

**MODERATING EFFECT OF EXTERNAL ENVIRONMENT
ON PERFORMANCE OF SMES IN PAKISTAN**

RUBINA JABEEN

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYASIA
July 2014**

**MODERATING EFFECT OF EXTERNAL
ENVIRONMENT ON PERFORMANCE OF SMES IN
PAKISTAN**

By

RUBINA JABEEN

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy
July 2014**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a post graduate degree from the Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or, in their absence, by the Dean of the Graduate School. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of material in this thesis in whole or in part should be addressed to:

**Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman**

ABSTRACT

This study aimed to investigate the moderating effect of external environment (EE) on the relationships between Total Quality Management (TQM), Entrepreneurial Orientation (EO), Market orientation (MO) and performance (P). The study was greatly motivated by the inconsistent findings and the gaps indicated in the contemporary literature regarding those relationships. First there were contradictory findings between TQM and Performance, EO and Performance and MO and Performance relationships. Second, the three strategies; TQM, EO and MO were not investigated together within the context of Small and Medium Enterprises (SMEs), and third, in the relevant literature, many theories have emphasized the necessity to establish the fit between external environment and intended strategies as the key success factor. Therefore, this study integrated EE as an important moderating variable for the purpose of strategy implementation. Data were collected from SMEs operating in the Punjab Province, Pakistan by using questionnaire survey, and a random sampling was used for sample selection. 500 questionnaires were distributed to SME owner/managers but only 384 of them were returned, giving a response rate of 77 percent. However, only 367 useable questionnaires were used for further analysis. The high response rate was achieved due to the survey instrument being personally distributed and emailed by the researcher to the SMEs. The findings revealed that TQM and MO were significant predictors of performance, while EO was found insignificant to the performance. Meanwhile mixed results were found upon investigating the moderating effect of EE on the relationships between TQM, EO, MO and performance. The findings of this study provided significant insights for both managers and researchers to further understand the effects of implemented strategies on performance. Finally, limitations of study and necessary recommendations for future research were discussed.

Keywords: total quality management, entrepreneurial orientation, market orientation, external environment, performance.

ABSTRAK

Kajian ini bertujuan untuk meneliti kesan penyederhana persekitaran luaran (EE) ke atas hubungan-hubungan di antara Pengurusan Kualiti Menyeluruh (TQM), Orientasi Keusahawanan (EO), Orientasi Pasaran (MO) dan prestasi (P). Kajian ini dirangsangkan oleh penemuan-penemuan tidak konsisten serta jurang dalam literatur kontemporari berkaitan hubungan-hubungan tersebut. Pertama terdapat penemuan-penemuan bertentangan di antara hubungan-hubungan TQM dengan prestasi, EO dengan prestasi, dan MO dengan prestasi. Kedua, ketiga-tiga strategi TQM, EO dan MO tidak diteliti secara serentak dalam konteks Perusahaan Kecil dan Sederhana (PKS), dan ketiga, dalam literatur berkaitan banyak teori telah memberi penekanan kepada perlunya padanan diwujudkan di antara persekitaran luaran dengan strategi-strategi tertentu sebagai faktor utama kejayaan. Justeru, kajian ini telah mengintegrasikan EE sebagai variabel penyederhana penting untuk melaksanakan strategi berkenaan. Data dipungut daripada PKS yang beroperasi di Wilayah Punjab, Pakistan melalui tinjauan kaji selidik, dan persampelan rawak digunakan untuk pemilihan sampel. Sebanyak 500 borang soal selidik telah diedarkan kepada pemunya/pengurus PKS tetapi hanya 384 telah dikembalikan, memberikan kadar respons sebanyak 77 peratus. Bagaimanapun hanya 367 soal selidik boleh guna telah digunakan untuk analisis seterusnya. Kadar respons tinggi yang diperoleh adalah disebabkan penyelidik secara peribadi mengedar dan mengemelkan kepada PKS. Dapatan kajian menunjukkan TQM dan MO mempunyai hubungan signifikan dengan prestasi manakala EO tidak menunjukkan hubungan signifikan dengan prestasi. Selain itu dapatan bercampur-campur ditemui apabila meneliti kesan penyederhana persekitaran luaran (EE) ke atas hubungan-hubungan di antara TQM, EO dan MO dengan prestasi. Dapatan kajian ini telah menyediakan pemahaman signifikan kepada pengurus-pengurus dan penyelidik untuk memahami lebih lanjut kesan-kesan pelaksanaan strategi ke atas prestasi. Akhir sekali, limitasi kajian dan cadangan-cadangan untuk kajian akan datang telah dibincangkan.

Kata kunci: pengurusan kualiti menyeluruh, orientasi keusahawanan, orientasi pasaran, persekitaran luaran, prestasi.

ACKNOWLEDGEMENTS

All praise and glory to Almighty Allah (Subhanahu Wa Taalaa) who gave me strength and patience to carry out this work. Peace and blessings of Allah SWT be upon last Prophet Muhammad (Peace Be upon Him)

In completing this research, I am greatly indebted to various wonderful people for their assistance and contributions in one way or another. I would like to deeply acknowledge the intellectual sharing of many great individuals.

First and foremost, my sincere thanks and gratitude goes to my respected supervisor, Prof. Dr. Rosli Mahmood, for providing invaluable assistance, guidance, support, encouragement and insightful comments at different stages of this research. Thank you, again for all that you did throughout the entire process and made me able to complete this study.

I express my deep appreciation to my respected father, mother, brothers and sisters, thank you so much for your kind support and prayers. Special thanks also go to my nephews Zayan, Rayan and Abdullah and nieces Hania, Urva and Mahnoor for their encouragement, constant help and everlasting love.

I am especially indebted to very nice colleagues and cooperative friends surrounding me. I would like to thank the kind and brilliant people, Dr. Kabiru Jinjiri, Mukhtar Shehu Aliyu, Mohammed Abubakar, Rahimi Abidin and Saida Farhana Sarkam for their invaluable help and support throughout PhD journey.

Once again, I am thankful to Almighty Allah for His mercy and countless blessings on me from the beginning till the end in the PhD tenure.

TABLE OF CONTENT

Title	Page
TITLE PAGE	i
CERTIFICATION OF THE THESIS	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENT	viii
LIST OF TABLES	xv
LIST OF FIGURES	xvii
LIST OF ABBREVIATIONS	xviii
LIST OF APPENDICES	xix
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Problem Statement	9
1.3 Research Questions	18
1.4 Research Objectives	19
1.5 Scope of the Study	19
1.6 Significance of the Study	20
1.7 Concepts and Definition of Key Terms	21
1.7.1 Performance	21
1.7.2 Total Quality Management	21

1.7.3	Entrepreneurial Orientation	22
1.7.4	Market Orientation	22
1.7.5	External Environment	22
1.7.6	Small and Medium Enterprise (SME)	22
1.8	Organization of the Thesis	23
CHAPTER TWO: SMALL AND MEDIUM ENTERPRISES IN PAKISTAN		
2.1	Introduction	24
2.2	Overview of Pakistan	24
2.3	General Overview Of Economy Of Pakistan	26
2.3.1	Agriculture Sector	27
2.3.2	Manufacturing Sector in Pakistan	28
2.3.3	Service Industry in Pakistan	30
2.4	Background of SMEs and its Importance	32
2.4.1	Anatomy of SMEs in Pakistan	33
2.4.2	Small and Medium Sized Enterprises-Definitions	36
2.4.3	Critical Issues and Challenges of SME Sector	38
2.4.4	Contribution of SME in Pakistan Economy	39
2.5	Summary	39
CHAPTER THREE: LITERATURE REVIEW		
3.1	Introduction	41
3.2	Performance	41
3.2.1	Performance Definition	43
3.2.2	Measurement of Performance	43
3.3	Concept of Total Quality Management	45

3.3.1	Definition of TQM	46
3.3.2	Historical Development of Total Quality Management	47
3.3.3	Quality Concepts by the Quality Management Gurus and TQM Theories	49
3.3.4	Literature Review on Total Quality Management	50
3.3.5	TQM and Performance of SMEs	57
3.4	Entrepreneurship	67
3.4.1	Definition of Entrepreneurial Orientation	69
3.4.2	Literature Review on Entrepreneurial Orientation (EO)	70
3.4.3	Uni-dimensionality vs Multi-dimensionality of EO Construct	74
3.4.4	Entrepreneurial Orientation and Performance of SMEs	76
3.4.5	Dimensions of Entrepreneurial Orientation (EO)	78
3.5	Market Orientation (MO)	82
3.5.1	Definition of Market Orientation	83
3.5.2	Literature Review on Market Orientation	83
3.5.3	Dimensions of Market Orientation	86
3.5.4	Uni-dimensionality vs Multi-dimensionality of MO Construct	88
3.5.5	Market Orientation and SMEs performance	90
3.6	Integration between TQM, Entrepreneurial Orientation (EO) and Market Orientation	92
3.7	Rationality of External Environment Variable as a Moderator	95
3.8	Theoretical Framework	99
3.9	Hypotheses Development	100
3.9.1	Total Quality Management and Performance	100

3.9.2	Entrepreneurial Orientation and Performance	103
3.9.3	Market Orientation and Performance	105
3.9.4	External Environment Moderates the Relationship between TQM and Performance	107
3.9.5	External Environment Moderates the Relationship between EO and Performance	108
3.9.6	External Environment Moderates the Relationship Between MO and Performance	109
3.10	Underpinning Theory of Study	110
3.10.1	RBV Theory (Resource-Based View of the Firm)	111
3.10.2	The Contingency Theory	113
3.11	Summary	115
CHAPTER FOUR: METHODOLOGY		
4.1	Introduction	116
4.2	Research Design	116
4.3	Target Population	118
4.4	Sampling Frame	119
4.5	Sample Size	121
4.5.1	Sampling Technique	122
4.6	Data Collection Method	122
4.7	Unit of Analysis	124
4.8	Key Respondents	124
4.9	Survey Instrument	125
4.9.1	Performance Measurement Scale	127
4.9.2	Total Quality Management Measurement Scale	129
4.9.3	Entrepreneurial Orientation Measurement Scale	131

4.9.4	Market Orientation Measurement Scale	132
4.9.5	External Environment Measurement Scale	134
4.10	Questionnaire Design	135
4.11	Pilot Test	137
4.12	Data Analysis	139
4.12.1	Cleaning and Screening the Data	139
4.12.2	Descriptive Analysis	139
4.12.3	Factor and Reliability Analysis	140
4.12.4	Correlation Analysis	140
4.12.5	Preparing Data for Multivariate Analysis	140
4.12.6	Multiple Regression Analysis	141
4.12.7	Hierarchical Regression Analysis	141
4.13	Summary	141
CHAPTER FIVE: RESEARCH FINDINGS		
5.1	Introduction	142
5.2	Data Collection Process and Survey Responses	142
5.3	Non Response Bias	144
5.4	Sample Composition of Respondents	146
5.5	Data Cleaning	150
5.5.1	Detection of Missing data	151
5.5.2	Outliers	151
5.6	Descriptive Analysis of the Construct	152
5.7	Factor Analysis of the Research Instrument	153
5.7.1	Steps Involved in Factor Analysis	154
5.7.2	Factor Analysis of Performance (P)	155

