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The Impact of Entrepreneurial Strategies on Organizational Performance Quality: The Role of Innovation as a Mediating Variable

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ABSTRACT

Entrepreneurial strategies (ES) become essential tools for assessing an organization's success as it navigates the competitive and changing business environment. The several facets of ES are the focus of this research, with innovation serving as a mediator. The top ten manufacturing SMEs in Amman, Jordan, provided data to confirm the influence of the ES dimensions (risk-taking, proactiveness, autonomy, and competitive aggression) on the organizational performance quality (OPQ). The data gathered from 298 questionnaires was analyzed using the PLS-SEM technique. These SMEs may think about focusing on innovation, risk-taking moderation, proactiveness, competitive aggression, and autonomy to increase their competitiveness and adaptability in the fast-paced dynamic environment. This, in turn, enables companies to capitalize on opportunities, launch new products, and enter new markets, all of which work to improve financial performance and drive sustainable growth. They need to establish entrepreneurial strategies for SMEs to persevere in the current business environment.

Keywords: Entrepreneurial Strategies, Innovation, Risk-Taking, Autonomy, Competitive Aggression, SMEs, Organizational Performance Quality
JEL Classifications: L26, O31, L25, M13

1. INTRODUCTION

The economic crisis developed and developing countries have faced has forced companies to consider entrepreneurship from several directions. Government policymakers have recognized that entrepreneurship is vital in promoting economic growth and minimizing the unemployment rate (Castillo-Villar et al., 2025). SMEs currently provide employment opportunities while assisting employees in developing their entrepreneurial abilities. Without entrepreneurship strategies, SMEs would be unable to create jobs, boost savings and investments, develop skills, and foster innovation (Awamleh et al., 2026). Businesses are beginning to recognize the significance of entrepreneurship, but in the complicated worldwide economy, entrepreneurship is even more essential to gaining a long-term competitive edge. Customers now have more access to information and may purchase goods and services that are available even outside national borders, which is one effect of globalization (Aharoni, 2024). Customers' demands, wants, and expectations are, therefore, evolving and becoming more demanding, making the market so volatile that only businesses that can adjust to this unpredictability survive. To do this, one must invest in innovation and growth and possess an entrepreneurial mindset that is receptive to finding and acquiring new opportunities and methods of meeting those demands, desires, and expectations. Thus, entrepreneurship becomes one of the forces behind societal development and transformation, which explains why there is an increasing interest in this field of study (Guerola-Navarro et al., 2024). Organizations with robust ES take a proactive, dynamic approach to operations to generate value, promote expansion, and gain a competitive edge. A key component

of an entrepreneurial mindset is innovation. Organizations with an entrepreneurial mindset place a high value on innovation and aggressively look for new and enhanced goods, procedures, technology, and business models (Al-Zu'bi et al., 2025). Being proactive is a crucial entrepreneurial strategy. Businesses that prioritize ES are determined to recognize and capture market possibilities. They constantly analyze their organizational environment, focus on trends, predict client demands, and act promptly to take advantage of possibilities and obtain an edge over others. Proactive businesses are flexible, swift, and always exploring new growth opportunities.

Due to globalization, SMEs are under more and more pressure from international competitors. It becomes clear that SMEs will find it more difficult to sustain and enhance their performance over time unless they can effectively handle these challenges, especially when combined with the increasing intelligence of global consumers. To ensure the business will survive, SMEs are urged to adopt an entrepreneurial attitude to identify possibilities and risks in their surroundings (Zighan et al., 2022). Another essential ES that improves the quality of organizational performance is taking risks. Organizations that emphasize entrepreneurship are prepared to make strategic investments with the possibility of large returns and take measured risks. They are prepared to take on the risks involved because they recognize that innovation and growth can include uncertainty. These organizations put themselves in a position to obtain a competitive advantage and produce enhanced outcomes by taking chances. Another crucial ES that encourages self-determination and empowerment is autonomy. Organizations with an entrepreneurial mindset promote employee autonomy across the board, enabling them to take initiative and act creatively in their jobs (Rassool et al., 2023).

Organizations prioritizing ES typically have improved performance results. There are several ways in which ES improves the efficiency of SMEs engaged in manufacturing. It encourages a culture of creativity and innovation, which helps these businesses create new technologies, procedures, and goods that satisfy consumer needs and set them apart from competitors.

