Entrepreneurial Orientation
Reflections from a contingency perspective

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Doctoral Dissertation

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Gabriel Linton received a bachelor’s degree in business administration (2005) and a master’s degree in business administration (2008) from Cleveland State University, USA. He is currently employed at Örebro University at both the School of Business and External Relations. He is also a member of the Swedish research school Management and IT (MIT). Gabriel’s research mainly concerns entrepreneurship at the firm-level. He teaches in the areas of entrepreneurship, marketing, and international business.

Entrepreneurship has been argued to be an important driver of the economy, which benefits society from firm-level entrepreneurship as indicated by their entrepreneurial orientation, commonly described by innovativeness, risk-taking, and proactiveness. This thesis, and the four appended papers, focus on discussing how different levels of entrepreneurial orientation can fit together with the context of the firm, which can be the external environment, for example. The sub-dimensions of innovativeness, risk-taking, and proactiveness are also discussed in terms of their meaning and their individual impact on entrepreneurial orientation.

The overall contribution is the insight that entrepreneurial orientation is not a simple performance-enhancing attribute, as commonly portrayed. Rather, it needs to be in fit with the firm’s context. It is also argued that entrepreneurial orientation as a theoretical construct may not only be conceptualized as an overall entrepreneurial attribute (common in the extant literature), but also as a more complex and nuanced attribute.