

The Review of the Mediating Role of Organizational Agility in the Impact of Entrepreneurial Orientation on Corporate Performance

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Abstract

This article explores the role of organizational agility as a mediator between entrepreneurial orientation and business success. The research delves into the definitions and significance of entrepreneurial orientation, organizational agility, and corporate performance, providing a thorough literature review to understand the interactions among these components. Employing a comprehensive review of existing literature and empirical investigations, the study presents evidence that organizational agility significantly impacts both entrepreneurial orientation and company success. Specifically, it mediates the positive effects of entrepreneurship on performance. The findings emphasize the importance of understanding these elements to grasp the intricate relationship between entrepreneurial orientation and business success. The research offers valuable insights for firms aiming to enhance their management practices and strategic decision-making, particularly in adapting to a rapidly changing business environment. It establishes a robust theoretical foundation for understanding the interplay between entrepreneurial orientation, organizational agility, and corporate performance, offering practical guidance for businesses seeking to refine their strategic management approaches. Future research should continue to explore the effects of organizational agility on entrepreneurial orientation and corporate success, with a particular focus on contextual factors that might influence this mediation.

Keywords: *Entrepreneurial Orientation, Organizational Agility, Corporate Performance, Mediation Role.*

Introduction

An entrepreneurial orientation and organizational success have been extensively studied by academics and industry experts due to their relevance in today's fast-paced corporate environment (Hunt, 2021). Business success is influenced by a company's entrepreneurial orientation, which is characterized by its proactive approach, inventive thinking, and willingness to take risks (Calic & Shevchenko, 2020). However, explaining how entrepreneurial spirit affects firm success is complex due to the proactive, imaginative, and risk-taking nature of entrepreneurial orientation and the numerous mitigating factors involved (Bilal & Fatima, 2022).

The predisposition of an organization to participate in entrepreneurial activity is called entrepreneurial orientation (Muindi & Masurel, 2022). This notion was initially presented by Lumpkin and Dess (1996). Omoli, Nwosu, and Okechukwu (2021) found that entrepreneurial organizations are more likely to be proactive in recognizing opportunities, inventive in their product and service approaches, and prepared to take measured risks. These firms also seek opportunities more proactively and are more likely to initiate research on potential customers. In 2020, Putniņš and Sauka conducted a comprehensive study on the relationship between entrepreneurial mentality and financial performance in firms, finding that participants' opinions on the interaction's nature and intensity varied due to disagreements.

Asemokha et al. (2019) found that while there is a positive correlation between entrepreneurial mentality and performance measures like growth and profitability, the understanding of the mechanisms linking these factors is still weak. Scholars like Donbesuur, Boso, and Hultman (2020) and Alvarez-Torres, Lopez-Torres, and Schiuma (2019) also identified this relationship. To assess whether this gap could be bridged, this research examined organizational agility as a mediator.

The main goal of this article is to study the intricate dynamics of the relationship between entrepreneurial orientation and company performance, with a focus on organizational agility as a mediator. This research

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is grounded on the inquiry: how does organizational agility mediate and influence the impact of entrepreneurial orientation on company performance? This investigation was conducted through a comprehensive analysis of existing literature on entrepreneurial orientation, organizational agility, and corporate performance.

This study was methodically established by analyzing peer-reviewed literature, emphasizing mediation, entrepreneurial attitude, organizational agility, and corporate performance. The research articles were rigorously selected based on criteria such as relevance to the study subject, peer review status, and publication in reputable scholarly journals between 2019 and 2023. This ensured that the selected sources provided current and accurate information. The researcher focused on literature concerning entrepreneurial orientation, corporate success, and organizational agility as a mediator, excluding unrelated terms, conference papers, non-peer-reviewed sources, and publications before 2019.

The initial screening meticulously examined article titles and abstracts to refine the selection process. Full-text publications were then carefully evaluated for inclusion in the literature review. This research scrutinized how the chosen publications enhanced our understanding of entrepreneurial orientation, organizational agility, and business performance.

