

# THE DETERMINANTS OF ORGANIZATIONAL PERFORMANCE: A CONCEPTUAL FRAMEWORK BASED ON THE BUSINESS INTELLIGENCE (STUDY OF JORDANIAN UNIVERSITIES)

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### Abstract

In today's hypercompetitive business environment, to be competitive in continuously and rapidly changing markets, organizations must maximize their flexibility and capabilities. In order for organizations to survive and thrive in today's markets, they must embrace effective methods and practices. Recreating their markets and identifying new opportunities is key to their success. This research contributes to the growing body of literature on identifying crucial factors determining organizational performance. In this study, key research findings are synthesized in business intelligence, entrepreneurial orientation, a conceptual model is proposed that depicts organizational performance can be enhanced by focusing on these factors in today's turbulent business environment. It attempts to in order to gain a better understanding of the potential mediating role of the aforementioned fields; we need to synthesize the knowledge of the aforementioned fields Learning within an organization.

**Keywords:** Entrepreneurial Orientation, Business Intelligence, Organizational Performance, Universities.

### INTRODUCTION

To the best of the researcher's knowledge no previous studies have shed light on the joint influence of EO on OP through business intelligence BI as a mediator.

On the other hand, studies have shown that in the changing environment of global business, considering the intensified global competition, the lowered sales margins and the commercial status of the market, companies have tried to keep improving their performance in innovation through the concepts and approaches of entrepreneurial orientation (EO), learning orientation (LO) and business intelligence (BI) (Allameh & Khalilakbar, 2018) Entrepreneurial Orientation (EO) is refers to the strategic mindset and behaviors of an organization that are associated with entrepreneurial activities and outcomes. It involves a set of practices and attitudes that enable firms to identify and exploit opportunities, innovate, take risks, and be proactive in the face of uncertainty and change. EO has been widely studied in the entrepreneurship and management literature and has been found to be a key predictor of firm performance and long-term success (Rauch, et al (2009).

In order to understand the conditions under which an entrepreneurial orientation enhance firm performance, we suggest it is necessary to take intermediate variables into account, such as business intelligence in doing so.

## **LITERATURE REVIEW**

### **Theoretical Background**

Resource-Based View (RBV) of the Firm

The Resource-Based View (RBV) of the firm relates to Business Intelligence (BI), Entrepreneurial Orientation (EO), and Organizational Performance.

Following the academic and business works of Birger Wernerfelt, Prahalad and Hamel, Barney, Spender, and Grant, the theory of RBV appeared in the 1980s and 1990s (Hadi & Baskaran, 2021). The theory of RBV first appeared in the 1980s and 1990s, following the academic and commercial works of Birger Wernerfelt, Prahalad and Hamel, Barney, Spender, and Grant (Hadi & Baskaran, 2021).

Physical capital, which includes items like machinery and tools, human capital, which includes items like managers and employees, and organizational capital, which includes items like formal and informal relationships between different business divisions as well as the company and its external environment, are the three categories into which Barney (1991) divides a company's assets. When the RBV's hypotheses were empirically tested, Newbert (2008) found that value and rarity were related to competitive advantage, which was related to business performance, and that competitive advantage mediated the relationship between rarity and performance.

The RBV shows that a firm's resources and capabilities can be a competitive advantage and boost performance (Barney, 1991). BI may help firms get insights into their operations and make educated decisions. EO helps firms find new opportunities, create new products and services, and take prudent risks (Lumpkin and Dess, 1996). The RBV implies that resources and competencies must be rare, valuable, inimitable, and non-substitutable (VRIN) to provide competitive advantage (Barney, 1991). Data-driven decision-making can help organizations identify new opportunities, develop innovative products and services, and make strategic decisions that improve organizational performance.

For organizational success, the RBV promotes leveraging resources and competencies (Barney, 1991). Organizations must have the resources, competencies, and processes to use BI and EO to improve performance. This includes investing in BI technology, encouraging entrepreneurship, training staff on BI tools and methodologies, using data-driven decision-making, and monitoring and assessing performance. The RBV helps explain BI, EO, and organizational performance. Organizations can increase performance and acquire a competitive edge by using their resources and talents.

## RESEARCH METHOD

To develop a conceptual framework for studying the determinants of organizational performance in Jordanian universities using business intelligence, the following research method can be followed: Research design: Since the aim is to develop a conceptual framework, a qualitative research design would be appropriate. This would involve a literature review and an exploratory study to identify the key determinants of organizational performance in Jordanian universities and how business intelligence can enhance performance.

