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RESEARCH ARTICLE

Examination of The Effects of Partnership Capabilities and Entrepreneurship Orientation on Innovation Performance and Export Performance

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Abstract

For the research, data were collected from senior managers working in jointly established export-oriented ventures. The reason for choosing these initiatives is to examine whether partnership capabilities and entrepreneurial orientations' effects on export performance and innovation performance are successful in ventures established with export-oriented partnerships. Since the research is conducted in organizational areas where export-oriented enterprises are concentrated, it is an innovative study, and at the same time, the sample group of the research consists of ventures established in partnership. Data were collected from 601 senior employees for modeling and testing, and the lists registered with technoparks, entrepreneur associations, and entrepreneur foundations in Istanbul/Turkey were used. SmartPLS 3.3.5 was used for analysis. As a result of the data analysis in the research, it can be explained that both partnership abilities and entrepreneurial orientations positively affect export and innovation performances. These results show how important talents are in export-oriented ventures established in partnership. When the limitations of the research are evaluated, it will not be correct to generalize the research results since the data obtained from the enterprises registered to technoparks, entrepreneur associations, and entrepreneurial foundations operating in Istanbul represent a specific region. For this reason, it is recommended that the results obtained in this study should be evaluated only according to the sample group, and this situation should be taken into account in future studies.

Keywords: *Partnership Capabilities, Entrepreneurship Orientation, Innovation Performance, Export Performance*
Jel Codes: *L26, O30, M10*

Ortaklık Yetenekleri ve Girişim Yönelimi'nin İnovasyon ve İhracat Performansına Etkilerinin İncelenmesi

Özet

Araştırma için, ortaklıkla kurulan ihracata yönelik girişimlerde çalışan üst düzey yöneticilerden veriler toplanmıştır. Bu girişimlerin seçilmesinin nedeni, ihracata yönelik ortaklıklarla kurulan girişimlerde ortaklık yeteneklerinin ve girişimcilik yönelimlerinin hem ihracat performansı hem de inovasyon performansı üzerindeki etkilerinin başarılı olup olmadığını incelemektir. Araştırma ihracata yönelik girişimlerin yoğun olarak bulunduğu organizasyonel alanlarda yürütüldüğünden yenilikçi bir çalışmadır ve aynı zamanda araştırmanın örneklem grubunu ortaklıkla kurulmuş girişimler oluşturmaktadır. Modelleme ve test için 601 üst düzey çalışandan veriler toplanmış ve İstanbul/Türkiye'deki teknoparklar, girişimci dernekleri ve girişimci vakıflarına kayıtlı listelerden yararlanılmıştır. Analiz için SmartPLS 3.3.5 kullanılmıştır. Araştırmada verilerin analizi sonucunda hem ortaklık yeteneklerinin hem de girişimcilik yönelimlerinin ihracat ve yenilik performansları üzerinde olumlu bir etkiye sahip olduğu açıklanabilmektedir. Bu sonuçlar ortaklıkla kurulan ihracata yönelik girişimlerde yeteneklerin ne kadar çok önemli olduğunu göstermektedir. Araştırmanın kısıtları değerlendirildiğinde, İstanbul'da faaliyet gösteren teknoparklar, girişimci dernekleri ve girişimci vakıflarına kayıtlı girişimlerden elde edilen veriler belirli bir bölgeyi temsil ettiğinden dolayı araştırma sonuçlarını genellemek doğru olmayacaktır. Bu nedenle bu çalışmada elde edilen sonuçların sadece örneklem grubuna göre değerlendirilmesi ve ileride yapılacak araştırmalarda bu durumun dikkate alınması önerilmektedir.

Anahtar kelimeler: *Ortaklık Yetenekleri, Girişimci Odaklılık, İnovasyon Performansı, İhracat Performansı*
Jel Kodu: *L26, O30, M10*

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1. INTRODUCTION

Looking from the past to the present, the reasons for being an entrepreneur have been a matter of curiosity and started to be investigated by academics. The concept of entrepreneurial orientation was pioneered by Miller's (1983) research on entrepreneurship at the organizational level, and later thinkers such as Covin and Slevin (1989-1990) and Lumpkin and Dess (1996) developed the concept. Entrepreneurship has been defined in three periods: before and after Gartner (1989-1990) and after Shapero (1982). In the pre-Gartner period, the personality traits of individuals were emphasized in the definition of entrepreneurship. However, later on, focusing only on personality traits was deemed insufficient in influencing individuals to become entrepreneurs. In the post-Gartner period, the backgrounds of individuals have also been identified as having an important role in the realization of entrepreneurial action. In the post-Shapero period, entrepreneurship began to be defined as a conscious behavior development process based on orientation (tendency). However, it has been accepted that it is possible to predict whether entrepreneurship will take place in the future by researching the trends towards entrepreneurship. With this explanation, the importance of partnership capabilities and entrepreneurial orientation becomes evident to predict whether the ventures established in partnership will be successful in terms of performance (Prastiwi & Rohimat, 2020). It is important to examine the dynamics in the relations between organizations in partnership capabilities (Cabral, 2017). Because high-level management practices need talents to coordinate the productive activities of organizations (Winter, 2003) to be effective in strategically built alliances, it is vital to cultivate relational abilities (Anand & Khanna, 2000; Kale et al., 2002). From this perspective, partnership traits must suit enterprises formed through partnerships to achieve success. If the partnership's capabilities are incompatible, this will likely harm the performance requirements. In this respect, export and innovation performances are examined in performance criteria in the research. Because the data in the research were collected from companies established with export-oriented partnerships. According to Gnangnon (2019), the concept of export performance not only appears as an important term in international business literature but is also the subject of many studies in the economics literature. The literature often discusses it with a microeconomic (e.g., at the enterprise level) business perspective. According to Çavuşgil and Zou (1994), export performance is an indicator of the extent to which the plans and strategies for exporting products to foreign markets reach the economic and strategic goals of the firm. Hofer et al. (2019) emphasized that it is important to deal with economic results when focusing on the financial impact that export performance can be evaluated with both economic and non-economic results. In the innovation performance examined in the research, the success of the innovations in the market is considered. Although innovation projects contribute to the growth and competitive advantage, these projects can be risky and result in large financial losses. Therefore, innovation projects often combine with long-term resources and require large investments. In this context, one of the purposes of measuring the innovation performance of enterprises is to capture opportunities and reduce risks in the innovation process (Gerybadze et al., 2010). Innovation performance; It can improve performance, solve problems, add value and create a competitive advantage for businesses (Gloet & Terziovski, 2004). Based on these explanations, the lists registered to technoparks, entrepreneur associations, and entrepreneurial foundations in Istanbul/Turkey were used to collect data from ventures established in partnership with the research. Data were collected from 601 senior-level employees. As a result of the data analysis, it can be argued with hypotheses that partnership capabilities and entrepreneurial orientation dimensions positively affect performance outputs. Only in H18 was the hypothesis not supported because there was no variable effect of entrepreneurship orientation-competitive aggression mediator. It is important to consider this constraint, as the data in the study were collected from ventures in certain regions in Istanbul in terms of the sample. Interpretation of the results by considering these limitations will be meaningful for similar studies to be conducted in the future.