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Organizations frequently struggle to find the funding sources and financial resources required for research and development, innovation, and corporate growth. Performance is limited since they are unable to recruit qualified staff, invest in new technology, and investigate new markets due to limited resources and a competitive landscape. Organizations find it more difficult to thrive, acquire a competitive edge, and maintain this advantage under constantly shifting environmental conditions. Although ES like autonomy, risk-taking, competitive aggression, and proactiveness are widely acknowledged as factors that influence organizational performance, little is known about how they affect performance quality. Additionally, the ultimate objective of innovation as an intermediary between ES and OPQ is not well grasped. The difference appears to be an issue, particularly for companies that are effectively utilizing ES for future expansion and competition. It is essential to comprehend the dynamic relationships among innovation, ES, and OPQ to offer empirical insights that guide strategic decision-making.

The study objective is to examine how ES influences OPQ and how innovation functions as a mediator between ES and organizational performance quality.

2. BACKGROUND STUDY

Opportunity identification and evaluation are essential elements of an ES (Raimi et al., 2023). To determine whether there is a market for their offered product or service, entrepreneurs must do in-depth market research in which they identify any shortcomings or challenges. Research, customer behavior insights, and market performance evaluations of competitors are all part of this process. Businesses may make sound decisions about whether or not to look into a certain firm with the help of a well-conducted opportunity assessment (Nugroho et al., 2023). Being proactive means having the capacity to recognize possibilities and act upon them, to pick up new skills and abilities to stay competitive, and to be informed so that businesses can rapidly adjust in changing market conditions.

Risk management is therefore a component of any entrepreneurship strategy as entrepreneurship requires taking risks. Entrepreneurs must recognize and assess various risks, including financial, market, regulatory, and operational risks, and devise plans to reduce them (Edwards et al., 2023).

Obtaining adequate finance, putting together a team with complementary skill sets, and developing contingency plans to deal with unanticipated obstacles may all be necessary to do this. Risk-management-focused entrepreneurs are better able to handle the inherent uncertainties involved in starting and growing a business (Sindakis et al., 2022). One aspect of ES that is associated with risks and opportunities is risk-taking. These are the favorable or unfavorable outcomes of different occurrences that are accompanied by uncertainty. Risk is an inevitable factor in company operations and one of its defining characteristics. Companies with ES take measured and regulated risks. Due to their limited resources, SMEs' acceptance and readiness to take risks are especially noticeable characteristics (Khawaldeh et al., 2025). The degree to which executives are prepared to undertake significant and risky responsibilities is referred to as risk-taking. To take advantage of new chances and get a competitive edge, risk-taking businesses are prepared to take on challenges (Kraus and Cheng, 2021). Furthermore, Suder (2024) shown that in

environments that undergo rapid changes, companies must make courageous, potentially hazardous strategic decisions in order to adapt to ongoing changes in the marketplace and enhance their overall performance.

Regular planning processes are also required since administrative structures, operational procedures, and assets must be suitable for managing the company's expansion process and complicated situations. The principles of entrepreneurship strategy encompass a wide range of methods and practical options that are important for the advancement of industries and individual identities (McVea and Freeman 2023).

A strategic approach to entrepreneurship includes planning and strategy for growth and development. Planning for expansion and new market niches is crucial for business owners (Rita et al., 2022). Strategies could include, for instance, adopting franchising models, establishing partnerships, taking part in mergers and acquisitions, or looking for chances to expand internationally. Identifying and evaluating possible possibilities, competitive aggression, managing risk well, and strategically planning for organizational growth are all part of the process. To survive the complexities and uncertainties that are common in business, entrepreneurs must develop an effective entrepreneurship strategy. They will be more likely to establish profitable and long-lasting businesses as a result (Awamleh et al., 2024). ES and its effect on OPQ have been the subject of several research (Wales et al, 2021). The majority of these research concurred and verified that ES is one of the processes that may be streamlined to increase business efficiency.

Pioneers in the discipline, Covin and Slevin (1989) showed that businesses with entrepreneurial mindsets outperform businesses without ES in hostile circumstances. Castillo-Villar et al. (2025), research supported these findings by demonstrating that ES increased the probability of SME survival throughout the coronavirus epidemic (i.e., amidst adverse market circumstances). During the pandemic, ES was a major contributor to the enterprises' strong success (Puumalainen et al., 2023).