5.7.3	Factor Analysis of Total Quality Management (TQM)	156
5.7.4	Factor Analysis of Entrepreneurial Orientation (EO)	158
5.7.5	Factor Analysis of Market Orientation (MO)	160
5.7.6	Factor Analysis of External Environment (EE)	161
5.8	Assumptions of Multiple Regressions	163
5.8.1	Normality	163
5.8.2	Linearity	163
5.8.3	Homoscedasticity	164
5.8.4	Multicollinearity	165
5.9	Correlation Analysis	167
5.10	Hypotheses Testing Procedures	167
5.11	Multiple Regression Analysis	168
5.11.1	Results of Regression Analysis	168
5.11.2	Hierarchical Regression Analysis Results to Examine the Moderating Affect	170
5.12	Summary	173
CHAPTER SIX: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS		
6.1	Introduction	174
6.2	Summary of the Study	174
6.3	Discussion on the Research findings	177
6.3.1	TQM and Performance	177
6.3.2	EO and Performance	179
6.3.3	MO and Performance	181
6.3.4	The Moderating Role of External Environment	183
6.4	Contributions of the Study	185

6.4.1	Theoretical Contribution	186
6.4.2	Managerial Contribution	187
6.5	Limitations of the Study	190
6.6	Suggestions for Future Research	192
6.7	Conclusions	194
	REFERENCES	197
	APPENDICES	279

LIST OF TABLES

Tables		Page
Table 1.1	Importance of SMEs to the National Economies of Different Countries	2
Table 2.1	Agriculture Growth Percentages from 2005-2012	28
Table 2.2	Group-wise Growth and Points Contribution Rate of LSM for the Month of July-March 2011-2012 vs. July-March 2010-201	29
Table 2.3	Classification of Services Sector in Pakistan	31
Table 2.4	Province Wise Distribution of SMEs in Pakistan	34
Table 2.5	SME Share in Sub-Sector	36
Table 2.6	SME Definition by SMEDA	37
Table 3.1	Characteristics of Different Stages in TQM	48
Table 3.2	Summary of Studies Related to the Relationship between TQM and Firms' Performance	54
Table 3.3	Critical Success Factors used in this Study and Studied by Different Researchers	67
Table 3.4	Summary of Studies Related to the Relationship between EO and Firm's Performance	72
Table 3.5	Summary of Studies Related to the Relationship between MO and Firm's Performance	86
Table 4.1	Performance Scale	129
Table 4.2	Total Quality Management Scale	129
Table 4.3	Entrepreneurial Orientation Scale	132
Table 4.4	Market Orientation Scale	133

Tables		Page
Table 4.5	External Environment Scale	135
Table 4.6	Description of Questionnaire	137
Table 4.7	Reliability Analysis of the Construct	138
Table 5.1	Summary of Response Rate	144
Table 5.2	Non Response Bias Test	145
Table 5.3	Distribution of the Respondents by Demographic Variables	146
Table 5.4	Firm Profile	148
Table 5.5	Descriptive Statistics of the Constructs	153
Table 5.6	Results of the Factor Analysis for Performance	155
Table 5.7	Results of the Factor Analysis for Total Quality Management	157
Table 5.8	Results of the Factor Analysis for Entrepreneurial Orientation	159
Table 5.9	Results of the Factor Analysis for Market Orientation	160
Table 5.10	Results of the Factor Analysis for External Environment	162
Table 5.11	Tolerance and VIF Values	166
Table 5.12	Pearson Correlation Analysis	167
Table 5.13	Multiple Regression Result between TQM, EO, MO and Performance	169
Table 5.14	Hierarchical Regression Result	172
Table 5.15	Summary of the Results of Hypotheses Testing	172

LIST OF FIGURES

Figures		Page
Figure 2.1	Large Scale Manufacturing Growth (percent) 1999-00 till 2008-09 (July-March)	30
Figure 3.1	Theoretical Framework of the Study	99
Figure 5.1	Testing Normality using Normal Probability Plot	164
Figure 5.2	Scatterplot of the Residuals	165

LIST OF ABBREVIATIONS

EE	External Environment
EO	Entrepreneurial Orientation
FPCCI	Federation of Pakistan Chamber of Commerce and Industries
KMO	Kaiser-Meyer-Olkin
MBNQA	Malcolm Baldrige National Quality Award
MO	Market Orientation
P	Performance
RBV	Resource Based View
ROI	Return on Investment
SME	Small and Medium Enterprise
SPSS	Statistical Package for Social Science
SMEDA	Small and Medium Enterprise Development Authority
TQM	Total Quality Management
UNIDO	United Nations International Development Organization.
VIF	Variance Inflation Factor

LIST OF APPENDICES

Appendix		Page
Appendix 1	Questionnaire	279
Appendix 2	Demographic Data Frequencies	288
Appendix 3	Results Of Factor Analysis	292
Appendix 4	Reliability Test	299
Appendix 5	Multiple Regression Analysis	302
Appendix 6	Hierarchical Regression	303

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The globalization of economic activities in the 21st century had led to free flow of tangible and intangible resources among the countries in Asian continents and world at large (Lan & Wu, 2010). The vital role of SMEs (small and medium enterprises) cannot be denied in this competitive and challenging business world. Several researchers such as, Acs and Audretsch (1990) and Brock and Evans (1986) examined that SMEs have the capability to create employment opportunities and are initiator in innovation domain. In keeping with the above discussion, research conducted by Jutla, Bodorik and Dhaliwal (2002) observed the vital importance of SMEs and considered them as the impetus of economic growth in all countries.

History revealed that SMEs existed since time immemorial, even in the Holy Bible; there is an explanation about small scale trade, existed between individuals (Kongolo, 2010). It has been witnessed that most of the existing large organizations have their foundation and origin in small and medium enterprises (SMEs). Dana (1988) pointed out that SMEs lead to larger organizations and later into multinational companies. SMEs worldwide are considered as the engine of economic growth, as they play an important role in poverty alleviation through job creation and a breeding ground for entrepreneurs. Most of the developing countries have realized the extreme benefits from SMEs and significance of the SMEs towards productivity of the country (Jasra, Khan, Hunjra & Rehman, 2011). SMEs contribute to industrialization by developing and strengthening

The contents of
the thesis is for
internal user
only

REFERENCES

- Aalbrecht, R. J., Hejka, J. A., & McNeley, P. K. (1991). Total Quality Management (TQM): How do you do it? *Automation, August*, 30-32.
- Abu-Jarad, I. Y., Yusof, N., & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3), 26-46.
- Acs, Z., & Audretsch, D. (1990). *The economics of small firms: A European challenge*. Kluwer Academic Publishers: Norwall, MA.
- Acuna, E., & Rodriguez, C. (2004). The treatment of missing values and its effect in the classifier accuracy. In: *Classification, clustering and data mining applications*. 639-648.
- Advani, A. (1997). *Industrial clusters: A support system for small and medium-sized enterprises, the private sector development*. World Bank occasional paper no. 32, Washington DC.
- Afza, T., Osman, M. H. B. M., & Rashid, M. A. (2010). Enterprising behavior of enterprise-less rural women entrepreneurs of Khyber Pukhtan Khawa of Pakistan. *European Journal of Social Sciences*, 18(1), 109-119.
- Afza, T., & Rashid, M. A. (2009). Marginalized women social well-being through enterprise development: a glimpse of remote women status in Pakistan. *Journal of Chinese Entrepreneurship*, 1(3), 248-267.

- Agus, A. (2000). TQM practices in manufacturing companies in Malaysia: *An Exploratory Total Quality Management*, 11(8), 104-151.
- Ahire, S. L., & Dreyfus, P. (2000). The impact of design management and process management on quality: An empirical investigation. *Journal of Operations Management*, 18, 549-575.
- Ahire, S. L., & Golhar, D. (1996). Quality management in large vs small firms: An empirical investigation. *Journal of Small Business Management*, 34(2), 1- 13.
- Ahmed, A., & Ahsan, H. (2011). *Contribution of Services Sector in the Economy of Pakistan* (No. id: 4673).
- Akimova, I. (2000). Development of market orientation and competitiveness of Ukrainian firms. *European Journal of Marketing*, 34(9/10), 1128-1148.
- Alam, M. M. (2010). Market orientation in small and medium size firms: A study on manufacturing firms in Pakistan. *Pakistan Journal of Business & Management*, 1(1), 1-15.
- Ali, K. A. M., Yusoff, R. Z., & Abas, Z. (2001). The relationship between quality management practices and productivity in revenue and cost management: A study of local authorities in Peninsular Malaysia. *Malaysia Management Journal*, 5(1&2), 35-46.

- Al-Dhaafri, H. S., Yusoff, R. Z., & Al-Swidi, A. K. (2013). The effect of total quality management, enterprise resource planning and the entrepreneurial orientation on the organizational performance: The mediating role of the organizational excellence, a proposed research framework. *International Journal of Business Administration*, 4(1), 66-85.
- Allison, P. D. (1999). *Multiple Regression: A primer*. Pine Forge Press: UK.
- Al-Marri, K., Ahmed, A. M. M. B., & Zairi, M. (2007). Excellence in service: An empirical study of the UAE banking sector. *International Journal of Quality & Reliability Management*, 24(2), 164-176.
- Aloulou, W., & Fayolle, A. (2005). A conceptual approach of entrepreneurial orientation within small business context. *Journal of Enterprising Culture*, 13(1), 21-45.
- Alpkan, L., Sanal, M., & Ayden, Y. (2012). Market orientation, ambidexterity and performance outcomes. *Procedia Social and Behavioral Sciences*, 41, 461-468.
- Al-Swidi, A. K., & Mahmood, R. (2011c). Enhancing a bank's competitive advantage through the integration of TQM practices, entrepreneurial orientation (EO), and organizational culture. *European Journal of Social Sciences*, 20(2), 299-313.
- Al-Swidi, A. K., & Mahmood, R. (2012). Total quality management, entrepreneurial orientation and organizational performance: The role of organizational culture. *African Journal of Business Management*, 6(13), 4717-4727.

- Al-Swidi, A.K. (2012). *The moderating effect of organizational culture on the relationship between total quality management, entrepreneurial orientation and the performance of Banks in Yemen*. Unpublished doctoral Thesis, University Utara Malaysia
- Amit, R., & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic Management Journal*, 14, 33-46.
- Amjad, A. (2010). *Role of WBIC in women entrepreneurship development*. A project of Small & Medium Enterprise Development Authority (SMEDA).
- Anderson, J. C., Rungtusanatham, M., & Schroeder, R.G., (1994). A theory of quality management underlying the Deming management method. *Academy of Management Review* 19, 472-509.
- Anderson, M., & Sohal, A. S. (1999). A study of the relationship between quality management practices and performance in small businesses. *International Journal of quality & Reliability management*, 16(9), 859-877.
- Antonic, B., & Hisrich, R. D. (2003). Clarifying the entrepreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7-24.
- Antony, J., Leung, K., Knowles, G., & Gosh, S. (2002). Critical success factors of TQM implementation in Hong Kong industries. *International Journal of Quality & Reliability Management*, 19(5), 551-566.

