

# The Role of Strategic Orientation of Servitization on the company performance: Analytical Research in Baghdad Electricity Distribution Company

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DOI: 10.37648/ijrssh.v10i04.005

Received: 18<sup>th</sup> August, 2020; Accepted: 14<sup>th</sup> September, 2020; Published: 30<sup>th</sup> September, 2020

## ABSTRACT

*The purpose of the study is to understand the role of strategic Orientation of Servitization with its dimensions (service orientation, customer orientation, and learning orientation) on the performance of companies with its dimensions (financial performance and customer service performance). The questionnaire forms were based on an intentional sample (the director and his assistants, department heads, and human resource managers of the Baghdad Electricity Distribution Company).*

*The research hypotheses were tested with advanced statistical methods and the research achieved the main results (Acceptance of the main and subsidiary research hypotheses).*

**Keywords:** *Strategic Orientation of Servitization, Service Orientation, Customer Orientation, Learning Orientation, Company Performance, Financial Performance, Customer Service Performance.*

## 1- INTRODUCTION:

Establishing a strategic orientation is the first important task of the management of industrial companies in order to keep pace with developments and changes in the business environment. which is required for the need to plan the continuation of its business operations and reality shows that a company must have a narrower vision that is compatible with creative and innovative thinking in determining the strategic orientation of the particular service that it is viewed as a central tool becomes for the coordination of leadership at all levels of the industrial company.

It is important that the vision of the general manager is the beginning, aligning the company with its goals in terms of strategic orientation and the future movement of design of the company and its internal and external characteristics and the interaction with the elements of its environment on the other hand, especially since industrial companies are faced with the challenge of providing products and services more efficiently.

Efficiency and quality and should operate within the limits of their resources and capabilities. Manufacturers also recognize that competitive advantage is the strategic orientation of servitization and its core.

For achieving the research content it was divided into four sections: the first topic was devoted to research methodology, the second was devoted to reviewing the literature on research variables, and the third was devoted to analyzing the data and information and analyzing the nature of the responses of the research samples, while the fourth and final topic presented the main conclusions, proposals, and future studies that this research highlights based on its findings

## 2- RESEARCH METHODOLOGY

### 2-1 Research Problem

Now a day, industrial companies strive to improve their business and the quality of their products and services in order to maintain their position. Perhaps the most important factor is their performance, which is the main focus of their work as a whole and the most important for their survival and sustainability, as the Iraqi electricity companies in general and Baghdad Electricity Distribution Company in particular suffer from very complex administrative and technical conditions. Whether internally or externally which negatively affected its performance and the impact of this continuous low performance on the deterioration of the electricity service and a decline in the rates of electrical power distribution throughout Baghdad. The research problem was identified in light of several questions, including:

- a. What is the level of impact and relationship between the strategic orientation of servitization and the performance of Baghdad Electricity Distribution Company?
- b. What is the role of high management in enhancing the dimensions of the strategic orientation of servitization Baghdad Electricity Distribution Company?

### 2-2 Research importance

strategic orientation of servitization is the primary goal that the senior management of Baghdad Electricity Distribution Company depends on through its direct impact on its performance and then determines the continuity of the company in its activities, and represents a specific view of its

operations to reach superior and continuous performance that reflects the perceptions of managers and workers in the environment and their reactions to environmental conditions Changing.

Therefore, the importance of the research lies in the pursuit and interest of the company being researched to make reforms to reduce the volume of administrative and technical errors that weaken the company's future orientations and their impact on its performance and improve the level of ideas and plans developed by the higher management, and that the results reached that determine the type of impact and the relationship between strategic orientation of servitization and the performance of the company, and the extent to which the company has benefited in enhancing its strategic plans, achieving its current and future goals, and motivating and educating employees. The research sample is on the topics of strategic orientation of servitization in order to enable them to face the environmental conditions in which they work to develop and improve their performance to provide distinct services that meet the needs and desires of the customer and gain satisfaction that contributes to the growth and continuation of And the durability of the searched company.

