

# The Moderating Role of Technological Turbulence in the Effect of Entrepreneurial Marketing on SMEs' Performance

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**Abstract:** - The goal of this research is to explore how Entrepreneurial Marketing affects Small and Medium Enterprises' performance in Jordan and to understand how technological turbulence can mediate the correlation between Entrepreneurial Marketing and Small and Medium Enterprises' performance. The research can be classified as quantitative, descriptive, and cause-effect. Moreover, it uses convenience sampling and a cross-section approach to gather data through a survey. The data were gathered from 211 owners/managers, who work in Jordanian SMEs, particularly those who worked in the technology industry. Data were entered using SPSS-25, and then the validity, normality, and reliability were checked before testing hypotheses. The findings show that Entrepreneurial Marketing affects Small and Medium Enterprises' performance, where Stakeholder Orientation is rated the highest effect, followed by Opportunity Focus and Value Creation respectively. Calculated Risk-taking, Pro-activeness, Resource Leveraging, Innovativeness, and Networking do not affect Small and Medium Enterprises' performance significantly. Furthermore, results showed that technological turbulence did not act as a moderate correlation between Entrepreneurial Marketing and Small and Medium Enterprises' performance.

**Key-Words:** - Technological Turbulence, Entrepreneurial Marketing, SMEs' Performance, Stakeholder Orientation, Opportunity Focus, Value Creation, Small and Medium Enterprises, Jordan.

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## 1 Introduction

Nowadays, Small and Medium Enterprises (SMEs) compete with rapid changes. A complex, and uncertain environment that needs operations and processes that respond efficiently and effectively to such environment, [1], [2]. Many scholars and academicians concluded that SMEs should develop new marketing approaches and proposed that entrepreneurship and new marketing approaches are helpful to adapt to these challenges, also by improving innovative skills to face technological turbulences [3], [4] and improve the SMEs' overall performance, [5].

Entrepreneurial Marketing (EM) defines the organizational processes of marketing that seek opportunities within uncertain complex market environments under limited resources, in this case, the companies should develop simple and innovative marketing methods that depend on

personal relationships, [6]. Many previous empirical types of research attempted to understand the EM dimensions, measures, application, and their effect on organizations' performance. They concluded that the EM measures strongly affected the SMEs' success, though they used different measures and various evaluations in different industries and regions, [7], [8].

In the Jordanian context, like other countries in the world, most Jordanian organizations are SMEs. They highly contribute to the Jordanian economy, but they are strongly struggling to sustain and survive, and around 90% of these organizations collapse within five years. The continuous failure of some SMEs and several currently working SMEs are unable to manage the challenges that are faced by the Jordanian economy, [9]. Although Jordanian SMEs highly participate in the Jordanian economy, they have many major challenges, [10].

Generally, today's organizations are working in highly complex, unpredictable, rapidly changing, and competitive markets that need flexible fast-moving efficient, and effective business operations within limited resources, [1]. SMEs are working under limited resources, like marketing and planning knowledge. SME managers and owners do not see marketing as a key issue and have limited marketing skills so they are unable to better exploit the opportunities [2], thus traditional marketing approaches are not suitable marketing practices for such organizations [11]. Several studies indicated that SMEs require new marketing approaches and proposed that the coordination between entrepreneurship and marketing helps to overcome challenges, cope with market and technological turbulences, identify current opportunities, and enhance innovation, [3], [4].

The Jordanian SMEs' performance is different among SMEs and sectors. They vary in their operational and financial performance which results from different operations, processes, and activities, also EM affects overall SMEs' performance differently, [5].

Finally, the current article's goal is to explore the influence of EM on Jordanian SMEs' performance. Furthermore, it seeks to test how each EM dimension affects Jordanian SMEs' performance and test if technological turbulence can moderate the EM effect on Jordanian SMEs' performance. For that, this research paper responds to the upcoming questions: How does the EM affect Jordanian SME performance? How does each EM dimension impact Jordanian SMEs' performance? Does the technological turbulence act as a moderate between EM on Jordanian SMEs' performance?

In the end, this research aims to cover the gap-related correlation between EM and organizations' performance and the role of technological turbulence. Moreover, it aims to provide sound recommendations to SME owners, managers, and decision-makers related to overcoming current challenges.

## **2 Problem Formulation**

### **2.1 Marketing in SMEs**

While marketing is critical to large businesses' success, it is even more critical for SMEs, because the loss or gain of some customers may define an organization's survival, [8]. SMEs were using simple forms of traditional marketing, but now they realized the importance of new marketing tools used by big organizations, [12], [13]. Traditional

marketing is not suitable for the current competition, SMEs have to use the new marketing tools that suit their business, [14]. Prior studies have empirically defined several SMEs' characteristics that encourage them to develop entrepreneurial marketing approaches.

