlation between company firm innovativeness and non-financial performance metrics. The study used the RBV to define firm innovativeness as new products and services, processes, and technology. Enterprise development was described as sales volume, job creation, profit, market position expansion, customer happiness, and owner/manager satisfaction.

H11: Firm Innovativeness has favourable impact on organizational development.

2.12 Firm Innovativeness as a Mediator

Firm Innovativeness is an important mediator in understanding how strategic orientations impact organizational development. Recent research has looked at the function of firm innovativeness as a moderator in the interactions between EO, MO, TO, LO, NO, and organizational development. Researchers (Covin & Wales, 2019; Li & Arora, 2019; Mukherjee, Romero, Jones, & Uzzi, 2017) have highlighted the relevance of company innovativeness as a mediator, highlighting the mechanisms by which strategic orientations influence organizational development.

FI have favourable impact on EO, MO ,NO and TO, LO and OD have not favourable to FI.

H12: The link between organizational development and entrepreneurial, market, technological, learning and networking orientations is mediated by firm Innovativeness.

3. PARTICIPANTS AND PROCEDURE

In the present study, The target population for this study comprises executives, managers, and employees from a manufacturing industries of sialkot and gujrawala, Pakistan is selected for the

target population. For the research purpose, 190 questionnaires were distributed to participants and participants offered effective responses including all manufacturing industries of sialkot and gujrawala, Pakistan. A Convenience random sampling technique was utilized to ensure representation of manufacturing industries. Using 1:5 ratio total 190 questionnaires were distributed to SME's manufacturing industries and 38 SME's of Sialkot and Gujrawala were targeted to collect data. Questionnaires was distributed through emails. Afterwards collected data was analyzed with statistical technique.

