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Entrepreneurial Orientation in Corporate Entrepreneurship: Systematic Mapping Study

[1*]Arbi Abdul Kahfi, [2]Tofa Waluyo Alifya, [3]Tribowo Rachmat Fauzan
[1] Program Studi Administrasi Bisnis Jatinangor, Universitas Padjadjaran, Bandung, Indonesia
[2] Program Studi Administrasi Bisnis PSDKU Pangandaran, Universitas Padjadjaran, Bandung , Indonesia
[3] Program Studi Bisnis Logistik, Sekolah Vokasi, Universitas Padjadjaran, Bandung, Indonesia

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A B S T R A C T

This study aims to provide an overall picture of the results of the systematic mapping of entrepreneurial orientation studies based on articles obtained from the Scopus electronic database. This research can be useful for academics and practitioners as a first step in conducting research on entrepreneurial orientation and in determining entrepreneurial orientation strategies in an organization. This research is a secondary study using a systematic mapping study (SMS) method. SMS serves to describe the research activities that have been carried out so as to provide an overall overview of the results of the systematic mapping of entrepreneurial orientation studies. Based on the results of systematic mapping, the trend of publication of entrepreneurial orientation studies shows limited research activity. Entrepreneurial orientation publications only started in 2001 and had the highest trend in 2010. Countries that dominate publications are China and Turkey. The most widely used approach is the quantitative approach with the survey method. This is in accordance with the most studied focus, namely on the causal relationship of entrepreneurial orientation with various other variables. The most researched type of research is validation research with the most focus being on local firms in the researchers' countries.

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Corresponding Author:
Arbi Abdul Kahfi
Program Studi Administrasi Bisnis Jatinangor, Universitas Padjadjaran, Bandung, Indonesia
Jl. Let. Jen. Purn. Dr. (HC) Mashudi No. 1, Jatinangor, Kab. Sumedang, Jawa Barat, Indonesia 45363
Email: arbi@unpad.ac.id

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1. INTRODUCTION

The development of global business in the last century demonstrates that rapid changes and uncertainty have compelled firms to look beyond conventional models of control that are under scrutiny in terms of innovation and sustainability. In a fast-changing environment, the

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competitive advantage of corporations is determined through their ability to rethink and systematically renew their business models to grow and be profitable (Drucker, 2013; Kuratko, Hornsby, & Hayton, 2015). Such strategic agility depends on the firms' ability to absorb new knowledge, reconfigure their organizational capabilities, and generate value for their stakeholders through new product, internal process, and market innovations.

Corporations now require flexibility in their behavior to respond to diverse changing stimuli, and those corporations who innovate by leveraging their internal assets can contribute to the enhancement of corporate sustainability (Vihari & Rao, 2017). This evolving landscape has resulted in corporations adopting entrepreneurial strategies to drive growth, stimulate internal innovation, and increase their competitive advantage (Hornsby et al., 2013). In this regard, senior leaders and management are increasingly adopting corporate entrepreneurial activity as a potential source of achieving better overall performance levels (Covin & Miller, 2013), while several authors suggest that society is shifting from an employee society to an entrepreneurial-minded one that is essential for corporate success (Hagel III, 2016; Urban, 2016).

Previous literature has theorized corporate entrepreneurship as a multidimensional phenomenon, which combines the behavior and interactions of individual, organizational, and environmental factors within firms (Moon, Choi, & Fardin, 2016). Substantial research on entrepreneurial behavior by management and employees has highlighted the link between entrepreneurial orientation (EO) and corporate performance across a wide range of industries and contexts (Urban & Wood, 2015). EO is the practice of creating an organizational structure governed by corporate entrepreneurship (Covin & Miller, 2013), in which research confirms that EO has three dimensions: innovation, risk-taking, and proactiveness (Covin & Miller, 2013; Murimbika & Urban, 2014; Wales, 2015). Therefore, entrepreneurial orientation leads to company success (Yildirim & Saygin, 2012).

Research on entrepreneurial orientation using systematic literature review or systematic mapping study methods has been conducted several times before, focusing on various contexts such as EO in sports entrepreneurship (Pellegrini et al., 2020), EO and digital technology (Wardaya et al., 2019), EO in higher education institutions (de Fátima Pires da Cruz, Ferreira, & Kraus, 2021), EO and market orientation (Montiel-Campos, 2018), nonprofit EO (M. Lacerda, D. P. Martens, & M. R. Freitas, 2020), EO and public enterprises (TREMML, 2019), and EO and Human Resources Management (Moustaghfir, Ramid, & Touhs, 2020).