First, SMEs have limited resources of finance, knowledge, and time. These limited resources restrict their marketing approaches and activities compared to large organizations, [15]. Therefore, to pursue market opportunities, SMEs have to use different approaches related to speed and flexibility to satisfy customers' needs, which requires developing suitable financial and human resources, [16]. In such cases. SMEs have to use inexpensive marketing approaches, [12]. Second, SMEs have a flat structure which is less sophisticated and less complex, which allows for faster response to customers' needs, [14]. SMEs are closer to customers and communicate with them face-to-face to get more information about customers compared to large organizations, [12]. SMEs allocate more resources to build relationships with customers and keep strong contact with customers. Most SMEs develop systems to get immediate feedback from customers and use creative flexible solutions, [11]. They can develop their marketing decision-making process while engaging in business, [12]. Therefore, they can respond quickly to external environmental unpredicted challenges and tend to exploit any new opportunity faster than large corporations, [17].

One of SMEs' characteristics is that the manager/owner directly affects the SME's marketing approaches and actions, [11]. Organizations run by owners have more chances to have better entrepreneurial marketing compared to organizations run by non-owners since owners can contribute to better entrepreneurial qualities than non-owners, [18].

### **2.2 Entrepreneurial Orientation and Market Orientation**

Entrepreneurship and Marketing topics are attracting practitioners and scholars to conduct more research about the relationship between both [6]. Several empirical research concluded that marketing and entrepreneurship are strongly related to each other, [19]. The marketing notion is very critical to the success of business through understanding customers' needs and defining target markets, [20].

Marketing orientation was described as "the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business",

[21]. Marketing orientation concentrates on generating, focusing, and maintaining added value for consumers and it considers all stakeholders' interests, [22]. Moreover, the "entrepreneurial orientation" term includes practices, processes, attitudes, and decision-making to develop businesses and use new marketing approaches, [23], [24]. Entrepreneurial orientation is represented as an organizational strategic orientation, which has particular entrepreneurial characteristics that affect practices, approaches, and decision-making, [23]. The entrepreneurial orientation model proposed five dimensions; risk-taking, innovativeness, pro-activeness, aggressiveness, and autonomy, [25]. Every dimension is critical to entrepreneurial orientation and its measurement varies, [26].

In summary, entrepreneurial orientation is defined as the level of organizational goals that can guide how to exploit and identify opportunities in the market, while marketing orientation is described as the level of organizational strategic market planning that depends on consumers and competitors, [27]. Both entrepreneurial orientation and marketing orientation support organizations to satisfy customers' needs, [28].

The relationship between marketing orientation and entrepreneurial orientation includes that the change in any of one will affect the others, [29]. Therefore, the connection between them affects organizational performance and business, so entrepreneurship needs marketing orientation to direct innovative activities effectively. Furthermore, marketing orientation needs entrepreneurship to have a quick response to any opportunity in the market, so a marketing orientation and entrepreneurial orientation supplement each other, increasing the level of both orientations increase the business performance, [30], [31].

### 2.3 Entrepreneurial Marketing (EM)

The "Entrepreneurial Marketing" concept is utilized in several courses. It has been defined as the marketing activities of organizations searching for opportunities within complex, changeable, and unpredictable market situations with resources, so the organization should capitalize its effort on simple and innovative approaches, which depend on individual networking, [6].

EM can be characterized as critical activity and adjusting marketing themes to the specific requirements of organizations, [32]. This activity includes opportunity, risk, innovation, and limited resources. For SMEs, the managers/owners play a major role in this activity, [8]. EM as a concept covers the interrelationship between marketing with

entrepreneurship and service, which leads to diverse new marketing activities, such as expeditionary marketing, radical marketing, guerilla marketing, disruptive marketing, and other marketing approaches. The distinctive marketing of EM has been introduced with seven key sets, the main four are opportunity focus, calculated risk-taking, pro-activeness, and innovativeness which come from the entrepreneurial orientation, [33], [34]. The fifth set relates to leveraging resources that are very important in currently emerging markets, particularly guerilla marketing, which is a main topic in the entrepreneurship context. Value creation and customer intensity are the final two factors, which have to be aligned with the organizational marketing orientation, [35], [36].

Coupling the EM of SMEs with limited resources creates novel marketing approaches [5], [37] and now EM has become to be a more broader and inclusive concept [5], it integrates both entrepreneurship and marketing to develop an emergent marketing strategy for competition in uncertain, dynamic, and changeable environments, [12]. Furthermore, the EM term expresses the marketing tactics of organizations that seek opportunities in uncertain marketplaces under limited resources, [6]. Nowadays, the concepts of marketing and entrepreneurship are the main topics in business research, [38], [39]. Several previous researches indicated that there is a strong correlation between them, while others did not confirm the relationship clearly, and some provided different results [38], therefore, it is not easy to confirm the relationship between both, [7]. In the current research, EM is described as the degree of marketing actions that are driven and conducted by managers and/or owners and uses eight dimensions (pro-activeness, opportunity focus, calculated risk-taking, resource leveraging, innovativeness, networking, stakeholder orientation, and value creation) to improve business performance.

### 2.4 Entrepreneurial Marketing and SMEs' Performance

Most prior studies suggest that both SMEs marketing orientation and entrepreneurial orientation increase business performance, [40]. There is no agreed-upon definition for organizational performance, [41]. Organizational performance is the accomplishment of an organization concerning a set of criteria, [40].