- Anwar, F., Saleem, I., & Zahid, A. (2012). Significance of total quality management in organizational performance: An empirical analysis from SMEs sector. *International Journal of Research in Commerce, IT & Management*, 2(1).
- Appiah-Adu, K., & Singh, S. (1998). Customer orientation and performance: A study of SMEs. *Management Decision*, 36(6), 385-394.
- Ara, I. (2004). Is Pakistan's manufacturing sector competitive?. *The Pakistan Development Review*, 685-706.
- Arawati, A. (2005). The structural linkages between TQM, product quality performance and business performance: Preliminary empirical study in electronics companies. *Singapore Management Review*, 27(1), 87-105.
- Arawati, A., & Ridzuan, M. S. (2001). The structural relationships between total quality management, competitive advantage and bottom line financial performance: An empirical study of Malaysian manufacturing companies. *Total Quality Management*, 12(7&8), 1018-1024.
- Arinaitwe, J. K. (2006). Factors constraining the growth and survival of small scale businesses: A developing countries analysis. *Journal of American Academy of Business, Cambridge*, 8(2), 167-178.
- Aris, N. M. (2007). SMEs: building blocks for economic growth. *Journal of the Department of Statistics, Malaysia*, 1.

- Armstrong, J., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 16, 396-402.
- Asika, N. (1991). *Research methodology in the behavioural sciences*. Lagos: Longman Nigeria Plc, Nigeria.
- Atuahene-Gima, K. (1995). An exploratory analysis of the impact of market orientation on new product development. *Journal of Product Innovation Management*, 12 (4), 275-293.
- Au, A.K.M., & Tse, A.C.B. (1995). The effects of market orientation on company performance in the Service Sector: a comparative study in Hong Kong and New Zealand. *Journal of International Consumer Marketing*, 8(2), 77-87.
- Audretsch, D., & Keilbach, M. (2004). Entrepreneurship capital and economic performance. *Regional studies*, 38(8), 949-959.
- Awan, H. M., & Bhatti, M. I. (2003). An evaluation of ISO 9000 registration practices: A case study of sports goods industry. *Managerial Finance*, 29(7), 109-134.
- Awan, H. M., Bhatti, M. I., & Bukhari, K. (2007). Identification of critical success factors of TQM implementation and their impact on business performance of manufacturing sector in Pakistan. 1-23.
- Awan, H. M., Bhatti, M. I., Qureshi, M. A., & Bukhari, K. (2009). *Critical total quality management factors and financial performance of the firm paper presented at the fifth international working conference*. Total Quality Management –

Advanced and Intelligent Approaches. 31st May – 4th-June, 2009, Belgrade, Serbia.

Awan, M. U., Raouf, A., Ahmad, N., & Sparks, L. (2009). Total quality management in developing countries: A case of pharmaceutical wholesale distribution in Pakistan. *International Journal of Pharmaceutical and Healthcare Marketing*, 3(4), 363-380.

Awang, A., Yusof, A. A., Kassim, K. M., Ismail, M., Zain, R. S., & Madar, A. R. S. (2009). Entrepreneurial orientation and performance relations of Malaysian Bumiputera SMEs: The impact of some perceived environmental factors. *International Journal of Business and Management*, 4.

Ayyagari, R., Grover, V., & Purvis, R. L. (2011). Technostress: Technology antecedents and implications. *MIS Quarterly*, 35(4), 831-858.

Aziz, N. A., & Yasin, N. M. (2010). How will market orientation and external environment influence the performance among SMEs in agro- food sector in Malaysia. *International Business Research*, 3(3), 154-164.

Aziz, S. A., & Mahmood, R. (2011). The relationship between business model and performance of manufacturing small and medium enterprises in Malaysia. *African Journal of Business Management*, 5(22), 8918–8932.

Baba, R., & Elumalai, S. (2011). *Entrepreneurial orientation of SMEs in Labuan and its effects on performance*. FEB Working Paper Series No. 1113.

- Babbie, E. (1990). *Survey Research Methods*. California: Wadsworth Publishing.
- Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation and learning organization and organizational performance. *Journal of the Academy of Marketing Science*, 27(3), 411-427.
- Baker, W. E., & Sinkula, J. M. (2009). The complementary effects of market orientation and entrepreneurial orientation on profitability in small businesses. *Journal of Small Business Management*, 47(4), 443-464.
- Bari, F., Cheema, A., & Haq, U. E. (2002). *Barriers to SME growth in Pakistan: An analysis of constraints*. A study conducted for the Asian Development Bank, Lahore University of management sciences (LUMS).
- Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage?. *The Academy of Management Review*, 11(3), 656-665.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Barney, J. B. (1995). Looking inside for competitive advantage. *The Academy of Management Executive*, 9(4), 49-61.
- Barney, J. B. (2002). *Gaining and sustaining competitive advantage*. (2nd ed). Upper Saddle River, NJ: Prentice Hall.

- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Barrett, H., Balloun, J., & Weinstein, A. (2003). *Success factors for entrepreneurial organizations*. UIC Research Symposium Papers. University of Illinois Institute for Entrepreneurial Studies, Chicago, IL.
- Batool, S. A., & Zulfiqar, S. (2011). The performance and structure of small & medium enterprises: An empirical evidence from Pakistan. *Pakistan Journal of Social Sciences (PJSS)*, 31(2), 433-447.
- Bayati, A., & Taghavi, A. (2007). The impacts of acquiring ISO 9000 certification on the performance of SMEs in Tehran. *The TQM Magazine*, 19(2), 140-149.
- Becherer, R. C., & Maurer, J. G. (1998). The moderating effect of environmental variables on the entrepreneurial and marketing orientation of entrepreneur-led firms. *Entrepreneurship Theory and Practice*, 22(1), 47-58.
- Beer, M., Voelpel, S. C., Leibold, M., & Tekie, E.B. (2005). Strategic management as organizational learning developing fit and alignment through a disciplined process. *Long Range Planning*, 38(5), 445-465.
- Beins, B. C. (2004). *Research methods: A tool for life*. Pearson Education: USA.

- Benson, P. G., Saraph, J. V., & Schroeder, R. G. (1991). The effects of organizational context on quality management: An empirical investigation. *Management Science*, 37(9), 1107-1124.
- Berry, A. (1998). The potential role of the SME sector in Pakistan. In a world of increasing international trade. *The Pakistan Development Review*, 37(4), 25-49.
- Berry, T. H. (1991). *Managing the total quality transformation*. McGraw-Hill Book Company: New York.
- Besterfield, D. H. (1995). *Total Quality Management*. Englewood Cliffs, NJ: Prentice Hall.
- Bhuiyan, S. N., Menguc, B., & Bell, S. J. (2005). Just entrepreneurial enough: The moderating effect of entrepreneurship on the relationship between market orientation and performance. *Journal of Business Research*, 58, 9-17.
- Bhutta, M. K. S., Khan, J. H., Omar, A., & Asad, U. (2009). An exploratory study of the characteristics affecting the success of SMEs in Pakistan. *International Journal of Entrepreneurship and Small Business*, 7(1), 107-122.
- Bigne, E., & Blesa, A. (2003). Market orientation, trust and satisfaction in dyadic relationships: A manufacturer-retailer analysis. *International Journal of Retail & Distribution Management*, 31(11), 574-590.
- Black, S. E., & Porter, L. J. (1996). Identification of the critical factors of TQM. *Decision Sciences*, 27(1), 1-21.

- Blankson, C., & Stokes, D. (2002). Marketing practices in the UK small business sector. *Marketing Intelligence & Planning*, 20, 49-61.
- Blankson, C., Motwani, J. G., & Levenburg, N. M. (2006). Understanding the patterns of market orientation among small businesses. *Marketing Intelligence & Planning*, 24(6), 572-590.
- Bogan, V., & Darity, Jr. W. (2008). Culture and entrepreneurship? African American and immigrant self-employment in the United States. *Journal of Socio-economics*, 37(5), 1999-2019.
- Bozic, L., & Radas, S. (2006). The effects of innovation activities in SMEs in the republic of Croatia. *Croatian Economic Survey*, (8), 33-52.
- Bradburn, N. M., Sudman, S., & Wansink, B. (2004). *Asking questions: the definitive guide to questionnaire design for market research, political polls and social and health questionnaires*. Jossey-Bass.
- Brah, S. A., Tee, S. S., & Rao, B. M. (2002). Relationship between TQM and performance of Singapore companies. *International Journal of Quality & Reliability Management*, 19(4), 356-379.
- Brah, S. A., Wong, J. L., & Rao, B. M. (2000). TQM and business performance in the service sector: A Singapore study. *International Journal of Operations & Production Management*, 20(11), 293-312.

- Brock, W., & Evans, D. (1986). *The economics of small business: Their roles and regulations in US economy*. Holmes & Meier Publishers: Teaneck, NJ.
- Brockhaus, R. H. (1975). IE locus of control scores as predictors of entrepreneurial intentions. *Proceedings of the Academy of Management*, 35, 433-435.
- Brockhaus, R. H. (1980). Risk taking propensity of entrepreneurs. *Academy of Management Journal*, 23(3), 509-520.
- Brown, J. S., & Eisenhardt, K.M. (1998). *Competing on the Edge: Strategy as Structured Chaos*. Harvard Business School Press: Boston, MA.
- Brush, C. G., & Vanderwerf, P. (1992). A comparison of methods and sources for obtaining estimates of new venture performance. *Journal of Business Venturing*, 7,157-170.
- Bryde, D. J., & Robinson, L. (2007). The relationship between total quality management and the focus of project management practices. *The TQM Magazine*, 19(1), 50-61.
- Burli, S. B., Kotturshettar, B. B., & Kalghatgi, P. (2011). Impact of quality management practices on the organizational. *International Journal of Management Research and Review*, (4), 63-77.
- Burns, R. B., & Burns, R. A. (2007). *Business Research Methods and Statistics using SPSS*. London: Sage Publications.

- Campbell, D. T. (1955). The informant in quantitative research. *American Journal of Sociological*, 60(4), 339-342.
- Capistrano, E. P. S. (2008). ISO 9000 certification and business performance of selected Philippine companies. *Philippine Manage Review*, 15, 15-36.
- Carmeli, A., & Tishler, A. (2004). The relationships between intangible organizational elements and organizational performance. *Strategic management journal*, 25(13), 1257-1278.
- Carrier, C. (1999). The training and development needs of owner- managers of small business with export potential. *Journal of Small Business Management*, 37(4), 30-41.
- Carton, R. B., & Hofer, C. W. (2010). Organizational financial performance: Identifying and testing multiple dimensions. *Academy of Entrepreneurship Journal*, 6(1), 1-22.
- Caruana, A., Ewing, M. T., & Ramaseshan, B. (2002). Effects of some environmental challenges and centralization on the entrepreneurial orientation and performance of public sector entities. *The Service Industries Journal*, 22(2), 43-58.
- Casillas, J. C., Moreno, A. M., & Barbero, J. L. (2010). A configurational approach of the relationship between entrepreneurial orientation and growth of family firms. *Family Business Review*, 23(1), 27-44.