2. LITERATURE REVIEW

2.1. Partnership Capabilities (PC)

The subject of partnership is very broad in terms of its content. It is feasible to describe a partnership as an arrangement involving at least two firms based on the parties' voluntary participation (Markova & Trapeznikov, 2016). This collaboration requires the creation and sharing of new resources and qualities by the partners (Tuten & Urban, 2001). “Partnerships” in Anglo-Saxon law is a type of sole proprietorship without legal personality (Mihov, 2020). Although the main purpose of the Partnership is to make a profit, there is a difference with the business partnership in terms of the loss division. Generally, the sharing of the profit by the partners necessitates the sharing of the loss; therefore, in a "partnership," both the profit and the loss are distributed among the partners. Partnerships can be established for a definite or indefinite period and are generally accepted to be established for continuous business (Wedderburn, 2002). A partnership is a business organization formed by an explicit or implicit contract in which two or more persons or organizations join forces for profit (Laffin & Liddle, 2006). Due to the importance of dynamic structures in studying inter-organizational relationships, the concept of talent has been the subject of greater inquiry in the literature (Cabral, 2017). Organizations use their capabilities to coordinate productivity activities in high-level applications (Kerr & Ulrich, 1995). For this reason, businesses may achieve their objectives more readily when they employ their talents to address challenges (Lee & Park, 2021). The concept of partnership is a management approach in which many people have a say in the investment made. Industrial partnerships are the combination of mutual interests to achieve the determined goals and achieve success. Cooperation activities between companies are specially carried out to reduce costs, enter new markets more powerfully, develop innovations, and access technology resources more easily (Purnomo et al., 2018). Thanks to this cooperation, the development of skills can also be achieved. The decision to work together can create synergy, as the knowledge of the companies in the realized partnerships can be transformed into organizational innovations when mutually evaluated (Caloghirou et al., 2003). In line with the explanations made in the literature, the effects of partnership capabilities on entrepreneurial orientation, export performance, and innovation performance in export-oriented partnerships are examined in the research.

2.2. Export Performance (EP)

The first step for businesses that want to operate in international markets is export. Many researchers are interested in what factors affect firms' exports, what methods are used to measure these factors, and what includes export performance. Export performance is the response to export behavior outcomes in the company's context and environment-specific conditions (Gupta & Chauhan, 2021). On the other hand, Ruzekova et al. (2020) expressed export performance as a result of a firm's international sales. According to Malca et al. (2020), export performance is evaluated as the degree of the firm's economic success in export markets. Monteiro et al. (2019) define export performance as the success indicator of the marketing strategies planned and implemented by enterprises for their export in the foreign market in line with their economic and strategic goals. In contrast, Hoque et al. (2020) define export performance as the output achieved within business and environmental conditions. Export performance must be accurately measured as well as accurately defined. Kaynak and Kuan (1993) used the annual performance of export sales, export profitability, the ratio of exports to total sales, and profit rates resulting from exports in their study investigating the performance difference between exporting firms. Many researchers have examined the factors affecting the export performance of enterprises. In their research, Zou and Stan (1998) examined the determinants of export performance based on internal and external characteristics and controllable or uncontrollable factors. While internal characteristics include applied marketing strategies, managerial attitudes, and characteristics specific to the enterprise, external characteristics include industry and domestic and foreign market characteristics. In addition, controllable factors indicate

the features the business can easily change in the short run. In contrast, uncontrollable factors are the features that the business cannot change in the short run. Leonidou et al. (2002) classified the factors affecting export performance as managers' attitudes and experiences, business characteristics, industry characteristics, export marketing strategies, and export market characteristics. Dassouli et al. (2022) stated in their research that partnerships positively affect export performance. In addition, Ling-Yee and Ogunmokun (2001) argue that relational factors make a unique contribution to the firm's competitive advantages and export performance after controlling for internal factors. As a result of these explanations in the literature, export performance is examined in the research model.

H1: Partnership capabilities positively affect export performance in export-oriented partnership ventures.

2.3. Innovation Performance (IP)

Innovation is "the processes in which new results, such as products, systems or processes, emerge and are implemented" (Gloet & Terziovski, 2004). Innovation, which has significantly contributed to corporate success, performance, and survival, has become an area of increasing business investment (Hameed et al., 2021). Performance is defined as "the achievement of organizational goals relating to profitability, sales growth, and market share, as well as the achievement of the enterprise's broader strategic goals" (Taouab & Issor, 2019). In today's economic conditions, businesses face great challenges related to competitiveness. The effort to respond flexibly to the changing business environment and customers' demands constantly puts pressure on innovation. Investments in innovation, which is the basis of businesses' sustainable growth, are increasing daily. However, high investment expenditures do not guarantee that innovation is made wisely and with focus. Businesses need continuous evaluations to maintain innovation projects (De Melo et al., 2021). It is known that innovations are of great importance for the medium and long-term success of businesses. Businesses are to manage innovations effectively. On the other hand, innovations; creates many insecure and uncertain internal and external stakeholders. For this reason, it is difficult to predict the success of innovations. As the number of concurrent innovation projects increases or the scope of projects expands, planning and control become more difficult. Innovation performance measures help to cope with this situation (Schents et al., 2010). In addition, the fact that innovation outputs are associated with business performance can be particularly interesting as it will indicate how successful the innovations are (Nielsen, 2018). Innovation performance is considered to be the ability to transform innovation inputs into outputs, thereby transforming innovation capabilities and efforts into market practice. Innovation performance results in new market successes (Tran & Vu, 2021). In other words, innovation performance; refers to the tendency to introduce new products and services that will reduce sales of existing products or services, previous obsolete investments, and render existing organizational skills and routines obsolete. Firms with a high propensity to innovate are expected to develop and offer more innovative new products and services than firms with a low propensity to innovate (Nijssen et al., 2006). For this reason, enterprises that invest heavily in R&D have higher innovation performances (Mothe & Thi, 2010). As a result of these explanations made in the literature, innovation performance is examined in the research model.