### 2-3 Research objectives

The basic idea of the research is based on studying the nature of the relationship between the research variables in order to ensure its continuity and survival in an economic environment characterized by risks and intense competition. The research seeks to achieve a set of objectives, including:

1. The importance of identifying the reality of the research variables in the researched company and working to enhance the role of higher departments in improving the level of performance of the company.
2. Highlight the knowledge of the impact of the strategic orientation of servitization on the performance of the researched company.
3. Knowing the degree of correlation between the strategic orientation of servitization and the company's performance.

## 2-4 Research model

Figure (1) shows the proposed research model, which aims to demonstrate the nature of the

relationship between research variables and the answer to its questions.

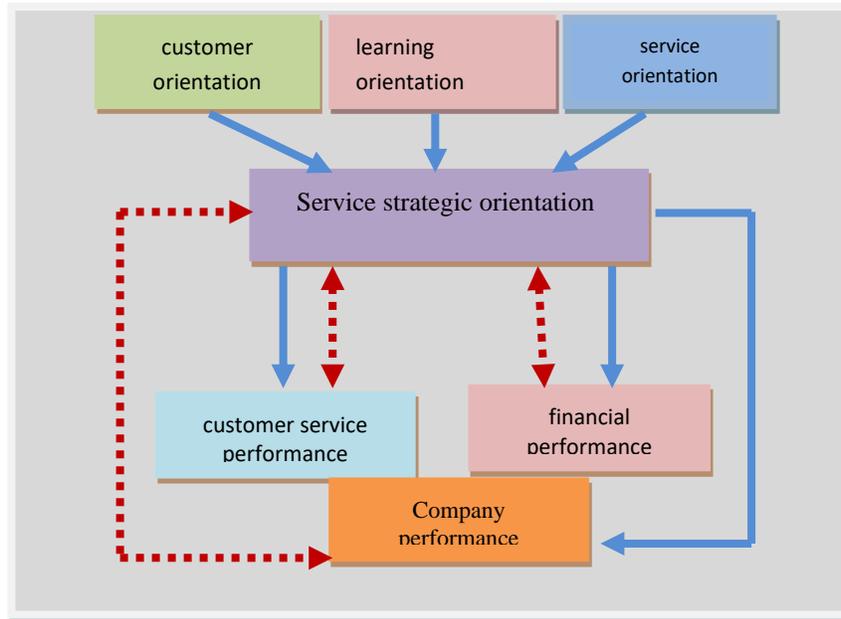


Figure (1) a hypothesis research outline

## 2-5 Research hypotheses

Based on the proposed structure in the research model and the nature of the perceived relationship, appropriate statistical hypotheses were formulated, to determine the nature of the relationship between the explanatory variable and the response variable, as follows:

The main hypothesis: There is affection between the strategic orientation of the service with its dimensions represented by (service orientation, customer orientation, and learning orientation) and the company's performance.

## 2-6 Research community and sample

Research community: The research community is represented by the Baghdad Electricity Distribution Company and it's located in Baghdad for conducting

the research, as it is one of the industrial companies that serve the various sectors of the state, specifically the electricity sector, as the size of the community is according to the company's statistics (200) individuals focused on managers only, and on this basis, the number of distributed forms (127) included (64) items distributed on two axes. The first axis included (52) questions while the second axis included (12) questions and the research sample was determined according to the scale of the sample determination table (De Morgan), and the sample size according to this model was (127) individuals, or (63.5%) of the total research population.

## 3 LITERATURE REVIEW

### 3-1 Strategic Orientation Of Servitization

(Lee et al., 2016:44) states that the strategic orientation of servitization is an analytical process of selection

The company's future position in its business environment according to the changes taking place in its internal and external environment and the extent The company adapts to it and then it should carefully study the moderate and critical factors that affect it The relationship between the service strategy and the company's performance to achieve the company's strategic goals. (Park et al., 2014:7) that strategic orientation of servitization is the behavior of the company designed for improvement Continuous and superior performance is important in the corporate context, as it pushes the company towards the use of the acquired knowledge It, in turn, facilitates technological advancements in services and the customer orientation and learning orientation it expresses the extent of the commitment of industrial companies to challenge old policies in providing service and getting rid of assumptions And practices that hinder creativity in providing services in industrial companies.