Many scholars have discussed the connection between different ES and organizational performance quality. Like, risk-taking and company performance were found to be positively correlated by Aharoni (2024). They found that businesses that take more risks are more efficient. It may be concluded from Navarro et al. (2024), study on restaurants in Poland during the global epidemic that there is a strong and favorable association between risk-taking and organizational effectiveness. Zighan et al. (2022) asserts that being proactive is an entrepreneurial approach related to the intention to lead the industry, which can subsequently guarantee higher company performance. Numerous research investigations and publications that examine the impact of proactiveness on business performance have supported this point of view. Rassool et al. (2023) discovered that proactive businesses showed more impressive growth. Ighomereho (2022) found that proactiveness amidst the pandemic had the greatest substantial beneficial influence on organizational performance quality among ES. Autonomy is known to enhance productivity as a corporate strategy. Higher levels of innovation and overall performance were reported by organizations that promoted autonomy at work, enabling employees to define their own goals and exercise initiative. Employee creativity and a sense of ownership were encouraged by autonomy, which encouraged individuals to apply their entrepreneurial spirit to the company (Rassool et al., 2023). Additionally, it was shown that there was a connection between performance outcomes and competitive aggression. Businesses who employed the aggressive strategies such as aggressive pricing, aggressive promotion, and differentiation witnesses increases in revenue and market shares. By actively attacking players and protecting their region, the entrepreneurial perspective helped them improve their overall performance (Rita et al., 2022).

Since innovation frequently serves as a catalyst for successful entrepreneurship and higher-quality companies, innovation and entrepreneurship go hand in hand (Pindado et al., 2023). A company's ability to compete and prosper may depend on its level of innovation. Entrepreneurs are always searching for methods to increase output, reduce expenses, and simplify processes.

This might entail introducing new technology, automating processes, or modifying workflows (Staniewski et al., 2024). Building on its capacity to boost productivity, innovation can result in improved resource allocation and increased competitiveness. One typical extension of innovation in entrepreneurial strategy is the rethinking of conventional organizational frameworks. As a result, entrepreneurs experiment with various value generation, delivery, and capture methods (Akhter et al., 2022). According to Zighan et al. (2022), entrepreneurs may flourish in a competitive business by consistently looking for methods to innovate and distinguish while also creating a unique niche for themselves.

Considering the literature mentioned above the five hypotheses are presented to show the impression of ES (proactiveness, risk-taking, autonomy, and competitive aggression) on OPQ by keeping innovation as a mediating variable.

H_{1a}: Proactiveness positively affects organizational performance quality

H_{1b}: Risk Taking positively affects organizational performance quality

H_{1c}: Autonomy positively affects organizational performance quality

H_{1d}: Competitive aggression positively affects organizational performance quality

H_2: Innovation acts as a mediator between ES and organizational performance quality.

3. METHODOLOGY

3.1. Measures

ES is measured through four dimensions. Proactiveness with five questions, Risk-taking with five questions, autonomy with six questions, and competitive aggression with five questions. The (mediating variable) innovation is measured with five questions and the dependent variable organizational performance quality is measured with 10 questions.

3.2. Sample and Data

Data were calculated from the top 10 manufacturing SMEs operating in Amman through a structured questionnaire. 500 questionnaires were delivered to the selected SMEs and senior managers were asked to fill them because of their expertise and awareness of the ES applied in their firm. A hard copy approach was used in this research as an email survey or Google form method has a very low response rate and requires more time. Out of 500 questionnaires, only 392 were received back, 298 were deemed useable, and the remaining were not included in the data analysis because they were incomplete or had missing information. To evaluate the important research ideas that were discussed above, the participants used a 5-point Likert scale. We used the PLS approach to investigate our hypothesis. To validate the research paper tool, a trial was first carried out. For the trial, the top 10 senior managers were chosen. To validate the tool and make the necessary modifications, several conferences and discussions with academics and researchers were scheduled in response to the pilot test findings.

4. RESEARCH FINDINGS AND DISCUSSION

As PLS-SEM excels at analyzing and testing complicated models, it is used to test hypotheses and validate the accuracy of the measures (innovation, performance quality of the organization, and ES of the company). Because of this, Smart PLS version 4.0.7 is used for the testing. To confirm the first-order variables in our study, a mediation analysis was required. Because of its greater statistical strength, PLS-SEM is the most effective and powerful technique for analyzing the relationship between variables.