Empirical studies have used many indicators to evaluate entrepreneurship and marketing, and SMEs' business performance, [40]. Both financial and nonfinancial indicators have been used to evaluate

business performance, [42]. Concerning the financial indicators, organizational efficient indicators were employed for example (profitability, sales, and return on assets), for nonfinancial indicators, effectiveness measures were utilized, for example (market share, growth rate, and customer value), [43].

While not all the components of EM have a positive direct correlation with organizational performance, some of them have an indirect effect on SME performance, [7]. EM affects the SMEs' performance and indicates that EM dimensions like value creation, pro-activeness, customer intensity, and resource leveraging positively and significantly affect an organization's performance, [44]. The influence of the seven components of EM on SME performance was studied by [8] concluded that EM components positively and directly affect the results of owner-operated SMEs. Moreover, EM is strongly affecting business performance related to market share and growth, [45].

Previous empirical studies included many dimensions for EM and showed different measures and applications. All these studies showed that EM dimensions are crucial for the SMEs' success, but results vary based on regions, countries, and contexts. Therefore this study considers external and internal environmental issues that directly affect an organizational marketing strategy. So, the upcoming hypothesis is suggested:

*H01: EM does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

## 2.5 Entrepreneurial Marketing Dimensions

### 2.5.1 Pro-activeness

Pro-activeness is a company's ability to predict market needs or changes and be among the first movers to cope with these challenges, [7]. Organizations can pursue the opportunities better than competitors, [27]. Pro-activeness is the capability to be the first launcher of new services and/or products. A proactive organization sets procedures for processes that the competitors have to match with. Proactive actions are taken under uncertain, complex, and changing situations in companies to enhance their competitive position. Getting updated information about customers and the market is crucial for proactivity and to respond quickly to market needs, [5]. So, the next hypothesis is suggested:

*H01.1: Pro-activeness does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.2 Calculated Risk-Taking

The concept of "risk-taking" is utilized to describe the various coming from entrepreneurial activities. Calculated risk-taking is described as an organization's readiness to conduct planned actions to reduce the searching opportunities risk, due to complexity, uncertainty, and changing environment, so entrepreneurs should be able to make the right decision at a suitable time, [46]. The risk should be evaluated and assessed to moderate and/or reduce it, [47]. Risk-taking is a key component of EM orientation [48]. EM encourages to make a suitable decision for each risk, [5]. EM provides opportunities at the same time it includes risks, [49]. Most previous studies indicated that calculated risk-taking is correlated with organizational performance, [50]. Finally, empirical evidence indicates that taking risks increases organizational performance, [51]. Therefore, the next hypothesis is suggested:

*H01.2 Calculated risk-taking does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.3 Innovativeness

Innovation helps organizations to recognize opportunities clearly, and develop suitable resources. It encourages creativity and creates new products and/or services, it includes supporting R&D and using updated technology of new processes. In the marketing context, innovativeness includes elevating the processes, services, and product qualities to move a business to new marketplaces, [52]. The degree of innovation in marketing helps to create new markets, products, and services. The incremental innovation increases information and relationships with customers to provide added value for consumers. SMEs have to use innovative marketing strategies, especially if they lack the resources to sustain industry creation, [8]. So, the upcoming hypothesis is suggested:

*H01.3: Innovativeness does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .*

### 2.5.4 Opportunity Focus

The tendency of organization owners/managers to define gaps in the marketplace and the customer wants to create and sustain a competitive position is called opportunity focus, [52]. Identifying and pursuing current opportunities are the most important marketing activities for successful SMEs. Organizational performance is measured by the organization's capability to select suitable opportunities and target them, [8]. The EM activities

focus on grabbing opportunities using available and redeployed resources. Entrepreneurial activities aim to seek new opportunities continuously. Entrepreneurial activities are directed to meet customers' needs and search for potential marketplaces before competitors. Entrepreneurs are persons who convert innovations into grasp opportunities. To sustain the business organizations need continuous innovation, [12]. Prior literature indicated that opportunity focus strongly affects organizations' performance, [7], [8], [53]. So, the upcoming hypothesis is formalized:

*H01.4: Opportunity focus does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.5 Resource Leveraging

Resource leveraging includes utilizing limited resources efficiently and using innovative synergistic tools, [8]. Several studies indicated that resource constraints encourage and motivate entrepreneurial actions. Having suitable resources through partnership increases the benefits of organizational marketing efforts, [14], [54]. Cooperation with partners in different operations such as marketing and production processes increases organizational efficiency and reduces resource costs, [55]. Finally, resource leveraging covers developing partnerships with business partners to create a competitive advantage. Therefore, resource leveraging has a significant impact on an organization's performance, [56]. Finally, entrepreneurial organizations develop the capacity of resource leverage by identifying and using the not fully utilized resources and finding non-traditional ways to use resources. Different approaches can be used for partnership such as renting, outsourcing, outsourcing, leasing, bartering, borrowing, and contracting. Hence, the next hypothesis is suggested:

*H01.5: Resource leveraging does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.6 Value Creation

Value creation is considered an outcome of organizational entrepreneurial activities, [39]. Value creation involves activities that exceed adding value to products, services, and customers, [18]. The value creation involves integrating organizational resources with strategies to better fit an organization's niche and enhance a sustainable competitive position [18]. It is not enough to find opportunities, it includes capitalizing and pursuing

these opportunities to increase organizational performance and success, [7], [57].

