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TREND IN THE LITERATURE REVIEW OF ENTREPRENEURIAL ORIENTATION: A BIBLIOMETRIC ANALYSIS

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Abstract:

This article reviewed the literature on entrepreneurial orientation with a bibliometric analysis approach to measure how this concept has developed over the last decade in the business and management domains, identify research trends, and propose a plan for future studies. The merging bibliography through data was extracted from the Scopus Database using the bibliometric method of 2,349 documents and was then filtered into 260 research articles from 2011 – 2021. Bibliometric techniques were conducted using citation, co-citation analysis and co-occurrence of author keywords. This research revealed the nature and direction of research that the entrepreneurial orientation field has taken in the last decade. Nine clusters stood out as important issues in the research on entrepreneurial inclination. The most influential publications, writers, nations, and institutions were also identified by this survey related to research on entrepreneurial orientation with possible future research directions in entrepreneurial orientation. This research is limited to only using a single database sourced from the Scopus indexer without adding databases from other indexers and only explains its inability to contextualize the citation structure of the articles.

Key words: *Entrepreneurial orientation, Co-citation analysis, Citation analysis, Bibliometric analysis.*

1. Introduction

The 21st century has become the century of true entrepreneurship (Kraus, Palmer, Kailer, Kallinger, & Spitzer, 2018). Entrepreneurship is an important management concept and practice in today's business world and has brought many organizational successes through business transformation (Hu & Zhang, 2012). Previous studies explained that entrepreneurship by individuals or groups creates organizational performance and excellence through flexibility capabilities in a constantly changing environment (Feifei, 2012; Su, Xie, & Li, 2011). However, a gap in discussing the concept of entrepreneurship is only limited to activities (1) starting and running a new business, (2) creating a new organization, and (3) creating something new in the market. Entrepreneurship is also an activity or process that creates performance through values.

Studies on entrepreneurship have been done for decades, starting with Miller (1983), stating that entrepreneurial orientation is an organization's willingness to innovate (innovativeness), the ability to take risks in an uncertain environment (risk-taking) and proactive characteristics rather than competitors in seizing new market opportunities (proactiveness). Meanwhile, Lumpkin and Dess (2001) argued that entrepreneurial

orientation describes the mindset of companies in forming the latest businesses through efforts to provide patterns and concepts in company activities.

Several other researchers have empirically proven that organizational success begins with an entrepreneurial-oriented attitude that encourages organizations to achieve better performance (Nuryakin, 2021). The study and assessment on entrepreneurship also revealed rapid development and is not limited to the scope of large organizations but also SMEs, such as (Al-Saed, P, & Upadhya, 2010; Baker & Sinkula, 2009; Teck, 2012; Urban & Mothusiwa, 2014). Meanwhile, Covin and Lumpkin (2011) reviewed the literature on entrepreneurial orientation and found little agreement regarding the construct, its dimensions, and its effects on performance. As a result, further research has been done in the past ten years.

Furthermore, several studies on entrepreneurial orientation included moderating or mediating variables. Wang (2008) used an organizational learning mediation approach to the relationship between entrepreneurial orientation and firm performance. Meanwhile, Stam and Elfring (2008) included the role of intra- and extra-industry relational capital as a moderating variable in the relationship between entrepreneurial orientation and firm performance. Entrepreneurial and market orientation are used as independent variables in a model created by Baker and Sinkula (2009), with profitability as the dependent variable. Awang and Asghar (2010) used the distinctive capability to act as a relationship mediator between entrepreneurial orientation and performance.

This study examined several topics about the entrepreneurial orientation practitioners and academics have widely studied. However, given the significant growth of research on entrepreneurial orientation in the literature review and limitations in the methodological approaches adopted, this study did not measure recent developments in discussing entrepreneurial orientation. This study also explained the extent to which many previous researchers have studied this concept and tried to fill the gap by conducting a more thorough bibliometric analysis than previous studies using a bibliometric approach.

The approach using bibliometrics requires researching publications on entrepreneurial orientation and the publication process in scientific journals. A bibliometric technique can pinpoint the key publications and articles and chart the field's development through time. The bibliometric approach is also carried out by looking at the dominant works that provide contributors in a particular field of study.

