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The Role of Entrepreneurial orientation and Competencies in the International Performance of Born Global Firms

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Abstract

This paper explores the relationship between entrepreneurial orientation (EO), entrepreneurial competencies (EC), and international performance of born global firms (BGFs). These firms from their inception, view the world as their marketplace and typically engage in international business activities. Given the increasingly globalized business environment, understanding the factors that contribute to their success is vital. This study investigates whether entrepreneurial orientation enhances the international performance of BGFs and how entrepreneurial competencies mediate this relationship. By reviewing the literature, research gaps in the context of born global firms were identified, a conceptual framework was also proposed. For the assessment of research constructs of the conceptual model, the data was collected from 201 senior managers/CEOs of these born global firms. The scales for the assessment of these measures were developed and refined by utilising robust research methods. Analysis was carried out in three stages, assessment of normality of data, assessment of measurement and structural model. On the basis of the results obtained implications for research and practice were presented along with study limitations. The paper offer insights for both practitioners and academics on how entrepreneurial orientation and competencies can foster global competitiveness of these organisations.

Keywords: International Entrepreneurial Orientation, Born Global Firms, International Performance, Entrepreneurial Competencies, Mediating Role

Introduction

In recent decades, the phenomenon of born global firms (BGFs) has garnered significant attention from both scholars and practitioners. These firms, characterized by their early and significant involvement in international markets, represent a new breed of entrepreneurial firms that bypass the traditional stages of internationalization. Unlike traditional firms, which gradually expand into international markets over time, BGFs leverage international opportunities almost immediately upon their inception.

In the context of BGFs Entrepreneurial orientation (EO) and entrepreneurial competencies (EC) have been recognized as important factors that influence international performance of the firms.

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EO reflects the firm's strategic posture towards risk-taking, proactiveness, and innovativeness, while EC involves the skills, knowledge, and abilities that enable entrepreneurs to effectively navigate business challenges. Understanding how EO affects the international performance of BGFs and the role of Entrepreneurial competence is crucial for managers and policymakers who aim to enhance the competitiveness of firms in the global marketplace (Covin and Wales, 2019). This viewpoint, known as EO in international entrepreneurship, has recently gained momentum and has often expanded quickly in global marketplaces. Finding, performing, assessing, and using opportunities are the hallmarks of international EO (IEO), which is now recognized globally (Aziz and Hameed, 2019). It is crucial since, in order to increase a company's value and familiarity with a foreign market, it requires a completely different strategy and business plan (Abebe, 2014). According to Dost et al. (2018), Entrepreneurial Orientation is associated with the shift in global culture toward more environmental, sociological, and economic stability. In order to provide a novel impact on conventional views in the field of international entrepreneurship, sustainability is built on the foundation of "born global firms" (Hernandez-Perlines and Ibarra Cisneros, 2018). According to Saji and Nair (2018), Entrepreneurial Orientation is a conglomeration of creativity, proactiveness and risk-taking behaviour that are intended to add value to the firm. Scholars are paying close attention to the rise of businesses referred to as "born global firms" (Abebe, 2014; Cortez and Johnston, 2018; Falahat et al., 2018; Fernhaber et al., 2014).

The emergence of born-global corporations poses a serious challenge to managers and public officials in creating appropriate policies to support the firm's early international enterprises, big MNEs like Siemens and Walmart have virtually taken over international business (Covin et al., 2006; Cui et al., 2018) proving that deliberate actions of these firms to get outcomes in the global marketplace are shown by their entrepreneurial orientations. Researchers has carried out a number of researches to investigate the expansion of international entrepreneurship (Dost et al., 2018). EO is one of the most crucial elements influencing global performance and often influences a number of crucial tactics (George et al., 2001).

International Entrepreneurial Orientation stands for the company's core culture, which serves as the foundation for actions and entrepreneurial choices (Coviello and Munro, 1995). It is believed that EO, which enables dynamic investigations and possibilities, is often present in born global organizations (Aziz and Hameed, 2019; Cui et al., 2018). According to an empirical research, academics of international business must comprehend the connection between EO and company performance, or more specifically, Global Firms Entrepreneurial Performance in global markets (Eshima and Anderson, 2017).