- Cavana, R. Y., Dalahaye, B., & Sekaran, U. (2001). *Applied Research: Qualitative and quantitative methods*. Australia: John Wiley and Sons.
- Chadwick, B. A., Bahr, H. M., & Albrhcht, S. L. (1984). *Social Science Research Methods*. London: Prentice Hall.
- Chaharbaghi, K., & Newman, V. (1996). Innovating: towards an integrated learning model. *Management Decision*, 34(4), 5-13.
- Chandler, A. D. (1962). *Strategy and structure, chapters in the History of the American Industrial Enterprise*. Cambridge: MA, MIT Press.
- Chandrakumara, A., De Zoysa, A., & Manawaduge, A. (2011). Effect of the entrepreneurial and managerial orientations of owner-managers on company performance: An empirical test in Sri Lanka. *International Journal of Management*, 28(1), 139-151.
- Chandy, R. K., & Tellis, G. J. (1998). Organizing for radical product innovation: The overlooked role of willingness to cannibalize. *Journal of Marketing Research*, 35(4), 474-487.
- Chao, M. C. H., & Spillan, J. E. (2010). The journey from market orientation to firm performance: A comparative study of US and Taiwanese SMEs. *Management Research Review*, 33(5), 472-483.

- Chapman, R., & Al-Khawaldeh, K. (2002). Quality management worldwide: TQM and labour productivity in Jordanian industrial companies. *The TQM Magazine*, 14(4), 248-262.
- Chen, C. K., Yu, C. H., & Chang, H. C. (2005). An empirical analysis of customer-oriented service activities in the Taiwanese public sector. *Total Quality Management & Business Excellence*, 16(7), 887-901.
- Chenhall, R. H. (1997). Reliance on manufacturing performance, total quality management and organizational performance. *Management Accounting Research*, 8, 187-206.
- Chenhall, R. H., & Langfield-Smith, K. (1998). Factors influencing the role of management accounting in the development of performance measures within organizational change programs. *Management Accounting Research*, 9(4), 361-386.
- Chettiar, V., & Fallah, A. (2011). *Determinants of total quality management in the Iranian automotive industry*. 5th International Quality Conference, Center for Quality, Faculty of Mechanical Engineering, University of Kragujevac.
- Choi, T. Y., & Eboch, K. (1998). The TQM paradox: relations among TQM practices, plant performance, and customer satisfaction. *Journal of Operations Management*, 17(1), 59-75.
- Choppin, J. (1995). Total quality management – what isn't it?. *Managing Service Quality*, 5(1), 47-49.

- Christiansen, J. S., & Lee, W.Y. (1994). *Total Quality Management and Corporate Performance: An empirical investigation*. Ford Motor Co. and Kent State University. USA. Working Paper.
- Clark, C. (1941). *The conditions of economic progress*. London: Macmillan.
- Coakes, S. J., & Steed, L. G. (2003). *SPSS: Analysis without anguish*. Sydney: John Wiley & Sons.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). Malwah N.J: Erlbaum.
- Cole, R. E. (1992). The quality revolution. *Production and Operations Management*, *1*(1), 118-20.
- Collis, D. J., & Montgomery, C. A. (1998). *Corporate strategy: A resource-based view*. Boston, MA: Irwin/ McGraw-Hill.
- Connor, T. (2002). The resource-based view of strategy and its value to practising managers. *Strategic Change*, *11*(6), 307-316.
- Cook, L. S., & Verma, R. (2002). Exploring the linkages between quality system, service quality, and excellence. Service provider's persepectives. *Quality Management Journal*, *9*(2), 44-56.
- Corredor, P., & Goñi, S. (2011). TQM and performance: Is the relationship so obvious?. *Journal of Business Research*, *64*(8), 830-838.

- Covin, J. G., & Miles, M. P. (1999). Corporate entrepreneurship and the pursuit of competitive advantage. *Entrepreneurship: Theory & Practice*, 23(3), 47-63.
- Covin, J. G., & Slevin, D. P. (1986). *The development and testing of an organizational level entrepreneurship scale*. Wellesley, MA: Babson College.
- Covin, J. G., & Slevin, D. P. (1988). The influence of organizational structure on the utility of an entrepreneurial top management style. *Journal of Management Studies*, 25(3), 217-234.
- Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic Management Journal*, 10(1), 75-87.
- Covin, J. G., & Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship Theory and Practice*, 16(1), 7-28.
- Covin, J. G., & Wales, W. J. (2010). *The Measurement of Entrepreneurial Orientation*. Paper presented at the Annual Meeting of the Academy of Management (AoM), Montreal, QC.
- Covin, J. G., Green, K. M., & Slevin, D. P. (2006). Strategic process effects on the entrepreneurial orientation–Sales growth rate relationship. *Entrepreneurship Theory and Practice*, 30(1), 57-81.
- Covin, J. G., Slevin, D. P., & Schultz, R. L. (1994). Implementing strategic missions: effective strategic, structural and tactical choices. *Journal of Management Studies*, 31, 481-505.

- Coy, S. P., Shipley, M. F., Omer, K., & Khan, R. N. (2007). Factors contributory to success: A study of Pakistan's small business owners. *Journal of Developmental Entrepreneurship*, 2(2), 181-198.
- Crosby, P. B. (1979). *Quality is Free*. New York: McGraw-Hill.
- Cruickshank, M. (2003). Total Quality Management in the higher education sector: A literature review from an international and Australian perspective. *Total Quality Management & Business Excellence*, 14(10), 1159-1167.
- Cumming, B. S. (1998). Innovation overview and future challenges. *European Journal of Innovation Management*, 1(1), 21-29.
- Cummings, T. G., & Worley C. G. (1997). *Organizational development and change*. South- Western College Publishing, Ohio.
- Curkovic, S., Melnyck, S., Calantone, R. J., & Handfield, R. B. (2000). Validating the Malcolm Baldrige National Quality Award framework through structural equation modelling. *International Journal of Production Research*, 38(4), 765-791.
- Daft, R. L. (2000). *Organization Theory and Design* (7th ed.). South-Western College Publishing, Thomson Learning: U.S.A.
- Daft, R. L., & Lengel, R. H. (1983). *Information richness. A new approach to managerial behavior and organization design*. *Research in Organizational Behavior*. Barry Staw and Larry L. Cummings (eds.).JAI Press.

- Dahar, M. A., Faize. F. A., & Niwaz, A. (2010). A case study of the university college of education Chiniot Punjab (Pakistan) with reference to total quality management. *Europeon Journal of Social Science*, 16(4), 511-525.
- Dahlgaard, J. J., Kristensen, K., & Kanji, G. K. (1998). *Fundamentals of Total Quality Management – Process Analysis and Improvement* (1st Ed). Chapman and Hall: London.
- Dale, B. G. (1994). *Managing Quality*, Prentice Hall: London.
- Damanpour, F. (1991). Organizational innovation: meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), 555-590.
- Dana, L. P. (1988). More small business is not the answer for Peru. *Journal of Small Business Management*, 26.
- Das, A., Handfield, R. B., Calantone, R. J., & Ghosh, S. (2000). A contingent view of quality management, the impact of international competition on quality. *Decision Sciences*, 31, 649-690.
- Das, A., Paul, H., & Swierczek, F. W. (2008). Developing and validating total quality management (TQM) constructs in the context of Thailand's manufacturing industry. *Benchmarking: An International Journal*, 15(1), 52-72.
- Dasanayaka, S. W. S. B. (2011). Global challenges for SMEs in Sri Lanka and Pakistan in comparative perspectives. *Business Review*, 6(1), 61-81.

- Dauda, Y.D., & Akingbade, W.A. (2010). Employee's Market orientation and Business performance in Nigerai: Analysis of small Business Entreprises in Lagos state. *International Journal of Marketing Studies*, 2 (2), 134-143
- Davenport, T. H. (2000). *Mission Critical: Realising the Promise of Enterprise Systems*. Harvard Business School Press: Boston, MA.
- Davenport, T., Jarvenpaa, S., & Beers, M. (1996). Improving knowledge work processes. *Sloan Management Review*, 37(4), 53-66.
- Davidsson, P. (2005). Methodological approaches to entrepreneurship: past research and suggestions for the future. *Small Enterprise Research*, 13(1), 1-21.
- Davidsson, P., Delmar, F., & Wiklund, J. (2006). Entrepreneurship as growth; growth as entrepreneurship. *Entrepreneurship and the Growth of Firms*, 21-38.
- Day, G. S. (1994). The capabilities of market-driven organizations. *Journal of Marketing*, 58(4), 37-52.
- Day, G. S., & Wensley, R. (1983). Marketing theory with a strategic orientation. *The Journal of Marketing*, 79-89.
- Dean, J. W., & Bowen, D. E. (1994). Management theory and total quality: Improving research and practice through theory development. *The Academy of Management Journal* 19(3), 392-418.
- Deming, W. E. (1986). *Out of crisis*. Cambridge, MA: Massachusetts Institute of Technology Press.

- Deming, W. E. (1982). *Quality, productivity and competitive position*. MIT Center for advanced engineering study, Cambridge, MA.
- Demirbag M. T., Tatoglu, E., Tekinus, M., & Zaim, S. (2006). An analysis of the relationship between TQM implementation and organizational performance: evidence from Turkish SMEs. *Journal of Manufacturing Technology Management, 17*(6), 829-847.
- Demirbag, M., Glaister, K. W., & Tatoglu, E. (2007). Institutional and transaction cost influences on MNE's ownership strategies of their affiliates: Evidence from an emerging market. *Journal of World Business, 42*(4), 418-434.
- Demirbag, M., Koh, S. C. L., Tatoglu, E., & Zaim, S. (2006). TQM and market orientation's impact on SMEs' performance. *Industrial Management & Data System, 106*(8), 1206-1228.
- Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science, 6*(2), 204-223.
- Deros, B. M., Rahman, M. N. A., Ghani, J. A., Wahab, D. A., Hashim, M. H., & Khamis, N. K. (2009). Role of senior management in TQM implementation in Malaysian small and medium enterprises. *The Institution of Engineers, Malaysia, 72*(3).
- Deshpandé, R., & Farley, J. U. (1998). The market orientation construct: Correlations, culture and comprehensiveness. *Journal of Market-Focused Management, 2*(3), 237-239.

- Deshpande, R., & Webster, F. E. (1989). Organizational culture and marketing: Defining the research agenda. *Journal of Marketing*, 53, 3-15.
- Deshpande, R., Farley, J. U., & Webster, F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad Analysis. *Journal of marketing*, 57(1), 23-37.
- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-273.
- Dess, G. G., Lumpkin, G. T., & Covin, J. G. (1997). Entrepreneurial strategy making and firm performance: Tests of contingency and configurational models. *Strategic Management Journal*, 18(9), 677-695.
- Dess, G. G., Lumpkin, G. T., & Dean, M. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management* 19(1), 147-156.
- Dess, G., & Beard, D. (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, 19, 52-73.
- Dess, G., & Lumpkin, G. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Executive*, 19(1), 147-156.

- Dharmasiri, A. S. (2009). Strategic orientation of HR managers in commercial banks in South Asia. *International Review of Business Research*, 5(6), 1-21.
- Diamantopoulos, A., & Hart, S. (1993). Linking market orientation and company performance: Preliminary evidence on Kohli and Jaworski's framework. *Journal of Strategic Marketing*, 1, 93-121.
- Dierickx, I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management science*, 35(12), 1504-1511.
- Dilman, D. A. (1978). *Mail and Telephone Surveys: The Total Design Method*. Wiley: New York.
- Dimitratos, P., Lioukas, S., & Carter, S. (2004). The relationship between entrepreneurship and international performance: The importance of domestic environment. *International Business Review*, 13, 19-41.
- Dooley, K., & Flor, R. (1998). Perceptions of success and failure in TQM initiatives. *Journal of Quality Management*, 3(2), 157-175.
- Douglas, T. J., & Judge, W. Q. (2001). Total quality management implementation and competitive advantage: the role of structural control and exploration. *Academy of Management Journal*, 44, 158-169.
- Doyle, P. (1994). Setting business objectives and measuring performance. *European Management Journal*, 12(2), 123-132.