2. Understanding Entrepreneurial Orientation

Initially, (Miller, 1983), who first popularized the concept of entrepreneurial orientation, defined an entrepreneurial corporation as an enterprising company that innovates the product market takes business boldly by taking risks and is the first to appear in "proactive" innovation to win the competition. Furthermore, the three characteristics of entrepreneurship have now been considered entrepreneurial orientation. Entrepreneurial orientation involves processes, practices, and activities in decision-making and has experienced development. Entrepreneurial orientation is a process that is based on the firm, where proactive actions, innovation, and risk-taking by the organization can be affected by some activities that are inside and outside the company, according to Wiklund

(1999), so these actions are inherent in entrepreneurship in a company organizational management framework.

Entrepreneurship orientation has become a famous term in management and business after two articles by (Covin, Wales, & practice, 2019). Before that, although entrepreneurial orientation was a popular term used in research on different objects and disciplines, such as business and management, the concept of entrepreneurial orientation has only been investigated and applied in various scopes of study since 2000.

Aggressiveness in seeking opportunities is an important concept in entrepreneurial orientation, where it consists of proactiveness, risk-taking, and innovation (Arabeche et al., 2022; Feifei, 2012; Urban & Mothusiwa, 2014). While company behavior demonstrates creativity and initiative, an entrepreneurial mindset also shows a willingness to take risks (Nuryakin, 2021). Entrepreneurial orientation is a less formal social structure where there is little or no formality in describing the position, rules, and authority of each participant in the organization.

Entrepreneurial orientation is a characteristic of members, positions, resources, and rules and procedures where each member has flexibility in achieving performance (Feifei, 2012). Mutual agreement through persuasion determines the involvement and interaction of the actors and the limits and positions of participation. A network will develop naturally or be socially built for various focuses and interests regarding certain resources, but generally, a social network is built for various interests in different segments (Lin, 2017).

Studi Van Laere, Heene, Coclelaere, and T (2003) explained that entrepreneurial orientation is an informal relationship carried out by an organization with other organizations (customers, suppliers, competitors, and other entities). Entrepreneurial orientation can promptly affect access to information and references for actors in the network (Chaston, 2000), especially for small and medium-sized businesses with few resources competition (Urban & Mothusiwa, 2014). Further, Van Laere et al. (2003) emphasized the development of relational tethering for organizations as essential to maintaining and enhancing competitive advantage.

Covin and Lumpkin (2011) explained that entrepreneurial orientation has developed both in the studies and dimensions of its measurement. Meanwhile (Wadood, Alshaikh, Akbar, Mahmud, & Review, 2022) described entrepreneurial orientation's dimensions such as innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy to achieve innovation and performance. According to Covin and Lumpkin (2011), entrepreneurial orientation is a company's process, practice, and decision-making to promote new products, services, innovations, markets, or products from the previous business model. Entrepreneurial orientation can be the basis for companies to achieve a cycle of competitive advantage (Miles & Darroch, 2006).

3. Data Collection

This study took the data from the Scopus database in the last 5 years, from 2017 - 2021. The Scopus database is considered more comprehensive and has been widely used by researchers to conduct bibliometric analyses on various research domains (Dzikowski,

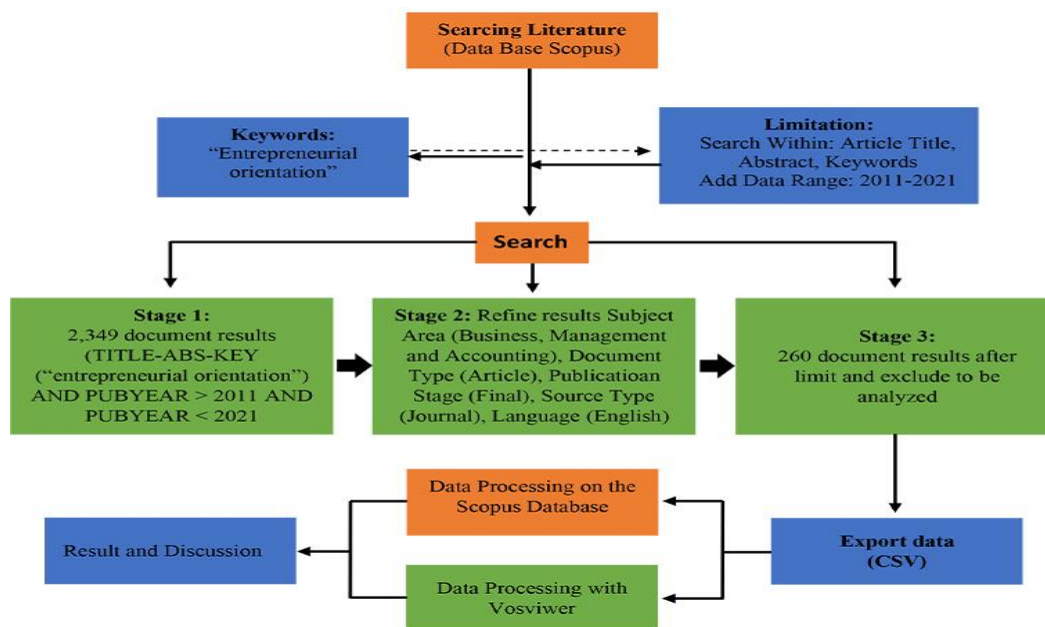
2018). The database sourced from Scopus also has extensive data availability and is easy to filter. The filter process eases researchers from accessing published data compared to other databases. In addition, the data accessed from Scopus also has large data coverage, almost 60 percent greater than the data accessed on WoS, so it is a consideration chosen in this study (Zhao, Strotmann, & services, 2015). In this study, the author searched for relevant articles for this research from the Scopus database with the keywords: “entrepreneurial orientation”.