The factor loadings for each construct were analyzed following the estimation of the convergent validity test. The good loading number makes it clear that there is a point of convergence for each construct indicator. Generally speaking, loading values below 0.6 are not considered acceptable for evaluating convergent validity.

Table 1 displays the constructs' relationships, factor loadings, and CV and DV. All loadings have a value higher than 0.6. It implies that not a single item was excluded. Additionally, this table showed that all of the indicators' CR was over and above the standard value of 0.70, ranging from 0.928 to 0.972. CV is further confirmed by the fact that each AVE result is over and above the threshold of 0.5.

The HTMT ratio of correlation utilizing smart PLS with the Fornell–Larcker technique was then used to confirm the discriminant validity. According to this method, each construct's connections with the remaining latent variables had to be less than its AVE. This inquiry has demonstrated that it meets this requirement. Every ratio must be <0.9 to confirm the model's discriminant validity; if the result is close to 1, discriminant validity will not exist. Table 2 shows that all of the matrix's ratios had values below 0.9.

Smart PLS makes it possible to evaluate statistical hypotheses for each suggested association by using a simulation methodology with the bootstrap method with 5000 re-samplings. This aims to reduce the problem of irregular research data. The findings make the direct relationship between the factors evident. The H_{1a}, H_{1b}, H_{1c}, and H_{1d} indicate the direct link between the variables. Additionally, H_2 shows that innovation mediates the association between ES and organizational performance quality.

Table 1: Convergent validity

Constructs	Items	FL	Valid/in valid	CR	AVE
Proactiveness	PRO1	0.821	V	0.942	0.767
	PRO2	0.833	V		
	PRO3	0.894	V		
	PRO4	0.892	V		
	PRO5	0.933	V		
Risk taking	RT1	0.861	V	0.933	0.735
	RT2	0.899	V		
	RT3	0.901	V		
	RT4	0.821	V		
	RT5	0.801	V		
Autonomy	AUT1	0.892	V	0.928	0.720
	AUT2	0.835	V		
	AUT3	0.841	V		
	AUT4	0.796	V		
	AUT5	0.876	V		
	AUT6	0.831	V		
Competitive aggression	CA1	0.932	V	0.947	0.782
	CA2	0.888	V		
	CA3	0.869	V		
	CA4	0.851	V		
	CA5	0.879	V		
Innovation	INV1	0.821	V	0.928	0.720
	INV2	0.871	V		
	INV3	0.833	V		
	INV4	0.861	V		
	INV5	0.856	V		
Organizational performance quality	OPQ1	0.862	V	0.972	0.777
	OPQ2	0.891	V		
	OPQ3	0.899	V		
	OPQ4	0.821	V		
	OPQ5	0.876	V		
	OPQ6	0.876	V		
	OPQ7	0.902	V		
	OPQ8	0.881	V		
	OPQ9	0.912	V		
	OPQ10	0.892	V		

Table 2: HTMT ratio

	PRO	RT	AUT	CA	INN	OPQ
PRO						
RT	0.581					
AUT	0.471	0.433				
CA	0.533	0.521	0.498			
INN	0.554	0.461	0.492	0.498		
OPQ	0.527	0.483	0.519	0.466	0.498	

Proactiveness and OPQ are significantly and favorably correlated, according to H1a, with a beta of 0.224 and a value of P = 0.001 < 0.01. This specifies that our theory is fully supported by the results. The value of P = 0.000 < 0.01 and the beta is 0.218 provide additional proof of a favorable relationship between risk-taking and organizational performance quality. The positive correlations between AUT and OPQ and CA and OPQ are indicated by beta 0.185 and 0.201 for H_{1c} and H_{1d}, respectively. Innovation mediates the relationship between ES and OPQ, according to H_2 data, which have a beta of 0.232 and a P = 0.001 < 0.01 (Table 3). This finding perfectly supports H_2.

