ENTREPRENEURIAL ORIENTATION AND BUSINESS PERFORMANCE IN RETAIL PHARMACIES: EVIDENCE FROM BAHRAIN

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Abstract

Purpose of the study: The purpose of this study is to examine the influence of the five dimensions of entrepreneurial orientation (EO): innovativeness, autonomy, risk-taking, proactiveness, and competitive aggressiveness on the business performance of retail pharmacies.

Methodology: This study used a quantitative research approach. The data from 136 pharmacists operating in different retail pharmacies in the Kingdom of Bahrain were collected through a structured questionnaire. Multiple regression was applied to test the five hypotheses that were developed based on the literature review by using SPSS.

Main Findings: The study found that there is a significant positive association between pharmacy business performance and two dimensions of EO: innovativeness and risk-taking. However, autonomy, proactiveness, and competitive aggressiveness have no significant association with the business performance of retail pharmacies in Bahrain. Yet, the findings showed that not all EO dimensions have a significant relationship with business performance; therefore, the study suggested that retail pharmacies must be careful while executing EO.

Applications of this study: The findings of this study is anticipated to help retail pharmacies to develop their business, as it may offer significant insight and empirical evidence for pharmacy owners or decision-makers to adopt entrepreneurial orientation in order to achieve superior performance and growth in their businesses.

Novelty/Originality of the Study: This study contributes to the entrepreneurial orientation literature in the retail pharmacy sector. The findings of this study show that the entrepreneurs in the retail pharmacy sector need to focus merely on two dimensions of EO (Innovativeness and risk-taking) to yield better performance. Moreover, this study is one of the limited studies that provide empirical support for the influence of EO on the retail pharmacy industry. This is a pioneering empirical study to examine the influence of relevant dimensions of entrepreneurial orientation on the business performance of retail pharmacies in the gulf countries and the Kingdom of Bahrain in particular.

Keywords: Entrepreneurial Orientation, Entrepreneurship, Retail Pharmacies, Business Performance, Bahrain.

INTRODUCTION

Nowadays, retail pharmacies provide many services other than dispensing medication as they diversified their business to improve their possible profits. Additionally, retail pharmacies have a significant role in the healthcare organization. Therefore, the improvement of the pharmacy system is important for the business of the pharmacies, healthcare sector, and the whole society. Indeed, the retail pharmacy sector is strongly regulated and rivalry among the pharmacies is high. Thus, there is a need for pharmacies to improve their business activities to persist in their business and achieve their goals (Smith and Jambulingam, 2018; Balkanski, 2019). According to Asieba and Nmadu, (2018) the entrepreneurial skills of pharmacists operating in retail pharmacies have a significant influence on pharmacies' business performance and survival. Therefore, pharmacists operating in retail pharmacies should balance the dual commitment of the professional and trading tasks they face on daily basis to ensure their existence (Schmidt and Pioch, 2005).

Entrepreneurship is an important dynamic of a favorable health care industry, that being said, entrepreneurial orientation (EO) is the principal element of entrepreneurship (Smith and Jambulingam, 2018). EO improves the performance via strategic entrepreneurship effect and is significantly related to business achievement (Kantur, 2016) and augments the organization's Competitiveness Buli (2017). Entrepreneurial orientation is defined as "the entrepreneurial strategy-making processes that key decision-makers use to enact the firm's organizational purpose, sustain its vision, and create competitive advantages" (Rauch et al., 2009). Moreover, Lumpkin and Dess (1996) characterized the EO using five dimensions, consisting of innovativeness, autonomy, proactiveness, risk-taking, and competitive aggressiveness. These dimensions may differ independently based on the environmental and organizational context (Lumpkin and Dess, 1996). Generally, the influence of EO on business performance has long been investigated in the literature. However, the majority of previous research emphasizes on three EO dimensions (innovation, risk-taking, and proactiveness) (Rauch et al., 2009). Furthermore, Rauch et al., (2009) suggested that the addition of other dimensions of EO (Autonomy and competitive aggressiveness) may

show different associations with performance and benefit future research. Therefore, this study focuses on the five dimensions of EO proposed by Lumpkin and Dess (1996). Additionally, few studies have highlighted the influence of EO on the industry of retail pharmacies, particularly in gulf countries.