Therefore this study's primary goal is to use a sample of born-global companies to examine and Investigate the direct relationship between EO and IP and a mediating role of (EC) in the EO–IP relationship, Develop a conceptual framework that outlines the interaction between EO, EC, and international performance, Provide practical recommendations for managers of born global firms. According to He et al. (2018), there is a widespread tendency in the business scenario to get saturated quickly in existing markets therefore businesses must continuously look for new prospects and markets. It is assumed that by facilitating international EO, it will improve international performance by supporting and recognizing opportunities in new markets. This study is unique since it is the first of its kind; the findings and analysis will serve as the foundation for recommendations and implications for practitioners, policymakers, and academics working in the fields of internationalization (of SMEs) and born-global enterprises (Abbas et al., 2024).

Literature Review

Born Global Firms

Born global firms are characterized by their ability to enter international markets within a short period after their inception, often within three years (Oviatt & McDougall, 1994). These firms leverage global opportunities through advanced technology, innovation, and international networks. Their early internationalization contrasts with traditional firms, which typically expand abroad after achieving success in domestic markets. Several studies highlight that BGFs are more likely to succeed in international markets due to their dynamic capabilities, innovative approaches, and high degree of entrepreneurial orientation and most significantly a bundle of competence their entrepreneurs possess (Knight & Cavusgil, 2004). Their international performance is influenced by a range of factors, including leadership, international experience, proactiveness, smooth decision making etc. Global businesses and their worldwide achievement are the results of entrepreneurial attitude. Prior research, particularly in the entrepreneurship literature, has examined a firm's EO in order to explain the success of SMEs (Knight, 1996; Knight, 2000; Knight and Cavusgil, 2004; Lomberg et al. , 2017 and Martin and Javalgi, 2016).

Entrepreneurial Orientation (EO)

According to many academics, IEO combines the three traits of proactivity, inventiveness, and risk-taking (Autio, 2005; Rauch et al., 2009). Taking risks seems to indicate a readiness to engage in initiatives that have a high likelihood of failing at a high cost (Petkovic and Sorak, 2019). One of the most crucial paths to development and value creation for SMEs is the expansion of new companies into international markets (Martin and Javalgi, 2016). Business internationalisation may be seen as an entrepreneurial endeavour. IEO generally represented the company's overall proactivity, inventiveness, and risk-taking in its quest for international markets (Rauch et al., 2009; Wang and Su, 2018). According to international entrepreneurs, these companies' growth in international marketplaces may be attributed to their unique entrepreneurial skills and viewpoints (Tajeddini and Mueller, 2018; Vora et al., 2012). People with entrepreneurial skills may operate small enterprises in the global market much as multinational corporations (Saji and Nair, 2018). Additionally, they said that in order to define objectives and make adjustments on the go, new global organizations need a flexible approach. The self-determining influence of EO on performance has been objectively investigated by a number of researchers. According to certain research, EO may improve international performance (Jantunen et al., 2008; Pawęta and Zbierowski, 2015 and Mostafa et al., 2005).

In order to establish a connection between EO and business performance, EO is therefore given a lot of attention in the literature (Engelen et al., 2015). Numerous studies have assessed the significance of EO for economic development in underdeveloped nations (He et al., 2018; Eshima and Anderson, 2017). Indian Economy where self-employment, start-ups, and entrepreneurship have now on the path of tremendous growth. These ventures are the building blocks of centrally planned economic growth. But since 1991, as the economy has transformed, its true growth has taken place. In order to allow individuals to create their own businesses and international start-ups, all legislative and economical barriers were minimised (He et al., 2018). Particularly for the growth of newly established firms, the new economic settings offered development and created a distinctive opportunity. Over the last 20 years, India has shown a consistent growth in international entrepreneurship and EO (Covin and Wales, 2019). In order to design India's evolved businesses, it is essential to encourage international entrepreneurship and

EO (Jiang et al., 2018). Almost 25% of respondents are thinking of starting a new company within the next 10 years (Khan et al., 2011).