4. Research Methodology

This study focused only on the disciplines of ‘business’ and ‘management’ by investigating entrepreneurial orientation and its relation to the two disciplines. The publication period was taken from the Scopus database, which ranged from 2017 to 2021. The reason for choosing the 2017 - 2021 period was because the author would like to see search trends on entrepreneurial orientation topics in the last 5 years, even though the concept of entrepreneurial orientation was already extensively studied.

The last test was done by mapping and performing cluster analysis. In this analysis, the bibliographic coupling technique was used. Eck and Waltman (2007) explained that the collected publications were imported using the Vos-Viewer software and then mapped the existing relationships generated by visualizing the similarity of methods. VosViewer software was used for bibliometric mapping. VosViewer focuses on the graphical representation of bibliometric maps and can present graphical views in an easy-to-interpret manner. The following is the order in conducting data collection.

Figure 1. Stages of the process of collecting sample data



Source: Author design

5. Result

5.1. Literature Evolution

Based on Figure 1, the frequency describes annual publications processed. A moving average trend line is included to analyze the publication's growth. The data was processed within the last ten years by taking data between 2011 and 2021 and focusing on the novelty of topics related to entrepreneurial orientation. In 2011, there were still limited documents, most of which were conceptual. However, since 2016, scientific publications have increased significantly and reached their maximum growth in 2020, with 57 articles and publications in 2021 with 45 articles.

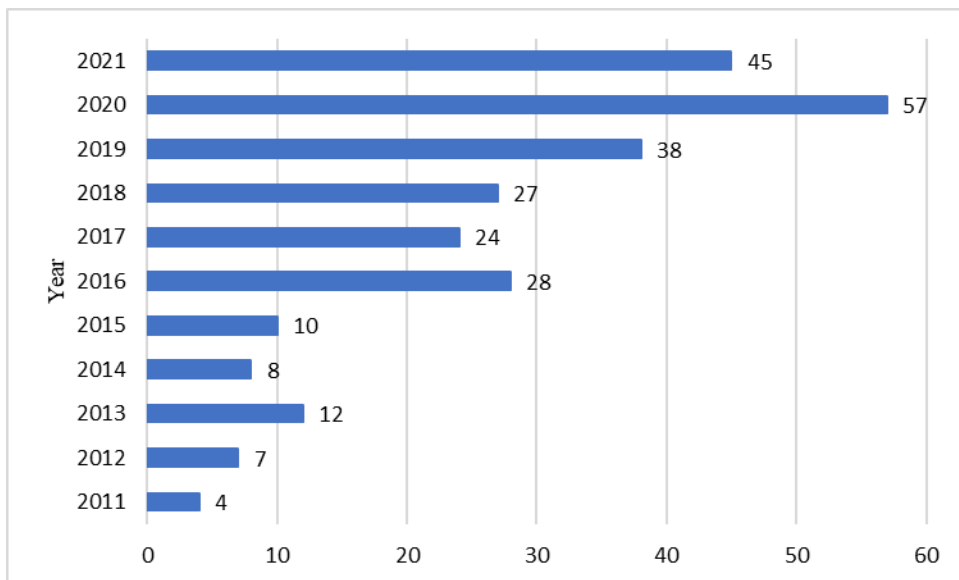


Figure 2: Publications by year from 2011 – 2021

Source: Own elaboration (2023)

5.2. Geographic Distribution

Table 1 offers a distribution of citations by country, which reflects how knowledgeable entrepreneurial orientation is geographical. Sixty-five nations have contributed publications, while Europe and the Americas have garnered the most attention with 60 and 33 documents, respectively. The country with the most citations is the United Kingdom, followed by the United States and Spain. Additionally, while certain nations, like France, have published relatively few papers but have had a large impact on the world, other nations, including Sweden, the Netherlands, Italy, and Germany, have published fewer texts but have garnered more citations. In contrast, Indonesia and Malaysia have few publications and citations.