H2: Partnership capabilities positively affect innovation performance in export-oriented partnership ventures.

2.4. Entrepreneurship Orientation

Entrepreneurial orientation, a concept first put forward to distinguish business owners from managers, has developed over time to reflect managerial skills and behaviors related to achieving strategic goals due to increasing competition. Today, entrepreneurial orientation is defined as the decision-making orientation related to the processes leading a person/business to exhibit

entrepreneurial behaviors (risk-taking, innovation, and proactivity) (Sabahi & Parast, 2020). Entrepreneurial orientation is applied at the management levels in businesses. It can be characterized as a managerial preference, belief, behavior style, or business behavior displayed in strategy formation and decision-making processes, together with practices to increase risk-taking, innovation, and proactivity (Sung & Park, 2018). Therefore, the understanding, viewpoint, and managerial preferences of company managers with an entrepreneurial orientation influence how the organization conducts business, changing the entire structure (business) into an entrepreneurial system. In the research, the dimensions of the entrepreneurial tendency, mostly competitive aggression, innovativeness, proactivity, and risk-taking in the literature, were taken into account (Gupta & Gupta, 2015; Lomberg et al., 2017). The four dimensions that best represent the entrepreneurial tendency conceptually are examined within the scope of the research model.

2.4.1. Entrepreneurship Orientation - Proactivity (EOP)

Proactivity: Reflecting an attitude towards constantly pursuing new opportunities, proactivity (Rank & Strenge, 2018) is explained as the tendency of the company to find new products and services ahead of the competition and act in anticipation of future demand (Pérez-Luño et al., 2011). According to Brettel et al. (2015), proactivity anticipates future issues, requirements, or changes. While strategic managers who exercise proactivity seek new growth and development opportunities by concentrating on the future, proactive organizations also seek to alter the competition structure in their industries (Linton, 2019). Companies that are the first to enter new markets, establish brand identity, implement administrative techniques, or adopt new operating technologies in an industry gain a high advantage because of brand awareness and the absence of competitors to lower prices. However, customers of companies that introduce new products or adopt breakthrough technologies may fail because they are reluctant to do anything new or because the company tries to make the first move before it is fully ready. Therefore, careful monitoring of the environment and extensive feasibility research is required for a proactive strategy to provide competitive advantages (Pittino et al., 2018). In line with the explanations made in the literature, the effects of entrepreneurship orientation – proactivity dimension are examined.

H3: Partnership capabilities positively affect entrepreneurship orientation proactivity dimension in export-oriented partnership ventures.

H4: The entrepreneurship orientation proactivity dimension positively affects export performance in export-oriented partnership ventures.

H5: The entrepreneurship orientation proactivity dimension positively affects innovation performance in export-oriented partnership ventures.

H15: The entrepreneurship orientation proactivity dimension has a mediating variable effect between partnership capabilities and export performance in export-oriented partnership ventures.

H16: The entrepreneurship orientation proactivity dimension has a mediating variable effect between partnership capabilities and innovation performance in export-oriented partnership ventures.

2.4.2. Entrepreneurship Orientation - Competitive Aggression (EOCA)

Competitive aggression is defined as the ability to respond to the challenges of competitors. Competitively aggressive businesses go head-to-head with their competitors. Competitive aggressiveness can also reflect in using different methods and tactics, such as analyzing and targeting the weakness of competitors and adapting to combat industry leaders (Coulthard, 2007). In another definition, it refers to showing a harsh reaction to the competitors in the market. Some researchers describe entrepreneurial orientation without including the factor of competitive aggression.

Competitive aggression requires an attitude that will destroy the opponent. The underlying reason for this desire comes from being a leader and pioneer in the market. Competitive strategies include companies catching rapid change, responding to customer needs, entering new markets, executing a price policy, and focusing on the competition with surprise tactics. The competition aims to determine the weak side of the competitor and to be a pioneer by working in this direction (Shan et al., 2016). Competitive aggression includes the violent actions the firm takes to eliminate its competitors in the market in which it enters or exists (Lumpkin & Dess, 2001). Challenge efforts take place in line with other entrepreneurial orientation dimensions. Aggressive competitiveness is the aggressive moves of organizations against their competitors to gain a competitive advantage in the market. It can be defined as the tendency to enter into fierce competition to maintain their existence, to rise by making a profit with minimal resources. While competitive aggressiveness includes proactivity in some sources and includes direct finishing moves towards the opponent, proactivity is the whole of activities that shape the market (Dadzie et al., 2020). In line with the explanations made in the literature, the effects of entrepreneurship orientation - competitive aggression dimension are examined.

H6: Partnership capabilities positively affect entrepreneurship orientation competitive aggression in export-oriented partnership ventures.

H7: Entrepreneurial orientation competitive aggression positively affects export performance in export-oriented partnership ventures.

H8: Entrepreneurship orientation competitive aggression positively affects innovation performance in export-oriented partnership ventures.

H17: There is a mediating variable effect of entrepreneurship orientation competitive aggression dimension between partnership capabilities and export performance in export-oriented partnership ventures.

H18: There is a mediating variable effect of entrepreneurship orientation competitive aggression between partnership capabilities and innovation performance in export-oriented partnership ventures.