Despite these various studies, there is a notable gap in the literature regarding systematic mapping of EO research specifically within the corporate entrepreneurship context. This gap indicates the need for further research using a systematic mapping approach to examine EO within the context of corporate entrepreneurship. Understanding the current state of research in this area is crucial for identifying research gaps, trends, and future research directions that can contribute to both theoretical development and practical applications.

With all the considerations above, a study of entrepreneurial orientation is very important to understand the latest developments from existing scientific literature. This study aims to form a background for further research and gain deeper insight into the study of entrepreneurial orientation within corporate entrepreneurship contexts. Researchers used a systematic mapping study method, utilizing the Scopus electronic database to find articles about entrepreneurial orientation.

The research questions (RQ) in this study include:

1. RQ1: How is the research focus on the topic that has been researched?
2. RQ2: What methodology and paper type is used?
3. RQ3: How are the publication trends of each country over time?

The results of this study provide a comprehensive research approach on entrepreneurial orientation as well as implications and guidelines for academics and other practitioners.

2. METHOD

This research is a study with secondary data using a systematic mapping study (SMS) method. SMS is a method derived from the study literature review (SLR) (Tribis, Y.el Bouchti and Bouayad 2018). The purpose of the SMS method is to describe research activities that have been carried out previously. SMS can be said to be a method that aims to get an overview of a particular research area (Zultaqawa, Alexandri, and Hardinata 2020).

2.1. Research Question

Research questions in SMS are much broader than in SLR to cover a wider scope of study (Kitchenham, Mendes, and Travassos 2007). The purpose of this systematic mapping study is to map the frequency of publications and to find out research trends. This goal is seen in the research question (RQ) as indicated (Castañer and Oliveira 2020). The research questions of this study concentrate on topic categorization in the field of entrepreneurial orientation.

2.2. Search Step

The search process must be carried out as accurately as possible, this accuracy is shown by selecting the mapping data source, making the right search string, and determining the exclusion inclusion criteria (Tahir, Raharja, and Rosyda 2021). This Research used the Scopus Database, since it indexes the best journals with the most recent articles (Aghaei Chadegani et al. 2013). In addition, Scopus is the largest abstract and citation database; it provides more accurate data (Franceschini, Maisano, and Mastrogiacomo 2016) and deals with 1.4 billion citations and 16 million author profile. The keyword used is "entrepreneurial orientation" and limit the result by topic “corporate entrepreneurship" with the findings of 69 articles. Next, the researcher determines the exclusion and inclusion criteria that aim to sort out the relevant articles (Marew, Kim, and Bae 2007). Inclusion and exclusion criteria formulated by the author can be seen in Table 1.

Table 1. Inclusion And Exclusion Criteria

Inclusion	Exclusion
1. Research that focuses on the field of entrepreneurial orientation	1. Research that does not discuss entrepreneurial orientation
2. English	2. Other than English
3. Only journal and conference proceeding	3. Other than journal and conference proceeding
4. Research that discusses entrepreneurial orientation in the context of corporate entrepreneurship	4. Research that discusses entrepreneurial orientation the context of corporate entrepreneurship

Source: Researcher, 2022.

2.3. Classification Scheme

In this study, the process of analyzing and classifying articles was in accordance with predetermined criteria, the researchers developed a classification scheme (Marew et al. 2007). The classification scheme process is clearer as can be seen in Figure 1. There are three aspects that researchers use in classifying articles that meet the criteria. First, the authors classify articles based on their research methods. Second, the researcher defines the type of research (paper type) based on the classification presented in (Wieringa 2014). Third, the researcher identified using the keyword method (Marew et al. 2007).