Data collection: The data can be collected through a combination of primary and secondary sources. Primary data can be collected through interviews with key stakeholders in Jordanian universities, including faculty members. Secondary data can be collected through a review of relevant literature, including academic journals, books, and reports. Overall, this methodology can develop a conceptual framework for studying the determinants of organizational performance in Jordanian universities using business intelligence, which can provide valuable insights for improving university performance in Jordan and other similar contexts.

### Organizational performance (OP)

To achieve organizational goals efficiently and effectively, it is "the sum of the inputs and outputs that result from the interaction of the integrated system of management processes and its components with the internal and external environment within the institution."

Quite a few research has looked at organizational performance. For instance, (Alayoubi et al., 2020) conducted a random survey of 177 supervisors at the Islamic University, Al-Azhar University, and al-Aqsa University, all of which are located in the Gaza Strip in Palestine. The results of the study confirmed the beneficial effects of six strategic leadership practices (strategic orientation, investment in strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, and implementation of balanced regulatory control) on the caliber of the educational services offered at the three universities as measured by responsiveness, safety, and empathy. It has been suggested in a different study (Fitriastuti et al., 2020) that the use of knowledge management systems and organizational learning directly and indirectly affect organizational performance. Additionally, utilizing information from 202 managers and formal students at training service firms in Central Java and Yogyakarta, Indonesia, (Nugroho et al., 2020) have created and empirically verified a model. The researchers discovered that leadership commitment had a direct impact on organizational performance and that training programs also had a favorable relationship with creative knowledge internalization behavior, which increased organizational performance. On organizational performance, as well as organizational culture. Almatrooshi et al. (2016) also created a framework for the factors that influence organizational effectiveness. According to the study, leadership abilities are influenced by employee performance and business intelligence, which in turn is influenced by cognitive, emotional, and social intelligence competencies. Additionally, (Hurduzeu, 2015) reviewed the literature in order to make a proposal for how transformational leadership might improve organizational

performance. Last but not least, (Al Khajeh, 2018) examined the effect of leadership styles on organizational performance using survey data from a sample of employees at 20 randomly chosen banks. The researcher discovered that transformational, autocratic, and democratic leadership styles had a favorable correlation with organizational performance, while charismatic, bureaucratic, and transactional leadership styles had negative impacts with organizational performance.

Having an entrepreneurial orientation (EO) means being open to the risks and rewards of starting something new. 2018's (Allameh & Khalilakbar)

According to Allameh and Khalilakbar (2018), EO is "an organizational process wherein an organization integrates the existing resources and creates new solutions to develop its products, move toward new markets, and provide customers with new services." The concept of IT is multidimensional (Nez-Pomar et al., 2016).

A sizable number of studies have looked into the idea of EO. Using a stratified sample of 18 sports companies, Nez-Pomar et al. (2016) investigated the impact of the EO of Spanish sport services on their performance and discovered that risk-taking, innovativeness, and small firm size were significant predictors of subjective measures of firm performance ('perceived customer satisfaction, perceived market effectiveness, and perceived financial performance'), whereas both innovation and risk-taking were significant predictors of objective measures, being ROI in this study.

In 178 Small and Medium Enterprises (SMEs) in Al-Diwaniya city, (Gallab & Ihsan Dahesh, 2014) investigated the relationship between EO (innovativeness, risk taking, and reactivity) and sustainable entrepreneurship (social entrepreneurship, environmental entrepreneurship, and economic entrepreneurship). A second study by Al-Sultani (2013) investigated EO in high performance organizations from the viewpoint of 101 administrative leaders at United Arab Emirates University, which was chosen for the study because it was ranked (227) among the top (500) universities in the world for the year (2008) by the classification of (Times Higher Education - THE Q-S). Additionally, (Kusumawardhani, 2013) discovered a beneficial correlation between EO and sending 150 Indonesian SMEs in the Central Java furniture industry. The study also discovered that the application of EO's dimensions was impacted.

### **Entrepreneurial Orientation (EO)**

An entrepreneurial mindset is one of the most crucial concepts to understand in the business world of today, when organizations must compete in constantly shifting markets. The idea of EO was first introduced by Miller and Friesen in 1982, and it has since gained widespread acceptance as a predictor of firm performance because it enables companies to adapt quickly to shifting market conditions and develop unique skills through the creation of original information (Engelen et al., 2015; Real et al., 2012). The importance of EO in today's unpredictable markets has drawn the attention of both academics and practitioners. Al-Sayer (2017) asserts that EO enables businesses to operate methodically, systematically, and scientifically. In particular, EO encourages the adoption of innovative practices and tools in the workplace, as well as a corporate culture that emphasizes the cultivation of fresh talent and the sharing of knowledge (Li et al., 2021).

