

# Review of: "Impact of entrepreneurial orientation on business performance: Analysis of small-medium sized corn enterprises"

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Potential competing interests: No potential competing interests to declare.

According to the title, the paper aimed to investigate the impact of entrepreneurial orientation on business performance among small-medium sized corn enterprises. The topic is generally interesting; nevertheless, the introduction is about agriculture and thus doesn't reflect the title. Moreover, the introduction appears to be a cocktail of everything. For example, the authors do not show how the COVID pandemic affects agricultural production and why?. There is also an illogical flow of ideas, which are somewhat scattered, making it difficult to follow.

In para 2 of the introduction, the authors introduce the issue of corn production; however, they do not show how this relates to the first para or title of the paper. In para 3, the authors argue that SME entrepreneurs mainly operate corn cultivation but don't provide evidence of such a claim. Generally, the introduction is poorly written and articulated and thus doesn't inform the study, and the study lacks solid theoretical and empirical backing.

Moreover, some sentences are fragmented or incomplete; for example, Various evidence of the significant influence of entrepreneurial orientation on performance (Magar et al., 2021); (G Tom Lumpkin & Dess, 1996); and (Lyon et al., 2000).

The theoretical review is also wanting. The authors do not explain the Entrepreneurial Orientation Theory and how it informs the study. Moreover, while the authors discuss some attributes of entrepreneurial orientation, these are poorly discussed, contextualised, and related to enterprise performance. There is no empirical review to support the arguments.

In section 2.2 authors explain some measures of performance. The section is too poorly written and not focused. In this section, one would expect to see the measures of SMEs' performance and which ones are used for this study. Similarly, the authors do not explain the difference between Company performance appraisal Vs SMEs performance.

The methodology section is also poorly written and very difficult to follow. The authors suggest to have used an entrepreneurial management science approach but do not explain how and which specific approach they used. The choice of snowball sampling approach is not explained. The authors also argue that the respondents of this study were the perpetrators of corn SMEs in East Java. Who are these **perpetrators** and why, and in which way? The authors are not explicit about whose entrepreneurial orientation they wanted to study. Is it managers/owners or employees orientation?

Data analysis is also poorly done, and study variables and their measurement are not properly explained, including how

they collected data on these variables. The results presentation is also problematic. Several factors influence enterprise performance; however, the authors have failed to show how they have controlled the effect of these other factors on enterprise performance.

Discussion on the results: The results are hardly discussed, including their implications. The authors have barely made any reference to the literature review.

#### Citations and referencing

Citations within the text are improperly written, for example, "In line with the research conducted by **Magar, Pun, Pandit, & Rola-Rubzen, 2021**)" instead of In line with the research conducted by Magar, Pun, Pandit, & Rola-Rubzen (2021).

Some references in the list are incomplete, for example, Bernardin, H. (2013). John and Russel, Joice. EA, 2013. Human Resource Management.