2.4.3. Entrepreneurship Orientation - Innovation (EOI)

Innovativeness, which is seen as the most important dimension of the entrepreneurial tendency, refers to a company's tendency to participate in and support new ideas, experiments, and creative processes that may result in new products, services, or technological processes (Asad et al., 2018). Innovation is generally evaluated under three headings: process, result, and mindset (Alshanty & Emeagwali, 2019). As a result, innovation; product innovation that consists of research and engineering aimed at developing new products and processes, marketing innovation that includes market research, product design, innovations in advertising and promotion, business model innovation as an industry-changing outcome, supply chain network, supply chain technology, supply chain processes or It focuses on outputs such as supply chain innovation realized within their combination and organizational innovation realized in organizational structure, management styles, working environments (Ciampi et al., 2021; Celtekligil & Adiguzel, 2019). Innovation as a process deals with how the innovation process must be organized so that the results can bear fruit. Innovation as a mindset is directed towards creating an organizational culture in which innovation is encouraged and supported, allowing innovation to be internalized and developed by individual members of the organization (Lita & Faisal, 2018). Innovation, which involves separating the company from existing technology and applications and going beyond, plays a key role in achieving a sustainable competitive advantage (Widodo, 2015). In line with the explanations made in the literature, the effects of the entrepreneurship orientation-innovation dimension are examined.

H9: Partnership capabilities positively affect entrepreneurship orientation innovation dimension in export-oriented partnership ventures.

H10: Entrepreneurship orientation innovation positively affects export performance in export-oriented partnership ventures.

H11: Entrepreneurship orientation innovation positively affects innovation performance in export-oriented partnership ventures.

H19: The entrepreneurship orientation innovation dimension has a mediating variable effect between partnership capabilities and export performance in export-oriented partnership ventures.

H20: The innovation dimension of entrepreneurship orientation has a mediating variable effect between partnership capabilities and innovation performance in export-oriented partnership ventures.

2.4.4. Entrepreneurship Orientation - Risk Propensity (EORP)

Risk is the sum of resources entrepreneurial companies will lose to gain a competitive advantage. In this context, risk-taking is not holding back from the initiative by being aware of the possibility of losing. A certain amount of risk can be tolerated (Josien, 2012). Risk-taking can be considered a basic entrepreneurial element for businesses. Entrepreneurial orientation and the desire to take advantage of the opportunities in the market lead to risky behaviors and risk-taking tendencies. The degree of risk-taking in organizations requires how quickly to seize opportunities and take bold actions (Lumpkin & Erdogan, 2004). Risk-taking is all of the organization's strategic activities without knowing the benefit (Zehir et al., 2015). What is expected from businesses with an entrepreneurial orientation is to take risks and carry out activities that will bring innovation. It is said that innovating without risk is close to impossible. It is to see what the targeted opportunities are with risk-taking. Low risk is not sufficient for activities that support entrepreneurship (Vij & Bedi, 2012). The risk is to allocate resources to investments where failure is high. Risk will be present in any activity necessary to enter a foreign or new market unknown within the industry. This can be called offering a product or service in an environment that is not directly known. The risk perception of entrepreneurs directly affects their growth targets. The tendency to take risks, frequently encountered in the entrepreneurship literature, is a situation that the entrepreneur must turn to at the expense of failure (Meekaewkunchorn et al., 2021). In line with the explanations made in the literature, the effects of entrepreneurship orientation - risk propensity dimension are examined.

H12: Partnership capabilities positively affect entrepreneurship orientation risk propensity dimension in export-oriented partnership ventures.

H13: Entrepreneurship orientation risk propensity positively affects export performance in export-oriented partnership ventures.

H14: Entrepreneurship orientation risk propensity positively affects innovation performance in export-oriented partnership ventures.

H21: There is a mediating variable effect of entrepreneurship orientation risk propensity dimension has a mediating variable effect between partnership capabilities and export performance in export-oriented partnership ventures.

H22: There is a mediating variable effect of entrepreneurship orientation risk propensity dimension between partnership capabilities and innovation performance in export-oriented partnership ventures.

3. METHODOLOGY

SmartPLS, Ringle, et al. (2005) developed by and is one of the package programs used for PLS-SEM. Data analysis was performed using this program. SmartPLS for analysis 3.3.5. version has been used. The program has been used extensively in Structural Equation Modeling analyses recently.

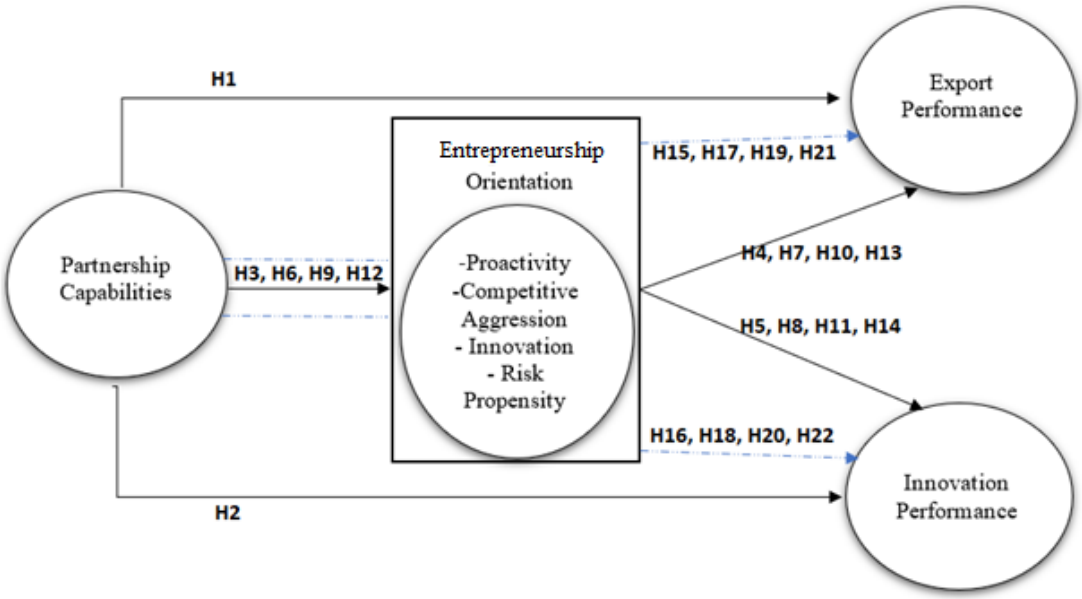
A Likert-type scale designed as 1 Strongly Disagree-5 Strongly Agree was used to measure all variables. To avoid the Common Method Bias (CMB) problem during the scale implementation, anonymity was ensured in the questionnaire, and an adequate response time was given to the participants. In the study, analyzes were made between 4 basic variables. Partnership Capabilities exogenous, Entrepreneurship Orientation, Innovation Performance, and Export Performance variables are designed as endogenous variables. The Entrepreneurship Orientation variable has four sub-dimensions (Proactivity, Competitive Aggression, Innovation, and Risk Propensity). While hypotheses H1-H14 measure the direct effects, the hypotheses between H15-H22 are established for the mediation effect. All dimensions and sub-dimensions were included in the process while establishing the hypotheses. For this reason, numbers are preferred instead of letters such as a, b, and c. Since there is no aggregation process in the dimensions, it was deemed appropriate to prefer numbering in the hypotheses.