Originality is prized by EO as a crucial success characteristic that increases the effectiveness of any particular organization (Kusumawardhani, 2013). The adoption of innovative and creative ideas and actions in search of possibilities while improving the capacity for risk-taking is, in fact, one of the core notions of EO that leads to improved future and present performance (Ambad & Wahab, 2013; Kusumawardhani, 2013). Therefore, firms engage in EO in order to grow into new markets, produce innovative items, and cater to a wider range of clients (Allamah & Khalil Akbar, 2018, p. 472). In order to adapt to market and workplace demands, EO is a proactive strategic activity that embraces change and improvement as well as the creation and application of new ideas.

According to Engelen (2015), the EO idea is a strategic word that describes how innovative, proactive, and risk-taking a corporation is in terms of management and behavior. As a result, they are able to achieve their company goals quickly and maximize organizational performance (Arshad et al., 2020). The Company's entry into new markets is an essential part of the senior management's duties as a result of the Company's inventive nature and its drive to seek out and exploit novel prospects (Alarape, 2009). For the purposes of this study, the researcher defines EO as one of the strategic practices that encourages leaders of organizations to use creativity and innovation in the conduct of ongoing business as well as in the search for and exploitation of new opportunities, while accepting the potential risks associated with those practices in order to achieve exceptional performance and the continuity of the organization.

Additionally, a recent study by Zighan et al. (2021) looked into the operational practices used by Jordanian SMEs to survive the coronavirus pandemic in 2019. An entrepreneurial attitude characterized by risk-taking, innovation, and proactivity could help a business build defenses against a variety of threats, according to the qualitative data from 43 semi-structured interviews with business owners and managers of SMEs in a variety of Jordanian industries. Al-Sultani and Rashid (2013) performed research at United Arab Emirates University on the role of EO in high-performing Organizations from the perspective of 101 administrative leaders. The Times Higher Education Quality Index (THE Q-S), which ranks the world's top 500 colleges, placed this institution 227th overall in 2008. Ambad and Wahab (2013) used survey data from 130 top-level managers of large Malaysian enterprises in 14 industries to show that innovativeness and risk-taking positively boost firm success, in contrast to proactiveness, which did not. The results of the same study showed that proactivity had a favorable impact on firm success when the business environment was perceived as hostile. Additionally, a study in the furniture industry in Central Java by Kusumawardhani (2013) discovered a favorable correlation between EO and performance in a sample of 150 Indonesian SMSs. The study also showed that the degree to which EO aspects were applied was influenced by elements of the external business environment as well as organization type, national culture, and field of operation.

### **Business Intelligence (BI)**

Organizations now depend on business intelligence (BI) as a crucial tool for making data-driven decisions. Businesses may gather, combine, analyze, and present data in a meaningful way thanks to a variety of tools, procedures, and practices that make up

business intelligence (BI). We shall examine the various BI dimensions and their effects on organizational performance in this research study.

**Data Management:** Gathering, integrating, and preparing data for analysis are all part of data management, a crucial BI component. To make correct and informed judgments, firms must manage their data effectively. According to Kiron et al. (2017), data management is a major aspect of BI and is essential for a successful deployment of BI.

**Analytics:** Analytics is the process of evaluating data to draw conclusions and influence well-informed choices. Descriptive, diagnostic, predictive, and prescriptive analytics are all part of the BI analytics component. While diagnostic analytics help locate the source of issues, descriptive analytics involves the interpretation of past data. Prescriptive analytics recommends steps to attain desired outcomes, whereas predictive analytics predicts future outcomes. According to Rajapaksa and Sedera (2017), analytics is a crucial component of BI and is necessary for firms to get knowledge and make wise choices.

**Reporting and visualization:** Reporting and visualization is displaying the findings of a data study in an understandable graphical format. Organizations may efficiently share insights and discoveries with stakeholders thanks to this BI component. According to Kim et al. (2018), reporting and visualization are important aspects of BI that can aid organizations in improving decision-making by giving data a visual representation.

**Business Performance Management:** establishing objectives, monitoring results, and implementing adjustments to enhance organizational performance is known as business performance management. Metrics and key performance indicators (KPIs) are used in this aspect of BI to assess performance. According to Gholami et al. (2018), business performance management is a crucial component of BI and can aid firms in enhancing their overall performance by revealing areas that require development.