Entrepreneurial orientation (EO) is a multidimensional construct that reflects a firm's propensity to innovate, take risks, and act proactively in the face of market uncertainties (Lumpkin & Dess, 1996). EO is widely considered a critical determinant of a firm's performance, including international performance, particularly in dynamic and competitive environments. It involves:

- **Risk-taking:** Firms with a high risk-taking orientation are more likely to engage in international markets early, despite the uncertainties involved.
- **Proactiveness:** Proactive firms anticipate market changes and act in advance, which can give them a competitive edge in international markets.
- **Innovativeness:** Firms that emphasize innovation are better able to adapt products or services to meet the demands of international consumers, increasing their international performance.

Numerous studies suggest that EO positively affects international performance, especially in dynamic and uncertain environments where quick decision-making and adaptability are essential (Covin & Slevin, 1989; Rauch et al., 2009; Pawęta and Zbierowski, 2015). According to many researches (Sok et al., 2017; Wiklund and Shepherd, 2005), when important factors are appropriately associated, international performance may be improved. The fundamental issue states that organizational procedures and business circumstances make it challenging to get the optimal outcome. Research has shown that the link between EO and performance is potentially moderated by a variety of factors (Nunnally, 1978). Finding suitable mediators or moderators is a little challenging, however, and studies of EO have incorporated both internal factors like resources and competence of entrepreneurs as well as a variety of contextual factors (Tajeddini and Mueller, 2018; Ok et al. 2017; Zhijie et al. 2019a; Petkovic and Sorak, 2019). The contextual variables on international entrepreneurial goals and performance must be systematically analysed for each rising market (Oviatt and McDougall, 2005). There is a great need to better understand how institutions affect entrepreneurship in developing economies (Autio, 2005).

Entrepreneurial Competencies (EC)

Entrepreneurial competencies (EC) refer to the knowledge, skills, and abilities that entrepreneurs possess proactive skills (Man et al., 2002). These competencies can be categorized into several domains:

- **Opportunity recognition:** Identifying new business opportunities, especially in international markets.
- **Strategic decision-making:** Making informed decisions that enable the firm to navigate international market complexities.
- **Resource management:** Efficiently managing financial, human, and technological resources in global contexts.
- **Networking and relationship-building:** Establishing and leveraging international networks for market entry and expansion.

Entrepreneurial competencies are especially important for BGFs, as they help bridge the knowledge gap between local markets and international opportunities. EC also play a critical role

in supporting EO by enabling entrepreneurs to act on their innovative, risk-taking, and proactive intentions. It goes without saying that in order to improve their performance, born global companies looking for a healthy and vibrant worldwide partner network must improve their connections and get updated about the global market (Su and Wang, 2018; Hoang and Antoncic, 2003). According to a number of studies, entrepreneurial enterprises often engage in a positive and thorough external assessment and consistently confront challenges (Yan et al., 2018; Yoon et al., 2018). According to general predictions, entrepreneurial talents and network contacts are a valuable resource that may be used to generate performance and benefits on a global scale (Chen, 2003; Dikova and Sahib, 2013). Numerous scholars have emphasized the importance of comprehending born global enterprises within the framework of network theory (Coviello and Munro, 1995; George et al., 2001). Understanding how born global organizations build network links is one of the most crucial factors to take into account while doing research on them. IEO may be a motivating factor that enhances the network connections of newly established multinational corporations (Jantunen et al., 2008; Peng and Luo, 2000; Jiang et al., 2018).

International Performance (IP)

Market share, sales growth, profitability, and customer satisfaction were chosen to measure international performance. For BGFs, international performance is often defined by their ability to rapidly penetrate foreign markets, establish a strong international brand, and sustain competitive advantage over time. Research indicates that EO can positively influence IP by fostering behaviors that lead to better market adaptation, faster international market entry, and stronger international networks (Knight & Cavusgil, 2004). However, it is suggested that EO alone may not be sufficient to guarantee success in international markets, especially in the complex and resource-scarce environment that BGFs often face, this is where entrepreneurial competencies play a critical role.