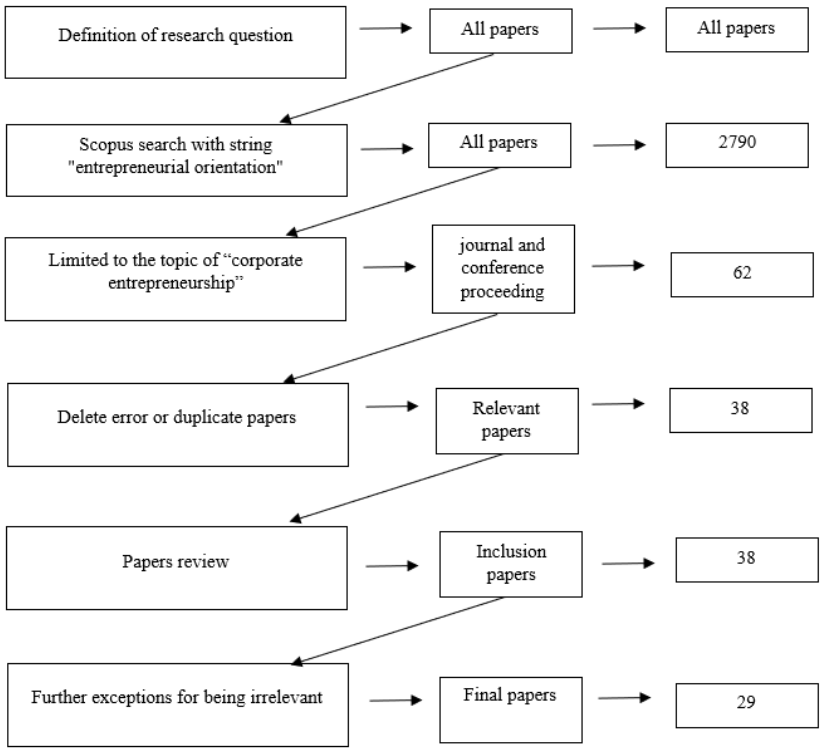

Figure 1. Stages of the Research Tracing Process
Source: Researcher, 2022

3. RESULTS AND DISCUSSION

Based on the results of the review that has been carried out by the author in accordance with predetermined criteria, the final findings of the literature mapping are 29 articles. The author groups the results of mapping the articles found using Microsoft excel with the categories of research focus, locus, country, methods, and paper type in Table 2.

Table 2. *Systematic Mapping Result*

No	Category	Sub Category	Amount	%
1	Year	2001	1	3%
		2007	1	3%
		2009	3	10%
		2010	5	17%
		2011	4	14%
		2013	2	7%
		2014	2	7%
		2016	2	7%
		2017	2	7%
		2018	2	7%
		2019	2	7%
		2020	1	3%
		2021	2	7%
2	Continent	Europe	9	31%
		Asia	11	38%
		North America & South America	3	10%
		Africa	5	17%
		Australia	1	3%

No	Category	Sub Category	Amount	%
3	Research Focus	Relationship EO with other's variable	23	79%
		EO Implementation	4	14%
		EO Conceptual Framework	2	7%
4	Research Location	Local SMEs	2	7%
		Manufacturing SMEs	3	10%
		F&B SMEs	1	3%
		Family Firms	2	7%
		National Firms	1	3%
		Local Firms	8	28%
		Technology Firm	2	7%
		Multinational Firms	1	3%
		International Firm	1	3%
		Contractor	1	3%
		Manufacturing Firm	3	10%
		Literature Database	2	7%
		Local Industry	1	3%
		Healthcare Industry	1	3%
5	Article Type	Opinion Paper	1	3%
		Validation Research	26	90%
		Solution Proposal	1	3%
		Philosophical Paper	1	3%
6	Research Approach	Quantitative	19	66%
		Qualitative	8	28%
		Mixed Method	2	7%
7	Research Method	Case Study	4	14%
		Survey	20	69%
		Constructive Study	1	3%
		Discussion Study	1	3%
		Literature Study	3	10%

Source: Researcher, 2022.

Entrepreneurial Orientation Research Trend Mapping Results shows the dynamics of this topic based on the publication of existing articles. Figure 2 illustrates the previous entrepreneurial orientation research trend, which started in 2001 and only amounted to 1 article and no more publications until 2007. It can be seen that the development of the entrepreneurial orientation concept until 2021 did not experience many drastic dynamics, the material tends to be flat. The increase in research only occurred in 2010 and decreased thereafter. From 2013 to 2019 the number of studies was the same, in 2020 only 1 article and during 2021 only 2 more articles. From this trend, it can be seen that the topic of entrepreneurial orientation, especially in corporate entrepreneurship, is said to be relatively new even though the publication range is quite long, because the number of studies conducted is still small each year.