Value creation is a cornerstone for relationships and daily transactions. The value creation is continuously re-identified based on market dynamics. Finally, the benchmark for marketing campaign evaluation is to measure generated added value. Hence, the upcoming hypothesis is suggested: *H01.6: Value creation does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.7 Networking

Networking is a tendency of an organization to benefit from its relationships and create new connections continuously, [5], [58]. Entrepreneurial organizations utilize the networks to gather information about the market and reach potential customers. Network information can create a competitive advantage [59], reduce risks, and use resources efficiently [60], particularly for organizations with limited resources, [11]. Networks involve not only suppliers and customers; they also involve competitors and other stakeholders, [12]. SMEs create and rely on their networks to get more knowledge, [12]. Networks provide organizations with valuable market information [61]. SMEs search for information in different markets and environments, [62]. Therefore, the coming hypothesis is formulated:

*H01.7: Networking does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

### 2.5.8 Stakeholder Orientation

Customer intensity is described as a key element of EM's notion, which uses marketing to satisfy customers' requirements, [37]. EM considers customer intensity as a special method to support customer value by exploiting opportunity and innovation. EM not only concentrates on clients but considers other stakeholders to focus on intense customers for marketing orientation, [5]. In brief, stakeholders include any entity (individual or group) that may have an influence on organization activities and/or who is affected by organization actions, [63]. The stakeholders of the organization include customers, owners, employees, and competitors, [64]. Organizations should consider all stakeholders' needs, which affect organizational performance and success, also should proactively deal with their concerns, [65]. Several studies indicated that good stakeholder management increases organizational value, [66], [67]. Finally, prior articles have concluded a strong correlation

between stakeholders' orientation and organizational performance that is evaluated by financial aspects, [68], [69]. So, the next hypothesis is proposed:  
*H01.8: Stakeholder orientation does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

## 2.6 Technological Turbulence

Evolving technology is described as “short product development cycles and fast technological obsolescence”, [70], this offers many opportunities to create added value for consumers and creates a competitive advantage through enhancing organizational processes, [71]. A fast technological environment evolution does not only provide opportunities but is also accompanied by many challenges [72], creates uncertainty, and increases the rate of failures, [73]. In this case, organizations are required to be able to get updated knowledge continuously and provide creative solutions as fast as possible to maintain their competitive position, [74]. Information and communication technology (ICT) is emerging and gives chances for new start-ups, improving processes and operations, and expanding the markets, [72]. This creates high technological turbulence, so organizations have to be innovative and proactive in their operations and processes, [5]. As technological turbulence increases, organizations should use EM more and more, [15]. Prior empirical research indicated that the benefits of EM will be more clear in turbulent environments, [14], [47]. Furthermore, technological turbulence creates new opportunities and improves performance, [75]. In the end, previous studies showed that there are several advantages when joining the market and entrepreneurial orientations together in turbulent environments, [14].

The proposed model studies the role of technological turbulence as a moderating factor in the correlation between marketing abilities and SME performance and expects that organizations that use the updated technologies will be in a better position and have superior business performance, [76]. Moreover, organizations should enhance the use of EM strategies as turbulent environments increase, [77]. So, the upcoming hypothesis is suggested:  
*H02: Technological turbulence does not moderate the effect of EM on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

## 2.7 Theoretical Framework

Based on the above-mentioned discussion, the study model has been developed, [5], [46], [72], [78] as shown in Figure 1.

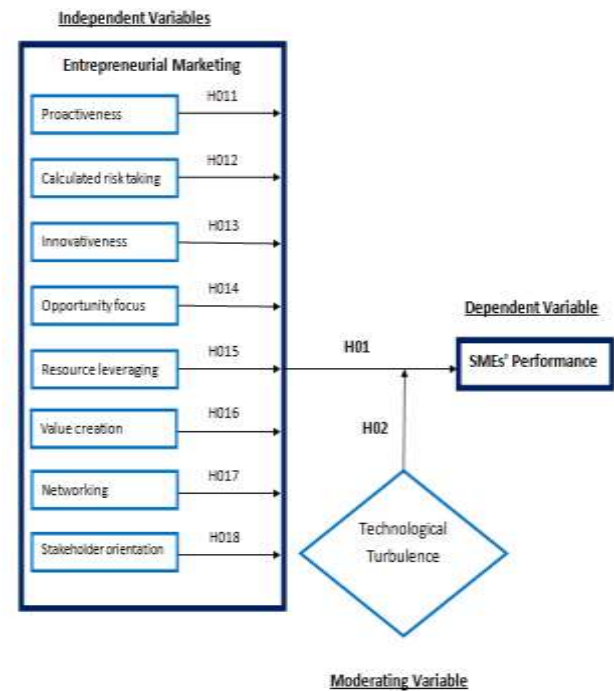


Fig. 1: Theoretical Framework

## 3 Research Methodology

### 3.1 Method

The goal of the current research is to explore entrepreneurial marketing and define the dimensions that influence the Jordanian SMEs' performance. A quantitative, descriptive, cause-effect method was used, which is a suitable method to investigate the causes-effects, [79]. The quantitative research approach is used to gather and analyze numerical data, [80].