Table 3: Hypotheses testing

#	Research hypothesis	β	Standard deviation	T-stats	P-values	Status
H1a	PRO->OPQ	0.224	0.121	2.217	0.001	Accepted
H1b	RT->OPQ	0.218	0.152	2.301	0.000	Accepted
H1c	AUT->OPQ	0.185	0.112	1.981	0.004	Accepted
H1d	CA->OPQ	0.201	0.095	2.021	0.006	Accepted
H2	ES->INN->OPQ	0.232	0.072	2.022	0.001	Accepted

The results of a study on the top 10 manufacturing SMEs in Amman, Jordan, showed a strong correlation between organizational performance quality and ES. Organizations using more ES reported increased market share, profitability, and sales growth. This implies that adopting ES and actions enhances these organizations' performance. Innovation appeared as a key mediating factor in the association between performance quality and ES. New and improved goods, procedures, and technologies were more likely to be introduced by companies that placed a high priority on innovation and made research and development investments. They were able to address changing customer demands, obtain a competitive advantage, and provide better performance results because of their creative approach. Proactiveness was one of the most crucial elements that contributed to SME success. This prompt businesses to take the initiative to find and capture market opportunities in order to increase their market share and earnings. They were able to take advantage of new possibilities and quickly adjust to shifting market conditions because to their proactive attitude. The significance of risk-taking as an ES of organizational success was also emphasized by this study. Businesses who took calculated risks, whether by investing in new technology or expanding into unexplored markets, experienced a rise in growth and profitability.

By taking on risk, these companies set themselves up for possible gains and a competitive edge. Autonomy is one instance of how ES improves organizational performance. Businesses that promoted employee autonomy which allows individuals to take initiative and make their own decisions reported increased levels of creativity and business success. Employee creativity was stimulated by autonomy, which inspired them to present their business concepts to the organization. It was discovered that better performance outcomes were linked to the competitive aggressiveness component of the performance results. Businesses increased their market share and income by using aggressive strategies including aggressive advertising, aggressive pricing, and product differentiation. By aggressively combating the competition and protecting their territory, these firms were able to use their ES to improve performance.

5. CONCLUSION AND RECOMMENDATIONS

The competitiveness of SMEs and the success of the organizations are greatly affected by the significant correlation that exists between ES and the performance quality in SMEs of Amman. SME performance outcomes, including market dominance, growth, and profitability, are more likely to improve when ES levels are high (Wreikat and Awamleh, 2025). Proactiveness, autonomy, competitive hostility, and risk-taking are all crucial elements of ES. Businesses that depend on innovation, for instance, are always looking to develop and promote new goods, enhance current manufacturing methods, and use the latest technologies. This strategy improves performance so they can adapt to shifting customer demands, set themselves apart from competitors, and take advantage of new market possibilities. Taking risks is important ES for organizations. By investing in R&D, entering new markets, and strategically allocating resources and skills, these businesses demonstrate their willingness to take measured risks (Zakariah, 2022). Accepting risks creates opportunities for development and innovation, which may lead to increased profits and success for organizations. For SMEs, being proactive is also essential. These businesses can better place themselves to take advantage of changes in the market and obtain a competitive edge by remaining ahead of the competition and modifying their plans accordingly. Additionally, encouraging autonomy and employee empowerment inside the company are important factors that contribute to an entrepreneurial attitude (Rita et al., 2022). Employees become more involved, creative, and dedicated when they take initiative, make decisions, and submit ideas. Higher performance and success levels are the result of this employee empowerment, which also improves the organizational performance quality.

Encourage innovation, trial and error, and ongoing development to help businesses create and launch new goods, procedures, and technology that satisfy consumer needs.

Urge manufacturing companies to take the initiative and develop a market-focused attitude. Support the collection of intelligence and market research to spot new trends, consumer demands, and business prospects. Encourage networking and cooperation with corporate networks and industry groups to remain abreast of market trends and develop alliances for market research. Establish a culture that encourages and rewards taking measured risks. Encourage businesses to embrace new technology, enter new industries, and try out novel concepts. Encourage a culture inside the company that encourages people to take on entrepreneurial responsibilities. Promote independence, initiative, and self-governance. Offer educational and training initiatives that foster entrepreneurial abilities including problem-solving, creativity, and opportunity recognition. Employees who contribute to the company`s success and exhibit entrepreneurial traits should be acknowledged and rewarded. To offer this assistance, government offices, trade organizations, and business support groups may be quite helpful. Establish a thriving environment that promotes cooperation and entrepreneurship among companies. Create laws and policies that lower entry barriers, streamline administrative procedures, and promote innovation and corporate expansion.

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