- East, C., Anderson, M., & Sohal, A. S. (1999). A study of the relationship between quality management practices and performance in small businesses. *International Journal of Quality & Reliability Management*, 16(9), 859-877.
- Easton, G., & Jarrell, S. (1998). The effects of total quality management on corporate performance: an empirical investigation. *The Journal of Business*, 71(2), 253-307.
- Economic Survey of Pakistan (2001-2002). Government of Pakistan. Economic Advisor's Wing Finance Division Islamabad.
- Economic Survey of Pakistan (2004-05).
- Economic survey of Pakistan (2011-2012).
- Ehigie, B. O., & McAndrew, E. B. (2005). Innovation, diffusion and adoption of total quality management (TQM). *Management Decision*, 43(6), 925-940.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(Special Issue), 1105-1121.
- Erdil, S., Erdil, O., & Keskin, H. (2004). The relationships between market orientation, firm innovativeness and innovation performance. *Journal of Global Business and Technology*, 1(1), 1-11.
- Eriksson, P., & Kovalainen, A. (2008). *Qualitative Methods in Business Research*. London : Sage Publications.

- Eris, E. D., & Ozmen, O. N. T. (2012). The effect of market orientation, learning orientation and innovativeness on firm performance: A research from Turkish logistics sector. *International Journal of Economic Sciences and Applied Research*, 5(1), 77-108.
- Escrig-Tena, A. B. (2004). TQM as a competitive factor: A theoretical and empirical analysis. *International Journal of Quality & Reliability Management*, 21(6), 612-637.
- Eugenia, I. N. (2010). Quality improvement in a Global competitive market place-success story from Nigeria. *International Journal of Business and Management*, 5(1), 211-218.
- Faganel, A. (2010). Quality perception gap inside the higher education institution. *International Journal of Academic Research*, 2(1), 173-186.
- Fairoz, F. M., Hirobumi, T., & Tanaka, Y. (2010). Entrepreneurial Orientation and Business Performance of Small and Medium Scale Enterprises of Hambantota District Sri Lanka. *Asian Social Science*, 6(3), 34-46.
- Fatima, M., & Ahmad, E. (2005). Quality management in Pakistan's readymade garments industry. *Quality Engineering*, 17(3), 459-465.
- Fatima, M., & Ahmad, E. (2006a). Quality management in Pakistan's knitwear industry. *Quality Engineering*, 18(1), 434-451.

- Fatima, M., & Ahmad, E. (2006b). Quality management in Pakistan's bedware industry. *Quality Engineering*, 18(4), 15-22.
- Federal Bureau of Statistics (2000, 2003, 2004).
- Feigenbaum, A. V. (1951). *Quality control, principles, practice, and administration*. McGraw-Hill: New York.
- Felton, A. P. (1959). Making the marketing concept work. *Harvard Business Review*, 37, 55-65.
- Feng, J., Prajogo, D., I., Tan, K. C., & Sohal, A.S. (2006). The impact of TQM practices on performance. *European Journal of Innovation Management*, 9(3), 269.
- Fening, F., Pesakovic, G., & Amaria, P. (2008). Relationship between quality management practices and the performance of small and medium size enterprises (SMEs) in Ghana. *International Journal of Quality & Reliability Management*, 25(7): 694-708.
- Fida, B. A. (2008). The role of small and medium enterprises (SMEs) in economic development. *Enterprise Development, Free Online Library*.
- Flury, B., & Riedwyl, H. (1998). *Multivariate Statistics: A practical approach*. London: Chapman and Hall.

- Flynn, B. B., Schroeder, R. G., & Sakakibara, S. A. (1995). The impact of quality management practices on performance and competitive advantage. *Decision Sciences*, 26(5), 659-691.
- Flynn, B. B., Schroeder, R. G., & Sakakibara, S., (1994). A framework for quality management research and an associated measurement instrument. *Journal of Operations Management* 11, 339-366.
- Foreman, E. K. (1991). *Survey Sampling Principles*. New York:M.Dekker.
- Forker, L. B., Vickery, S. K., & Droge, C. L. M. (1996). The contribution of quality to business performance. *International Journal of Operations & Production Management*, 16(8), 44-62.
- Forza, C., & Filippin, R. (1998). TQM impact on quality performance and customer satisfaction: A causal model. *International Journal of Production Economics*,55, 1-20.
- Fotopoulos, C. B., & Psomas, E. L. (2009).The impact of “soft” and “hard” TQM elements on quality management results. *International Journal of Quality & Reliability Management*, 26(2), 150-163.
- Frank, H., Kessler, A., & Fink, M. (2010). Entrepreneurial orientation and business performance – A Replication Study. *Schmalenbach Business Review*, 62, 175-198.
- Frazer, L., & Lawley, M. (2000). *Questionnaire design & Administration*. John &Wiley.

- Frazier, P. A., Tix, A. P., & Barron, K. E. (2004). Testing moderator and mediator effect in counseling research. *Journal of Counselling Psychology, 51*(1), 115-134.
- Fuchs, P. H., Mifflin, K. E., Miller, D., & Whitney, J. O. (2000). Strategic integration: competing in the age of capabilities. *California Management Review, 42*(3), 118-147.
- Fuchs, V. (1980). *Economic growth and the rise of service employment*. Prepared for conference "Towards Explaining Economic Growth". Institute of World Economics, Kiel, Federal Republic of Germany.
- Fynes, B., & Voss, C. (2001). A path analytic model of quality practices, quality performance and business performance. *Production and Operations Management, 10*(4), 494-513.
- Gadenne, D., & Sharma, B. (2002). An inter-industry comparison of quality management practices and performance. *Managing Service Quality, 12*(6), 394-404.
- Galbreath, J. (2005). Which resources matter the most to firm success? An exploratory study of resource-based theory. *Technovation, 25*(9), 979-987.
- Gao, G. Y., Zhou, K. Z., & Yim, C. K. (2007). On what should firm focus in transitional economies? A study of contingent value of strategic orientations in China. *International Journal of Research in Marketing, 24*(1), 3-15.

- Garengo, P., & Bititci, U. (2007). Towards a contingency approach to performance measurement: An empirical study in Scottish SMEs. *International Journal of Operations & Production*, 27(8), 802-825.
- Gartner, W. B. (1988). Who is an Entrepreneur? Is the wrong question. *American Journal of Small Business*, 12(1), 11-32.
- Garvin, D. A. (1987). Competing on the eight dimensions of quality. *Harvard Business Review*, Nov/Dec, 101-109.
- Garvin, D. A. (1988). *Managing Quality: The strategic and competitive edge*. The Free Press: New York.
- Gatignon, H., & Xuereb, J. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, 34(1), 77-90.
- Gaur, S. S., Vasudevan. H., & Gaur, A.S. (2009). Market orientation and manufacturing performance of Indian SMEs: Moderating role of firm resources and environmental factors. *European Journal of Marketing*, 45 (7-8), 1172- 1193.
- George, B. A., Marino, L. (2011). The epistemology of entrepreneurial orientation: Conceptual formation, modeling, and operationalization. *Entrepreneurship Theory & Practice*, 35(5), 989-1024.
- George, D., & Mallery, P. (2003). *SPSS for windows step by step: A sample Guide & reference*. Boston: Allyn & Bacon.

- George, G., Wood, D. R. J., & Khan, R. (2001). Networking strategy of boards: Implications for small and medium-sized enterprises. *Entrepreneurship & Regional Development, 13*(3), 269-285.
- Ghani, U., & Mahmood, Z. (2011). Factors influencing performance of Microfinance firms in Pakistan: Focus on market orientation. *International Journal of Academy Research, 3*(5), 125-132.
- Ghauri, P., & Gronhaug, K. (2005). *Research Methods in Business Studies: A Practical Guide* (3rd ed.) Edinburgh: FT Prentice Hall.
- Gheyasari, H., Rasli, A., Roghanian, P., & Nohalim, N. (2012). A Review on the Market Orientation Evolution. *Procedia Social and Behavioral Sciences, 40*, 542-549.
- Ghobadian, A., & Galleary, D. N. (1996). Total quality management in SMEs. *Omega International Journal of Management & Science, 24*(1), 83-106.
- Gimenez, F. A. P. (2000). The benefits of a coherent strategy for innovation and corporate change: A study applying miles and snow's model in the context of small firms. *Creativity and Innovation Management, 9*(4), 235-244.
- González-Benito, Ó., González-Benito, J., & Muñoz-Gallego, P. A. (2009). Role of entrepreneurship and market orientation in firm's success. *European Journal of Marketing, 43*(3/4), 500-522.

- Grandzol, J. R., & Gershon, M. (1998). A survey instrument for standardizing TQM modeling research. *International Journal of Quality Science*, 3(1), 80-105.
- Grandzol, J. R., Gershon, M., (1997). Which TQM practices really matter: An empirical investigation. *Quality Management Journal* 4(4), 43-59.
- Grainer, B., Padanyi, P. (2005). The relationship between market-oriented activities and market- oriented culture: implications for the development of market orientation in nonprofit service organizations. *Journal of Business Research*, 58, 854– 862.
- Green, S.B. (1991). How many subjects does it take to do a regression analysis? *Multivariate Behavioral Research*, 26, 499-510.
- Greenley, G. E. (1995). Market orientation and company performance: Empirical evidence from UK companies. *British Journal of Management*, 6, 1-13.
- Gu, F.F., Hung, K., & Tse, D. K. (2008). When does Guanxi matter? Issues of capitalisation and its dark sides. *Journal of Marketing*, 72, 12-28.
- Gulbro, R. D., Shonesy, L., & Dreyfus, P. (2000). Are small manufacturers failing the quality test. *Industrial Management and Data Systems*, 2, 76-80.
- Gummesson, E. (1994). Broadening and specifying relationship marketing. *Asia-Australia Marketing Journal*, 2(1), 31-43.
- Gummesson, E. (1998). Implementation requires a paradigm. *Academy of Marketing Science Journal*, 26(3), 242-249.

- Guth, W. D., & Ginsberg, A. (1990). Guest editors' introduction: Corporate entrepreneurship. *Strategic Management Journal*, 11, 5-15.
- Habaradas, R. B. (2008). SME development and technology upgrading in Malaysia: lessons for the Philippines. *Journal of International Business Research*, 7(1), 89-116.
- Hafeez, K., Malak, N., & Abdelmeguid, H. (2006). A framework for TQM to achieve business excellence. *Total Quality Management*, 17(9), 1213-1229.
- Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Uppersaddle River, New Jersey: Pearson Education International.
- Hair, J.F., Wolfinbarger, M.F., & Ortinall, D.J. (2008). *Essential of marketing Research*. Boston: McGraw. Hill/Irwin.
- Hakala, H., & Kohtamaki, M. (2010). The interplay between orientations: entrepreneurial, technology and customer orientation in software companies. *Journal of Entrepresing Culture*, 18(3), 265-290.
- Halkos, G. E., & Tzeremes, N. G. (2010). The effect of foreign ownership on SMEs performance: An efficiency analysis perspective. *Journal of Productivity Analysis*, 34(2), 167-180.
- Hall, R. (1992). The strategic analysis of intangible resources. *Strategic Management Journal*, 13, 135-144.