Figure 3 illustrates the results of countries of origin of scientific publications regarding entrepreneurial orientation which are dominated by countries from the Asian continent, including Taiwan, Iran, Indonesia, South Korea, China and Turkey. The Asian countries that did the most scientific publications on entrepreneurial orientation were China and Turkey each doing 3 publications. Furthermore, countries that do a lot of entrepreneurial orientation scientific publications come from Europe, namely Spain, Portugal, the Netherlands, Switzerland, Belgium and Germany. The European country that publishes the most scientific articles on entrepreneurial orientation is Spain. Africa produces more publications than America and Australia.

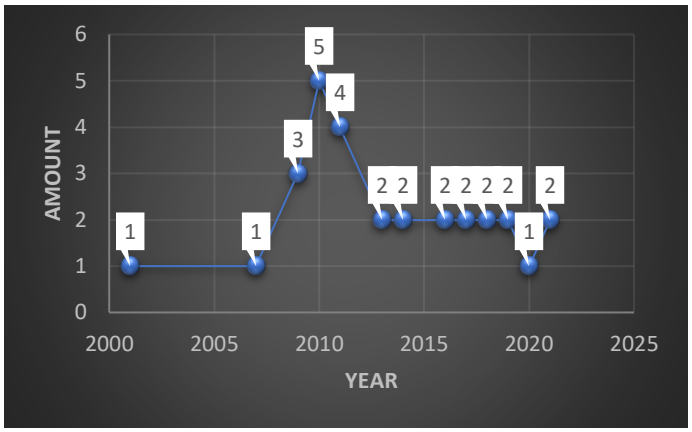

Figure 2. Entrepreneurial Orientation Research Trend Mapping Results
Source: Researcher, 2022.

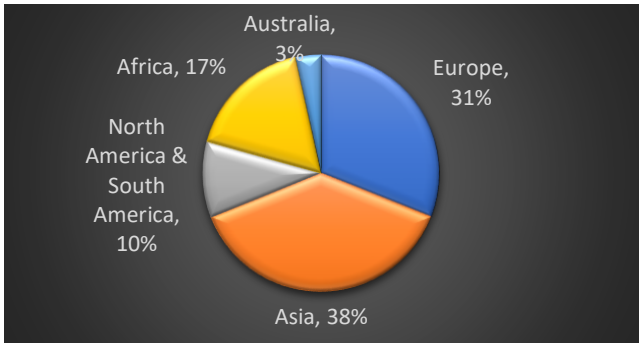

Figure 3. Results of Mapping the Country of Origin for Entrepreneurial Orientation
Source: Researcher, 2022.

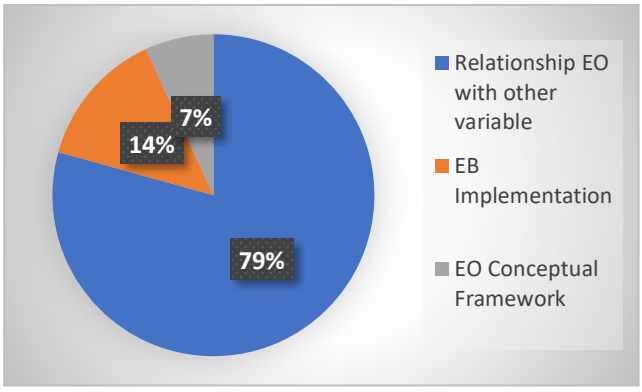

Figure 4. Results of Mapping the Research Focus for Entrepreneurial Orientation
Source: Researcher, 2022.

Figure 5 illustrates the mapping of research on the concept of entrepreneurial orientation (EO) based on the research locus. The locus of most research on the EO concept is the local firm, which is the division of firms based on the area or location of the firm itself which is usually divided by country, this is often done because it is to find out the level of understanding of EO in a country. Furthermore, the location of EO research is also mostly carried out based on the type of firm activity which is dominated by manufacturing firms, in addition to firms,

the development of EO is also studied in SMES and the majority of SMEs are engaged in manufacturing with a total of 3 articles, in addition to conducting research directly in companies, there are also EO research conducted through secondary data and literature obtained.