Table 1: Main countries

Ranking	Country	Documents	Citation
1	United Kingdom	60	1.947
2	United States	33	1.603
3	Spain	27	771
4	France	19	454
5	Indonesia	19	74
6	Sweden	18	773
7	Italy	16	773
8	Germany	15	383
9	Malaysia	14	165
10	Netherlands	13	727

Source: formed by the authors on the basis of data obtained from the Scopus database

Universitat Liechtenstein has the highest number of citations, followed by three universities, LUT kauppakorkeakoulu, LUT University and Lancaster University Management School. Then, some other universities, such as Universiti Utara Malaysia, receive a higher average number of citations with only a few documents. Interestingly, although the Universität Liechtenstein has a low number of documents is small, the citations are relatively high.

Table 2: Main institution

Ranking	Institution	Documents	Citations
1	LUT University	9	244
2	Lancaster University Management School	7	212
3	LUT kauppakorkeakoulu	7	416
4	Universiti Utara Malaysia	5	104
5	Högskolan i Skövde	5	69
6	Universitat Liechtenstein	5	614
7	University of Bradford	4	111
8	Technische Universität Berlin	4	29
9	State University of New York Albany	4	91
10	Cracow University of Economics	4	65

Source: formed by the authors on the basis of data obtained from the Scopus database

5.3. Most Influential Authors, Journals, and Articles

Author citations describe metrics that describe the author's expertise in a particular area of research. This study focused on 160 different authors by identifying authors' expertise, such as Sascha Kraus, from the Free University of Bozen-Bolzano, Bozen-Bolzano, Italy. Next is Mathew Hughes from Loughborough University, Loughborough, United Kingdom and Olufunmilola Dada from the Department of Entrepreneurship and Strategy, Lancaster University Management School, Lancaster, United Kingdom. Another note in this study is that only 160 researchers published 1 article, 12 researchers have published more than two, and Watson, A, Adomako, S, Andersén, J, Hughes, P, Eggers, F, Gupta, V.K, Jones, P who has published more than two documents. Mostly, authors publish only a few articles, while a low number publish mostly relevant works, making a greater contribution to developing knowledge in entrepreneurial orientation. The most recent year of publication authors (Ritala, Baiyere, Hughes, & Kraus, 2021).

Table 3: Main authors

R	Author	Institution	Document	Citation
1	Sascha Kraus	Free University of Bozen-Bolzano, Bozen-Bolzano, Italy	12	799
2	Mathew Hughes	Loughborough University, Loughborough, United Kingdom	8	534
3	Olufunmilola Dada (Lola)	Department of Entrepreneurship and Strategy, Lancaster University Management School, Lancaster, United Kingdom	5	168
4	Watson, A.	Edinburgh Napier University Business School, Edinburgh, United Kingdom	5	138
5	Adomako, S.	The University of Birmingham, Birmingham, United Kingdom	4	110
6	Andersén, J.	Hogskolan i Skovde, Skovde, Sweden	4	57
7	Hughes, P.	Leicester Castle Business School, Leicester, United Kingdom	4	88
8	Eggers, F.	Menlo College, Atherton, United States	3	205
9	Gupta, V.K.	The University of Alabama, Tuscaloosa, United States	3	53
10	Jones, P.	School of Management, Swansea, United Kingdom	3	51

Source: formed by the authors on the basis of data obtained from the Scopus database

Among the 132 journals identified and published in the Journal of Business Research, with citations 427, was followed by International Entrepreneurship and Management Journal, with citations 243. However, the Entrepreneurial Business and Economics Review published the most articles, followed by the Journal of Business Research and the articles published on average last year in the Journal of Business Research.