Significant discoveries, methodologies, and theoretical frameworks were obtained by meticulously compiling relevant content from the selected publications. This essay explores the complex relationship between entrepreneurial orientation and commercial success, asserting that organizational agility mediates this connection. The articles were organized into themes or subtopics to provide a coherent structure. The research investigated how organizational agility mediates the effect of entrepreneurial mentality on business performance and examined their overall relationship.

This study expanded on previous research and addressed the dynamic and ever-changing commercial environment. The essay synthesized and critically analyzed the research corpus to identify patterns, conflicts, and knowledge gaps. This was accomplished through a rigorous process examined by field professionals. The goal of this research was to further understanding of the dynamic relationship between entrepreneurial attitudes, organizational agility, and organizational success. The findings might help improve management practices and strategic decision-making, enhancing firms' resilience and competitiveness in a dynamic and ever-changing commercial environment.

Literature Review

Entrepreneurial Orientation

Strategic thinking, as well as a wide range of managerial and organisational actions, are all part of entrepreneurial orientation. It reflects a company's entrepreneurial proclivity, according to Muindi and Masurel (2022). Companies with a higher entrepreneurial orientation and entrepreneurial attributes exhibit this orientation. These firms are defined by their mentality. Okoli, Nwosu, and Okechukwu (2021) find that innovation, a willingness to take calculated risks, actively seeking opportunities, and a strong focus on identifying and capitalising on those opportunities are key business success factors. Every one of these traits is crucial for business success. Donbesuur, Boso, and Hultman (2020) define "entrepreneurial orientation" as an organization's support of individual and group entrepreneurship. The degree to which an organisation promotes and appreciates entrepreneurship is the topic.

Muindi and Masurel (2022) say that entrepreneurial orientations are crucial to strategic management because it indicates an organization's entrepreneurial propensity. The literature on strategic idea garnered attention. This is largely because it may affect company performance. Alvarez-Torres, Lopez-Torres, and Schiuma (2019) state that research consistently supports the premise that entrepreneurial strategy improves performance indicators. This is the conclusion from the aforementioned results. This category includes innovation, profitability, and market share.

The research by Calic and Shevchenko (2020) sheds light on the complicated link between entrepreneurialism and organisational success. This study shows that an entrepreneurial orientation is essential for organisational development and competitiveness. Hunt (2021) and Calic and Shevchenko (2020) highlight the link between entrepreneurship and creativity. The research found that developing entrepreneurial behaviours is crucial to creating an organisation that encourages innovation.

According to Morris and Konig's 2020 study, today's business settings are increasingly unpredictable and need an entrepreneurial attitude. Because the attitude promotes adaptation and competition. The business environment is becoming increasingly unstable. Alborathy, Masmoudi, and Ismael (2023) found that an entrepreneurial mindset is needed to solve difficulties caused by changing external conditions. Study results demonstrate the value of such a mentality. Research emphasises the relevance of catalysing an organization's agility and resilience. The tale shows how an entrepreneurial spirit can help organisations succeed in unpredictable times.

In a changing corporate environment, entrepreneurial orientation—based on a strategic mentality and organisational behaviours—is crucial to company performance (Alborathy, Masmoudi, & Ismael, 2023). This is because entrepreneurial orientation is crucial to corporate success. An entrepreneurial mindset is based on strategic firm management, which may explain this. According to Alvarez-Torres, Lopez-Torres, and Schiuma (2019), this connection is crucial for organisations seeking long-term success and a competitive advantage. This relationship is important since its favourable correlation with many performance indicators persists.

Organizational Agility

Rafi and colleagues (2022) found that organisational agility is key to identifying the relationship between entrepreneurial spirit and business success. This concept refers to an organization's ability to recognise and adapt to environmental changes. This is the discussion context. Walter (2021) defines this as being adaptable, sensitive, and flexible to present situations. Yikilmaz and Cekmecelioglu (2023) improved our understanding of the topic by their scholarly work. Agile companies can more effectively turn entrepreneurial effort into exceptional, quantified results, they say. Because agile companies are more flexible. Agile companies leverage their agility to their advantage.