To gather the data, primary and secondary sources were considered. The data secondary sources were collected from several sources, such as reports, studies, articles, books, and online journals. Primary data were gathered through the survey questionnaire. Google Drive Forms was used to develop and distribute the survey manually and online through Facebook and LinkedIn.

### 3.2 Measurement Tools

The survey of the current study includes measurement tools that include all study variables. Independent variables (Entrepreneurial Marketing dimensions) cover 8 constructs, pro-activeness with 6 paragraphs, [7]. Innovativeness 4 paragraphs, [8]. Calculated risk-taking 4 paragraphs, [46]. Then, the opportunity focuses on 4 paragraphs [8], [52]. Resource leveraging 5 paragraphs, [7]. Value creation 4 paragraphs, [7]. Networking 4 paragraphs [12], [46]. Finally, stakeholder orientation 8

paragraphs, [78]. The moderator variable (technological turbulence) is 3 paragraphs [72]. At the end, the dependent variable (SMEs' performance) is 4 paragraphs, [46]. The survey paragraphs were evaluated by implementing a 5-point Likert scale from 1 strongly disagree to 5 strongly agree.

### 3.3 The Population of the Study

The research population covers managers and owners of "micro, small, and medium enterprises" in Jordan, particularly those who are working in the technology field (technology and technology-enabled SMEs) [81]. Technological organizations depend on updated technology, [81]. Not only technology is evolving but also the relationship with customers has been changed by technology development, [82].

### 3.4 Sample of the Study

In the current research, a convenience cross-sectional sampling method has been used. Including all populations is not possible because there is no perfect data about them, the convenience sampling method has been used, which is a form of non-probability sampling method [83] and its goal is to collect data from easily accessible respondents within a short time, [84]. Data was gathered from 211 managers and owners of Jordanian SMEs (56.4% owners and 43.6% managers).

### 3.5 Demographics of Sample

Males were 63.5% of participants and females 36.5%. Related to participants' age groups, 14.7% were aged between 21-30 years, 49.8% were between 31-40 years, 26.5% were between 41-50 years, 7.6% were between 51-60 years, only 1.4% were above 60. Related marital status, 18.5% were single, 78.7% were married, 0.5% were separated, 0.9% were divorced and 1.4% were widowed. Related to education (62.1%) hold a bachelor's degree, (25.1%) master's degree holders, and (3.8%) Ph.D. holders, (5.2%) community college, (1.9%) high school diploma, (1.9%) high school or below. Regarding job positions, 56.4% were owners and 43.6% were managers. Referring to company size, SMEs which classified based on the numbers of employees. Micro-companies (1-4 employees) 36.5%, small companies (5-20 employees) 39.3%, and medium-sized companies (21-100 employees) 24.2%. Table 1 demonstrates demographic characteristics.

Table 1. Demographic

		Frequency	Percent
Gender	Male	134	63.5
	Female	77	36.5
	Total	211	100.0
Age	21-30	31	14.7
	31-40	105	49.8
	41-50	56	26.5
	51-60	16	7.6
	above 60	3	1.4
	Total	211	100.0
Marital Status	Single	39	18.5
	Married	166	78.7
	Divorce	2	.9
	Separate	1	.5
	Widow	3	1.4
	Total	211	100.0
Education	High School	4	1.9
	Community College	11	5.2
	Bachelor	131	62.1
	Higher Diploma	4	1.9
	Master	53	25.1
	Ph.D.	8	3.8
	Total	211	100.0
Job	owner	119	56.4
	Manager	92	43.6
	Total	211	100.0
Size	Micro	77	36.5
	Small	83	39.3
	Medium	51	24.2
	Total	211	100.0

## 4 Data Analysis

### 4.1 Validity and Reliability

The purpose of the data validity and reliability check is to confirm that the gathered data is valid and reliable for further analysis, [85]. The questionnaire was developed based on previous studies and then refereed by 8 experts (academicians). Then test on 20 participants from included organizations. Reliability was performed to test the internal consistency of the constructs by using Cronbach's Alpha, [86].

### 4.2 Validity Test

To confirm the validity factor analysis, Principal Component Analysis with the Kaiser-Meyer-Olkin (KMO) test was used. The factor loading for each item indicates the relationship of each item with its construct, if its value exceeds 0.60 is accepted, [87], [88]. KOM shows sample homogeneity and adequacy and if its value is more than 0.80 the interrelationship is high, if it is more than 0.60 is accepted, and if the Bartlett test of Sphericity (BTS)

significance is lower than 0.05 then using factor analysis is convenient, and variance indicates explanation power of each construct, if it is more than 0.50 is accepted, [89], [90]. Table 2 reveals that factor loading for each item is higher than 0.60, KMO for each construct exceeds 0.70, the explanation power of each construct exceeds 0.50, and the significance is 0.000. Therefore the validity of the tool is confirmed.