Table 4: Main journals

R	Journal	Documents	Citation
1	Entrepreneurial Business and Economics Review	10	118
2	Journal of Business Research	10	427
3	International Journal of Entrepreneurial Behavior and Research	9	202
4	Cogent Business and Management	7	63
5	Journal of International Entrepreneurship	7	119
6	Management Science Letters	7	95
7	Polish Journal of Management Studies	7	56
8	International Entrepreneurship and Management Journal	6	243
9	International Small Business Journal Researching Entrepreneurship	6	160
10	New England Journal of Entrepreneurship	5	38

Source: formed by the authors on the basis of data obtained from the Scopus database

The citation analysis applied to the articles allows for determining the recommended “reading list” (Ritala et al., 2021). The article by (Covin & Miller, 2014; Hughes & Morgan, 2006; Ritala et al., 2021) defined entrepreneurial orientation (EO) as the attitude of senior managers or owners toward entrepreneurship, where three sub-dimensions of risk-taking, proactiveness, and innovativeness conceptualize it traditionally (Wales, Gupta, & Mousa, 2013; Wales, Kraus, Filser, Stöckmann, & Covin, 2021). Therefore, entrepreneurial behavior is a firm-level phenomenon. However, EO’s literature considers that “firm performance is a function of organizational- as well as individual-level behavior and individual-level behavior on the part of the entrepreneur may affect an organization’s actions, and in many cases, the two will be synonymous” (Covin & Wales, 2019).

5.4. Intellectual Structure

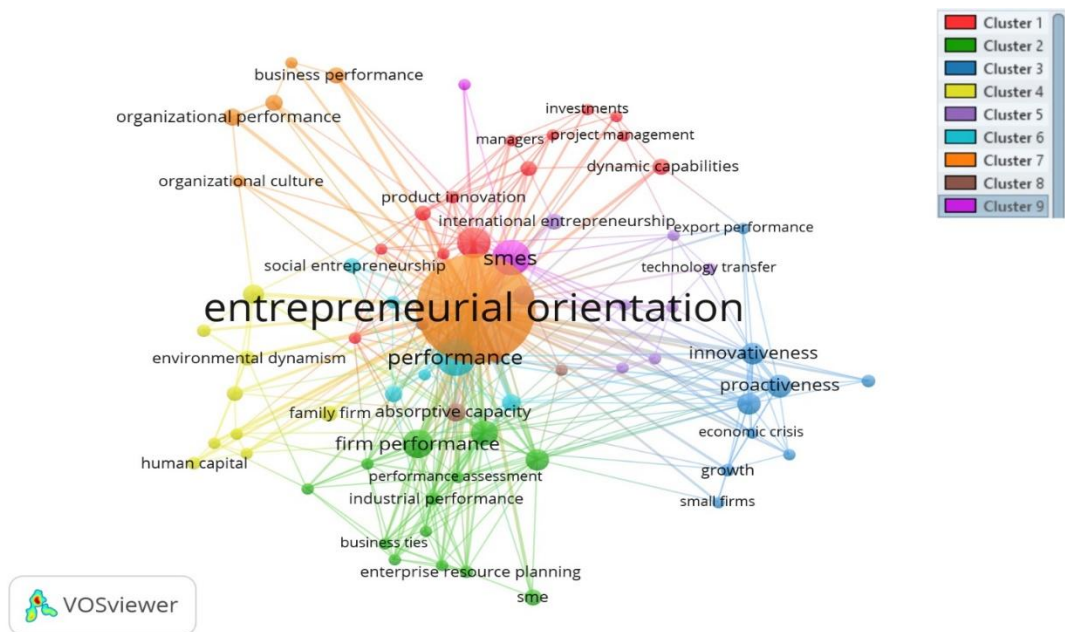
The author’s co-citation aims to understand the conceptual framework of the literature on targets and intelligent technologies and to look at the citations’ features in each document’s bibliography. This study used VOSviewer software to identify 701 authors across sources from 206 documents taken in this sample. A minimum threshold of 5 general citations was set to produce 53 author maps (Figure 4). A node represents each author, and the amount of citations they have in common determines how big the node is. In a map based on distance, the closer a node is to another, the more significant the relationship. Links between nodes show how many times other authors cited the author.

Sascha Kraus and Mathew Hughes are the most cited authors. Figure 4 illustrates this fact by visualizing density. The closer a node's hue is to purple, the more nearby elements there are, and the higher the co-citation frequency. The network center has the highest intensity, such as Enggers. F, Ambo, Karim Enzer, and a series of groups with a somewhat peripheral appearance grouped around the author Jones.P. and Stockman.