Conceptual Framework

In the light of the discussion above, the relationship between EO and IP in BGFs can be understood through the lens of resource-based theory and dynamic capabilities theory. EO provides the strategic direction and capabilities for firms to engage in entrepreneurial behaviours (risk-taking, proactiveness, and innovativeness), which directly impact their international performance. This leads to the hypothesis:

***H1:** Entrepreneurial orientation has a positive direct effect on born global firms international performance*

Entrepreneurial competencies mediate the EO–IP relationship by enabling the firm to implement its entrepreneurial intentions more effectively. For example, a firm with a high level of innovativeness (a dimension of EO) may struggle to execute its international strategies without the necessary competencies in areas such as market research, international negotiation, and resource management. This leads to the hypothesis:

***H2:** Entrepreneurial competencies mediate the relationship between entrepreneurial orientation and born global firms international performance*

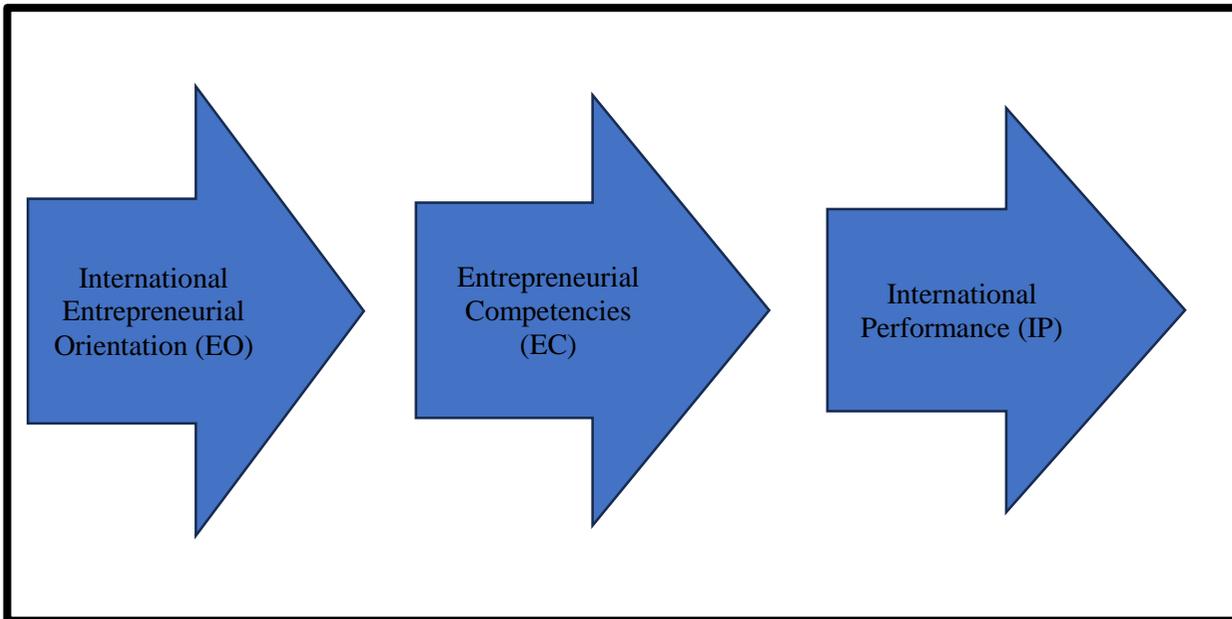
The proposed conceptual model suggests that EO has both a direct effect on IP and an indirect effect through EC. The model assumes that EC, as a set of specialized skills and knowledge, enable the firm to leverage its EO more effectively in international markets (Refer Fig 01).

EO→EC→ →IP

Where:

- **EO** (Entrepreneurial Orientation) → Proactiveness, Innovativeness, and Risk-taking
- **EC** (Entrepreneurial Competencies) → Opportunity recognition, Strategic decision-making, Resource management, Networking
- **IP** (International Performance) → Market share, profitability, sales growth, customer satisfaction in international markets

Fig 01: Conceptual Model of Research



Research Methodology

In this context, Structural Equation Modeling (SEM) is a powerful technique to examine the relationships among variables in a research model. The model investigates the links between International Entrepreneurial Orientation (IEO), Entrepreneurial Competencies (EC), and International Performance (IP) of Born Global Firms (BGFs). SEM allows to test these relationships simultaneously, account for measurement errors, and assess both direct and indirect effects (mediating role). This research has modified the Knight and Cavusgil (2004) scale to evaluate "entrepreneurial orientation," which is another name for "international entrepreneurial orientation." The scale was created in this research that asked managers to assess the degree of their company's true worldwide entrepreneurial orientation (Knight and Cavusgil, 2004). The measures of "entrepreneurship" "Capabilities and network relationships" that may be evaluated using dynamic viewpoints, processes, and structures. Peng and Luo (2000) developed a scale that was accepted for measuring entrepreneurial competencies and network relationships. Based on Chen's (2003) and Jantunen et al. (2008) studies, we used a number of perceptual metrics to capture the worldwide performance of the born global enterprises.