For businesses to make wise decisions based on data analysis, business intelligence is a vital tool. Data management, analytics, reporting and visualization, and business performance management are some of the BI dimensions. Organizations must put equal emphasis on each of these areas in order to deploy BI successfully.

### **Research propositions**

According to (Okeyo, Gathungu & Obonyo, 2016), the higher the level of EO, the better the performance level of the organization and the higher its ability to overcome its competitors. In a similar context, (Keh et al., 2007) collected survey data from 294 small business owners in Singapore of Using telephone interviews and questionnaires to collect data from 413 small Swedish-enterprise managers. The study results revealed that EO had direct impacts on firm performance. These results are consistent with findings of (Ahmad et al., 2015). Thus we propose the following:

Innovation: positively impacts organizational performance

Pro activeness: positively impacts organizational performance

Risk taking: positively impacts organizational performance.

Business intelligence (BI) and entrepreneurial orientation (EO) are two key ideas that can significantly affect how well an organization performs. While BI refers to a set of tools, processes, and practices that allow organizations to collect, integrate, analyze, and present data in a meaningful way, EO refers to the strategic attitude and behaviors of a company that are linked with entrepreneurial actions and outcomes. Through the use of BI, we will examine the significance of EO on organizational performance in this research study.

Since both EO and BI include a proactive and creative approach to decision-making, the two concepts are closely intertwined. EO activities like innovation, risk-taking, and proactiveness can all be tracked and analyzed by firms with the aid of BI. Organizations can learn more about their EO procedures and pinpoint areas for improvement by using BI technologies. This can assist businesses in being more competitive, innovative, and proactive, all of which contribute to better business success (Yoo & Kim, 2019).

Impact of EO on BI: The success of BI deployment can be directly impacted by EO. According to research, businesses with a higher EO are more likely to use BI technologies successfully and get greater results from their utilization. This is because businesses with high EO are more likely to be adventurous and receptive to new ideas, which can cause a more efficient application of BI (Chen et al., 2019).

Impact of BI on EO: BI may directly affect EO procedures and, as a result, organizational performance. BI can help firms find possibilities for innovation, make wise decisions, and take calculated risks by giving them the tools to collect and analyze data. This might cause more entrepreneurial attitudes and actions, which would enhance organizational performance (Shang et al., 2019).

EO and BI are two crucial ideas that can significantly affect how well a business performs. Organizations can learn more about their EO procedures and pinpoint areas for improvement by using BI technologies. Higher levels of EO in an organization increase the likelihood that BI deployment will produce better results. EO procedures and eventually organizational performance may be directly impacted by BI. In order for firms to succeed, it is crucial to combine EO and BI processes.

The relationship between Business Intelligence and organizational performance it has been discovered that there is a positive correlation between business intelligence and organizational performance. Organizations may gather and analyze data using BI to find trends, make wise decisions, and gain a competitive edge. We shall examine the connection between BI and organizational success in this research review.

Better Decision Making: BI gives businesses the resources they need to gather and analyze data, which can lead to better decision-making. Organizations can use BI to learn more about consumer behavior, market trends, and other crucial elements that may affect how well they perform. This may cause more knowledgeable decisions, which may increase organizational performance (Kim et al., 2018). Increased Productivity and Efficiency: By giving businesses access to real-time data and insights, BI may also boost productivity and efficiency. Organizations can boost productivity and efficiency by automating data collecting and analysis operations to save time and resources. As a

result, organizations may perform better overall (Gholami et al., 2018). Using BI, businesses can tailor their goods and services to the demands of their clients, increasing client happiness and loyalty. As a result, organizations may perform better overall (Chen et al., 2019).

**Competitive Advantage:** By allowing firms to recognize market trends, monitor rivals, and make well-informed decisions, BI can also give them a competitive advantage. Organizations can use BI to get insights into the advantages and disadvantages of their rivals, which can aid in strategic decision-making and help them gain a competitive edge. As a result, organizations may perform better overall (Rahman et al., 2019).

Business intelligence (BI) has been found to improve decision-making processes, boost productivity and efficiency, improve customer experiences, and provide organizations a competitive edge, all of which have a beneficial effect on organizational performance. Businesses that successfully apply BI can learn more about their operations and take well-informed decisions, which can eventually boost organizational performance.

Based on the aforementioned studies, we propose the following:

organizational learning mediates the relationship between Talent management strategies and organizational performance.

A strategic mentality and set of actions called entrepreneurial orientation (EO) encourage innovation, taking calculated risks, and making proactive decisions inside a business. Businesses can gather, integrate, analyze, and meaningfully communicate data by using a collection of tools, procedures, and practices known as business intelligence (BI). We will investigate how BI mediates the link between EO and organizational performance in this research review.