The retail pharmacies in Bahrain play a vital role in providing many services to citizens such as the supply and distribution of pharmaceuticals products, nutritional supplements, and personal care products that value the pharmacist's responsibilities in the health sector and promoting public health. In recent years, the Kingdom of Bahrain has witnessed a flourishing investment in the retail pharmacy sector. The number of retail pharmacies in Bahrain has increased dramatically over the past few years. This is mainly because of encouraging government regulations. Therefore, pharmacies need to develop their strategy to persist in their business and attain business growth as the rivalry among the pharmacies has increased exponentially. Moreover, regulation in Bahrain stipulates that the pharmacy should be managed by a pharmacist. This regulation drives efficiency and helps to advance the pharmacy profession in Bahrain. The reduction in the profit margin on the drug price has led to obstacles and difficulties for the owners of pharmacies to operate profitably and survive in the business. Thus, the pharmacists need to pursue new opportunities and engage in retailing activities along with providing the pharmaceutical services to work effectively and meet their desired goals.

The purpose of the study is to investigate the contribution of EO to the performance of the retail pharmacy business. The main objectives of this research are:

1. To examine the influence of innovativeness on the business performance of retail pharmacies in Bahrain.

2. To examine the influence of autonomy on the business performance of retail pharmacies in Bahrain.

3. To examine the influence of risk-taking on the business performance of retail pharmacies in Bahrain.

4. To examine the influence of proactiveness on the business performance of retail pharmacies in Bahrain.

5. To examine the influence of competitive aggressiveness on the business performance of retail pharmacies in Bahrain.

The rest of this paper is organized as follows: the next section is the literature review. Section 3 presents the methodology. Section 4 presents the analysis and discussion, followed by the conclusion presented in section 5. Section 6 presents the research limitation and future research directions, and finally, the references.

LITERATURE REVIEW

Entrepreneurial orientation and business performance

The correlation between the EO and business performance has been discussed widely, as there is a belief that businesses with strong EO achieve better performance than those that do not adopt an EO (Lumpkin and Dess 1996; Rauch et al., 2009; Kantur, 2016; Shan et al., 2016). According to Buli (2017), the firm's performance is influenced by its capability to bring greater value to the client and follow entrepreneurial opportunities. The business performance may vary according to the measures used to evaluate performance (Lumpkin and Dess, 1996). However, Rauch et al., (2009) discussed that the association between EO and business performance emphases mostly on financial performance measures as the association between EO and nonfinancial performance is week. Indeed, many studies showed that the five dimensions of EO have a significant relationship with business performance as the survey study conducted by Mohamed (2018) on 205 small and medium firms in Somalia showed that the five dimensions of EO (innovation, proactiveness, risk-taking, competitive aggressiveness and autonomy) has a significant relationship to the firm performance. On the other hand, some studies showed a lower correlation or significant correlation with only some of these dimensions as Hughes and Morgan (2007) investigated the effect of the five dimensions of EO on the business performance of young-high-technology firms at an embryonic stage of development. Their study revealed that innovativeness and proactiveness have a positive impact on business performance. However, risk-taking showed a negative impact on business performance. Also, they conclude that autonomy and competitive aggressiveness have no significance in business performance. Moreover, a study conducted by Ndubisi and Iftikhar (2012) to examine the correlation between the entrepreneurship, innovation, and quality performance in small and medium enterprises in Pakistan has found that entrepreneurship in terms of risk-taking, proactiveness, and autonomy are considerably related with innovation and quality performance. Moreover, the study showed that innovation has a direct and significant correlation with performance and mediates the relationship between entrepreneurship and performance. Similarly, a study conducted by Jia et al., (2014) to examine the relationship between EO and corporate performance, and the interceding effect of executive capability in China by using a survey method. Jia et al., (2014) found that only the two dimensions of EO: innovation and proactiveness enhance corporate performance. They also found that executive competency partially mediating the entrepreneurial orientation- corporate performance link. Furthermore, Buli (2017) investigated the effect of EO and market orientation on the business performance of small and medium companies in Ethiopia. Buli (2017) found that market orientation and EO related to business performance. However, the study revealed that four dimensions of EO: risk-taking, autonomy, proactiveness, and competitive aggressiveness have a direct and positive