The created scale was applied to 601 senior-level employees working in ventures established in partnership. Lists registered with technoparks, entrepreneur associations, and entrepreneurial foundations in Istanbul/Turkey were used for ventures established in partnership. Ethics committee approval for the research was obtained on 15.03.2022 with decision number 29 from Istanbul Medipol University.

The prepared scale was sent to the employees' e-mail addresses through an online survey. This survey was left active between March 2022 and May 2022. In total, 952 e-mails were sent, and 613 responses were received. When the answers were examined, it was determined that 12 questionnaires were not filled properly and were removed from the data set. The rate of return to the survey was 64%. 403 (67%) participants were male, and 198 (33%) were female. Due to the low number of female employees in some sectors, a half distribution could not be realized. 540 (90%) of the participants are university graduates, and 61 (10%) are graduates/Ph.D. graduates. Of the participants, 253 (42%) are between 25-35 years old, 306 (51%) are 36-45 years old, 30 (5%) are 46-55 years old, and 12 (2%) are older than 56 years old. To determine whether demographic characteristics affect the mean scores given to the statements, first of all, a t-test and ANOVA were performed. The p-value was obtained as 0.249 as a result of the t-test, which was conducted to see whether there was a difference between the mean scores given according to the choices of the gender variable. The hypothesis claiming that there is a difference was rejected. Gender does not affect the average score given. In the same way, the p-value value was obtained as 0.522 as a result of the t-test performed to see whether there is a difference between the average scores given according to the choices of the Education variable. The hypothesis claiming that there is a difference was rejected. Education level does not affect the average score given. There is no difference between the average scores given according to the management level (p-value: 0.098). ANOVA test was performed to determine whether the age variable affected the mean score, and no difference was observed (p-value: 0,421). In this way, demographic effects are excluded while processing all data.

Partnership Capabilities scales Kaleka (2002), and Lee (2001) adapted from their research. **Entrepreneurship Orientation** scales Yun et al. (2016) and Li et al. (2006) adapted from their research. **Innovation Performance** scales Ali et al. (2021) and Robertson et al. (2021) adapted from their research. **Export Performance** scales Acikdilli et al. (2020) used the scales in their research.

Figure 1. Conceptual Research Model



3.1. Results

The first part of the analysis is devoted to factor analysis results. First, whether the data is suitable for factor analysis is presented with Outer Loadings and Outer Weights values. The validity and reliability measurements of the model were made and tabulated. The second part of the analysis is reserved for Path analyses for Structural Equation Modeling. Path Coefficient values and results of hypothesis tests are given. To control the significance of the data obtained in the study, Boostrapping of 5000 units was performed. The dataset has a measurement size of 601 units.

3.2. Factor Analysis Results

The results of the Confirmatory Factor Analysis performed in the SmartPLS program are given in Table 1. In the table, Outer Weight, Outer Loading, and T statistics values showing the test results of the significance values of the expressions (items) and Outer VIF values of the expressions are given. However, the model is not in a formative structure. Outer VIF values are the values presented in Formative models. It is preferable to present Inner VIF values in reflective models. These values are also given in the following tables.

Table 1. Factor Analysis Results

	Outer Loading	Outer Weight	T stat.
EOCA1. We can sacrifice our profitability when necessary to increase our market share.	0,793	0,343	11,850
EOCA2. We often lower prices to increase our market share.	0,589	0,255	7,867
EOCA3. We usually keep our prices below competitors' prices for a high market share.	0,633	0,274	9,091
EOCA4. We attach great importance to increasing our market share, even at the expense of reducing cash flow and profitability.	0,855	0,370	13,074

EOI1. Technical innovations based on research results are accepted very quickly in our venture.	0,706	0,293	22,661
EOI2. Our venture attaches great importance to innovative ideas about products and services.	0,768	0,318	28,397
EOI3. In our venture, innovation is easily accepted in project management.	0,740	0,307	25,088
EOI5. Innovation (innovative ideas and practices) is encouraged in our venture.	0,751	0,311	25,540
EOP1. We are faster and more effective than our competitors in introducing new products and services to the market for the first time.	0,711	0,294	21,711
EOP2. Changes we make to products are more radical than our competitors.	0,677	0,280	19,187
EOP3. We attach great importance to developing new and innovative products.	0,811	0,336	29,109
EOP4. Rather than responding to our opponents' moves, we usually make the first move.	0,765	0,317	27,452
EORP1. Our venture has a strong tendency towards high-yield, high-risk projects.	0,747	0,173	24,376
EORP2. Our activities often involve high risk.	0,792	0,183	27,172
EORP3. We engage in untested activities depending on the circumstances to achieve our goals.	0,747	0,173	24,313
EORP4. We do not hesitate to struggle to make the most of potential opportunities.	0,717	0,166	19,918
EORP5. As a venture, we follow the tried and true paths while conducting our activities.	0,762	0,176	26,571
EORP6. In our venture, new projects are approved step by step, not as a whole.	0,801	0,185	27,845
EORP7. A more conservative approach is followed when making major decisions in our venture.	0,803	0,186	29,513
EP1. Export sales volume is increasing.	0,931	0,227	31,467
EP2. Export sales revenues are increasing.	0,930	0,227	31,363
EP3. Export profitability is increasing.	0,885	0,216	23,309