Measures

- **International Entrepreneurial Orientation (IEO):** includes firm's strategic take towards international opportunities, innovation, risk-taking, and proactiveness in the global market (Knight and Cavusgil 2004).
- **Entrepreneurial Competencies (EC):** Skills, knowledge, and capabilities necessary for entrepreneurial action. It can include market sensing, opportunity recognition, and resource management (Peng and Luo, 2000)
- **International Performance (IP):** Measures the firm's success in the international marketplace, which could be assessed in terms of financial performance (e.g., revenue, profit), market share, or growth in international markets (Chen's 2003 and Jantunen et al., 2008).

All the measures were tested for normality of data, the skewness and kurtosis measure were under acceptable ranges, ensuring normality of data as shown in table 01.

Table 01: Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IEO	351	2.9500	1.07328	-.408	.151	-.642	.301
EC	351	3.5423	.95968	-.425	.151	-.310	.301
IP	351	3.7115	1.11737	-.599	.151	-.313	.301
Valid N (listwise)	351						

Research Design

The research adopts a quantitative approach, using survey data from managers of born global firms. A questionnaire will be developed to measure the three key constructs—entrepreneurial orientation, entrepreneurial competencies, and international performance—based on validated scales from the literature. The target sample includes born global firms across various industries, operating in different international markets. Firms will be selected from databases of export-oriented companies and global entrepreneurial networks. Data will be collected through online surveys, targeting senior management and CEOs who can provide insights into the firm's strategic orientation and international performance. Analysis for this research was based on survey questionnaire responses obtained. questionnaires were distributed to businesses and corporations as part of an empirical investigation. A survey was created and was conducted by a representative mail. The database of new venture enterprises by Ministry of Commerce (MOFCOM, 2023) served as the basis for the sample. A list of 500 venture businesses was obtained. A copy of the questionnaire was emailed in order to gather data. A 70% response rate was obtained from the 500 questionnaires that were gathered. We defined "born global firms" in this research as companies that are not more than five years old and have overseas earning more than 25% of the total earnings. The criterion was developed by following other researchers on born global enterprises (Jantunen et al., 2008; Pawęta and Zbierowski, 2015). Common method bias was ruled out by performing EFA of all study scales with seven factors emerged with highest

variance of 13.835 % and lowest of 4.108%. the KMO and Bartlett's measure was under acceptable ranges (KMO measure = .754). the results are shown in table 02.

Table 02: EFA results, Total variance explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.459	13.835	13.835	3.459	13.835	13.835	3.008	12.032	12.032
2	2.971	11.884	25.719	2.971	11.884	25.719	2.570	10.281	22.313
3	2.460	9.841	35.560	2.460	9.841	35.560	1.978	7.912	30.225
4	1.430	5.720	41.281	1.430	5.720	41.281	1.966	7.866	38.091
5	1.246	4.984	46.264	1.246	4.984	46.264	1.521	6.085	44.176
6	1.146	4.585	50.850	1.146	4.585	50.850	1.485	5.940	50.115
7	1.027	4.108	54.958	1.027	4.108	54.958	1.211	4.842	54.958

Extraction Method: Principal Component Analysis.

Findings and Analysis

A survey instrument was developed in the light of earlier researches studied for gathering similar data. Each construct was measured by the item scale. A "5-point Likert scale" was used to assess these questions, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." Previous research revealed a strong correlation between objective financial data and perceived indications (Hashai, 2011).