association with business performance, while innovativeness showed no significant relationship with the business performance of the firm.

Entrepreneurial orientation and business performance in retail pharmacies

Additionally, there are some researchers focused on the effect of EO on the retail pharmacy sector. The study conducted by Nobrega (2012) to examine the influence of EO of pharmacists on the performance of the community pharmacies in South Africa, showed that the business improvement of pharmacies indicates a positive association with two dimensions of the EO, Autonomy, and innovativeness. On the other hand, the study showed no significant association between the Risk-taking, Pro-activeness, and Competitive aggressiveness and the dependent variable Business development. Also, Nobrega (2012) highlighted that the pharmacist with more experience is less likely to take the risk, be more pro-active, or act competitively aggressive. Moreover, Nobrega (2012) discussed that the independent retail pharmacies adopt the EO more than the corporate pharmacies. Where Doucette et al., (2012) conducted a study to examine the impact of entrepreneurial orientation, pharmacy recruitment, and resource sufficiency on pharmacy practice change in the USA. They argued that the capability of pharmacy to change and EO allows the pharmacy to provides many innovative services other than dispensing. Doucette et al., (2012) considered the EO that influences the ability of pharmacy to change includes: Autonomy, proactiveness, risk-taking, and work ethic. The study found that the organizational change capability can be enhanced by having adequate resources and increasing the proactiveness and autonomy among the pharmacy staff. Furthermore, Frenzel (2018) conducted a study to investigate the EO, Trait Emotional Intelligence (EI), and Entrepreneurial Services provided by pharmacists in the Upper Midwest. Frenzel (2018) noted that EO dimensions were recognized in pharmacists who were owners or administrators, in contrast to pharmacists employed as staff. The higher dimensions of EO recognized for these owner pharmacists are risk-taking, innovativeness, proactiveness, and autonomy. Also, Jambulingam et al., (2005) considered EO as intangible resources, and they found that retail pharmacies that use these resources by implementing different combinations of EO appear to perceive growth prospects and sustain competitiveness advantages. Very recently, the study conducted by Smith and Jambulingam (2018) investigated the effect of EO and customer orientation on the performance of retail pharmacies in the United States. Their study used nonfinancial measures to evaluate the performance of retail pharmacies in terms of achieving the stated goals, organizational performance goals, and annual objectives. Smith and Jambulingam (2018) found that EO has an important effect on business performance and client orientation. Further, Smith and Jambulingam, (2018) concluded that Entrepreneurial orientation has a significant and direct impact on the pharmacy effectiveness. Moreover, they highlighted that the key dimensions of EO related to pharmacy performance are innovation, risk-taking, and proactiveness. On the other hand, their study showed that autonomy and competitive aggressiveness are least significant to the pharmacy performance.

Entrepreneurial orientation dimensions and hypotheses

Innovativeness

Innovation is a vigorous foundation of strategic modification, by which businesses can achieve a competitive advantage (Salavou, 2004). Innovativeness is described as "a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes" (Lumpkin and Dess, 1996). Many studies showed a significant association between innovativeness and business performance (Ndubisi and Iftikhar, 2012; Smith and Jambulingam, 2018). Additionally, several services provided by retail pharmacies related positively to the innovativeness of the pharmacy (Doucette et al., 2006). Furthermore, Mattingly et al. (2019) stated that innovation is the most common characteristics associated with entrepreneurship in pharmacy practice and improving novel prospects for pharmacists.