Research Framework

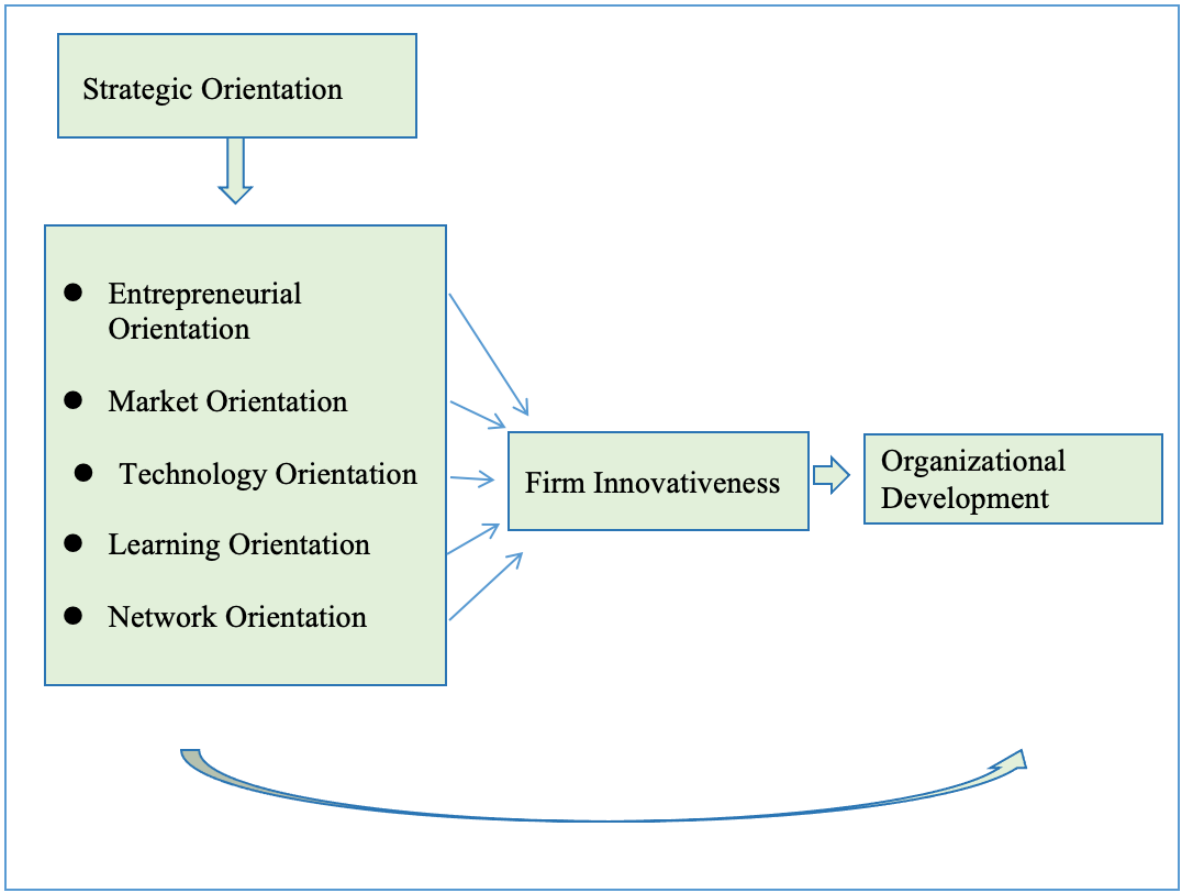

Figure 1 Conceptual Framework

3.1 Measurement

The survey questionnaire being used in this research divided into two sections. Section one consists of demographic questions such as Firm age, firm size and type of firm. Section two of questionnaire comprised of scale of variables. Participants responded to a 5 points likert scale ranging from 1 strongly disagree to 5 strongly agree.

Detail of questionnaires mentioned ahead;

Table: 3.1

VARIABLES	ADOPTED FROM	ITEMS ADOPTED
I. Entrepreneurial Orientation	(Aftab, Veneziani, Sarwar, & Ishaq, 2022)	Six itmes
II. Market Orientation	(Hult et al., 2004; Rhee, Park, & Lee, 2010)	Six items
III. Technology Orientation	(Cooper & Kleinschmidt, 2000; Gatignon & Xuereb, 1997)	Four items
IV. Learning Orientation	(Calantone et al., 2002; Celuch, Kasouf, & Peruvemba, 2002; Rhee et al., 2010)	Six items
V. Network Orientation	(Ma & Yang, 2022) and (Fuentelsaz, González, & da Silva, 2023)	Five items
VI. Firm Innovativeness	(Hult et al., 2004; Rhee et al., 2010)	Five items
VII. Organizational Development	(Radi Afsouran, Charkhabi, Mohammadkhani, & Seidel, 2022)	Six Items

Notes(s): Authors work

4. DATA ANALYSIS

In this study, AMOS 21 was used to impute data, while previous studies applied SPSS (Zhang, Jansen, & Chowdhury, 2011). Table 4.1 presents the correlations of Entrepreneurial Orientation (EO), Market Orientation (MO), Technology Orientation (TO), Learning Orientation (LO), Networking Orientation (NO), Firm Innovativeness (FI), and Organizational Development (OD).

EO (M=4.08, SD=.676) is strongly correlated with FI (r=.565*, p<0.01) and OD (r=.472, p<0.01). MO (M=3.71, SD=.843) shows a moderate correlation with FI (r=.264, p<0.01) but weak with OD (r=.069). TO (M=4.16, SD=.515) is weakly correlated with FI (r=.221, p<0.01) and OD (r=.149). LO (M=3.66, SD=.497) shows weak correlations with FI (r=.225, p<0.01) and OD (r=.256*). NO (M=4.07, SD=.553) shows moderate correlation with FI (r=.329*, p<0.01) and weak with OD (r=.202*). FI (M=4.12, SD=.580) is significantly correlated with OD (r=.263**, p<0.01).

4.1 Confirmatory Factor Analysis (CFA)

The results of exploratory factor analysis (EFA) demonstrated five dimensions of strategic orientation, later confirmed through confirmatory factor analysis (CFA) using AMOS 21. Items with factor loadings above 0.50 were retained to ensure reliability (Black & Babin, 2019). To compare, four-, three-, two-, and single-factor models were tested. The five-factor model showed good fit (χ^2=451.449, df=287, GFI=.824, CFI=.925, RMSEA=.059), while the four-factor model (EO, MO, TO, LO) also fit acceptably. The three-factor model (EO, MO, TO) improved indices, and the two-factor (EO, MO) showed sufficient loadings (.73–.95). The single-factor model had strong loadings (.74–.89), but only six EO items were retained due to deletions. Based on fit indices, the single-factor model was chosen for further analysis.

4.2 Path Analysis

In the present study, all the variables were investigated by using Structural equation model (SEM).