Measurement Model Assessment

Confirmatory factor analysis (CFA) using "structural equation modelling" (SEM) were used to identify and assess every scale item and model (Jöreskog and Sörbom, 1996). Maximum Likelihood estimation was used to estimate each parameter item. The standard loadings and fit indices such as GFI are two crucial features that are measured by CFA and SEM, and they are then explained. Convergent and discriminant validity CFA was used to evaluate the overall quality assessment (Hair et al., 2012). The best fit of the model is determined by the overall measurement of the "Incremental Fit Index" (IFI), the "Comparative Fit Index" (CFI), and as well as the "Root Mean Square Error of Approximation" (RMSEA) and the "Standardized Root Mean Performance of Born Global Firms Square Residual" (SRMR). Additionally, the model's internal consistency, validity, and reliability as determined by the aforementioned Cronbach value of more than 0.70 (Hair et al., 2019).

Validation of scale

Several methods were used to examine the survey items' validity and reliability. Reliability test was ensured using the alpha coefficient for every survey question set that includes the variables being tested. The structure's mean and standard deviation, correlation, and Cronbach's alpha coefficient are shown in Table 01. Reliability is defined as an alpha value larger than ≥ 0.70 . Cronbach's alpha for this research was 0.780 for (EO), 0.811 for entrepreneurial competences, 0.897 for EPP use, and 0.814 for international performance.

Table 03: Showing Cronbach Alpha, CR and VE

Scale	Cronbach's Alpha	Constructs Reliability	Variance Extracted
IEO	.780	0.71	0.64
EC	.811	0.73	0.65
IP	.814	0.72	0.53

Reliability was investigated using Cronbach's alpha as advised by Fornell and Larcker (1981). According to Bagozzi (1980), each construct's multiple reliabilities need to be at least 0.70. Standard loadings were presented in Table 02.

Table 04: Convergent Validity- Loading Values, NFI, NNFI and t-values

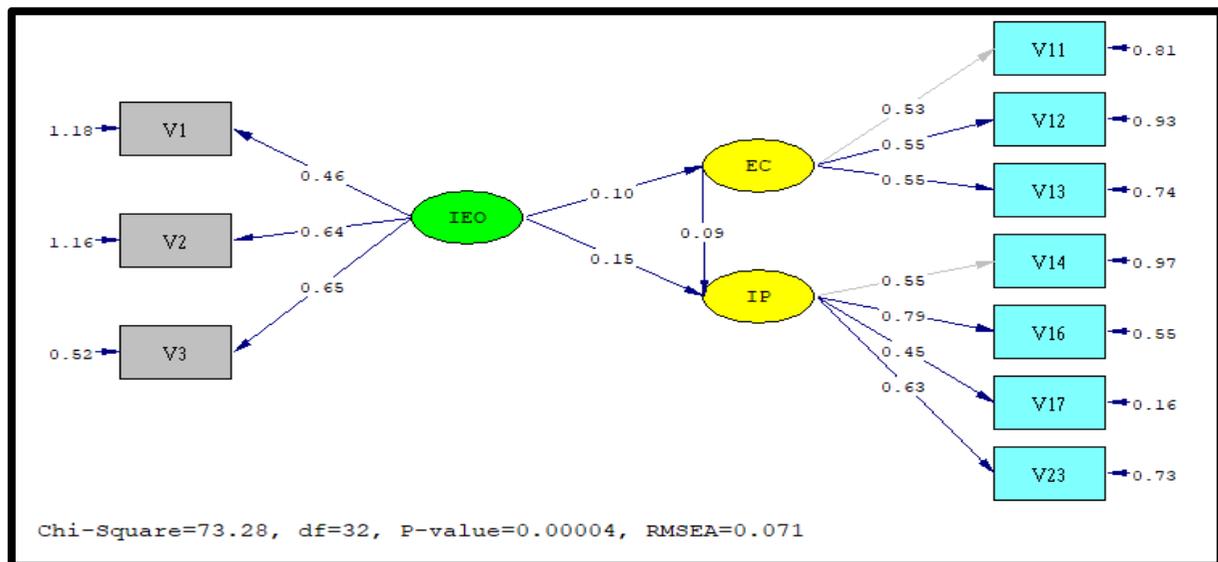
Scale	Range Loading value	NFI	NNFI	Range of t-values
IEO	0.46 - 0.65	0.83	0.85	5.16 – 9.70
EC	0.53 – 0.55	0.91	0.92	5.34 – 8.26
IP	0.45 – 0.79	0.90	0.94	6.44– 7.62

The loading suggested by Hair et al. (2019) for every factor was above the 0.4 threshold and statistically significant at the 5% level. As a result, these metrics demonstrate adequate convergent validity. Furthermore, all mean-variance extraction evaluations were greater than the 0.4 shown in Table 04.