- Hamel, G. (2000). *Leading the revolution*. Boston: Harvard Business School Press.
- Hamel, G., & Prahalad, C. K. (1989). To revitalize corporate performance, we need a whole new model of strategy. *Harvard business review*, 63-76.
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market orientation and organizational performance: Is innovation a missing link?. *Journal of Marketing*, 62(4), 30-45.
- Harari, O. (1993). The eleventh reason why TQM doesn't work. *Management Review* 82, 31-36.
- Harris, L. C. (2001). Market orientation and performance: objective and subjective empirical evidence from UK companies. *Journal of Management Studies*, 38, 17-43.
- Hart, S., & Diamantopoulos, A. (1993). Marketing research activity and company performance: evidence from manufacturing industry. *European Journal of Marketing*, 27(5), 54-72.
- Hayes, N. (2000). *Doing psychological research*. Open University Press: UK
- Heffernan, M. M., & Flood, P. C. (2000). An exploration of the relationships between the adoption of managerial competencies, organisational characteristics, human resource sophistication and performance in Irish organisations. *Journal of European Industrial Training*, 24(2/3/4), 128-136.

- Helfat, C. E., & Raubitschek, R. (2000). Product sequencing: Co-evolution of knowledge, capabilities, and products. *Strategic Management Journal*, 21, 961-980.
- Hendricks, K. B., & Singhal, V. R. (1996). Quality awards and the market value of the firm: An empirical investigation. *Management Science*, 42, 415-436.
- Hendricks, K. B., & Singhal, V. R. (1997). Does implementing an effective TQM program actually improve operating performance? Empirical evidence from firms that have won quality awards. *Management Science*, 43, 1258-1274
- Hendricks, K. B., & Singhal, V. R. (2001). Firm characteristics, total quality management and financial performance. *Journal of Operations Management*, 19, 269-285.
- Herath, H. M. A., & Mahmood, R. (2013). Strategic orientation based research model of SME performance for developing countries. *Review of Integrative Business and Economics Research*, 2(1), 430-440.
- Hinson, R. E., & Abdulai, M. (2011). Qualitative insights into market orientation in small Ghanaian businesses. *International Journal of Marketing Studies*, 3(1), 35-44.
- Hoang, D. T., Igel, B., & Laosirihongthong, T. (2006). The impact of Total Quality Management on innovation findings from a developing country. *International Journal of Quality & Reliability Management*, 23(9), 1092-1117.

- Holmes, R. A. (2005). The impact of state labor regulation on manufacturing input demand during the progressive era. *The Journal of Economic History*, 65(2), 531-532.
- Hoq, M. Z., & Chauhan, A. A. (2011). Effects of organizational resources on organizational performance: An empirical study of SMEs. *Interdisciplinary Journal of Contemporary Research in Business*, 2(12), 373-385.
- Howitt, D., & Cramer, C. (2003). *Advanced quantitative data analysis*. New-York , NY: McGraw-Hill.
- Huang, F., & Chen, Y. T. (2002). Relationships of TQM philosophy, methods, and performance. *Industrial Management & Data System*, 102(4), 226-234.
- Hughes, M., & Morgan, R. E. (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, 36(5), 651-661.
- Hult, G. T. M., & Ketchen, Jr. D. J. (2001). Does market orientation matter? A test of the relationship between positional advantage and performance. *Strategic Management Journal*, 22(9), 899-906.
- Hult, G. T. M., Snow, C. C., & Kandemir, D. (2003). The role of entrepreneurship in building cultural competitiveness in different organizational types. *Journal of Management*, 29(3), 401-426.

- Hult, G. T., Hurley, R. F., & Knight, G. A. (2004). Innovativeness: Its antecedents and impact on business performance. *Industrial Marketing Management*, 33(5), 429-438.
- Hunt, D. (1993). People frameworks for excellence. *Management Development Review*, 6(5), 12.
- Hunt, S. D., & Morgan, R. M. (1995). The comparative advantage theory of competition. *Journal of Marketing*, 59, 1-15.
- Husain, I. (2005). SME Financing Issues and Strategies. In *Welcome Address at the conference on SME Financing Issues and Strategies held in Lahore*.
- Husain, I. (2007). Pakistan's economic future. www.shrathusain.iba.edu.pk
- Hussain, S. T., Khan, U., Malik, K. Z., & Faheem, A. (2012). The Constraints to Industry in Punjab, Pakistan. *The Lahore Journal of Economics* 17, 135-189.
- Inmyxai, S., & Takahashi, Y. (2009). Entrepreneurs as decisive human resources and business performance for the Lao SMEs. *Chinese Business Review*, 8(7), 29-43.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963-989.

- Irfan, S. M., Mohsin, M., & Yousaf, I. (2009). Achieving service quality through its valuable human resources: An empirical study of banking sector of Pakistan. *World Applied Sciences Journal*, 7(10), 1222-1230.
- Ishikawa, K. (1985). *What is total quality control? The Japanese way*. Englewood Cliffs, NJ: Prentice-Hall.
- Islam, M. A., Khan, M. A., Obaidullah, A. Z. M., & Alam, M. S. (2011). Effect of entrepreneur and firm characteristics on the business success of small and medium enterprises (SMEs) in Bangladesh. *International Journal of Business and Management*, 6(3), 289-299.
- Jabnoun, N. (2002). Control processes for QA and TQM. *Work Study*, 52(4).
- Jantunen, A., Puumalainen, K., Saarenketo, S., & Kyläheiko, K. (2005). Entrepreneurial orientation, dynamic capabilities and international performance. *Journal of International Entrepreneurship*, 3(3), 223-243.
- Jasra, J. M., Khan, M. A., Hunjra, A. I., Rehman, R. A. U., & Azam, R. I. (2011). Determinants of business success of small and medium enterprises. *International Journal of Business and Social Science*, 2(20), 274-280.
- Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53-70.
- Jaworski, B. J., & Kohli, A. K. (1996). Market orientation: review, refinement, and roadmap. *Journal of Market-Focused Management*, 1, 119-135.

- Jeong, I., Pae, J. H., & Zhou, D. (2006). Antecedents and consequences of the strategic orientations in new product development: The case of Chinese manufacturers. *Industrial Marketing Management, 35*(3), 348-358.
- Jeppesen, S. (2005). Enhancing competitiveness and securing equitable development: can small, micro, and medium-sized enterprises (SMEs) do the trick?, *Development in Practice, 15*(3/4), 463-474.
- Johnson, A. J., Dibrell, C. C., & Hansen, E. (2009). Market orientation, innovativeness, and performance of food companies. *Journal of Agribusiness, 27*(1/2), 85-106.
- Joiner, T. A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality & Reliability Management, 24*(6), 617-627.
- Jones, A. P., & James, L. R. (1979). Psychological climate: dimensions and relationships of individual and aggregated work environment perceptions. *Organization Behavior and Human Performance, 23*, 201-250.
- Juran, J. M., & Grayna, F. M. (1993). *Quality planning and analysis* (3rd Edition). McGraw Hill, International Editions.
- Juran, J. M. (1979). *Quality Control Handbook*. London: McGraw-Hill.
- Jutla, D., Bodorik, P., & Dhaliwal, J. (2002). Supporting the e-business readiness of small and medium-sized enterprises: approaches and metrics. *Internet Research, 12*(2), 139-164.

- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-36.
- Kanji, G. K. (1990). Total quality management: the second industrial revolution. *Total Quality Management*, 1(93), 3-12.
- Kanji, G. K., & Tambi, A. M. B. (1999). Total quality management in UK higher education Institutions. *Total Quality Management*, 10(1), 129-153.
- Kannan, V. R., Tan, K., Handfield, R. B., Ghosh, S. (1999). Tools and Techniques of Quality Management: An Empirical Investigation of Their Impact on Performance. *Quality Management Journal*, 6(3), 34-49.
- Kaplan, H. C., Brady, P. W., Dritz, M. C., Hooper, D. K., Linam, W., Froehle, C. M., & Margolis, P. (2010). The influence of context on quality improvement success in health care: a systematic review of the literature. *Milbank Quarterly*, 88(4), 500-559.
- Kaplan, R. M. (1987). *Basic Statistics for the Behavioral Sciences*. Allyn and Bacon, Boston: MA.
- Kaplan, R. S., & Norton, D. P. (2000). *The strategy-focused organization*. USA: Harvard Business School Press.
- Kara, A., Spillan, J. E., & DeShields, O.W. Jr. (2005). The effect of a market orientation on business performance: a study of small-sized service retailers using MARKOR scale. *Journal of Small Business Management*, 43(2), 105-108.

- Karagozoglu, N., & Brown, W. B. (1988). Adaptive responses by conservative and entrepreneurial firms. *Journal of Product Innovation Management*, 5, 269-281.
- Karuppusami, K., & Gandhinathan, R. (2006). Pareto analysis of critical success factors of total quality management. *The TQM Magazine*, 18(4), 372-385.
- Kassim, M.Y., Md-Mansur, K., & Idris, S. (2003). Globalization and its impact on Malaysia economy Reinventing Sabah: Global Challenges and Policy Responses, 95-111.
- Katsikis, I., & Kyrgidou, L. (2009). Entrepreneurship in teleology: the variety of the forms. *International Journal of Entrepreneurial Behavior & Research*, 15(2), 209-231.
- Kaynak, H. (2003). The relationship between TQM practices and their effects on firm performance. *Journal of Operations Management*, 21(4), 405-435.
- Kazem, A., & Van der Heijden, B. (2006). Exporting firms strategic choices: the case of Egyptian SMEs in the food industry. *SAM Advanced Management*
- Keh, H., Nguyen, T., & Ng, H. (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*, 22(2), 592-611.
- Kemelgor, B. H. (2002). A comparative analysis of corporate entrepreneurial orientation between selected firms in the Netherlands and the USA. *Entrepreneurship and Regional Development*, 14, 67-87.

- Keskin, H. (2006). Market orientation, learning orientation and innovation capabilities in SMEs: An extended model. *European Journal of Innovation Management*, 9 (4), 396- 417.
- Khalid, S., Irshad, M. Z., & Mahmood, B. (2011). TQM implementation in textile manufacturing industry to success: Review and case Study. *International Business Research*, 4(4), 242–248.
- Khalique, M., Isa, A. H. M., & Shaari, J. A. N. (2011). Challenges for Pakistani SMEs in a knowledge-based economy. *Indus Journal of Management & Social Sciences*, 5(2), 74-80.
- Khan, J. H. (2000). *TQM implementation in Pakistan: Revolutionary vs Evolutionary approach*. Pakistan's Sixth International Convention on Quality Improvement November 14-15, 2000, at Lahore.
- Khan, M. A. (2010). Evaluating the Deming Management Model of Total Quality in telecommunication industry in Pakistan – An empirical study. *International Journal of Business and Management*, 5(9).
- Khan, M. H., & Burki, A. A. (2000). Estimating allocative efficiency and elasticities of substitution in the large scale manufacturing of Pakistan. *Journal of Applied Economics*, 16(1&2), 49-63.
- Khan, N. R., Awang, M., & Zulkifli, C. M. (2013). Small and medium enterprises and human resource practices in Pakistan. *International Journal of Asian Social Science*, 3(2), 460-471.