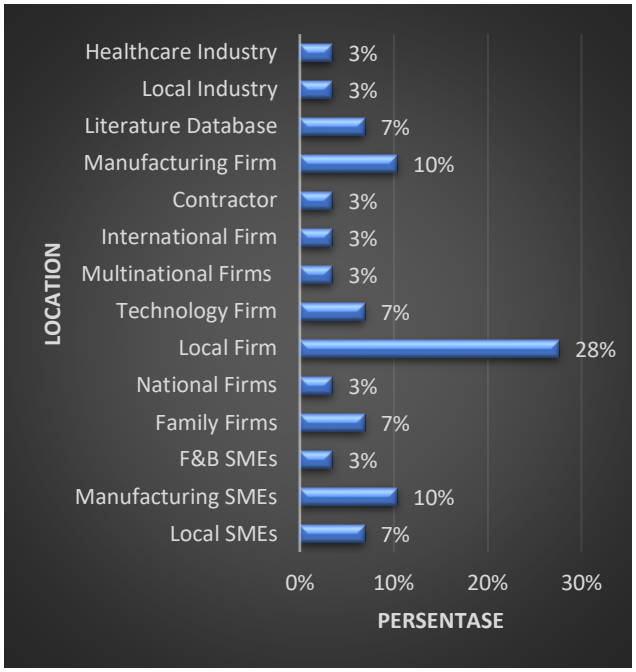

Figure 5. Results of Mapping the Research Location for Entrepreneurial Orientation
Source: Researcher, 2022.

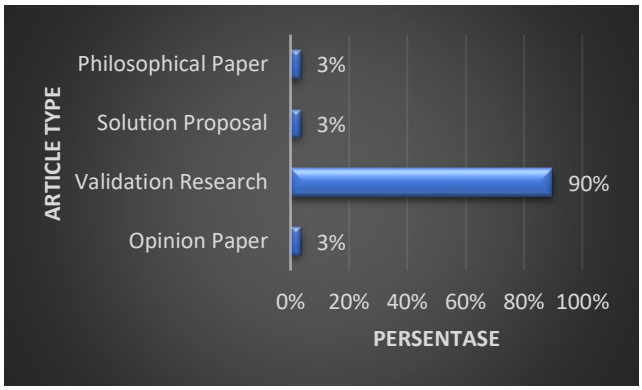

Figure 6. Results of Mapping the Article Type for Entrepreneurial Orientation
Source: Researcher, 2022.

Figure 6. Provides an overview of mapping the types of research articles regarding entrepreneurial orientation (EO). Based on the mapping results, validation research dominates the types of articles published. In this type of research article, researchers mostly do research on empirical evidence and actual facts how the influence of the EO concept in the company is also in line with the many focus of EO research affecting other variables, this is also supported by the lack of EO research each year so there is still much needed empirical evidence to validate it. With so many validation research, few other types of research have been carried out and can result in less development of the concept of EO and solutions to the problems faced by this concept, such as solution and philosophical research that can provide this but the amount of research is still small.

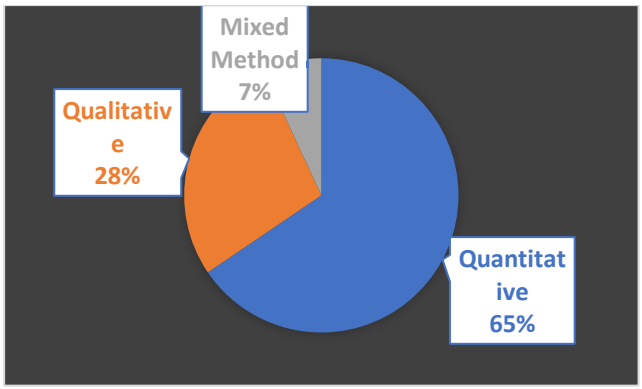

Figure 7. Results of Mapping the Research Approach for Entrepreneurial Orientation
Source: Researcher, 2022.

Figure 7. illustrates the mapping of the entrepreneurial orientation (EO) concept based on the approach used by researchers, which can be seen in The research approach that is most widely used is the quantitative approach and the mixed approach. Researchers mostly use a quantitative approach to the concept of EO because many studies aim to examine the effect of the relationship between the concept of EO and other variables. While the qualitative approach has been used, as many as 8 articles. The mix method approach is still very little used in EO research because of research.