Hypothesis 1: Innovativeness is positively associated with the business performance of a retail pharmacy.

Autonomy

Autonomy is considered a significant element for business growth and firms' performance (Gelderen, 2016). Autonomy refers to "having the authority to follow through one's conviction" (Ndubisi and Iftikhar, 2012). The community gives professions the right to self-manage and work with autonomy. On the other hand, Jia et al., (2014) argued that autonomy gives the staff the power of decision-making. However, it may lead to uncontrolled autonomy and misuse of authority. Additionally, autonomy may differ with the size of the organization (Shan, et al., 2016). Indeed, pharmacists working as an entrepreneur have greater levels of autonomy than pharmacists working in corporate pharmacies Nobrega (2012). Moreover, according to Chen and Zheng (2018), operational autonomy has a positive relationship with business performance.

Hypothesis 2: Autonomy is positively associated with the business performance of a retail pharmacy.

Risk-taking

Entrepreneurs are considered as more likely to take risks than other people. The tendency to take risks is related to the management skills and risk awareness (Macko and Tyszka, 2009). Risk-taking action reveals "the enterprise's willingness to take risks to effectively seize the development opportunity" (Lumpkin and Dess, 1996). According to Rauch et al., (2009) the activities of risk-taking comprises "taking bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments". Moreover, Risk-taking is the "probability that an entrepreneur is able to successfully turn an idea into an opportunity" (Keh et al., 2002). The relationship between risk-taking and performance may depend on the characteristics of the business. Additionally, it has been argued that there is an association between risk-taking and business performance (Wang and Poutziouris, 2010). Yet, firms lacking a degree of risk-taking would achieve weaker performance (Hughes and Morgan, 2007). Risk-taking considered one of the most significant elements of an entrepreneurial pharmacist to face challenges such as inadequate capital. Also, risk-taking recognized as one of the business leadership traits required to achieve business effectiveness in retail pharmacy (Harrison et al., 2016).

Hypothesis 3: Risk-taking is positively associated with the business performance of a retail pharmacy.

Pro-activeness

An enterprise is considered entrepreneurially proactive when it pursues indicator opportunities and investigates possible reactions to fluctuating environmental orientations (Oni, 2012). Moreover, a proactive firm acts in advance of change rather than let its destiny to be directed by outside forces in order to provide good services by adopting continues environmental assessment (Hughes and Morgan, 2007). Additionally, proactiveness is defined as "the ability of the firm to predict where products/services do not exist or have become unsuspected valuable to customers and where new procedures of manufacturing are unknown to others become feasible" (Alvarez and Barney, 2017). Furthermore, it has been argued that the company with high proactiveness perceived high business performance (Oni, 2012; Hernández-Linares et al., 2019).

Hypothesis 4: Pro-activeness is positively associated with the business performance of a retail pharmacy.

Competitive aggressiveness

Competitive aggressiveness or Competitiveness is concerned with firms categorized by a robust offensive posture or react aggressively to competitive threats (Rauch et al., 2009). Furthermore, the aggressive firm takes advantage of competitors by adopting continues competitor assessment (Hughes and Morgan, 2007). Competitiveness aggressiveness is defined as "a firm's propensity to directly and intensely challenge its competitors to achieve entry or improve the position that is to outperform industry rivals in the market place" (Lumpkin and Dess, 1996). Many researchers discussed that competitive aggressiveness has a significantly positive influence on business performance (Giachetti, 2016; Hernández- Linares et al., 2019).

Hypothesis 5: Competitive aggressiveness (Competitiveness) is positively associated with the business performance of a retail pharmacy.