Yikilmaz and Cekmecelioglu (2023) show that organisational agility improves corporate performance across several industries. They achieve this by building on past studies. The research's empirical data supports Fischer et al.'s (2020) idea. This concept suggests that organisational agility boosts the benefits of an entrepreneurial focus on corporate growth. According to Supriharyanti and Sukoco (2023), this statement supports the idea that an organization's ability to adapt to a changing business environment is crucial to turning entrepreneurial efforts into quantifiable and long-term performance gains. This statement supports this idea. This comment lends credence to the idea, proving its authenticity.

Fischer et al. (2020) conducted a study on the complex relationship between agility and company outcomes. This study highlights the need of adaptation in entrepreneurial efficiency. Yikilmaz and Cekmecelioglu (2023) validated the broad consensus on the complex link between agility, entrepreneurial orientation, and organisational performance. This research supports the widespread agreement on the subject. Walter (2021) draws attention to the favourable link across many industries in his clever and informative article. Given this, the hypothesised mediating function of organisational agility may be applied in many situations, highlighting the importance of this approach.

Fischer et al. (2020), Walter (2021), and Supriharyanti and Sukoco (2023) found that organisational agility links entrepreneurial orientation to corporate success. These data show widespread support for the idea. The research investigators' findings led to these outcomes. According to the user, firms must understand entrepreneurship to achieve their aims in a changing business environment. With this knowledge, firms may create a more adaptable and flexible strategy, which leads to long-term success. Business operations are theoretically supported by this data.

Corporate Performance

Iskandar et al. (2022) define "corporate performance" as an organization's total success in achieving its strategic goals and purpose. Van der Meij et al. (2023) found that business success is assessed using more than financial criteria. The overall evaluation of the organization's capability is based on many factors. The review considers many factors using financial and non-financial data. These data assess the firm's profitability, market position, and competitiveness. The importance of these components has been highlighted by scholars like Taouab and Issor (2019) and Crous, Battisti, and Leonidou (2022).

Based on Ali and Kaur (2021), the study's outcome variable is corporate performance. This shows how well the firm did. In their research, Dhanda and Shrotryia (2021) and Shad et al. (2019) stress the necessity for a complete corporate performance review. Based on Shad et al. (2019), it is essential to possess a comprehensive understanding of business performance.

Martínez-Caro, Cegarra-Navarro, and Alfonso-Ruiz (2020) identified entrepreneurial orientation as marked by optimism, imaginative thinking, and risk-taking. A study by Wales, Covin, and Monsen (2020) examined whether an entrepreneurial attitude affects corporate performance. Their findings were published in 2020. Their research showed that this link is difficult to develop and susceptible to many situations. They say a thorough study of the many factors affecting this link is crucial. This statement is supported by Putniņš and Sauka (2020). Due to the goal of understanding the complicated dynamics of this relationship. According to Okoli, Nwosu, and Okechukwu (2021), the academic community is beginning to understand the importance of an entrepreneurial attitude on corporate success. This is spoken to emphasise that this acknowledgement is now a reality.

This study analyses the relationship between business performance and the components identified by Martínez-Caro, Cegarra-Navarro, and Alfonso-Ruiz in 2020 using a research model. Putniņš and Sauka (2020) found that the term "dynamic corporate environment" highlights the complex connection between an organization's performance and economic well-being and profitability. Taouab and Issor (2019) stress business performance as a key metric in their study. They think this is important since it shows an organization's efficiency and success.

Mediating Role of Organizational Agility

Malek Akhlagh, Veshkai Nejad, and Hatamei Nejad (2022) believed that organisational agility mediates the relationship between business success and employee entrepreneurship. Their research led to this conclusion. The previously mentioned researchers' findings led to this conclusion. They did a research study to assess how organisational agility affected the circumstance to better explain it. Hatamei, Veshkai, and Malek Akhlagh completed their research in 2022. This research sought to determine how an organization's entrepreneurial approach affects its success. This method incorporates proactiveness, risk-taking, and innovation. They found a high correlation between organisational agility and entrepreneur participation in commercial firm performance. These study findings supported this connection. They discovered this during their research.