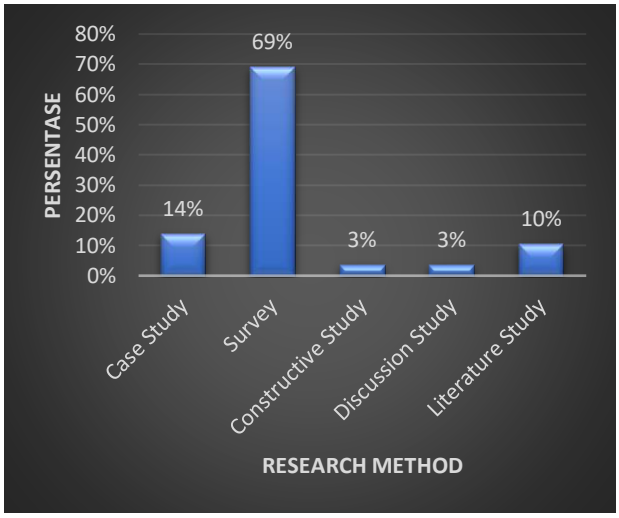

Figure 8. Results of Mapping the Research Method for Entrepreneurial Orientation
Source: Researcher, 2022.

In Figure 8, the research describes the research mapping based on the research method. Based on the results of the analysis, the most widely used method is the survey method and then the case study, this is also related to the dominant level of validation research and to carry out this research, surveys and case studies are usually carried out. While other methods, namely constructive study and discussion study, constructive study and literature study are still very little used, which is only 1 to 4 articles. Most research on the concept of entrepreneurial orientation aims to determine the effect of the relationship of various variables, so researchers mostly use survey methods which are then processed quantitatively in obtaining research results.

4. CONCLUSION

This systematic mapping study provides comprehensive insights into the current state of entrepreneurial orientation research within corporate entrepreneurship contexts. The analysis of 29 articles reveals several important findings that address the research questions and highlight significant gaps in the existing literature. Regarding RQ1 (research focus), the findings demonstrate that EO research predominantly concentrates on examining causal relationships between entrepreneurial orientation and various organizational variables (79%). This focus, while valuable for understanding EO's impact, has resulted in limited attention to implementation strategies and conceptual framework development, which together represent only 21% of the research. For RQ2 (methodology and paper types), the results show a strong preference for quantitative approaches (66%) utilizing survey methods (69%), with validation research comprising 90% of all publications. This methodological concentration, while providing statistical evidence of EO relationships, limits the depth of understanding regarding EO phenomena and practical implementation challenges. Concerning RQ3 (publication trends by country), Asian countries, particularly China and Turkey, lead in EO research production, followed by European nations. The temporal analysis reveals that EO research in corporate entrepreneurship contexts began in 2001, peaked in 2010, and has maintained relatively stable but limited annual publication volumes thereafter. The study identifies several critical research gaps that warrant attention from scholars and practitioners. First, there is insufficient exploration of EO implementation strategies and conceptual frameworks, which limits practical guidance for organizations seeking to develop entrepreneurial orientation. Second, the overwhelming emphasis on validation research has resulted in limited solution-oriented and philosophical investigations that could advance theoretical understanding and practical problem-solving approaches. Third, methodological diversity remains constrained, with qualitative and mixed-method approaches being underutilized despite their potential for providing deeper insights into EO phenomena.

The implications for future research are substantial. Scholars should prioritize developing implementation-focused studies that provide practical guidance for organizations. There is also a need for increased methodological diversity, particularly the adoption of qualitative and mixed-method approaches that can explore the contextual and processual aspects of EO development. Furthermore, research should expand beyond local firm contexts to examine EO in various organizational types, industries, and international settings. For practitioners, this study highlights the need for more comprehensive understanding of EO implementation strategies beyond the well-established relationships with performance outcomes. Organizations seeking to develop entrepreneurial orientation would benefit from research that addresses practical implementation challenges and provides contextual guidance for different organizational settings. The limitations of this study include its focus on Scopus database articles and the specific search criteria employed, which may have excluded relevant research from other databases or publication types. Future systematic reviews could expand the scope to include multiple databases and different publication formats to provide a more comprehensive picture of EO research in corporate entrepreneurship.

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