METHODOLOGY

This study is based on a quantitative approach. Yet, this study utilized a structured questionnaire method to test the hypotheses. It has been adapted from a previous study, (Nobrega, 2012), to be applied in the survey. The questionnaire included items to measure the independent variables which consist of the five dimensions of EO: innovativeness, autonomy, risk-taking proactiveness, and competitive aggressiveness and the dependent variable: the business performance of the pharmacy. Generally, the performance in entrepreneurship can be measured by different methods such as profit, growth, size, liquidity, efficiency, leverage, success/failure, and market share (Murphy et al., 1996). In this research, the successor business performance of the retail pharmacy was measured by a subjective approach. Indeed, the subjective approach is more suitable as the pharmacists may hesitant to disclose their business performance objectively (Kantur, 2016). Accordingly, pharmacists were asked to rate the business performance of their pharmacies by using their profitability, growth turnover, the position of the pharmacy, and market share for the past two years. The total number of questionnaire elements was 24 questions, where each construct consisted of four to five items. Moreover, the end of the questionnaire included the demographical information items related to the basic profile of the respondents.

Thereafter, pharmacists working in retail pharmacies in Bahrain were requested to assess their agreement or disagreement with the items of the questionnaire using the five-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement. The population of this study is composed of all the retail pharmacies in the Kingdom of Bahrain. According to the annual report published by the National Health Regulatory Authority (NHRA) the total number of the registered pharmacies in Bahrain are 263, which include 204 private pharmacies and 59 hospital pharmacies. Indeed, due to the relatively small number of retail pharmacies, this study targeted all the retail pharmacies, excluding the newly opened pharmacies, as they would not be able to answer the questions related to their business growth. The data were collected

between September and November of 2019 from retail pharmacies in the Kingdom of Bahrain. Additionally, the study used convenience sampling through choosing one pharmacist from each pharmacy. The sampling technique collected the data from the responded that can be expected to have the best knowledge about their pharmacies business. Therefore, the questionnaire was targeted to the pharmacy owners, managers, and decision-makers. The frame of reference comprises both male and female pharmacist. Moreover, the sampling method ensured the involvement of both corporate pharmacies and independent pharmacies within each governorate in Bahrain. The questionnaire was delivered to pharmacists as hard copies by the researcher to ensure a high response rate. Finally, the total number of responses collected was 136, from different retail pharmacies in Bahrain. The sample size was adequate to draw the conclusion about the EO and business performance of retail pharmacies in Bahrain. Finally, to analyze the data have been collected, quantitative methods of data analysis were used with the help of Statistical Package for Scientific Studies (SPSS). Consistent with prior studies (Nobrega 2012; Buli 2017; Mohamed 2018; Hernández-Linares et al., 2019), multiple regression analysis is used to study the relationship between the dependent variable and the independent variables.

Reliability and validity

Table 1 shows the result of the reliability test. Reliability is the internal consistency of items that include a latent construct (Hair et al., 2010). The reliability of constructs is estimated using a Cronbach's alpha test. The result of the reliability test for autonomy was .650 (5 items) and after removal of two items the reliability was raised to 0.720 (3 items), becoming higher than 0.7, as recommended by Hair et al., (2010). Therefore, the Cronbach's alpha for all constructs of the study shows that all variables have a Cronbach "s Coefficient Alpha which is more than 0.7, and that makes the result to be accepted.

Table 1: Reliability test

Constructs	No. items	Cronbach's alpha
Business performance	4	0.935
Innovativeness	5	0.890
Autonomy	3	0.720
Risk-taking	5	0.860
Pro-activeness	5	0.740
Competitiveness	5	0.779

Furthermore, the validity was assessed using factor analysis. The results of factor analysis for the overall constructs indicated they were statistically significant ($p \leqslant 0.001$), and a Kaiser-Meyer-Olkin (KMO) test = 0.865. Moreover, the validity test for each construct exhibited the following: innovativeness = 0.838, autonomy KMO= 0.661, risk-taking =0.852, pro-activeness= 0.688, competitive aggressiveness= 0.734 and for business performance= 0.865. Indeed, the KMO must be more than 0.50 (Kaiser, 1974). Therefore, the results are good.