Service strategic orientation is the strong link between service strategy formulation and performance achievement organizational superior. And that the success of the strategic orientation of the service is linked to the company's performance and coordination between Jobs and different levels of job diversity i.e. coordination between jobs will be required It is a building process that can take advantage of mental models, high quality, and service creativity to achieve goals the company (Menguc & Auh, 2005: 7).It represents a set of strategic activities that the company relies on for the purpose of achieving superior performance and establishing the correct behaviors that help produce and provide excellent services that are exactly what the customer needs to achieve competition and maintain its position and permanence and use the strategy to improve the chances of success of the company, which is an important indicator of its performance (Choy & Mula, 2008: 2).

The strategic orientation of servitization can be considered the primary means of understanding the procedures and policies that companies take to achieve and enhance profitability and financial performance and achieve a competitive advantage that helps the company to grow and continue (O'Rega & Ghobadian, 2005: 83).

In order of the aforementioned, strategic orientation of servitization is defined procedurally as a set of general strategies with a fundamental orientation for the company that helps build its behaviors and direct it towards sound behavior in order to create outstanding performance through the management of activities, operations and strategic decision-making in line with the company's capabilities to provide new services that exceed expectations Customers, in a way that contributes to increasing sales, success, maximizing its value, and improving its performance.

### **3-2: Dimensions of strategic orientation of servitization**

There were many views on the dimensions of the strategic orientation of servitization as it was classified according to the strategic studies from which the researchers start and thorough diagnosing the actual reality of the researched company. The research model was adopted for each of (Lin et al., 2018: 8; Park et al., 2014: 4) and its dimensions for its similarity with the reality to be studied, as follows:

#### **3-2-1. Service orientation:**

Developing and translating the service, practices, procedures, and activities related to the service within the expected framework and coordinating all the material and human resources related to the production and provision of high-quality services aimed at supporting and providing the needs and desires of customers and helping to gain customer satisfaction and ensuring their permanent loyalty to the company and this is positively reflected in its financial performance, increasing its profits and obtaining an advantage. Competitive compared to other industrial companies (Gronroos & Helle. 2010: 565).

#### **3-2-2- Customer orientation:**

It represents a set of evidence and data that puts the interest of customers first, without excluding other stakeholders such as managers and workers, in order to develop a profitable organization in the long term, which is a key feature of the system-defining strategy because it makes close links between customers and manufacturers, acquires new customers and achieves satisfaction and coordination Between jobs and the

coordinated use of a company's physical and human resources in creating superior customer value (Santos et al. 2020: 5). (Hakala & Kohtamaki, 2011: 69) knew that customer orientation indicates the company's ability to understand the needs and desires of customers and achieve them, which leads to gaining satisfaction and its positive effects on the company's performance, and that customer orientation helps effectively in improving the culture and behavior of the company that leads to High levels of outstanding performance.

### 3-2-3 Learning orientation:

(Hao et al, 2012: 12) show that the learning orientation is an important precedent for the company's creativity, which positively affects its performance, but mainly through creativity and the introduction of new ideas in providing products and services for companies.

Both (Argote & Spekto, 2011:1124) explained that the learning orientation represents the process of acquiring information and processing it by the members of the company, through their interaction with the company's environment in order to increase their abilities to understand reality and know the results of their decisions. (Thomas, et al., 2001: 332) The learning approach is a strategy that provides insights into how the company acquires, distributes, and activates knowledge, generates a competitive advantage, and transfers unknown knowledge across multiple organizational levels for the purpose of enhancing company performance.

### 3-3 the performance of the company

Performance is a continuous process of the company's activities to achieve its goals, which is the ability to access resources in the environment. Achieving the company's success is measured against a set of goals through outstanding performance, and performance plays an important role in the success of companies considering the total achievements of all its departments (Widjaja et al, 2020: 164). The company's performance represents a group of efforts made by the company to ensure the continuation of their operations in a specific context to provide the best services to satisfy customers' expectations and to provide the required effectiveness guarantee in the decision-

making process and focus on its endeavors and performance in relation to its efficiency in maintaining the agreements concluded with many parties in its fields of work, to improve corporate image and gain good reputation (Adedeji et al 2020: 404).