Table 5: Main journal articles

R	Author (Year)	Titles	Journal	Citation
1	Anderson, Kreiser, Kuratko, Hornsby, and Eshima (2015)	Reconceptualizing entrepreneurial orientation	Strategic Management Journal	290
2	Kraus, Rigtering, Hughes, and Hosman (2012)	Entrepreneurial orientation and the business performance of SMEs: A quantitative study from the Netherlands	Review of Managerial Science	266
3	Chirico, Sirmon, Sciascia, and Mazzola (2011)	Resource orchestration in family firms: Investigating how entrepreneurial orientation, generational involvement, and participative strategy affect performance	Strategic Entrepreneurship Journal	264
4	Zellweger and Sieger (2012)	Entrepreneurial orientation in long-lived family firms	Small Business Economics	241
5	Jansson, Nilsson, Modig, Hed Vall, and Environment (2017)	Commitment to Sustainability in Small and Medium-Sized Enterprises: The Influence of Strategic Orientations and Management Values	Business Strategy and the Environment	173
6	Dai, Maksimov, Gilbert, and Fernhaber (2014)	Entrepreneurial orientation and international scope: The differential roles of innovativeness, proactiveness, and risk-taking	Journal of Business Venturing	173
7	Eggers, Kraus, Hughes, Laraway, and Snyckerski (2012)	Implications of the customer and entrepreneurial orientations for SME growth	Management Decision	153
8	Dubey et al. (2020)	Big data analytics and artificial intelligence pathway to operational performance under the effects of entrepreneurial orientation and environmental dynamism: A study of manufacturing	International Journal of Production Economics	125

Figure 4: Relation of themes in entrepreneurial orientation



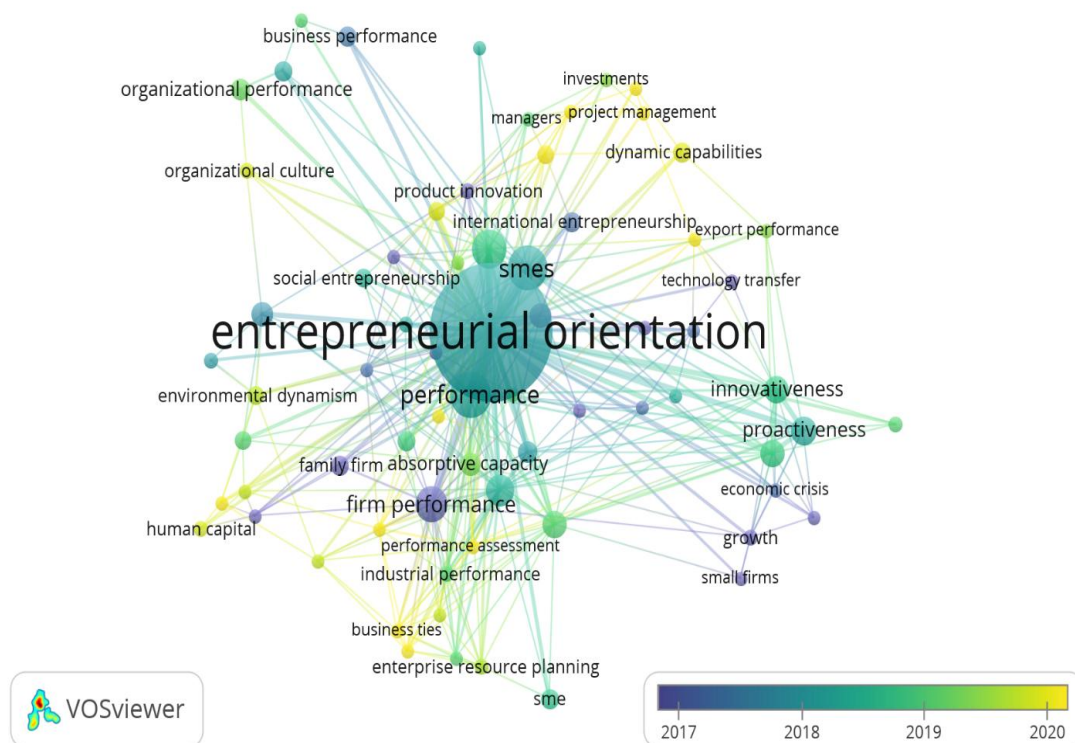
Researchers, especially those who start from scratch, can benefit from understanding the mapping in Figure 6. With this research, people can browse articles on topics they find intriguing when working in a certain field. Cluster one comprises product innovation, investments, project management, and dynamics capabilities. Managers from that cluster have a total of 67% links. Furthermore, the second cluster consists of firm performance, performance assessment, industrial performance, business ties, enterprise resource planning, SMEs, and absorptive capacity, with a total link of 77.78%. Then in the third cluster are innovativeness, export performance, innovativeness, economic crisis, growth, and small firms, with a total link of 67%. For researchers who want to discuss entrepreneurial orientation, this grouping will help examine related concepts. For example, when a researcher selects cluster seven, the starting point as a body of literature is entrepreneurial orientation. Researchers can also search related literature on reference managers, with keywords included in the seventh cluster category: entrepreneurial orientation, organization culture, organizational performance, and business performance. Eighth cluster category, namely family firm and nine cluster category about SMEs. To find out more about the concept of each cluster, see Figure 4.