**Organizational Performance and EO:** Prior research has discovered a beneficial connection between EO and organizational performance. Organizational performance may be increased because of the ability to find new opportunities, create novel products and services, and take measured risks made possible through EO (Lumpkin and Dess, 1996).

**Organizational Performance and BI:** I have also discovered that BI has a favorable effect on organizational performance. By supplying real-time data and insights, BI helps organizations make wise decisions. Businesses that successfully apply BI can learn more about their business processes and take well-informed decisions, which ultimately improves organizational performance (Gholami et al., 2018).

EO and organizational performance may be mediated by business intelligence (BI), according to recent studies. According to Chen et al. (2019), BI helps explain how EO and organizational success are related. They contend that firms with high EO are more likely to use BI to learn more about their business processes and make wise decisions, which will eventually boost organizational performance.

**The Function of BI in EO:** BI is crucial in enabling the connection between EO and organizational performance. BI can help firms find possibilities for innovation, make wise decisions, and take calculated risks by giving them the tools to collect and analyze data.

This might cause more entrepreneurial attitudes and actions, which would enhance organizational performance (Shang et al., 2019).

By empowering firms to get insights into their operations and take reasoned decisions, BI can mediate the relationship between EO and organizational performance. BI may assist firms in adopting a more entrepreneurial mentality and behavior, which will ultimately result in enhanced organizational performance, by offering a platform for data-driven decision-making.

## **CONCLUSION**

The current review based study conclusively determined the impact of entrepreneurial orientation on organizational performance. In it the study also points to the role of Business intelligence and can help enrich this effect further. Business intelligence (BI), entrepreneurial orientation (EO), and organizational performance are all positively associated, according to the literature. BI has been shown to play a moderating role in the relationship between EO and organizational performance by empowering businesses to get insights into their operations and make informed decisions. The promotion of innovation, risk-taking, and proactive decision-making by EO can enhance organizational performance. The provision of real-time data and insights, the optimization of decision-making processes, the increase in productivity and efficiency, the enhancement of customer experiences, and the provision of a competitive edge are all other ways that BI has been showed to enhance organizational performance. Organizations must integrate EO and BI processes in order to prosper and improve organizational performance.

## **CONTRIBUTIONS**

Recent research has examined the relationship between Business Intelligence (BI), Entrepreneurial Orientation (EO), and Organizational Performance. This study field has contributed: Management, information systems, and entrepreneurship have collaborated on research on BI, EO, and organizational performance. This helps explain how these elements affect organizational performance. BI's mediation role: Recent studies imply BI mediates the association between EO and organizational performance. BI helps firms make better decisions and perform better. EO, BI, and organizational performance have a good link. This helps firms increase performance by adopting an entrepreneurial mindset and using data-driven decision-making.

Key factors: Research on BI, EO, and organizational performance has found that data-driven decision-making, BI technology investment, and an entrepreneurial culture are key to success. Organizations can apply studies on BI, EO, and performance. Organizations can increase performance and gain a competitive edge by adopting an entrepreneurial mindset and using BI technologies. BI, EO, and organizational performance research has advanced management, information systems, and entrepreneurship. This research could improve organizational performance and management practices by identifying success factors and offering practical advice.

## RECOMMENDATIONS

Following are some suggestions for firms wanting to boost performance by fusing business intelligence and entrepreneurial inclination, based on the findings of the literature review:

**Spend money on business intelligence equipment:** Businesses should spend money on BI technology that enables significant data collection, integration, analysis, and presentation. They may be able to gain understanding of their processes and make wise decisions as a result. **Encourage an entrepreneurial culture:** Businesses should support an environment that values creativity, risk-taking, and quick thinking. Employees may be inspired to think creatively and develop fresh concepts, which may enhance company performance.

Employees should receive training on BI tools and procedures from their employers, who should teach them how to use them efficiently. Employees may benefit from this by learning how to evaluate data and derive insights that might enhance organizational performance. **Adopt a data-driven decision-making strategy:** Organizations should implement a data-driven strategy that draws on BI insights. This will enable them to base their decisions on current information and enhance organizational performance.

**Continuously monitor and assess performance:** Employing BI tools and methodologies, organizations should continuously monitor and assess their performance. They can use this to pinpoint areas that need change in order to enhance organizational performance. Organizations can increase their performance by putting these suggestions into practice and taking advantage of the advantages of business intelligence and entrepreneurial orientation.

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