DISCUSSION AND ANALYSIS

Demographic profile

The analysis was performed using SPSS -Statistical package for social science, which is appropriate for studying survey-based research. The demographical information of the respondents showed that most of the respondents were male (58.1%), while females were (41.9%). The age group, 31-40 years old represented the highest category with 49.2%. Moreover, the age group 20-30 years old, 41-50 years old, and above 50 years old exhibited 28.8%, 16.9, and 5.1 % respectively. It reflected that most of the respondents were young. Furthermore, most of the respondents were married, 80.1 %. With regards to the nationality, 75.7% of the respondents were non-Bahraini which indicated that retail pharmacies in Bahrain kingdom offers jobs for pharmacists from foreign countries. The qualifications of the respondents indicated that most participants, 84.6%, have B. Pharm (Bachelor's Degree), which may suggest that the respondents of this research were knowledgeable and highly educated. Furthermore, 49.3% of the respondents were Pharmacists working in corporate pharmaceuticals chains, 5.1 % of the responded were owners of independent retail pharmacies, and 45.6% were pharmacists working for independent retail pharmacies, which reflected the high number of corporate retail pharmacies compared to independent retail pharmacies in Bahrain. Table 2 presents the profile of the respondents.

Table 2: presents the profile of the respondents

Demographical variables	Frequency N= 136	Percentage
Gender		
Female	57	41.9
Male	79	58.1
Age		
20-30 years old	39	28.8

31-40 years old	67	49.2
41-50 years old	23	16.9
above 50 years old	7	5.1
Nationality		
Bahraini	33	24.3
Non-Bahraini	103	75.7
Marital Status		
Married	109	80.1
Single	27	19.9
Qualification		
B. Pharm	115	84.6
Diploma	7	5.1
Postgraduate	14	10.3
Current position		
Owner of independent retail pharmacy	7	5.1
Pharmacist in corporate retail pharmacy	67	49.3
Pharmacist in independent retail pharmacy	62	45.6

Descriptive statistics analysis

Table 3 represents the result of a descriptive statistics test of the dependent variable (Business Performance) and independent variables (the five dimensions of EO). Based on the descriptive analysis, the mean and standard deviation were calculated as listed in Table 3. The average business performance of the sampled pharmacies was 14.35%, with a minimum 4 and a maximum of 20. This indicates the big variations in the business performance of the sample of retail pharmacies in Bahrain. The standard deviation for all variables ranged between 2.20 and 4.32, indicating that, there was variation among the respondent's opinions about each variable. Moreover, as shown in the result, the mean for the EO dimensions ranged between 18.66 to 10.56 for innovativeness and proactiveness, respectively. This indicates that retail pharmacies perceived innovativeness as the most important dimensions for EO in Bahrain

Table 3: Descriptive Statistics test of the dependent variable (Business Performance) and independent variables (the five dimensions of EO)

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
Business performance[DV]	136	4	20	14.3529	3.96191
Innovativeness[IV]	136	5	25	18.6618	4.25523
Autonomy [IV]	136	4	15	11.6029	2.20867
Risk-taking [IV]	136	5	25	16.1765	4.32201
Pro-activeness [IV]	136	3	15	10.5662	2.33715
Competitiveness [IV]	136	5	25	17.0221	3.73069
Valid N (listwise)	136				

Correlation

The Pearson correlation coefficients among all variables are reported in Table 4. The test result showed that all EO dimensions correlated with business performance and can be ordered according to the strength of correlation with the business performance of a pharmacy as follows: innovativeness (= .645**), proactiveness (=.596**), risk-taking (= .518**), competitiveness (= .468**) and autonomy (= 352**). Furthermore, the greatest correlation found was between innovativeness and proactiveness .752**. According to Judge et al. (1985) suggested that correlation coefficients should not be considered risky unless they exceed 0.80. Therefore, collinearity did not appear to be a serious problem in interpreting the regression results.