5.6. Overlay Visualization of Themes in Entrepreneurial Orientation

Overlay visualizations are also generated from analyzing metadata imported into VOSviewer. In this visualization, the node color represents the theme and year in which the article containing that theme was published. The portrait of the development of studies on entrepreneurial orientation is determined by color. The visualization in Figure 7 shows that topics related to Firm Performance, small firms, family firms, economic crisis, and

growth were widely discussed from 2017 to the end of 2018. Furthermore, topics that include entrepreneurial orientation are related to performance, innovativeness, proactiveness, SMEs, and enterprise resources widely studied between 2019 and the end of 2020. Then from 2020 to 2021, studies on entrepreneurial orientation are widely studied in terms of project management, organizational culture, dynamic capabilities, and business ties. This visualization makes it easier for researchers who focus on studying entrepreneurial orientation by looking at portraits of studies every year, as shown in Figure 5.

Figure 5: Overlay Visualization of themes in entrepreneurial orientation



6. Discussion

This study attempted to examine entrepreneurial orientation and map research development on this topic over the past decade. The study also measured the development of entrepreneurship orientation studies by conducting a meticulous bibliometric analysis of 2,349 documents selected into 260 articles between 2011 and 2021. A bibliometric study involving citation analysis, co-occurrence techniques of author keywords and co-citation analysis was to answer the research questions.

Citation analysis helped to answer this study's first two research questions. The number of publications related to entrepreneurial orientation has increased over the past decade since entrepreneurial orientation has been investigated in previous years. However, the trend of this publication continues to increase until now. Publication trends

on entrepreneurial orientation have two stages. The first stage (2011 – 2016) was the early years, where the analysis was carried out with the number of publications still minimal, although there was an increase. However, post-2016, the second phase began in the literature on entrepreneurial orientation with steady publications each year. The most cited article is reconceptualizing entrepreneurial orientation by Anderson et al. (2015) with 290 citations. In addition, the most influential author is Sascha Kraus, with 12 documents and 799 citations. Regarding average citations per document, Mathew Hughes has the highest number of documents, with 8 and 534 citations.

The findings also found that the journal with the highest publication related to entrepreneurial orientation, *Entrepreneurial Business and Economics Review* ranked the highest with 10 publications. *Entrepreneurial Business and Economics* has proven to be the most influential journal in total citations received and average citations per document. Meanwhile, LUT University ranks the highest among the most influential institutions regarding the number of citations received and the average citation per document. Lastly, the United Kingdom was the most influential country in total citations received per document, with 60 documents and 1,947 citations. The findings revealed the most significant and relevant drivers of entrepreneurial orientation and illustrated the rising interest in this field among top academics and international institutions. A co-citation analysis helped to answer the questions. The analysis revealed that Sascha Kraus and Mathew Hughes were the two most frequently cited authors in entrepreneurial orientation.

This study answered research questions on research themes that have emerged from the literature on entrepreneurial orientation. The results revealed that these nine research streams have mainly formed research in entrepreneurial orientation. Cluster one consists of Product Innovation, Investments, Project Management, and Dynamics Capabilities. The second cluster consists of Firm Performance, Performance assessment, Industrial performance, business ties, enterprise resource planning, SMEs and Absorptive capacity. The third cluster contains innovativeness, export performance, economic crisis, growth and small firms. For researchers who want to discuss entrepreneurial orientation, this grouping will help analyze related concepts. Researchers can use the seventh cluster category's keywords to locate relevant literature on manager references: business performance, organizational performance, entrepreneurial orientation, and organizational culture. The eighth cluster category is family companies, and the ninth cluster category is about SMEs.