### 3-4 Dimensions of the company's performance

The types and models of performance varied according to the multiplicity of schools and administrative theories on the one hand and according to the type of company and its field of work on the other hand. This research proposes two dimensions to measure the performance of industrial companies providing the service, namely (financial performance and customer service performance).

#### 3-4-1 financial performance

Concepts and definitions related to financial performance varied, and its concept was not limited to one definition, and this is due to conflict of interests and different goals, so we find that the company seeks stability and ensuring survival and the shareholder seeks to maximize his wealth, and the worker seeks to raise wages and increase incentives. As for the state, it aims to develop The tax base, and for this, we find that each party interprets the financial performance as it deems appropriate for it.

#### 3-4-2 Performance customer service

Managers of industrial companies seek to develop policies, rules, and procedures to acquire the necessary skills to improve and develop the company's performance, as well as training departments to organize related courses and follow-up sessions to ensure learning and provide the best services, and these efforts are likely to increase work developments within the company and then to an increase in positive work results which Directly affects customer service performance (Laua et al, 2017: 25).

**4: PRACTICAL FRAME**

**4-1 The correlation relationship between strategic orientation of servitization and the company's performance at the overall level**

Table (1) show the existence of a strong significant correlation between the strategic orientation of servitization and the performance of the company. The percentage (100%) was the highest sub-value of the correlation transactions in this axis between

performance and orientation towards the customer, as its value reached (0.707 \*\*) at a level of significance (0.01). This reflects the existence of a significant and significant relationship and explains the strength of the relationship between the company's performance and the trend Towards the customer, and from here we infer the acceptance of the first main hypothesis that "there is a statistical correlation relationship with positive significant significance to the strategic orientation of servitization in the performance of the company".

Table (1) The correlation between the strategic orientation of servitization and the performance of the company

Moral relationships		Strategic service orientation	Learning orientation	Customer orientation	Service orientation	The independent variable the dependent variable	
PR.	N	**0.727	**0.700	**0.707	**0.622	Correlation coefficient	Performance of the company
100 %	4	0.000	0.000	0.000	0.000	Level of morale	
		Accept the hypothesis	Accept the hypothesis	Accept the hypothesis	Accept the hypothesis	the decision	

(\*\*)A significant correlation at (0.01) level.

(\*)Significant correlation at (0.05) level.

**4-2: testing the hypotheses of the impact of the research variables**

The impact relationships between the research variables represented by (the strategic orientation of the service, and the performance of the company) will be revealed and analyzed, by adopting the simple linear regression coefficient, as it is a statistical method used to benefit from it in determining the influence trends (negative, positive) and their magnitude. It is a statistical tool that contributes to testing the impact. In the statistical model, in order to estimate the size of the effect that the independent variable has on the dependent variable so that it produces a statistical equation that clarifies the relationship between the variables. This equation can be used to know the type of relationship between the variables and estimate a variable using other variables, as the second main hypothesis states that there is a significant effect of the variable. The independent strategic orientation of the service, represented by its dimensions, which is coded with the symbol (X) in the dependent variable, the performance of the company (Y). This hypothesis will be tested through Simple Linear Regression analysis. In light of this hypothesis, a functional relationship between them was formulated, and the regression equation is the following:

$$Y = \alpha + \beta X$$

Since the levels of analysis took the sub and total levels, to know the significance of the effect for each sub-variable of the explanatory variables in each sub-variable of the response variables, as for accepting or rejecting the influence hypothesis, this is done by comparing (F) calculated with the value of (F) tabular under two significant levels ( 0.05) and (0.01), as follows:

#### 4-2-1. Analyzing the impact of strategic orientation of servitization on the company's performance at the macro level

It is clear from Table (2), that the calculated value of (F) reached (138.645), which is greater than the tabular value of (F) of (6.84) at the level of significance (0.01) and with significance (0.000), and with a degree of freedom 1,124). This result means the existence of Impact and statistically significant of the responsive variable (service strategic orientation ) on the dependent variable (company performance) in the research sample. As for the value of the coefficient of determination (R<sup>2</sup>), its value was (0.528), and this result indicates that (the strategic orientation of the service) explains what is (53%) of the difference in (the company's performance) and that (47%) is a variance explained by factors that did not enter the regression model. . Accordingly, these results provide sufficient support to accept the second main research impact hypothesis, which states (There is a significant impact of the moral significance of strategic orientation of servitization on the performance of the company).