Table 4: Pearson Correlations coefficients among all variables

No.	Constructs	1	2	3	4	5	6
1	Business performance	1					
2	Innovativeness	.645**	1				
3	Autonomy	.352**	.592**	1			
4	Risk-taking	.518**	.559**	.333**	1		

5	Pro-activeness	.596**	.752**	.530**	.544**	1	
6	Competitiveness	.468**	.551**	.298**	.493**	.607**	1
	**. Correlation is significant at the 0.01 level (2-tailed).						

Regression

To test the hypothesis, multiple linear regression analysis was applied. The R Square and Adjusted R Square for the model are presented in Table 5. As shown in the Model Summary, the Adjusted R-square represents the coefficient of determination, and can be identified at 45.4%, which indicates that the percentage the constructs developed have been explained by the model. This means that 45.4% of the variation in the business performance of the pharmacy (Dependent variable) was explained by the five dimensions of EO (Independent variables). Therefore, the model under study has explained some of the EO, while more efforts should be devoted to the other constructs to build the overall picture of the EO and other factors that can affect the business performance of retail pharmacies in Bahrain.

Table 5: Model Summary of the R Square and Adjusted R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688a	. 0.474	0.454	2.9286
a.	Predictors: (Constant), Competitiveness, Autonomy, Risk-taking, Innovativeness, Pro-activeness			

Furthermore, Table 6 reported the F-value for the model of 23.414 (p < 0.000), which statistically indicated the significance of the model.

Table 6: ANOVA[b] table for test results

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	1004.089	5	200.818	23.414	.000[a]
1	Residual	1114.97	130	8.577		
	Total	2119.059	135			

a. Predictors: (Constant), Competitiveness, Autonomy, Risk-taking, Innovativeness, Pro-activeness

b. Dependent Variable: Business performance

Finally, Table 7 represents the regression model. The innovativeness dimension has generated the highest coefficient factors, with 0. 409. The result indicates that there is a highly positive significant association at the 0.001 level, between innovativeness and the business performance of retail pharmacies in Bahrain. Therefore, Hypothesis 1 is accepted. Furthermore, this finding is consistent with (Hughes and Morgan, 2007; Nobrega 2012; Jia et al., 2014; Smith and Jambulingam, 2018). This finding suggests that retail pharmacies in Bahrain with high innovativeness generate more business performance. Therefore, retail pharmacies can improve their performance by following unique opportunities and implement innovative ideas. The result of the regression model also showed there is no significant relationship between autonomy and the business performance of retail pharmacies in Bahrain. Therefore, Hypothesis 2 is rejected, and this result is consistent with (Hughes and Morgan, 2007; Jia et al., 2014; Smith and Jambulingam, 2018). On the other hand, Nobrega (2012) showed that business improvement for retail pharmacies in South Africa indicates a positive association with autonomy. However, the finding of this study suggests that the independent action undertaken by the retail pharmacy team in Bahrain has no significant role in improving the business performance. So, the effect of autonomy on retail pharmacies' success is not endorsed in this research. Additionally, there is a significant positive association between risk-taking and the business performance of retail pharmacies in Bahrain. Therefore, Hypothesis 3 is accepted, and this result suggests that the retail pharmacies in Bahrain engage more in risky developments are more likely to achieve business performance. This finding is consistent with that found in other earlier studies (Wang and Poutziouris, 2010; Smith and Jambulingam, 2018). On the other hand, Naldi, et al., (2007) showed a significant negative relationship between risk-taking and performance. Moreover, the result revealed that there is no significant association between proactiveness and the business performance of retail pharmacies in Bahrain. Therefore, Hypothesis 4 is rejected, and this is consistent with Nobrega (2012). In contrast, Smith and Jambulingam (2018) found a significant relationship between proactiveness and performance in retail pharmacies in the United States. Therefore, the finding suggests that the role of proactiveness on the business performance of retail pharmacies in the Bahrain market is not validated in this study. Finally, no significant association was found between competitive aggressiveness and the business performance within retail pharmacies in Bahrain. Therefore, Hypothesis 5 is rejected, and this is consistent with (Hughes and Morgan, 2007; Nobrega, 2012; Smith and Jambulingam, 2018). This

finding suggests that performing overly aggressive has no effect on business performance in the retail pharmacy sector in Bahrain.