EP4. The share of exports in total sales is increasing.	0,867	0,212	23,457
EP5. The overall export performance is good.	0,858	0,209	26,359
IP1. Our venture's technological competitiveness is good.	0,665	0,143	19,924
IP2. Our venture's level of introducing new products to the market is good.	0,762	0,164	28,530
IP3. Using the latest technological innovations in our new products and processes is good.	0,705	0,152	24,904
IP4. Our speed of applying the latest technological innovations in new product development and other processes is good.	0,766	0,165	30,701
IP5. The change in our technology, technique, and processes is good.	0,814	0,175	38,080
IP6. Our unit managers have a good level of giving importance to R&D, technological leadership, and innovation.	0,739	0,159	26,479
IP7. The number of new products and service lines offered by our venture in the last five years has been increasing.	0,735	0,158	26,149
IP8. The number of radical changes that our venture has made in its product and service lines in the last five years has been increasing.	0,763	0,164	28,705
PC2. Our ability to mutually understand each other's goals and business processes with our partner is quite good.	0,833	0,302	30,245
PC3. Our ability to mutually share the benefits and risks that arise during the activity with our partners is quite good.	0,830	0,301	27,961
PC4. The level of compatibility of our culture and policies with our partner is quite good.	0,867	0,314	23,620
PC1. Our ability to establish long-term relationships with our customers and suppliers is quite good.	0,680	0,246	17,215

*P value less than 0,05, EO: EP: IP: PC: (Strongly Disagree - Strongly Agree - 5-point Likert)

When Table 1 is examined, the outer loads of the Partnership Capabilities exogenous variable are in the range (0.680-0.867), the outer loads of the Proactivity sub-dimension of the Entrepreneurship Orientation endogenous variable are in the range (0.677-0.811), the outer loads of the Competitive Aggression sub-dimension are in the range (0.589-0.855), and the outer loads of the Innovation sub-dimension are in the range It was obtained in the range (0.740-0.768), the outer loads of the Risk Propensity sub-dimension (0.717-0.803), the outer loads of the Innovation Performance endogenous

variable (0.665-0.814), and the outer loads of the Export Performance endogenous variable (0.0,858-0.931). These values are 0.70 or higher is preferred (Wong, 2013). The absence of negative values in the Outer Weight values indicates no multicollinearity problem between the variables. As a result of the 5000-unit Bootstrapping process, it was revealed whether there was a significant relationship between the variables of the expressions or not. T values greater than 1.96 at the 0.05 significance level reveal that the expressions are significant for the variables. At the same time, all p-values obtained were found to be less than 0.05. These values also show the significance of the data set. Variance Inflation Factor (VIF) values are one of the values that show whether there is a multicollinearity problem in the data set. This value should be less than 5 (Hair et al., 2011). All VIF values given in Table 1 are less than 5.

Table 2. Inner VIF values

	Export Performance	Innovation Performance
Competitive Aggression	1,284	1,284
Innovation	3,332	3,332
Partnership Capabilities	1,318	1,318
Proactivity	2,434	2,434
Risk Propensity	2,056	2,056

Inner VIF values are given in Table 2. Since the model structure is Reflective, these values need to be interpreted and reported. It is a sufficient condition that the obtained values are less than 5. When the values in Table 2 are examined, it can be seen that all of the endogenous variables have VIF values below 5. There is no multicollinearity problem between the variables. After interpreting the Outer loading/weight, t stat, and Outer/Inner VIF values, the reliability and validity values of the scale were calculated. The obtained values are given in Table 3.

Table 3. Reliability Values

	Number of Items	**Cronbach Alpha**	**rho_A**	**Composite Reliability (CR)**	**Average Variance Extracted (AVE)**
Competitive Aggression	4	0,823	0,832	0,813	0,527
Export Performance	5	0,952	0,953	0,952	0,800
Innovation	4	0,830	0,831	0,830	0,550
Innovation Performance	8	0,908	0,910	0,908	0,555
Partnership Capabilities	4	0,880	0,887	0,880	0,649
Proactivity	4	0,832	0,834	0,830	0,551
Risk Propensity	7	0,909	0,910	0,909	0,589

The Partnership Capabilities variable has four expressions, the Innovation Performance variable has eight expressions, the Entrepreneurship Orientation Orientation variable has four expressions, the

Proactivity sub-dimension four, the Competitive Aggression sub-dimension four, the Innovation sub-dimension four, the Risk Propensity sub-dimension seven, the Export Performance dimension five. Cronbach's Alpha and Rho_a values are widely used as reliability indicators. If these values are above 0.70, it is a sufficient indicator of reliability. Composite Reliability and Average Variance Extracted values are calculated on outer loading values. The mean of the squares of the outer loading values is equal to the AVE values. A value above 0.50 indicates that composite reliability is provided. Again, CR values are also a measure of reliability, and it is preferred to be above 0.70 (Bagozzi & Yi, 1988). When Table 3 is examined, it can be seen that all the mentioned values are within the reference ranges. Construct reliability and validity are provided for the scale.

Table 4. Fornell-Larcker Criterion Values

	CA	EP	I	IP	PC	P	RP
Competitive Aggression	**0,726**						
Export Performance	0,237	**0,895**					
Innovation	0,454	0,310	**0,742**				
Innovation Performance	0,268	0,464	0,656	**0,745**			
Partnership Capabilities	0,214	0,194	0,452	0,432	**0,806**		
Proactivity	0,425	0,311	0,660	0,679	0,368	**0,743**	
Risk Propensity	0,330	0,313	0,698	0,600	0,453	0,571	**0,768**

Fornell and Larcker (1981a) suggest that the “square root" of the AVE of each latent variable should be greater than the correlations among the latent variables. Bold and underlined numbers in Table 4 show the values calculated according to the rule of Fornell and Larcker (1981a). These values are calculated with the squares of the AVE values. Other values in Table 4 are the correlation coefficients between the variables. There is a positive correlation between all variables. The Fornell and Larcker (1981b) criterion checks discriminant validity. If the column and row with the values given in bold and underlined in the table have the highest value, it means that discriminant validity is provided. Fornell and Larcker's (1981b) criteria were met in discriminant validity control.