Xing et al. (2020) and Golgeci et al. (2020) studied the relationship between organisational agility and entrepreneurial activity. Research contributions were made. User feedback highlights a coincidence between their study with Saha, Gregar, and Saha (2020) research. This congruence occurs because the user supplied the comparative content. The study found that a flexible organisational structure may improve the positive impact of entrepreneurial activity on overall performance. Organisational agility may boost flexibility and reactivity, according to Raisch and Birkinshaw (2008). This follows from their explanation. According to ÇAKMAK (2023), this component may help organisations create income via entrepreneurial efforts.

Gyemang and Emeagwali (2020) discuss organisational agility as a dynamic skill in their supplemental material. By highlighting it as a key skill. They deserve my thanks for their contribution. Organisational agility helped complete this objective. Gyemang and Emeagwali (2020) and AlTaweel and Al-Hawary (2021) define organisational agility as more than only the ability to quickly adapt to environmental changes. Both

writers claim this. In addition, this requires ongoing learning and inventiveness. Garcia et al. (2021) conclude that this perspective is consistent with the statement, supporting the claim that an agile organisation can use an entrepreneurial orientation to achieve long-term business success.

Additionally, Shan et al. (2019) studied dynamic capabilities. This research was published in 2019. The research found that adaptation and flexibility are crucial to competitive advantage. According to Saha, Gregar, and Saha (2020) and Golgeci et al. (2020), agile companies can handle volatility and maximise entrepreneurial opportunities. These results were published in 2020. Due to this huge increase, the company's performance will improve over time. The huge gain will cause this.

This research study seeks to better understand how organisational agility mediates the relationship between entrepreneurial orientation and company performance. This goal was reached by Golgeci et al. (2020) and Gregar and Saha (2020) partnership. The research aimed to provide a complete view of how key components of a large organisation interact. This was done by reviewing various published articles. Academics and practitioners striving to better strategic management must evaluate these implications since the findings have substantial ramifications. These repercussions must be examined.

Methodology

Scope of the Study

The search included Google Scholar and Research4Life. The researcher purposefully chose entrepreneurial mentality, organisational agility, and corporate performance to analyse the study issue.

Method

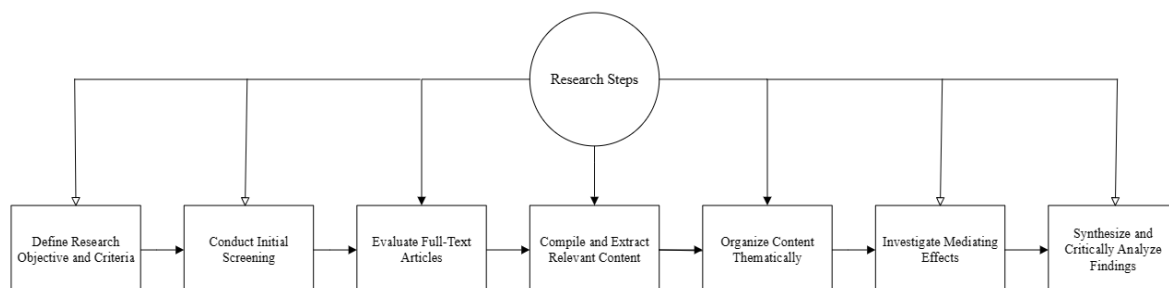


Figure 1. Research Steps

The article was methodically established through the analysis of peer-reviewed literature, emphasizing the mediation effects of entrepreneurial attitude, organizational agility, and corporate performance. The research articles were rigorously selected based on criteria such as relevance to the study subject, peer review status, and publication in reputable scholarly journals between 2019 and 2023. These criteria ensured that the selected sources provided current and accurate information. The researcher particularly focused on literature concerning entrepreneurial orientation and corporate success, as well as organizational agility as a mediator. Unrelated terms, conference papers, non-peer-reviewed sources, and publications prior to 2019 were excluded from the analysis.