Studies also contribute academically and managerially. The academic implications of this observation provided some critical arguments regarding the contribution to entrepreneurial orientation and several studies, journals, and institutions. The findings aligned with Andrade-Valbuena, Merigo-Lindahl, and Olavarrieta (2018) on a similar aspect. Their research also identified the gradual development of strategic management over the years and further contributed to the theory by describing the main research themes from the literature on entrepreneurial orientation. These research themes support some of the study's major conclusions (Martens, Lacerda, Belfort, & de Freitas, 2016).

A practical contribution to practitioners regarding a detailed understanding of entrepreneurial orientation can assist managers in gaining a comprehensive understanding before applying it as an organizational strategy. Thus helping organizations consider the

concept as part of a business strategy. The study will also have implications for managers in identifying existing resources to provide important practical insights into applying the concept of entrepreneurial orientation.

This study support of practical and theoretical contribution to practitioners regarding a detailed understanding of entrepreneurial orientation can assist managers in gaining a comprehensive understanding before applying it as an organizational strategy. Thus helping organizations consider the concept as part of a business strategy. The study will also have implications for managers in identifying existing resources to provide important practical insights into applying the concept of entrepreneurial orientation.

This study has several significant managerial implications both academically and practically. Academically, this study provides several important contributions that can influence the topic of entrepreneurial orientation in the field of strategic and business management studies, and also provides the best and most influential contribution to journals and study subjects on this topic. Some of these findings are in line with the results of a study conducted by which said that the study of entrepreneurial orientation has experienced great progress in recent years and is becoming faster and more widespread. Apart from these findings, another study conducted by (Pei, Shi, & Shan, 2021) with a research focus through identifying representative literature and journals in the field of entrepreneurial orientation, presents the development process and knowledge clusters in stages in the form of intuitive network mapping and summarizing the field. research continues to increase and become an evolutionary trend on the topic of entrepreneurial orientation during the 2008–2019 period.

7. Conclusion

This study a bibliometric analysis methods using with literature review approach. The filtering data was carried out on the Scopus database by searching for the keyword entrepreneurial orientation on 2.349 documents research articles from 2011 - 2021. The results of this selection produced 260 publications in the Scopus database, most of which were sourced from scientific articles that had undergone a filtering process. The number of publications on the topic of entrepreneurial orientation in the last decade has increased significantly. The results of this study also show that the topic of entrepreneurial orientation continues to be an interesting research study in publications in the strategic field of management and business.

The research trends with topic of entrepreneurial orientation increasing significant developments in the field of strategic management and business studies and thereby the importance of this topic for more in-depth study every year. As a result of the analysis and formation of bibliometric maps based on keywords, on the topic of entrepreneurial orientation it was found that topics such as: social entrepreneurship, innovativeness, proactiveness, international entrepreneurship and product innovation are research groups that are widely studied on the potential topic of entrepreneurial orientation.

The findings in this study also explain that in the bibliometric mapping the author found that the 3 authors with the largest number of citations in journal publications among

scientists on the topic of entrepreneurial orientation were Sascha Kraus, Mathew Hughes and Olufunmilola Dada.

The results of this research also explain that it can be a reference source in analyzing research trends on the topic of entrepreneurial orientation in the future. This study reflects the growing trend of the topic of entrepreneurial orientation in the field of strategic management and business for scientists for deeper development. Apart from that, this research can also be a reference to help create a conceptual framework, a source for scientists to conduct new research by assessing gaps and providing opportunities for comparative studies both in terms of methodology, sample and scope of study.

8. Managerial Implications

This study guides researchers and practitioners on which research scopes they should choose in studying entrepreneurial orientation. There is not much data that explains the scope of research discussed in this study or what topics they will learn from the results of previous studies. A lack of a database covering research on the topic of entrepreneurship orientation still exists, but such a database will reveal the importance of this study more clearly.

Understanding the concept of entrepreneurial orientation has allowed practitioners to focus on the problems discussed in their respective research areas to make plans by considering suggestions in future research studies. Furthermore, the results showed the most productive researchers and the names of institutions that do much research in entrepreneurial orientation. The findings can hopefully help practitioners interested in entrepreneurial orientation and then collaborate with researchers to produce, plan and manage projects on research topics on entrepreneurial orientation.

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