Table 5. Hererotrait-Monotrait Ratio Values

	CA	EP	I	IP	PC
Competitive Aggression					
Export Performance	0,240				
Innovation	0,441	0,310			
Innovation Performance	0,256	0,464	0,656		
Partnership Capabilities	0,205	0,194	0,451	0,434	
Proactivity	0,414	0,310	0,759	0,679	0,365

Another measure used in discriminant validity is the Hererotrait-Monotrait Ratio value. It is preferred that these values be less than 0.85. Since all of the values in Table 5 are less than 0.85, it means that the discriminant validity is provided according to the HTMT criterion. Cross-loading values are also used to determine discriminant validity. There must be a difference of at least 0.1 between the loading value of an expression on one factor and the loading value on another. No such problem was encountered in the cross-loading control. After this stage, hypothesis tests can be started.

Path Coefficient Significant and Hypothesis test results

Tests were carried out on the structural model given in Figure 1. Those between H1-H14 of these tests are designed for direct effects. Path analysis results made in the SmartPLS program are given in Table 6.

Table 6. Path Coefficient and Confidence Intervals Value

H	Path	O	M	STDEV	T Stat.	2.5%	97.5%	Decission
H1	PC→EP	0,194	0,194	0,035	5,509	0,125	0,263	**Accept**
H2	PC→IP	0,433	0,434	0,033	13,077	0,369	0,494	**Accept**
H3	PC→EOP	0,368	0,368	0,038	9,695	0,291	0,438	**Accept**
H4	EOP→EP	0,278	0,278	0,043	6,510	0,192	0,362	**Accept**
H5	EOP→IP	0,604	0,605	0,036	16,925	0,529	0,672	**Accept**
H6	PC→EOCA	0,215	0,219	0,037	5,861	0,144	0,288	**Accept**
H7	EOCA→EP	0,240	0,242	0,037	6,421	0,167	0,317	**Accept**
H8	EOCA→IP	0,272	0,277	0,036	7,657	0,206	0,272	**Accept**
H9	PC→EOI	0,448	0,450	0,035	12,920	0,382	0,518	**Accept**
H10	EOI→EP	0,299	0,299	0,037	8,052	0,225	0,370	**Accept**
H11	EOI→IP	0,640	0,640	0,033	19,627	0,571	0,699	**Accept**
H12	PC→EORP	0,453	0,454	0,032	13,962	0,390	0,514	**Accept**
H13	EORP→EP	0,314	0,313	0,036	8,624	0,241	0,382	**Accept**
H14	EORP→IP	0,601	0,602	0,032	18,988	0,536	0,662	**Accept**

For the significance tests of the results obtained, 5000 units of Bootstrapping were performed. The column with “O” shows the original sample. Column with “M” shows Sample mean values. These values are Path Coefficient values. Interpreted as regression coefficients. T statistic values show whether there is a difference between the original values and the values obtained as a result of bootstrapping. The fact that these values are greater than 1.96 indicates that the path coefficient values are significant. Shows 2.5% and 97.5% confidence intervals. There should be no "zero" value between these values. When Table 6 is examined, there is no zero value in the intervals. The paths established for the model are meaningful. All hypotheses were accepted.

Table 7. Mediation effect path results

H	Path	O	M	STDEV	T Stat.	2.5%	97.5%	VAF
H15	PC→Pro→EP	0,102	0,102	0,019	5,495	0,068	0,141	0,35
H16	PC→Pro→IP	0,222	0,223	0,027	8,367	0,173	0,279	0,34
H17	PC→CA →EP	0,052	0,053	0,013	4,041	0,030	0,081	0,21
H18	PC→CA→IP	0,059	0,061	0,015	3,912	0,034	0,092	0,12
H19	PC→Inno.→EP	0,134	0,135	0,021	6,494	0,095	0,175	0,41
H20	PC→Inno.→IP	0,287	0,288	0,029	9,897	0,232	0,348	0,40
H21	PC→RP→EP	0,142	0,142	0,021	6,890	0,104	0,183	0,42
H22	PC→RP→IP	0,272	0,273	0,026	10,494	0,223	0,324	0,39

The test results for the mediation effect are given in Table 7. The path coefficients between dependent-mediator, dependent-independent, and mediator-dependent variables must be significant to talk about the mediator effect. The effect between the dependent-independent variable is called the direct effect, and the effects between the independent mediator and the mediator-dependent are called the indirect effect. The sum of the indirect and direct effects obtains the total effect. While measuring the mediator effect size, the ratio of the indirect effect to the total effect is examined (Nitzl & Hirsch, 2016). This gives the numerical extent of the mediator effect considered to be. If VAF values are below 20%, it means zero mediator effect, 20%-80% VAF means partial, and more than 80% means full mediator effect (Hair et al., 2017). When the VAF values obtained according to the calculations are examined, it can be seen that all mediator effects except the H18 hypothesis are in the partial mediator dimension. CA in the PC→CA→IP pathway has no mediator effect.

4. DISCUSSION

With the perception of entrepreneurial opportunities, there must be an intention to take action to take advantage of the opportunity. The intention is a cognitive state before taking action and is the degree of commitment to the targeted behavior. The stronger the intention, the stronger the emergence of the behavior (Ahadi & Kasraie, 2020). In this respect, orientation is the antecedent of behavior. Therefore, exhibiting entrepreneurial behavior is only possible with an entrepreneurial orientation (Bambang et al., 2021). Entrepreneurial orientation, as a strategic choice and orientation, is a process that emerges as optional actions to take the initiative and turns into planned behaviors performed with intention (Jeong et al., 2019). Looking at the results of the research, Jeong et al. (2019) stated in their research that entrepreneurship orientation has a positive effect on firm performance. Nuvriasari et al. (2020) state in their research that entrepreneurial orientation directly affects the performance of SMEs. Paudel (2020) and Yaskun (2021) state in their research that entrepreneurship orientation has a significant positive effect on business performance. As a result of the research, it can be seen that other hypotheses are supported, except for the H18 hypothesis, by analyzing the effects of the dimensions of entrepreneurial orientation. As a result of the analysis, it is stated that the mediating variable effect of the H18 Entrepreneurship Orientation-Competitive Aggression dimension does not affect innovation performance. This situation can be explained as ineffective innovation performance according to the degree of Competitive Aggression severity. Entrepreneurial orientation is seen as a combination of individual and environmental factors.