Table 3.2: Correlation Analysis

Variables	M	SD	EO	MO	TO	LO	NO	FI	OD
EO	4.08	0.676	1						
MO	3.71	0.843	.208**	1					

TO	4.16	0.515	.260**	-0.024	1				
LO	3.66	0.497	.329**	.217**	.338**	1			
NO	4.07	0.553	.239**	.164*	.254**	.318**	1		
FI	4.12	0.58	.565**	.264**	.221**	.220**	.329**	1	
OD	3.63	0.412	.472**	0.069	0.149	.248**	.202**	.263**	1

*P<.05; **P<.01; M= Mean; SD= Standard Deviation; EO= Entrepreneurial orientation; MO= Market orientation; TO= Technology orientation; LO= Learning orientation; NO= Networking orientation; FI= Firm innovativeness; OD= Organizational development.

TABLE 4.2 Results of Confirmatory Factor Analysis

Variables	***x2***	***df***	***RMSEA***	***GFI***	***CFI***	***NFI***
Strategic Orientation						
4-factors model	451.449	287	.059	.824	.925	.822
4- factors model	302.571	181	.064	.850	.935	.855
3- factors model	189.581	99	.075	.874	.946	.895
2- factors model	130.819	51	.098	.882	.948	.918
1- factors model	15.119	5	.112	.971	.988	.982
Firm Innovativeness						
1- factor model	15.399	5	.113	.967	.971	.958
Organizational Development						
1- factor model	9.684	9	.022	.980	.997	.955

Confirmatory factor analysis of the five-factor model (entrepreneurial orientation, market orientation, technology orientation, learning orientation, and network orientation) revealed good fit (χ^2=451.449, df=287, GFI=.824, CFI=.925, RMR=.047, RMSEA=.059). To compare, the four-factor model (EO, MO, TO, LO) showed improvement (χ^2/df=302.571 (181), GFI=.850, CFI=.935, RMSEA=.064). The three-factor model (EO, MO, TO) further reduced chi-square and improved CFI and GFI (χ^2/df=189.581 (99), GFI=.874, CFI=.953, RMR=.051, RMSEA=.075). The two-factor model (EO, MO) also showed acceptable fit with sufficient loadings ranging from .73 to .95.

Finally, a single-factor model was tested, with all 26 items loaded on one factor. Results were highly satisfactory, with loadings between .74 and .89, and chi-square in an acceptable range. However, four variables (MO, TO, LO, NO) were deleted due to lower loadings, leaving only six EO items. Based on chi-square discrepancy tests, the single-factor model was selected for further analysis.

5. DISCUSSION

To address the research questions, twelve hypotheses were generated. First, "Entrepreneurial Orientation (EO) has an effective impact on Firm Innovativeness (FI)." Results show a statistically significant positive relationship (r= .565**, p<.05), supporting the hypothesis. Second, "Market Orientation (MO) has significant impact on FI." MO is positively and significantly correlated (r= .264**, p<.05).Third, "Technology Orientation (TO) impacts FI." Results indicate a weak but significant positive relationship (r= .221**, p<.05). Fourth, "Learning Orientation (LO) impacts FI." LO shows a weak but significant positive relationship with FI (r= .220**, p<.05). Fifth, "Networking Orientation (NO) impacts FI." NO is positively and significantly correlated (r= .329**, p<.05). Sixth, "EO impacts Organizational Development (OD)." EO is significantly and positively related to OD (r= .472**, p<.05). Seventh, "MO impacts OD." MO shows a weak but insignificant positive relationship (r= .069, p>.05). Eighth, "TO impacts OD." TO has an insignificant weak positive relationship with OD (r= .149, p>.05). Ninth, "LO impacts OD." LO shows a weak but significant positive relationship (r= .248**, p<.05).

Tenth, "NO impacts OD." NO is weakly but significantly correlated with OD (r= .202**, p<.05). Eleventh, "FI impacts OD." FI shows a weak but significant positive relationship (r= .263**, p<.05). Twelfth, "The link between EO, MO, TO, LO, NO and OD is mediated by FI." FI is significantly correlated with EO (r= .565*, p<.05), MO (r= .264, p<.05), and NO (r= .329, p<.05), and weakly but significantly correlated with TO (r= .221, p<.05) and LO (r= .220*, p<.05).