In sum, EO or certain dimensions may vary across countries and the effect of EO on performance may relate differently as a function of cultural norms (Rauch et al., 2009). Thus, the findings of this study are validated that EO dimensions showed a different relationship with business performance. Specifically, the EO in term of innovativeness and risk-taking showed a significant relationship with business performance in the retail pharmacy sector in the Bahrain Kingdom. However, the positive effect of autonomy, proactiveness, and competitive aggressiveness on the business performance of the retail pharmacies was not supported in this research.

Table 7: Coefficients correlation among different variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.534	1.579		0.971	0.333
	Innovativeness	0.38	0.101	0.409	3.782	0
	Autonomy	-.123-	0.144	-.069-	-.853-	0.395
	Risk-taking	0.165	0.074	0.18	2.235	0.027
	Pro-activeness	0.325	0.18	0.192	1.809	0.073
	Competitiveness	0.061	0.089	0.058	0.691	0.491

a. Dependent Variable:Business performance

CONCLUSION

Retail pharmacies need to protect their profitability in the competitive structure of the retail pharmacy sector. Therefore, Entrepreneur pharmacists must pay attention to business matters along with health matters by being more entrepreneurial. This study aims to examine the influence of innovativeness, autonomy, risk-taking, proactiveness, and competitive aggressiveness on the business performance of retail pharmacies in Bahrain. Firstly, the results of this study showed that there is a significant positive association between innovativeness and the business performance of retail pharmacies. Similarly, business performance in retail pharmacy can be improved by offering novel processes, services, and products. Further, the findings of this study concluded that there is a significant positive association between risk-taking and the business performance of retail pharmacies. Hence, it indicates that risk-takers attain better business performance. On the other hand, the findings of this study concluded that there is no significant association between autonomy, proactiveness, and competitive aggressiveness and the business performance of retail pharmacies. The findings may conclude that these dimensions are not effective strategies in the retail pharmacy sector. Additionally, according to Lumpkin and Dess (1996), not essentially all dimensions of EO are required and valuable at different times. Thus, pharmacists must be careful while executing EO. Moreover, retail pharmacies in Bahrain need to encourage entrepreneurship to improve their profitability and survival. The results of this study provide strategic and practical implications to improve the business performance in retail pharmacies, and they are highly valuable for the Entrepreneur pharmacists. The findings of this study recommend that the pharmacy managers can improve their business performance and achieve superior growth by being more innovative and taking higher risks.

LIMITATION AND STUDY FORWARD

This study has limitations that could afford future study opportunities. This study is limited to the retail pharmacy sector. Moreover, the study was conducted in the Bahrain Kingdom, which limits the generalizability of the results to other countries. The questionnaire is the single technique that was used for the data collection; therefore, the findings should be explained concerning the effect of common technique bias (Kantur, 2016). Moreover, two items of the autonomy dimension were removed from the final data analysis to improve the quality of the data. This study used an across-sectional sample to collect the data. Thus, future research may need a longitudinal study. The study sample excluded the newly opened pharmacies, as they would not be able to answer the questions related to their business growth in the past two years. Further study is required to find other factors that may affect the business performance within the retail pharmacy field. Moreover, more research is needed to examine the relationship between EO and other performance measures for retail pharmacies, such as customer satisfaction and customer loyalty.

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AUTHORS CONTRIBUTION

Both authors were active in writing this research. Shaju George was the leader of the research, who organized the study, and was responsible for the discussion and conclusion sections of the article, proofreading the article, finalization, and corresponding with the publisher. Safaa Elrashid was responsible for the literature review, collection of data, and analysis of data.

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