Therefore, the importance of the impact of environmental factors on Competitive Aggression should be taken into account. It is not surprising that there are many potential factors that can influence export performance. In the literature, it has been stated by some authors that these factors should be classified to eliminate the confusion that may occur due to the formation of export performance determinants from very different and many factors (Mysen, 2013). According to Çavuşgil and Zou (1994), the characteristics of some factors, such as product, industry, and export market, indirectly affect export performance. Also, Madsen (1989) and Louter et al. (1991) state that all internal and external factors affect export performance. Looking at the research results in line with these explanations, it is seen that both Partnership Capabilities and Entrepreneurship Orientation dimensions affect export performance positively, and hypotheses are supported. When considering the factors affecting export performance, partnership capabilities' characteristics should be considered. Arifin (2018) states that partnership capabilities should be developed for export performance to be positive in the research. In their research, Alonso and Andrews (2019) stated that partnership capabilities significantly affect performance. At the same time, considering the dimensions of Entrepreneurship Orientation, it should be taken into account in terms of export performance. Another classification of the factors considered determinants of export performance is made regarding the controllable and uncontrollable distinction between internal and external factors of firms. According to Zou and Stan (1998), controllable internal factors for firms; are export marketing strategy, management attitudes, and perceptions, while uncontrollable internal factors; are management, competence, and firm characteristics. External factors are listed as industry and market characteristics. When the studies are examined, it has been determined that internal factors are generally considered. In addition, in the classification of controllable and uncontrollable factors, it is said that controllable factors can change the structure of companies in the short run. In contrast, uncontrollable factors cannot easily change the company's structure in the short run (Zou & Stan, 1998). Innovations and the ability to innovate have become vital elements for businesses to maintain their competitive advantage. The level of innovation is not only determined by the enterprises' workforce, capital, and technical ability. At the same time, how environmental factors affect R&D activities and innovation level is also decisive. For this reason, businesses operating in the same sector have different levels of innovation. In other words, in increasing the innovation performance of enterprises, external and internal factors, are important for businesses to maintain their competitive advantage. From this point of view, looking at the research results, it can be seen that the dimensions of Partnership Capabilities and Entrepreneurship Orientation positively affect innovation performance, and hypotheses are supported. Since the research was conducted in export-oriented partnership ventures, it would be appropriate to evaluate the research results only in terms of this scope. At the same time, it will be important for future research to be carried out in different sectors and to bring them to the literature to obtain different results.

5. CONCLUSION

It can be said that they can easily cope with uncertain situations in businesses with a high entrepreneurial orientation. Developing activities such as new products, services, and processes ensures that businesses develop together with the changing environment, which again brings a competitive advantage. Therefore, the actions of entrepreneurs (decisions taken, strategies developed, practices made, etc.) have a very important place in the business's success. In this context, supporting entrepreneurial potential is of great importance. Entrepreneurs have a central role for countries in creating new ventures. Entrepreneurial orientation contributes to many areas, such as the emergence of new industries, creation of employment, transfer of resources to new business areas that will bring profit, increasing production, increasing welfare with the use of idle resources, reviving the economy, and making the market more dynamic and competitive with the application of new ideas (Boso et al., 2013). Considering the research results, the dimensions of entrepreneurial

orientation have a positive mediation effect. As a mediation effect on partnership capabilities, the dimensions of entrepreneurial orientations positively affect export and innovation performance. However, only the H18 hypothesis was rejected. Because competitive aggression, the dimension of entrepreneurial orientation, does not have a mediating role. Considering the studies on export performance, according to Zou and Stan (1998), it is theoretically more appropriate to classify export performance as internal and external factors. Internal determinants are based on Resource Based Theory, and external factors are based on Industry Based Theory. Resource-Based Theory claims that internal organizational resources are the primary determinants of a firm's export performance and strategy (Barney, 1991). In contrast, Industry-Based Theory argues that external factors determine the firm's strategy and, as a result, these factors impact performance. In other words, it is stated that the external environment should not be ignored, and the necessary harmony should be shown to survive and be successful in the market (Collis, 1991). Besides industry characteristics, country characteristics can also be a strong determinant of export activity. Considering the effects of partner capabilities in the research, it is supported by the hypotheses that it affects export performance positively and that entrepreneurial orientation also has a mediation effect. Looking at the studies on innovation performance, according to Strecker (2009), innovation performance is; It consists of four dimensions: financial, market, technical, and process. The financial dimension explores the economic success of a firm's innovation activities. The market dimension analyzes how a business's new products benefit competitors in terms of customer satisfaction, competitive advantage, and opening new markets. The technical dimension refers to an enterprise's innovations' technical performance and quality. In addition, it tests new products to lead the business to new technology areas. The financial, market and technical dimensions compare a firm's innovation outputs with its competitors, while the process dimension provides an internal perspective. It measures how efficient and effective new product development is in terms of time and costs. With the analysis results, we can argue that partnership capabilities and entrepreneurial orientation are important for these four dimensions evaluated for innovation performance.

Generally, to sum up, it is supported by the results of the analysis that both partnership capabilities and entrepreneurial orientation are important for export-oriented ventures established in partnership. For the analysis, data were collected, especially from export-oriented enterprises registered in technoparks, entrepreneur associations, and entrepreneurial foundations. For this reason, the research supports the positive effects that emerge from combining theoretical knowledge with practical applications. However, this situation needs to be considered for the initiatives in Istanbul contributing to the research. Different results are likely to emerge due to the problems experienced by entrepreneurs between regions. At the same time, the analysis's results should be considered to preserve the validity of the theoretical knowledge in practice.

Limitations should be taken into account when evaluating the results of the study. Considering the limitations of the research, it would not be correct to generalize the results because the research uses lists registered with technoparks, entrepreneur associations, and entrepreneurial foundations in the city of Istanbul. For this reason, it is very important to compare similar studies conducted by researchers in their own regions and to bring the results to the literature to make comparative analyses in future studies.

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