Table 4.3 Results of CFA

Items	FL	AVE	CR
Entrepreneurial Orientation			
"The company values innovation, technological leadership and R&D."	0.864		
"The company has implemented significant changes in its products or services to gain a competitive advantage."	0.690		
"The company's main goal recently was to launch a new product or service."	0.837		
"The company has a strong tendency to choose high-risk, high-reward projects."	0.765		
"The company takes bold, rapid action to achieve corporate goals."	0.712		
"The company is ahead of its competitors in introducing new products and ideas."	0.757	0.77	.902
Market Orientation			
"Our salespeople regularly share information concerning competitors' strategies."	0.809		
"In our company, top management regularly discusses competitors' strengths and weaknesses."	0.821		
"We rapidly respond to competitive actions that threaten us."	0.849		
"In our company, our business objectives are driven by customer satisfaction."	0.860		
"In our company, our competitive advantage is based on understanding customers' needs."	0.790		
"In our company, we closely monitor and assess our level of commitment to serving customers' needs."	0.839	0.828	0.901
Technology Orientation			
"The policy of this firm has been to always consider the most up-to-date production technology available."	0.679		
"We have a long tradition and reputation in our industry of attempting to be first to try out new methods and equipment."	0.786		

"We spend more than most firms in our industry on new-product development."	0.817		
"We devote extra resources to technological forecasting."	0.600	0.720	0 .698
Learning Orientation			
"In our company, top management agrees that employees' ability to learn is the key to our competitive advantage."	0.604		
"In our company, top management frequently articulates goals and vision of the firm to employees."	0.601		
"In our company, top management emphasizes pursuing knowledge that fits a new environment."	0.657		
"When drawing up strategies, teams of our company often play a central role in order to respond effectively to market needs."	-		
"In general, when drawing up strategies, our company listens well to various opinions."	0.765		
"In general, when drawing up strategies, our company responds actively to a dynamic, fast-changing environment."	0.555	0.636	0.659
Network Orientation			
"The company attaches importance to building a network with external partners."	0.757		
"The company attaches great importance to close contact with the members of the network in which it operates."	0.708		
"The company attaches great importance to the maintenance of relationships with external partners."	0.774		
"The company regularly receives information and advice from the external relationships it has established."	0.676		
"The company attaches importance to the exchange of resources with external partners."	.721	0.727	0.787
Firm Innovativeness			

"In our company, technical innovation, based on research results, is readily accepted."	0.757		
"In our company, we actively seek innovative product and service ideas.	0.685		
"In our company, innovation is readily accepted in program/project management.	0.775		
"In our company, innovation is encouraged.	0.712		
"In our company, innovation is perceived as constructive and is actively accepted.	0.792	0.744	0.823
Organizational Development			
"Legalism and discipline are a common belief in the internal and external environment of the organization improving performance and reducing wastage."	0.592		
"The organization using creativity and innovation has the power to make changes on its environment."	0.745		
"Organizational culture is human-oriented and supportive for both employees and clients."	0.608		
"There are proper information systems in the organization for making right and logical decisions."	0.594		
"The organization's operational process has shortened the gap between making a decision and implementing the decision gap between making a decision and implementing the decision."	0.614		
"There is a consistency between mission, goal and structure in the organization."	0.703	0.642	0.742

Table 4.4 Standardized estimates of path analysis

Indications of relationship between variables		*Standardized estimates*	*S.E*	*C.R*	*p*	*Result*
FI	TO	.065	.077	.842	.400	Insignificant
FI	EO	.414	.058	7.110	***	Significant
FI	MO	.095	.045	2.113	.035	Significant
FI	LO	-.018	.096	-.183	.855	Insignificant
FI	NO	.190	.071	2.695	.007	Significant
OD	FI	-.019	.062	-.302	.763	Insignificant
OD	EO	.274	.052	5.221	***	Significant
OD	MO	-.027	.036	-.749	.454	Insignificant
OD	LO	.103	.075	1.366	.172	Insignificant
OD	NO	.061	.057	1.082	.279	Insignificant
OD	TO	-.017	.060	-.274	.784	Insignificant