Through Table (2) we notice that the value of the constant term (a = 0.116) is not statistically significant, as the value of t calculated for it is (0.369) which is less than the tabular t at the level of significance 5% and the degree of freedom is (124) which is (1.66). The marginal slope (b = 0.973) is statistically significant because the calculated t value of 11.775) is greater than the tabular t at the level of significance 1% and the degree of freedom (124) of (2.36), and these results confirm the presence of a strong impact of strategic orientation of servitization on the performance of the company In the searched company.

Table (2) shows the impact of strategic orientation of servitization on the company's performance at the macro level

dependent variable	significan t	F	R <sup>2</sup>	t	the regression coefficient	The dependent variable
company's performance	0.000	138.645	0.528	0.369	0.116	strategic orientation
				11.775	0,973	

\* Tabular (F) value at 0.05 level of significance and two degrees of freedom (1,124) = (3.92).

\*\* Tabular (F) value at 0.01 level of significance and two degrees of freedom (1,124) = (6.84).

#### 4-2-2 . Analysis of the impact of the strategic orientation of servitization on the company's performance at the level of sub-variables:

a. Analysis of the impact of service orientation on the company's performance: It is evident from Table (3) that the calculated value of (F) reached (78.095), which is greater than the tabular value of (F) of (6.84) at the level of significance (0.01) and with the level of significance (0.000) and this result has achieved the hypothesis.

B. Analysis of the impact of the customer's approach on the company's performance: It is evident from Table (3) that the calculated value of (F) reached (124,264), which is greater than the tabular value of (F) of (6.84) at the level of significance (0.01) and at the level of significance (0.000) and this result is achieved. the hypothesis

C. Analysis of the impact of the learning trend on the performance of the company: It is clear from Table (3) that the calculated value of (F) reached (118.933), which is greater than the tabular value of (F) of (6.84) at the level of significance (0.01) and at the level of significance (0.000) and this result is achieved. the hypothesis

Table (3) shows the impact of the strategic orientation of servitization on the company's performance at the sub and macro-level

dependent variable	Sig	F	R2	t	the regression coefficient		The dependent variable
company's performance	0.000	78.095	0.386	0.681	0.256	a	Service orientation
				8.837	0.867	b	
	0.000	124.264	0.501	4.793	1.084	a	Customer orientation
				11.147	0.652	b	
	0.000	118.933	0.490	2.983	0.772	a	Learning orientation
				10.906	0.751	b	
	0.000	138.645	0.528	0.369	0.116	a	Strategic orientation for service
				11.775	0.973	b	

#### 4-2-3. Analyzing the impact of the service's strategic orientation on financial performance at the macro level

Table (4) shows that the calculated value of (F) reached (69.730), which is greater than the tabular value of (F) of (6.84) at the level of significance (0.01) and with significance (0.000) and with a degree of freedom (1,124).

The result means that there is a statistically significant impact and significance of the responding variable (the strategic orientation of the service) in The dependent variable (financial performance) in the research sample, while the value of the coefficient of determination (R<sup>2</sup>) amounted to (0.360), and this result indicates that (the strategic orientation of the service) explains (36%) of the difference in (Financial performance) and that (64%) is an interpreted variance of factors that did not enter the regression model. Therefore, these results provide sufficient support to accept the impact hypothesis of the first sub-research that states (there is a significant effect).

A significant sign of the strategic orientation of the service in financial performance) and through Table (4) we note that the value of the fixed term (a = 0.404) is statistically insignificant, as the value of t calculated for it is (1.056) and it is less than the tabular t at the level of significance (0.05) and the degree of Freedom (124) and amounting to (1.66), as for a value The marginal slope (b = 0.841) is statistically significant because the calculated t value of 8.350 is greater than the tabular t at the level of significance (0.01) and the degree of freedom (124) which is (2.36), and these results confirm the presence of a strong effect of strategic orientation of servitization in performance. Financial in the searched company