Table 2. Validity Test

Item	F1	KMO	Ch <sup>2</sup>	Var%	Sig.
Q1	.891	.794	803.240	63.260	0.000
Q2	.871				
Q3	.747				
Q4	.726				
Q5	.736				
Q6	.785	.781	223.534	60.691	0.000
Q7	.737				
Q8	.805				
Q9	.793				
Q10	.779				
Q11	.836	.815	317.627	67.419	0.000
Q12	.818				
Q13	.840				
Q14	.789				
Q15	.763				
Q16	.802	.776	224.892	60.789	0.000
Q17	.792				
Q18	.760				
Q19	.773				
Q20	.801				
Q21	.656	.780	317.312	55.749	0.000
Q22	.789				
Q23	.703				
Q24	.871				
Q25	.895				
Q26	.814	.825	466.546	74.568	0.000
Q27	.872				
Q28	.819				
Q29	.833				
Q30	.869				
Q31	.853	.821	387.197	71.181	0.000
Q32	.694				
Q33	.733				
Q34	.731				
Q35	.709				
Q36	.601	.759	733.586	63.920	0.000
Q37	.626				
Q38	.681				
Q39	.697				
Q40	.843				
Q41	.893	.706	236.812	74.283	0.000
Q42	.849				
Q43	.908				
Q44	.885				
Q45	.862				
Q46	.875	.810	558.419	77.915	0.000

### 4.3 Reliability Test

Cronbach's alpha is used as a reliability measure to indicate the internal consistency level within the items group, [91]. Cronbach's alpha results above 0.70 are generally accepted for internal consistency, [90], [92], [93].

The Cronbach's alpha value for all surveys is 0.954. The entrepreneurial marketing construct 39 paragraphs Cronbach alpha value is 0.943. Pro-activeness 6 paragraphs value is 0.873, calculated risk-taking 4 paragraphs value is 0.777, innovativeness 4 paragraphs value is 0.837, opportunity focuses 4 paragraphs value is 0.783, resource leveraging 5 paragraphs value is 0.797, value creation 4 paragraphs value is 0.885, networking 4 paragraphs value is 0.864, stakeholder orientation 8 paragraphs value is 0.814. The moderating construct, technological turbulence 3 paragraphs value is 0.753 and includes three items. SMEs' performance 4 paragraphs value is 0.905. Cronbach's alpha score for all variables and sub-variables rated more than 0.70, showing accepted reliability, [88].

### 4.4 Descriptive Analysis

Descriptive data are shown in Table 3 which includes mean, standard deviation, t-value, and significance. All constructs rated more than 3 and a standard deviation less than 1, which demonstrates that participants agree on the high implementation of all constructs except performance has medium implementation.

Table 3. Descriptive Statistics

	M	S.D.	t	Sig.
Pro-activeness	3.9313	.66915	20.216	.000
Calculated risk	3.7618	.66805	16.565	.000
Innovativeness	4.0379	.63974	23.567	.000
Opportunity	3.6469	.70143	13.397	.000
Resource Leveraging	3.9555	.64091	21.655	.000
Value Creation	4.0806	.64874	24.195	.000
Networking	3.8709	.72799	17.376	.000
Stakeholder	3.7814	.62056	18.291	.000
Tech Turbulence	4.0316	.71496	20.959	.000
Performance	3.3164	.82396	5.577	.000

*T-Tabulated=1.960*

### 4.5 Correlation Test

Pearson's correlation coefficient is applied to define the linear correlation direction and strength between two variables, [94], [95]. Findings reveal that there is a significant correlation, and do not exceed 0.90, [96]. Table 4 displays the correlations among variables and sub-variables.

Table 4. Correlation among Variables and Sub-variables

	1	2	3	4	5	6	7	8	9	10
1 Pro-activeness										
2 Calculated risk	.489**									
3 Innovativeness	.614**	.491**								
4 Opportunity	.480**	.438**	.610**							
5 Resource Leveraging	.391**	.463**	.473**	.537**						
6 Value Creation	.553**	.457**	.502**	.475**	.527**					
7 Networking	.277**	.377**	.352**	.461**	.677**	.476**				
8 Stakeholder	.412**	.470**	.516**	.553**	.478**	.597**	.493**			
9 Tech Turbulence	.298**	.369**	.385**	.357**	.314**	.241**	.331**	.459**		
10 Performance	.372**	.381**	.407**	.450**	.292**	.268**	.268**	.467**	.348**	

\*\* Correlation is significant at the 0.01 level (2-tailed)

## 4.6 Multi-collinearity Test

A multi-collinearity check was done to confirm the scale validity and no multi-collinearity, [97]. Collinearity was evaluated by the Variance Inflation Factor (VIF) and Tolerance ensures there is no multi-collinearity, [97]. Variance Inflation Factor (VIF) scores are lower than 5, and Tolerance is higher than 10%, [98]. As shown in Table 5, results show that no multi-collinearity among paragraphs and variables, [99].

Table 5. Multi-collinearity test

	Collinearity Statistics	
	Tolerance	VIF
Pro-activeness	.512	1.953
Calculated risk	.621	1.610
Innovativeness	.459	2.181
Opportunity	.498	2.006
Resource Leveraging	.434	2.305
Value Creation	.483	2.071
Networking	.491	2.036
Stakeholder	.501	1.995

## 4.7 Hypotheses Testing

### 4.7.1 Multiple Linear Regression

*H01: EM does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .*

Table 6 displays the results of multiple regression for EM dimensions against SMEs' performance.  $R=0.562$ ,  $R^2=0.316$ ,  $F=11.675$ ,  $\text{sig}=0.000$   $R^2$ , this means that EM dimensions demonstrate 31.6% of the variation in SMEs' performance. The result indicates that the EM dimensions together have a significant effect on SMEs' performance. Consequently, the proposed hypothesis is dismissed and the opposite is accepted which confirms that entrepreneurial marketing affects Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .

