

turnitin unesa1

313 Similarity



Document Details

Submission ID

trn:oid:::3618:147367408

Submission Date

Aug 5, 2026, 10:45 AM GMT+7

Download Date

Aug 5, 2026, 10:47 AM GMT+7

File Name

313 Production_removed.pdf

File Size

340.9 KB

1 Page**499 Words****3,533 Characters**

8% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Filtered from the Report

- Bibliography

Exclusions

- 8 Excluded Matches

Match Groups

-  **1 Not Cited or Quoted 2%**
Matches with neither in-text citation nor quotation marks
-  **3 Missing Quotations 6%**
Matches that are still very similar to source material
-  **0 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 6%  Internet sources
- 7%  Publications
- 0%  Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

Match Groups

- 1 Not Cited or Quoted 2%**
Matches with neither in-text citation nor quotation marks
- 3 Missing Quotations 6%**
Matches that are still very similar to source material
- 0 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
- 0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 6% Internet sources
- 7% Publications
- 0% Submitted works (Student Papers)

Top Sources

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Internet		
	www.coursehero.com		4%
2	Internet		
	fareastjournals.com		2%
3	Publication		
	Edgard Barki, Jose Guilherme F. de Campos, Thomaz Novais Rocha, Marcus Alexa...		1%



Comparison of Multidimensional and Unidimensional Approach to Entrepreneurial Orientation: A Systematic Literature Review for SDG 8

Rusnandari Retno Cahyani^{*1}, Asri Laksmi Riani², Mugi Harsono², Sinto Sunaryo²

¹Universitas Sahid Surakarta, Surakarta, Indonesia

²Universitas Sebelas Maret, Surakarta, Indonesia



DOI : <https://doi.org/10.63230/jocsis.3.1.313>

Sections Info

Article history:

Submitted: February 20, 2026

Final Revised: April 15, 2026

Accepted: June 3, 2026

First Available Online: August 5, 2026

Publication Date: March 27, 2027

Keywords:

Entrepreneurial Orientation;

Innovation;

Organizational Performance;

Proactiveness;

Risk-Taking;

Small and Medium Enterprises;

Sustainable Development Goals;

Systematic Literature Review.

ABSTRACT

Objective: To examine and compare the multidimensional and unidimensional approaches to Entrepreneurial Orientation (EO) and their contribution to organizational performance within the perspective of sustainable economic development aligned with Sustainable Development Goal (SDG) 8. EO represents a strategic capability that encourages innovation, competitiveness, and entrepreneurial activities in organizations. **Method:** A Systematic Literature Review (SLR) approach by analyzing peer-reviewed articles indexed in Scopus from 2014 to 2024. From 500 initially identified articles, 100 articles were selected through screening, full-text evaluation, and quality assessment processes. The analysis focused on EO dimensions, research trends, theoretical contributions, and comparative advantages of both approaches. **Results:** The findings indicate that the multidimensional approach provides deeper insights into the specific roles of innovation, proactiveness, risk-taking, autonomy, and competitive aggressiveness in influencing organizational outcomes. Meanwhile, the unidimensional approach offers a simpler and more practical measurement framework for assessing overall entrepreneurial orientation. Both approaches demonstrate significant contributions to understanding business performance and entrepreneurial success. **Novelty:** The study contributes by integrating multidimensional and unidimensional perspectives of EO into a comprehensive framework that supports sustainable entrepreneurship development. The findings provide theoretical and practical implications for organizations seeking innovation-driven growth and sustainable economic competitiveness aligned with SDG 8.

INTRODUCTION

Entrepreneurial Orientation (EO) has been a focal point in entrepreneurship research for several decades, with significant contributions to understanding how entrepreneurial and innovative actions emerge within organizations. EO refers to the processes, practices, and decision-making activities that facilitate entrepreneurial initiatives (Ciampi et al., 2021; Lumpkin & Dess, 1996; Méndez et al., 2021). Research on EO typically follows two main approaches: multidimensional EO and unidimensional EO.

The multidimensional EO approach encompasses five critical dimensions: innovation, proactiveness, risk-taking, autonomy, and competitive aggressiveness (Lumpkin & Dess, 1996). Each dimension is posited to contribute uniquely to entrepreneurial performance. For instance, innovation drives new product development and technological advancements (Covin & Wales, 2019), while proactiveness relates to anticipating and acting on future needs and changes (Wiklund & Shepherd, 2014). Risk-taking involves committing resources to opportunities with uncertain outcomes (Rauch et al., 2009), autonomy allows organizational members the freedom to explore new ideas independently (Kreiser et al., 2013), and competitive aggressiveness refers to the firm's propensity to challenge competitors directly (Gódány et al., 2021).