Assessing Direct and Indirect Effects

In SEM, **direct effects, indirect effects, and total effects were assessed simultaneously.** To analyse the structural model and to explain the relevance of structural routes as well as the variance of each path (Asghar et al., 2018). There were no misplaced structural paths, "measurement error of difficulties and correlated measurement error" even responses are integrated directly (Baron and Kenny, 1986; Nitzl et al., 2016). The fig is shown as under:

Fig 02: Structural model showing path values for all research constructs.



IEO has a positive direct effect on IP, it suggests that firms with a stronger international entrepreneurial orientation perform better in global markets. IEO affects EC, and EC in turn positively influences IP, it implies that entrepreneurial competencies play a key role in transforming an entrepreneurial orientation into better international performance. A significant mediation suggests that improving entrepreneurial competencies can enhance the relationship between international entrepreneurial orientation and international performance.

- IEO \rightarrow EC ($\beta = 0.10$, $p < 0.01$): Indicates a strong positive relationship.
- EC \rightarrow IP ($\beta = 0.09$, $p < 0.01$): Shows that entrepreneurial competencies significantly improve international performance.
- IEO \rightarrow IP ($\beta = 0.15$, $p < 0.05$): Direct effect of IEO on IP,
- Indirect effect (IEO \rightarrow EC \rightarrow IP) = 0.09 (bootstrapping 95%, $p < 0.01$): Suggests significant partial mediation of EC.

Conclusion and Discussion

This paper has proposed a conceptual framework that links entrepreneurial orientation, entrepreneurial competencies, and international performance of born global firms. It suggests that entrepreneurial competencies play a critical mediating role in translating EO into international success. By focusing on both EO and EC, born global firms can enhance their ability to perform in competitive international markets. Future research could empirically test the proposed model, offering deeper insights into the dynamics of entrepreneurial orientation and competencies in global business contexts. This conceptual framework sets the stage for future empirical research that could further validate the proposed relationships and deepen our understanding in this area of research.

Since it has been suggested that international EO would significantly affect IP. This study has also examined the impact of EO on the success of born-global enterprises in international marketplaces, adding to the knowledge in the field. By researching how competencies serves how entrepreneurial abilities enhance situational intelligence, this paper explains how new strategies are assisting SMEs and newly established multinational corporations in redistributing profits based on their operational outcomes. This study has contributed in a few ways. They are enlisted as under:

First, the role of competencies was enhanced through this research and indirect connection between international performance and international EO, was well presented, as well as the partial mediation in these relationships was established. Internationalization has been seen as a duty to overcome externalities in previous IEO work, which did not examine the connections between these factors or demonstrate the significance of experiencing relationships and competences of multinational corporations. The Resource-Based Perspective (RBV), which contends that various resources, including foreign relationships and international credentials, may be quantified as assets, is likewise consistent with the results.

Although Covin and Wales (2019) suggest that the "Resource Based View (RBV)" is a plausible avenue for IEO investigations, there are concerns that given the position of wealth of opportunities available to the organization makes international performance less risky. As a result, IEO, as a starting point for multinational corporations, may be used to further grow the network's relationships and competencies via networking and resource usage. This perspective's main argument is that support is dynamic. The resource competition theory, which maintains that

value creation is based on any physical and intangible resource, is more in line with this point of view.

The impacts of international EO, competencies, and IP on the internationalization of born global enterprises are also better understood through this research. Even though IEO's efficacy has been thoroughly examined in a worldwide setting, there is still limited evidence linking rigorous IEO assessment to the global performance of newly established multinational corporations. International prospects are more likely to be found by born global enterprises with greater IEO; nevertheless, they are unable to capitalize on these chances due to their inexperience abroad, limited resources, and innovation and efficiency.