Table 6. ANOVA the Influence of EM on SMEs' Performance

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Sig.
1	0.562 <sup>a</sup>	0.316	0.289	11.675	0.00 <sup>b</sup>

Dependent Variable: SMEs' Performance. Predictors: (Constant), "Pro-activeness, Calculated Risk Taking, Innovativeness, Opportunity Focus, Resource Leveraging, Value Creation, Networking, Stakeholder Orientation".

Table 7 shows multiple regression results of EM dimensions on Jordanian SMEs' performance. Outcomes indicated the following

*H01.1: Pro-activeness does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .* Pro-activeness ( $\beta=0.148$ ,  $t=1.826$ ,  $\text{sig}=0.069$ ). Since the t-value is less than the T-Tabulated and the significance is more than 0.05 the null hypothesis is admitted, which states that *Pro-activeness does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .*

*H01.2 Calculated risk-taking does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .* Calculated risk ( $\beta=0.131$ ,  $t=1.770$ ,  $\text{sig}=0.078$ ). Since the t-value is less than the T-Tabulated and the significance is more than 0.05 the null hypothesis is admitted, which states that *calculated risk-taking does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .*

*H01.3: Innovativeness does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .* Innovativeness ( $\beta=0.067$ ,  $t=0.783$ ,  $\text{sig}=0.435$ ). Since the t-value is less than the T-Tabulated and the significance is more than 0.05 the null hypothesis is admitted, which states that *Innovativeness does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .*

*H01.4: Opportunity focus does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .* Opportunity ( $\beta=0.203$ ,  $t=2.466$ ,  $\text{sig}=0.014$ ). Since the t-value is more than the T-Tabulated and the significance is less than 0.05 the null hypothesis is denied and the opposite is admitted, which states that *Opportunity focus has a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .*

*H01.5: Resource leveraging does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .* Resource Leveraging ( $\beta=0.029$ ,  $t=0.329$ ,  $\text{sig}=0.742$ ). Since the t-value is less than the T-Tabulated and the significance is more than 0.05 the null hypothesis is admitted, which states that *Resource leveraging*

does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .

H01.6: Value creation does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ . Value Creation ( $\beta=0.182$ ,  $t=2.170$ ,  $sig.=0.031$ ). Since the t-value is more than the T-Tabulated and the significance is less than 0.05 the null hypothesis is dismissed and the alternative is admitted, which states that Value creation has a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .

H01.7: Networking does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ . Networking ( $\beta=0.012$ ,  $t=0.139$ ,  $sig.=0.889$ ). Since the t-value is less than the T-Tabulated and the significance is more than 0.05 the null hypothesis is admitted, which states that Networking does not have a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .

H01.8: Stakeholder orientation does not have a statistically significant effect on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ . Stakeholder ( $\beta=0.314$ ,  $t=3.818$ ,  $sig.=0.000$ ). Since the t-value is more than the T-Tabulated and the significance is less than 0.05 the null hypothesis is dismissed and the alternative is accepted, which states that Stakeholder orientation has a statistically significant effect on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .

Table 7. Coefficients for the Influence of EM on SMEs' Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.234	.388		.604	.546
Pro-activeness	.183	.100	.148	1.826	.069
Calculated risk	.161	.091	.131	1.770	.078
Innovativeness	.087	.111	.067	.783	.435
Opportunity	.239	.097	.203	2.466	.014
Resource Leveraging	.037	.114	.029	.329	.742
Value Creation	.231	.106	.182	2.170	.031
Networking	.013	.094	.012	.139	.889
Stakeholder	.417	.109	.314	3.818	.000

a. Dependent Variable: Performance; T-Tabulated=1.960

#### 4.7.2 Hierarchical Regression

Finally, for H02 the hierarchical regression has been used to test the role of technological turbulence moderates the relationship between EM on SMEs' performance.

H02: Technological turbulence does not moderate the effect of EM on the Jordanian SMEs' performance, at  $\alpha \leq 0.05$ .

Table 8 and Table 9 Model 1 indicates regressing EM dimensions against Jordanian SMEs' performance, while Model 2 demonstrates regressing EM dimensions against Jordanian SMEs' performance in the presence of technological turbulence as a moderator. Findings display that R changes from 0.562 to 0.567, and  $R^2$  changes from 0.316 to 0.322 at a significant level = 0.000 due to technological turbulence. Consequently, the null hypothesis is dismissed and the alternative hypothesis is admitted, which concluded that Technological turbulence moderates the effect of EM on the performance of Jordanian SMEs, at  $\alpha \leq 0.05$ .