- Khandwalla, P. N. (1972). Environment and its impact on the organization. *International Studies of Management & Organization*, 2(3), 297-313.
- Khandwalla, P. N. (1977). *The Design of Organizations*. New York: Harcourt Brace Jovanovich.
- Khanna, H. K., Laroiya, S. C., & Sharma, D. D. (2010). Quality management in Indian manufacturing organizations: Some observations and results from a pilot survey. *Brazilian Journal of Operations & Production Management*, 7(1), 141-162.
- Khattak, J. K., Arslan, M., & Umair, M. (2011). SMEs export problems in Pakistan. *E3 Journal of Business Management and Economics*, 2(5), 192-199.
- Khawaja, S. (2006). *Unleashing the potential of the SME sector with a focus on productivity improvements*. In Pakistan Development Forum. Retrieved on 10-12-2011.
- Khurram, W., & Jafri, S. K. A. (2011). *Do actions speak louder than words? Assessment of leaders behavioral integrity, TQM Implementation and organizational performance of public hospitals in Pakistan*. Paper Presented at The International Conference on Business and Economic Research.
- Kirca, A. H., Jayachandran, S., & Bearden, W.O. (2005). Market orientation: a meta-analytic review and assessment of its antecedents and impact on performance. *Journal of Marketing*, 69, 24-41.

- Kirzner, I. M. (1979). *Perception, opportunities and profit: Studies in the theory of entrepreneurship*. University of Chicago Press, Chicago.
- Knight, F. H. (1921). *Risk, uncertainty and Profit*. Houghton Mifflin, New York, NY.
- Knight, G. (1997). Cross-cultural reliability and validity of a scale to measure firm entrepreneurial orientation. *Journal of Business Venturing*, 12(3), 213-225.
- Knight, G. A. (2001). Entrepreneurship and strategy in the international SME. *Journal of International Management*, 7, 155-171.
- Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities and the born-global firm. *Journal of International Business Studies*, 35, 124-141.
- Knox, S. (2002). The broadroom agenda: developing the innovative organization. *Corporate Governance*, 2(1), 27-36.
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: The construct, research propositions and managerial implications. *Journal of Marketing*, 54(2), 1-18.
- Kohli, A. K., Jaworski, B. J., & Kumar, A. (1993). MARKOR: A measure of market orientation. *Journal of Marketing Research*, 30, 467-477.
- Kongolo, M. (2010). Job Creation versus job shedding and the role of SMEs in economic development. *African Journal of Business Management*, 4(11), 2288-2295.
- Kotler, P. (1977). From sales obsession to marketing effectiveness. *Harvard Business Review*, 55, 67-75.

- Kotler, P., Armstrong, G., & Cunningham, P. H. (2005). *Principles of marketing* (6th ed.). Toronto: Pearson Education Canada.
- Kotter, J. P., & Heskett, L. (1992). *Corporate culture and performance*. New York: Free Press.
- Kraus, S., & Kauranen, I. (2009). Strategic management and entrepreneurship: Friends or Foes? *International Journal of Business Science and Applied Management*, 4(1), 37-50.
- Kreiser, P. M., Marino, L. D., & Weaver, K. M. (2002). Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. *Entrepreneurship Theory & Practice*, 26(4), 71-94.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Kropp, F., Lindsay, N. J., & Shoham, A. (2008). Entrepreneurial orientation and international entrepreneurial business venture start-up. *International Journal of Entrepreneurial Behaviour and research*, 14(2), 102-117.
- Kumar, D. V., Grosbois, D. F., Choisine., & Kumar U. (2008). Performance measurement by TQM adopters. *The TQM Journal*, 20(3), 209-222.
- Kumar, K., Subramanian, R., & Strandholm, K. (2002). Market Orientation And Performance: Does Organizational Strategy Matter? *Journal of Applied Business Research*, 18(1), 37-49.

- Kumar, N., Scheer, L., & Kotler, P. (2000). From market driven to market driving. *European management journal*, 18(2), 129-142.
- Kumar, N., Stern, L. W., & Anderson, J. C. (1993). Conducting inter organizational research using key informants. *Academy of management journal*, 36(6), 1633-1651.
- Kumar, R., Garg, D., & Garg, T. K. (2011). TQM success factors in North Indian manufacturing and service industries. *The TQM Journal*, 23(1), 36-46.
- Kumar, V., Choisine, F., Grosbois, D., & Kumar, U. (2009). Impact of TQM on company's performance. *International Journal of Quality & Reliability Management*, 26(1), 23-37.
- Kumar, V., Jones, E., Venkatesan, R., & Leone, R. P. (2011). Is market orientation a source of sustainable competitive advantage or simply the cost of competing?. *Journal of Marketing*, 75(1), 16-30.
- Kureshi, N., Mann, R., Khan, M., & Qureshi, F. (2009). Quality management practices of SMEs in developing countries: A survey of manufacturing SMEs in Pakistan. *Journal of Quality and Technology Management*, 5(2), 63-89.
- Kureshi, N., Qureshi, F., & Sajid, A. (2010). Current health of quality management practices in service sector SME: A case study of Pakistan. *The TQM Journal*, 22(3), 317-329.

- Kuznets, S. (1957). Quantitative aspects of the economic growth of nations: II. industrial distribution of national product and labour forces.
- Lado, N.R., Maydeu-Olivares, A., & Rivera, J. (1998 b). Measuring market orientation in several populations: a structural equations approach. *European Journal of Marketing*, 32(1/2), 23-39.
- Lafferty, B. A., & Hult, G. T. M. (2001). A synthesis of contemporary market orientation perspectives. *European Journal of Marketing*, 35(1/2), 92-109.
- Lai, K. (2003). Market orientation in quality oriented organization and its impact on their performance. *International Journal of Production Economics*, 84, 17-34.
- Lan, Q., & Wu, S. (2010). An empirical study of entrepreneurial orientation and degree of internationalization of small and medium-sized Chinese manufacturing enterprises. *Journal of Chinese Entrepreneurship*, 2(1), 53-75.
- Lascelles, D., & Dale, B. (1990) Examining the barriers to supplier development. *International Journal of Quality and Reliability Management*, 7(2), 46-56.
- Lawler, E. E., Ledford, G. E., & Mohrman, S. A. (1995). *Creating high performance organizations: Practices and results of employee involvement and TQM in Fortune 1000 Companies*, San Francisco. CA: Jossey-Bass.
- Lawrence, P., & Lorsch, J. (1967). *Organization and environment: Managing differentiation and integration*. Boston, MA: Harvard University Division of Research.

- Leary, M. R. (2004). *Introduction to behavioral research methods*. (4th ed.). Pearson Education: USA.
- Ledwith, A., & Dwyer, O. (2009). Market orientation NPD performance, and organizational performance in small firms. *Journal of Production and Innovation Management*, 26, 652-661
- Lee, C. (2003). TQM in small manufacturers: An exploratory study in China. *International Journal of Quality and Reliability Management*, 715-197.
- Lee, C. J., Li, C. K., & Hwang, T. S. (1994). The APEC survey on small and medium enterprises. The APEC Secretariat, Taipei.
- Lee, C., Lee, K., & Pennings, J. M. (2001). Internal capabilities, external networks, and performance: A study on technology-based ventures. *Strategic Management Journal*, 22(6/7), 615-640.
- Lee, C.Y. (2004). Perception and development of Total Quality Management in small manufacturers: An exploratory study in China. *Journal of Small Business Management*, 42(1), 102-105.
- Leibenstein, H. (1968). Entrepreneurship and development. *The American Economic Review*, 58(2), 72-83.
- Lewis, W. G., Pun, K. F., & Lalla, T. R. M. (2005). An AHP-based study of TQM benefits in ISO 901 certified SMEs in Trinidad and Tobago. *TQM Managementnet*, 17(6), 558-627.

- Lewis, W. G., Pun, K. F., & Lalla, T. R. M. (2006a). Exploring soft versus hard factors for TQM implementation in small and medium-sized enterprises. *International Journal of Productivity and Performance Management*, 55(7), 539-554.
- Li, Y., Yongbin, Z., Justin, T., & Liu, Y. (2008). Moderating effects of Entrepreneurial orientation on market orientation- performance linkages: Evidence from Chinese small firms. *Journal of Small Business Management*, 46 (1), 113-133.
- Li, H., & Atuahene-Gima, K. (2001). Product innovation strategy and the performance of new technology ventures in China. *Academy of Management Journal*, 44(6), 1123-1134.
- Li, Y., Huang, J., Tsai, M. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Industrial Marketing Management*, 38(4), 440-449.
- Li, Y., Zhao, Y., Tan, J., & Liu, Y. (2008). Moderating effects of entrepreneurial orientation on market orientation-performance linkage: Evidence from Chinese small firms. *Journal of Small Business Management*, 46(1), 113-133.
- Liao, S. H., Chang, W. J., Wu, C. C., & Katrichis, J. M. (2011). A survey of market orientation research. *Industrial Marketing Management*, 40(2), 301-310.
- Liedholm, C., Mead, D. (1987). *Small scale industries in developing countries: Empirical evidence and policy implications*. International Development Paper No. 9. US Department of Agricultural Economics, Michigan State University, East Lansing, MI, USA

- Liu, S. S., Luo, X., & Shi, Y. (2002). Integrating customer orientation, corporate entrepreneurship and learning orientation in organizations-in-transition: An empirical study. *International Journal of Research in Marketing*, 19, 367-382.
- Llorens-Montes, F. J., & Verdu-Jover, A. J. (2004). Total Quality Management, institutional isomorphism and performance: The case of financial services. *The Service Industries Journal*, 24(5), 103-119.
- Lu, E., & Sohal, A. (1993). Success factors, weaknesses and myths concerning TQM implementation in Australia. *Total Quality Management*, 4(3), 245-255.
- Lukas, B. A., & Ferrel, O. C. (2000). The effect of market orientation on product innovation. *Journal of Academy of Marketing Science*, 28(2), 239-247.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *The Academy of Management Review*, 21(1), 135-172.
- Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16, 429-451.
- Lumpkin, G. T., Cogliser, C. C., & Schneider, D. R. (2009). Understanding and measuring autonomy: An entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice*, 33(1), 47-69.

- Madsen, E. (2007). The significance of sustained entrepreneurial orientation on performance of firms – A longitudinal analysis. *Entrepreneurship & Regional Development, 19*(2), 183-204.
- Mahmood, R., & Hanafi, N. (2013). Entrepreneurial orientation and business performance of women-owned small and medium enterprises in Malaysia. Competitive advantage as a mediator. *International Journal of Business and Social Science, 4*(1), 82-90.
- Mahmoud, M. A. (2011). Market orientation and business performance among SMEs in Ghana. *International Business Research, 4*(1), 241-251.
- Makadok, R. (2001). Towards a synthesis of resource-based and dynamic capability views of rent creation. *Strategic Management Journal, 22*(5), 387-402.
- Malhotra, N. (2006). *Marketing Research: An Applied Orientation and SPSS 14.0 Student CD*.
- Malik, S. A., Iqbal, M. Z., Shaukat, R. A. Z. I. A., & Yong, J. (2010). TQM practices & organizational performance: Evidence from Pakistani SMEs. *International Journal of Engineering & Technology, 10*(4), 1-6.
- Manivannan, M., & Premila, K. S. (2011). Application of principles of Total Quality Management (TQM) in teacher education institutions. *Journal of College Teaching & Learning, 6*(6).