As a result of the link, newly established global businesses may use their expertise as well as that of sellers, buyers, and competitors in the worldwide market to assist them adjust to the new method of entry. Consequently, this model also demonstrates the significance of studying both competencies and international performance (Martin and Javalgi, 2016). Overall, this research demonstrates IEO of born global enterprises and offers a strong basis for understanding the worldwide performance of these firms beyond national boundaries. Last but not least, this research is very useful for comprehending Born global enterprises, which heavily rely on SMEs' internationalization to advance their economic growth (Chang et al., 2019). The few factors that prevent information from flooding the global market were disparities in language, religion, business practices, industrial progress, and other variables may all contribute to psychological distances, which are "the sum of these factors that hinder the flow of information into the market."

Implications for Theory and Practice

This study extends the literature on the internationalization in the EO–IP relationship. It highlights that EO alone is not sufficient to guarantee success in international markets, as it is through the application of entrepreneurial competencies that EO can be translated into superior international performance. A theoretical viewpoint in relation to born global firms has been created by this work. In light of these viewpoints, this study is deriving some significance from the outcomes. IEO may inspire managers to establish the best network connections and, in turn, enhance business performance. According to research findings, multinational corporations have proven advantageous on a worldwide scale.

First, the success of internationalization may be attributed to this evolution as it can improve the company's capacity to capitalize on cross-border commercial possibilities and continuously face diverse situations in foreign marketplaces.

Second, this study demonstrates that it has internal or external connections to other prosperous SMEs. Network relationships try to turn newly established international businesses into significant assets and raise their worth. Therefore, managers of the new global business will benefit from making effective use of their capabilities.

Through frequent conversations with their co-workers, they build on their current network connections in both home and international markets. Because of the effective implementation of the information and knowledge flow required to accomplish business objectives, they will be able to further enhance their current resources. In order to improve their access to crucial information, managers of multinational corporations should also exercise caution while attempting to identify new network connections between the domestic and foreign markets.

Third, the research makes it evident that IEO may create a network of newly established international businesses; as a result, managers of multinational corporations profit from creativity, boldness, and fresh attempts to take risks in international marketplaces. They discovered that network and orientation are significant measures of global performance, which lends credence to this theory. Managers must thus understand that they should work to create a worldwide IEO and spread awareness of it across the organization.

Fourth, empirical results shown that IEO is crucial in coordinating their global performance. Notably, born international corporations find it almost impossible to get the maximum amount of support and direction from other outside business institutions, including venture capitalists, business incubators, and accelerators. Resources, like networks, enhance the ability of the majority of new multinational corporations to expand their operations in overseas markets. In order to overcome their network and resource limitations, these naturally occurring multinational corporations go to the government for assistance.

Fifth, the empirical research demonstrated that the use of competencies positively contributes to the development of network connections between groups and outside parties, which would help established global enterprises enhance their performance abroad. Through a variety of actions government entities create a wider range of relationships that may be quite beneficial. Seminars and international marketing training programs, may assist in gaining important knowledge and resources for breaking into new international markets, overcoming several obstacles, and ultimately achieving improved performance. Sixth, the group and external parties may establish a network link which can help the multinational company enhance its performance abroad. Building larger contacts via networks might be quite beneficial for government agencies. For public officials, the study's findings provide valuable perspectives.

The performance of multinational corporations is significantly impacted by the initiative's taken to enhance IEO. Policymakers must look for innovative strategies to motivate businesses to pursue expansion as globalization advances and adds value to meet the expanding demands of global markets. The findings indicate that policymakers need to encourage internationalization by assisting businesses in creating IEOs and try to enhance competence among entrepreneurs. For practitioners, this study emphasizes the need for BGFs to focus not only on fostering a strong entrepreneurial orientation but also on developing the necessary competencies to execute international strategies. Managers of born global firms should invest in training and development programs to enhance key entrepreneurial competencies such as international market knowledge, strategic decision-making, and networking.

Authors Contribution: Conceptualization: SKC. And MFM; methodology: SKC; software: NK; validation: FRA, AI, and NK; formal analysis, SKC and FRA; investigation: MFM; resources: AI; data curation: NK.; writing—original draft preparation: SKC; writing—review and editing: SKC; visualization: FRA.; supervision: AI; project administration: NK

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Informed consent statement: Informed consent was obtained from all subjects involved in the study.

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