Table 8. Technological Turbulence Effect on EM and SMEs' Performance

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	F	Sig.
1	0.562 <sup>a</sup>	0.316	0.289	0.695	11.675	.000 <sup>a</sup>
2	0.567 <sup>b</sup>	0.322	0.291	0.694	10.587	.000 <sup>b</sup>

a. Predictors: (Constant), Stakeholder, Pro-activeness, Networking, Calculated Risk, Opportunity, Value Creation, Innovativeness, Resource Leveraging. b. Predictors: (Constant), Stakeholder, Pro-activeness, Networking, Calculated Risk, Opportunity, Value Creation, Innovativeness, Resource Leveraging, Tech Turbulence

Table 9. Technological Turbulence Effect on EM and SMEs' Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.234	.388		.604	.546
Pro-activeness	.183	.100	.148	1.826	.069
Calculated risk	.161	.091	.131	1.770	.078
Innovativeness	.087	.111	.067	.783	.435
Opportunity	.239	.097	.203	2.466	.014
Resource Leveraging	.037	.114	.029	.329	.742
Value Creation	.231	.106	.182	2.170	.031
Networking	.013	.094	.012	.139	.889
Stakeholder	.417	.109	.314	3.818	.000
(Constant)	.093	.403		.232	.817
Pro-activeness	.175	.100	.142	1.752	.081
Calculated risk	.146	.092	.118	1.592	.113
Innovativeness	.071	.111	.055	.636	.525
Opportunity	.236	.097	.201	2.438	.016
Resource Leveraging	.038	.113	.029	.332	.740
Value Creation	.208	.108	.163	1.927	.055
Networking	.000	.094	.000	.005	.996
Stakeholder	.378	.113	.285	3.339	.001
Tech Turbulence	.100	.079	.087	1.266	.207

a. Dependent Variable: SMEs' Performance. T-Tabulated=1.960

## 5 Discussion

The goal of this research is to investigate the effect of EM on Jordanian SMEs' performance of Jordanian SMEs while using technological turbulence to test the moderation role. Outcomes display that EM affects Jordanian SMEs' performance. EM is crucial for SMEs' performance and success with limited resources. EM affects SMEs' performance strongly, [7].

Findings indicated that EM dimensions altogether significantly affect Jordanian SMEs' performance, each EM dimension has a different effect on Jordanian SMEs' performance, while some of them do not have a significant effect on SMEs' performance.

**Stakeholder Orientation** has the most impact on SMEs' performance. This means that Jordanian SMEs are concerned with all stakeholders, competitors, customers, employees, and other shareholders. The result matches with previous studies' results about the significant relationship between stakeholder orientation and organizational performance, [68], [69], [78]. **Opportunity Focus** has the second highest impact on SMEs' performance. This result is online with several prior studies that confirmed that opportunity-focused positively affects SMEs' performance, [7], [8], [53]. **Value Creation** also affects SMEs' performance. The previous research supports this result, which states value creation positively affects SMEs' performance, [7].

However, findings demonstrate that **Pro-activeness** does not have a significant effect on SMEs' performance, which contradicted some previous studies such as [26], which concluded that pro-activeness positively affects organizational performance. **Calculated Risk-taking** does not affect SMEs' performance, this finding does not align with prior studies that concluded calculated risk-taking affects organizational performance, [51]. **Innovativeness** does not affect SMEs' performance. This result is against several studies that indicated innovativeness is crucial for business performance and success, [23], [100], [101]. **Resource Leveraging** does not affect SMEs' performance. This finding does not align with prior findings such as [56], who concluded that resource leveraging strongly impacts organizational performance and enhances competitive advantage. **Networking** does not have a significant influence on SMEs' performance. This finding does not align with prior studies such as the [61] study which revealed that networks affect business performance positively.

Finally, the result demonstrates that **technological turbulence** does not moderate the

correlation between EM and SMEs' performance significantly, so it does not moderate the influence of t EM and SMEs' performance. This finding is contradicted by several previous research, which concluded a higher technological turbulence increases EM and affects performance, [14], [15], [47].

## 6 Conclusion

This study's goal is to test the influence of the EM dimensions on Jordanian SMEs' performance. Though the findings show that EM dimensions together affect Jordanian SMEs' performance, not all EM dimensions influence Jordanian SMEs' performance significantly. Stakeholder orientation had the highest effect, followed by opportunity focuses, and value creation. However, pro-activeness, resource leveraging, calculated risk-taking, networking, and innovativeness, do not have a significant effect on Jordanian SMEs' performance. Finally, technological turbulence does not affect the correlation between EM and the Jordanian SMEs' performance.

This study contributes to knowledge by adding a comprehensive framework to understand EM dimensions and their implementation in different fields within the Jordanian context. Moreover understanding the relationships among EM, SMEs' performance, and technological turbulence are very important not only for academicians but also for practitioners. Jordanian SMEs need to identify dimensions that affect Jordanian SMEs' marketing and the role of entrepreneurship in organizational performance and success. Jordanian SME managers and owners have to be able to overcome not only resource limitations but also different challenges coming from technological turbulence.

### 6.1 Future Research

There were several constraints to this study. Firstly, this study is cross-sectional, it is worth carrying out a longitudinal study and includes a larger sample. Secondly, data were collected from SMEs' owners and managers, and involving other employees may improve the results. Thirdly, the EM dimensions did not show an effect that needs more investigation to confirm or not the results of this study.

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The authors have no conflicts of interest to declare.

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