The initial screening meticulously examined article titles and abstracts to refine the selection process. Full-text publications were then carefully evaluated for inclusion in the literature review. This research scrutinized how the chosen publications enhanced our understanding of entrepreneurial orientation, organizational agility, and business performance.

Significant discoveries, methodologies, and theoretical frameworks were obtained by meticulously compiling relevant content from the selected publications. This essay explores the complex relationship between entrepreneurial orientation and commercial success, asserting that organizational agility mediates

this connection. The articles were organized into themes or subtopics to provide a coherent structure. The research investigated how organizational agility mediates the effect of entrepreneurial mentality on business performance and examined their overall connection.

Results and Discussion

Muindi and Masurel (2022) studied entrepreneurial perspectives. Their analysis found that entrepreneurial orientation includes a strategic mentality and organisational practices that indicate a company's entrepreneurial predisposition. Their investigation proved this. As stated in the study, entrepreneurial traits increase entrepreneurial orientation. Study results support this. This category includes creativity, risk-taking, proactivity, and potential-spotting. The findings of Okoli, Nwosu, and Okechukwu (2021) support this claim. Strategic management requires an entrepreneurial approach, according to Alvarez-Torres, Lopez-Torres, and Schiuma's 2019 essay. They considered this in their study. Company performance indicators include market share, profitability, and innovation. Including this variable is important because it affects all of these measurements. Calic and Shevchenko (2020) found a strong link between entrepreneurial mentality and business success. It underlines the importance of an entrepreneurial approach in boosting a company's development and competitiveness. The Hunt (2021) study adds credibility to the initial conclusion.

It is also crucial to understand that an organization's agility is closely related to its ability to adapt to new situations and respond to environmental changes. Understanding this is crucial. "Dynamic environmental shifts" explain how an organisation can adapt to changes in its environment. This concept is crucial to the relationship between entrepreneurial orientation and economic success, according to Rafi et al. (2022). Two things are connected. Higher organisational agility leads to company success, according to Yikilmaz and Cekmecelioglu (2023). This link isn't exclusive. This connection appears in many businesses. According to Fischer et al. (2020) and Supriharyanti and Sukoco (2023), organisational agility is crucial to improve the favourable impact of an entrepreneurial orientation on business success. Organisational adaptability is crucial for this reason. This is because organisation efficiency is crucial to optimal profitability. Walter's (2021) research lends support to this good relationship's longevity. It also shows how organisational agility is widely used as an intermediary. The research includes both findings. This investigation occurred in 21.

Iskandar et al. (2022) show that evaluating a firm's performance requires more than just financial indicators. Along with profitability, market position, and competitiveness, it includes many other factors. Research by Taouab and Issor (2019) and Crous, Battisti, and Leonidou (2022) supports this recently observed phenomenon. Both researchers' findings correlate with the phenomenon. Okoli, Nwosu, and Okechukwu (2021) revealed a strong link between entrepreneurialism and company success. This article highlights the possible impact of an entrepreneurial strategy on several performance outcomes. In addition, Putniņš and Sauka (2020) highlight the importance of examining the components in detail to fully comprehend the intricate dynamics of this connection.

According to Malek Akhlagh, Veshkaei Nejad, and Hatamei Nejad (2022), organisational agility mediates the relationship between entrepreneurial attitude and company success. These findings emphasise organisational agility. Due to the study, operational agility is one of the most critical elements in determining how much entrepreneurial activities affect a firm's success. Among the most important. Presence of this trait is considered a key factor. The study by Malek Akhlagh, Veshkaei Nejad, and Hatamei Nejad (2022) found a link between organisational agility and entrepreneurial aspirations. This was decided. According to Xing et al. (2020), Golgeci et al. (2020), and Saha, Gregar, and Saha (2020), organisational agility and entrepreneurial orientation positively affect organisational success. This association is beneficial. An earlier investigation found similar results, supporting its validity. Based on Gyemang and Emeagwali (2020), AlTaweel and Al-Hawary (2021), and Garcia et al. (2021), organisational agility is a vital ability in the workforce. These studies demonstrate how organisational agility improves flexibility, responsiveness, learning, and creativity. These studies illuminate organisational agility's importance.