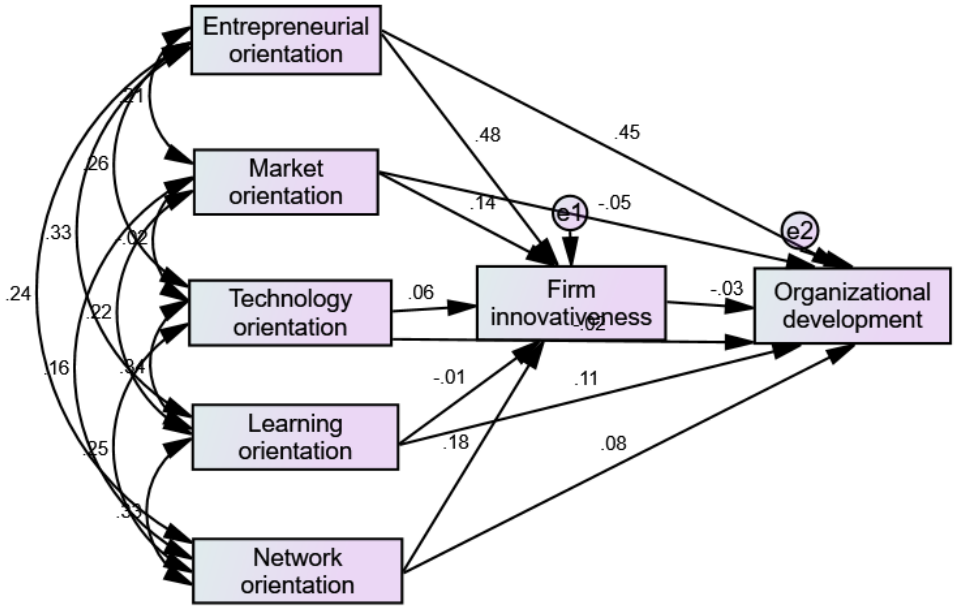

Figure 2 Structural Analysis of Path Model

5.1 Implications

The results of this investigation have theoretical, methodological, and contextual implications. The research enhances understanding of how organizational orientations (EO, MO, TO, LO, NO) affect firm innovativeness (FI) and organizational development (OD). (Han, Kim, & Srivastava, 1998; Wiklund & Shepherd, 2003). Positive links between EO and FI, and MO and FI, suggest that entrepreneurship and market responsiveness foster innovation, supporting the Resource-Based View and Dynamic Capabilities Theory. TO, LO, and NO show negligible associations with FI, indicating these resources may not directly drive innovation unless strategically integrated. EO strongly influences OD through risk-taking and innovation, while MO's impact on FI does not necessarily yield OD. Similarly, TO, LO, NO, and FI show limited links to OD, implying that innovation must be strategically applied to drive organizational transformation (Gunday, Ulusoy, Kilic, & Alpkan, 2011).

5.2 Limitations

This study aims to provide new insights into the connections among firm innovativeness, organizational development, and strategic orientations, yet several constraints may affect the strength and generalizability of results. The cross-sectional design limits causal inference, suggesting longitudinal research could better show how orientations influence development over time. Although established scales are used, validity may be questioned due to subjectivity, so future studies could adopt interviews or archival data. The inclusion of managers, employees, and executives also introduces varied perspectives, as differing roles may affect responses, potentially impacting internal validity.

5.3 Directions for Future Researchers

Future study should investigate the dynamic interplay between strategic orientations and organizational growth across industries, particularly in the setting of quickly changing technology environments. The incorporation of digitalization, artificial intelligence, and big data analytic into entrepreneurial and market strategies creates new opportunities for practitioners as well as researchers. Researchers must additionally look at how external circumstances like economic downturns or worldwide interruptions (such as the COVID-19 pandemic) affect the efficacy of various strategic orientations in generating business success (Gupta, Modgil, Bhattacharyya, & Bose, 2022).

5.4 Conclusion

Scholarly activities have greatly contributed to the knowledge of the links between strategic orientations, company innovativeness, and organizational growth throughout the last decade. Because of the changing nature of these orientations, as well as developments in technology and changes in market dynamics, scholars have begun to investigate the subtle features of each orientation and their aggregate influence on organizational growth. A fundamental topic emerges as the mediating function of firm innovativeness, giving a prism through which to appreciate the mechanisms by which these orientations convert into real organizational outcomes. As organizations face unprecedented challenges and possibilities, this corpus of literature lays the

groundwork for future study, stimulating more investigation into the dynamic interplay between strategic orientations and organizational growth.

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