Table (4) illustrates the impact of the service's strategic orientation on financial performance at the macro level

dependent variable	Sig.	F	R <sup>2</sup>	T	the regression coefficient		The dependent variable
financial performance	0.000	69.730	0.360	1.056	0.404	a	strategic orientation
				8.350	0.841	b	

## 5- RESULTS DISCUSSION

1. The strategic orientation of the service refers to a set of guidelines that affect the strategic plans and activities of the company. The success of the performance of industrial companies is often linked to the strategic orientation of servitization, depending on the main components in terms of the availability of relationships and financial and human resources. Based on this assumption, it is important for the company to implement appropriate measures to ensure the success of the strategic orientation of the service, especially in Baghdad Electricity Distribution Company, as it is responsible for advance planning, including planning for the efficiency of human resources, investing them, and achieving good performance to obtain a distinguished competitive position.
2. The company should identify strengths and work to strengthen and invest them by relying on expertise to achieve outstanding performance, including financial performance while taking proactive measures to prevent errors and identify weaknesses and this is done through approved programs to facilitate and audit its work in various fields and show that the company It seeks to identify the strengths and represented by:

The presence of experiences, competencies, and qualifications on which the company relies on developing its business and providing distinguished service. You have the academic qualifications that help in development and creativity in providing service.

The completion of many new projects that work to achieve profits through its contracting with sober international companies such as (Siemens) of Germany and (Alstom) of France.

3. While the weaknesses in Baghdad Electricity Distribution Company, the research sample:

The lack of liquidity needed by the company to complete its operations due to the current situation, which directly affects the provision of services.

The slow pace in the distribution of its services due to the restrictions imposed by the routine procedures and

the centralization of the decision-making process and the lack of empowerment of workers.

Weak sales of the company's electrical energy, and according to the opinions of the sample answers, it is clear that there is no liquidity to purchase the tools and equipment needed to solve the problems and sudden breakdowns that affect the provision of services.

4. There is a positive relationship of moral significance to the strategic orientation of servitization in the dimensions of the company's performance, which indicates the role of strategic orientation of servitization in the performance of the company, and this indicates that the company develops a strategic orientation for service that helps in building the performance of the company represented by (financial performance, service performance the customer ).
5. There is a direct effect between the dimensions of the strategic orientation of the service and the financial performance, ie whenever there is an increase in the dimensions of the strategic orientation of the service that leads to an increase in the financial performance and vice versa.
6. There is a direct effect between the dimensions of the strategic orientation of the service and the performance of the customer service, ie whenever there is an increase in the dimensions of the strategic orientation of the service that leads to an increase in the performance of customer service and vice versa.
7. There is an effect of the strategic orientation of the service in the financial performance, as it was found that all the influence relationships between the dimensions of the strategic orientation of the service and the financial performance were strong and of moral significance, which indicates the distinguished role played by the financial performance in the dimensions of the strategic orientation of the service.
8. There is an effect of the dimension of the strategic orientation of the service in the performance of the customer service, as all the influence relations between the dimensions of the strategic orientation of the

service and the performance of the customer service were strong and of moral significance, which indicates the distinguished role that the performance of customer service plays in the dimensions of strategic orientation of servitization.

## 6- CONCLUSIONS

The research reached a set of conclusions related to the practical aspect, and the most important of these conclusions are the Baghdad Electricity Distribution Company takes into consideration the most basic requirements of the dimensions of the strategic orientation for the service in force by attracting competencies and skills that enhance the company's position and achieve outstanding performance in its work.

The interest and pursuit of the company to obtain a competitive advantage and search for new opportunities to change the current situation by interacting with existing and future opportunities, and

its permanent endeavor to provide new services distinct and compatible with the needs and desires of customers. The company continues to invest in opportunities that help it develop and improve its business-level through its contracting with sober international companies.

The workers have sufficient capabilities in finding solutions to the problems they face to stimulate the psychological motivation and the extent of their conviction to work to provide their best creativity in providing service. The presences of highly qualified and capable human resources that can complete their work according to the time specified for them and solve emergency problems very quickly.

The attempt of the researched company to introduce some recent changes that the company needs in its production operations by investing and qualifying the expertise in the company. The company is considered a pioneer and distinguished in the field of technology from other companies by introducing advanced technologies and this is evident through its contracting with international and local companies in providing the best services.

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