This article provides a complete analysis of the topic, emphasising the importance of laying the groundwork for future research. By consistently providing trustworthy evidence, the journal supports the

thesis that entrepreneurial attitude, organisational agility, and business success are linked. This supports correlations. The complicated and critical interaction between these components requires further study to comprehend the link. The interaction between these components is necessary and complex. Additionally, firms that are improving their strategic management procedures may profit greatly from this insight.

Implication for Future Studies

Research on organisational agility, corporate performance, and entrepreneurial orientation began with this study. Basis for this investigation was its results. These parameters' intricate interaction has been conceptualised owing to their positive correlations. Links enable further research.

First, innovation, risk-taking, and proactive conduct improve organisational performance with a more entrepreneurial bent. So, additional research is needed. Future studies may examine how entrepreneurial mentality affects group performance. More understanding of how individual traits affect corporate performance will follow.

Strategic management's entrepreneurial perspective highlights the necessity to study how companies make strategic choices. A thorough investigation of how businesses incorporate an entrepreneurial mentality into their strategic frameworks and decision-making processes may reveal the variables that drive innovation, profitability, and market share. An excellent approach is to analyse how companies use entrepreneurial strategies.

Organisational agility, entrepreneurial spirit, and company success may be linked, requiring more study. Scholars may study organisational agility and entrepreneurship. This study would examine how organisational agility enhances entrepreneurial activity. Companies may improve their capacity to establish a flexible strategy that can adapt to business environment changes by understanding organisational agility.

The holistic approach to corporate performance, which covers profitability, market position, and competitiveness, calls for further research into complete performance indicators. Assessing a company's performance goes beyond finances. Researchers emphasize developing frameworks that correctly describe business performance's complexities. The user may then examine how entrepreneurial mentality and organisational agility affect performance. The subject's skills enable this.

Further research should examine intervening components. The relationship between entrepreneurial orientation and commercial success is nuanced and diverse. Studying contextual elements, industry-specific subtleties, and organisational traits that affect entrepreneurial venture performance may help explain this complex relationship.

The strategic importance of organisational agility as a dynamic skill underscores the need for greater research into how organisations may increase and employ agility to achieve sustainable success. Explore agile techniques, processes, and organisational structures to get insights that may help firms navigate dynamic situations. This gives practical insights.

The outcomes of this study show that future research has many possibilities. Understanding the complexities of entrepreneurial orientation, organisational agility, and corporate performance may add to academic knowledge and provide organisations with advice on how to improve their strategic management methods.

Conclusion

The entrepreneurial orientation underscores its significance as a strategic mindset that aligns with entrepreneurial orientation such as innovation, willingness to take risks, proactive behaviour, and a focus on identifying opportunities. This study validates that adopting an entrepreneurial orientation positively influences key performance metrics of a company, such as innovation, profitability, and market share. This

journal highlights the intricate connection between an entrepreneurial orientation and the success of a firm, acknowledging the need to analyse intervening circumstances.

The study further indicates that organisational agility has a mediating role between entrepreneurial orientation and organizational performance. An entrepreneurial mindset boosts corporate performance. An entrepreneurial attitude boosts an organization's agility, or ability to adapt to change. Organisational agility improves adaptation, responsiveness, adaptability, and innovation, a long-standing beneficial correlation. Organisational agility is widely implemented in this link.

An organization's performance is measured using financial metrics, profitability, market share, and competitive advantage. To understand the relationship between entrepreneurial orientation and organisational success, one must understand the variables that influence it. The current journal issue provides a comprehensive framework for understanding entrepreneurial orientation, organisational agility, and corporate performance. Positive correlations between these attributes show a deep and crucial relationship. This provides a theoretical foundation for additional research and practical consequences for firms trying to better strategic management.

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