- Mann, R., & Kehoe, D. (1994). An evaluation of the effects of quality improvement activities on business performance. *International Journal of Quality & Reliability Management*, 11(4), 29-44.
- March, J. G., & Sutton, R. I. (1997). Crossroads-organizational performance as a dependent variable. *Organization Science*, 8(6), 698-706.
- Marcoulides, G., & Heck, R. (1993). Organizational culture and performance: Proposing and testing a model. *Organization Science*, 4(2), 209-225.
- Marri, H. B., & Sohag, R. A. (2004). Removing obstacles to achieve excellence in SMEs. *Mehran University Research Journal of Engineering and Technology*, 23(3), 191-196.
- Marri, H. B., Gunasekaran, A., & Sohag, R. A. (2007). Implementation of advanced manufacturing technology in Pakistani small and medium enterprises: An empirical analysis. *Journal of Enterprise Information Management*, 20(6), 726-739.
- Mar Fuentes-Fuentes, M., Albacete-Sáez, C.A., & Lloréns-Montes, F.J. (2004). The impact of environmental characteristics on TQM principles and organizational performance. *Omega*, 32(6), 425-442.
- Mahmoud, A. M. (2011). Market orientation and business performance among SMEs in Ghana. *International Business Research*, 4, 241-251.

- Matzler, K., Hinterhuber, H. H., Daxer, C., & Huber, M. (2005). The relationship between customer satisfaction and shareholder value. *Total Quality Management & Business Excellence*, 16(5), 671-680.
- Martins, I., & Rialp, A. (2013). Entrepreneurial orientation, environmental hostility and SME profitability: A contingency approach. *Cuadernos de Gestión*, 13(2), 67-88.
- Maydeu-Olivares, A., & Lado, N. (2003). Market orientation and business economic performance: a mediated model. *International Journal of Service Industry Management*, 14(3), 284-309.
- Mazzocchi, M. (2008). *Statistics for Marketing and Consumer Research*. London, UK: Sage Publications.
- March, J. G., & Simon, H. (1968). *Organizations*. New York: Wiley.
- McAdam, R. (2000). Three leafed clover? TQM, organisational excellence and business improvement. *The TQM Magazine*, 12(5), 314-320.
- McNamara, C. P. (1972). The present status of the marketing concept. *The Journal of Marketing*, 36(1), 50-57.
- McAdam, R., Armstrong, G., & Kelly, B. (1998). Investigation of the relationship between total quality and innovation: A research study involving small organizations. *European Journal of Innovation Management*, 1(3), 139-147.

- McCabe, D., & Wilkinson, A. (1998). The rise and fall of TQM: The vision, meaning and operation of change. *Industrial Relations Journal*, 29, 18-29.
- McClelland, D. C. (1961). *The achieving society*, Van-Nostrand, Princeton, NJ.
- McCline, R. L., Bhat, S., & Baj, P. (2000). Opportunity recognition: An exploratory investigation of a component of the entrepreneurial process in the context of the health care industry. *Entrepreneurship Theory & Practice*, 25(2), 81-94.
- McGrath, R., & MacMillan, I. (2000). *The entrepreneurial mindset*. Boston, MA: Harvard Business School Press.
- McKelvie, S. J. (1978). Graphic rating scale - How many categories?. *British Journal of Psychology*, 69, 185-202.
- McKitterick, J. B. (1957). *What is the marketing management concept?* American Marketing Association. Chicago, IL.
- McMahon, R. G. P. (2001). Deriving empirical development taxonomy for manufacturing SMEs using data from Australia's business longitudinal survey. *Small Business Economics*, 17(3), 197-212.
- Mellat-Parast, M., Adam, S. G., & Jones, E. C. (2007). An empirical study of quality management practices in the petroleum industry. *Production Planning & Control*, 18(8), 693-702.

- Mehra, S., Hoffman, J. M., & Sirias, D. (2001). TQM as a management strategy for the next millennia. *International Journal of Operations & Production Management*, 21(5/6), 855-876.
- Meyers, L. S., Gamst, G., & Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, CA: Sage Publications.
- Meziou, F. (1991). Areas of strength and weakness in the adoption of the marketing concept by small manufacturing firms. *International Small Business Journal*, 29, 72-78.
- Micheels, E. T., & Gow, H. (2012). The effect of alternative market orientation strategies on firm performance. *International Journal of Marketing Studies*, 4(3).
- Miles, M. P., & Arnold, D. R. (1991). The relationship between marketing orientation and entrepreneurial orientation. *Entrepreneurship Theory & Practice*, 15(4), 49-66.
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770-791.
- Miller, D., & Friesen, P. H. (1978). Archetypes of strategy formulation. *Management Science*, 24(9), 921-933.
- Miller, D., & Friesen, P. H. (1982). Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic Management Journal*, 3(1), 1-25.

- Miller, D., & Shamsie, J. (1996). The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39, 519-543.
- Mitra, A. (1987). *Fundamentals of quality control and improvement*. Prentice-Hall, Englewood Cliffs, NJ.
- Mohd, K. H. (2005). *Small and Medium-Sized enterprises in Malaysia-Role in Issues*. Sintok: UUM Press
- Mohr-Jackson, I. (1998). Conceptualizing total quality orientation. *European Journal of Marketing*, 32(1/2), 13-22.
- Mokhtar, S. S. M., Yusoff, R. Z., & Arshad, R. (2009). Market orientation critical success factors of Malaysian manufacturers and its impact on financial performance. *International Journal of Marketing Studies*, 7(1), 77-84.
- Montes, F. J. L. M., Jover, A.V., & Fernandez, L. M. M. (2003). Factors affecting the relationship between total quality management and organizational performance. *International Journal of Quality & Reliability Management*, 20(2), 189-209.
- Moosa, K. (1999). *Quality culture in Pakistani organizations*. Proceedings of the 4th International Convention on Quality Improvement, Lahore.
- Moreno, A. M., & Casillas, J. C. (2008). Entrepreneurial orientation and growth of SMEs: A causal model. *Entrepreneurship Theory & Practice*, 32(3), 507-528.

- Moreno-Luzon, M. D. (1993). Can total quality management make small firms competitive? *Total quality Management*, 4(2), 165-181.
- Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. *Strategic Management Journal*, 30(8), 909-920.
- Morgan, R. E., & Strong, C. A. (1998). Market orientation and dimensions of strategic orientation. *European Journal of Marketing*, 32(11/12), 1051-1073.
- Morris, M. H. (1998). *Entrepreneurship intensity: Sustainable advantages for individuals, organizations and societies*. Quorum Books, Westport, CT.
- Morris, M. H., & Paul, G. (1987). The relationship between entrepreneurship and marketing in established firms. *Journal of Business Venturing*, 2(3), 247-259.
- Motwani, J. G., Mahmoud, E., & Rice, G. (1994). Quality practices of Indian organization: An empirical analysis. *International Journal of Quality & Reliability Management*, 11, 38-52.
- Mustafa, I., & Khan, F. M. (2005). Small and medium enterprises in Pakistan. *South Asian Journal*, 9(3), 1-16.
- Naman, J. L., & Slevin, D. P. (1993). Entrepreneurship and the concept of fit: A model and empirical test. *Strategic Management Journal*, 14(2), 137-53.
- Narver, J. C., & Slater, S. F. (1990). The effect of market orientation on business profitability. *Journal of marketing*, 54(4), 20-35.

- Narver, J. C., Slater, S. F., & Maclachlan, D. L. (2004). Responsive and proactive market orientation and new product success. *Journal of Production & Innovation Management*, 21(5), 334-347.
- Narver, J. C., Slater, S. F., & Tietje, B. (1998). Creating a market orientation. *Journal of Market-Focused Management*, 2(3), 241-255.
- Nasution, H. N., Mavondo, F. T., Matanda, M. J., & Ndubisi, N. O. (2011). Entrepreneurship: its relationship with market orientation and learning orientation and as antecedents to innovation and customer value. *Industrial Marketing Management*, 40(3), 336-345.
- Ndubisi, N. O., & Iftikhar, K. (2012). Relationship between entrepreneurship, innovation and performance: Comparing small and medium-size enterprises. *Journal of Research in Marketing & Entrepreneurship*, 14(2), 214- 236.
- Ndubisi, N. O., Gupta, O. K., & Ndubisi, G. C. (2005). The moguls model of computing: integrating the moderating impact of users persona into the technology acceptance model. *Journal of Global Information Technology Management*, 8(1), 27-47.
- Neuman, W. L. (1997). *Social research methods. Qualitative and quantitative approaches* (3rd ed.). MA: Allyn & Bacon.
- Newbert, S. L. (2007). Empirical research on the resource based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.

- Nishat, M. (2000). Financing small and medium enterprises in Pakistan: Problems and suggested solutions. *Journal of the Institute of Bankers of Pakistan*, 66(1), 31-53.
- Noble, C. H., Sinha, R. K., & Kumar, A. (2002). Market orientation and alternative strategic orientations: A longitudinal assessment of performance implications. *Journal of Marketing*, 66(4), 25-39.
- Nooteboom, B. (1994). Innovation and diffusion in small firms: theory and evidence. *Small Business Economics*, 6(4), 327-347.
- Norusis, M. J. (1999). *Guide to data analysis*. New Jersey: Prentice Hall.
- Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York: McGraw Hill.
- O'Regan, N., Ghobadian, A., & Sims, M. (2006). Fast tracking innovation in manufacturing SMEs. *Technovation*, 26(2), 251-261.
- Oczkowski, E., & Farrell, M. A. (1998). Discriminating between measurement scales using non-nested tests and two-stage least squares estimators: The case of market orientation. *International Journal of Research in Marketing*, 15(4), 349-366.
- Ogbonna, B.U., & Ogwo, O. E. (2013). Market orientation and corporate performance of Insurance firms in Nigeria. *International Journal of Marketing Studies*, 5(3), 104-116.

- Okay, S., & Semiz, S. (2010). The effects of ISO 9000 quality management system implementation in small and medium-sized textile enterprises: Turkish experience. *African Journal of Business Management*, 4(14), 2921-2933.
- Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The performance implications of fit among business strategy, marketing organization structure and strategic behavior. *Journal of marketing*, 69(3), 49-65.
- Onwuegbuzie, A. J., & Daniel, L. G. (2003). Typology of analytical and interpretational errors in quantitative and qualitative educational research. *Current Issues in Education*, 6(2), 1-29.
- Oparanma, A. O., Hamilton, D. I., & Jaja, S. A. (2009). Strategies for managing hospitality in a turbulent environment: Nigerian experience. *International Journal of Management & Innovation*, 1(1).
- Oppenheim, A. N. (2000). *Questionnaire design, interviewing and attitude measurement*: New Edition. Continuum: London.
- Osman, M. H. M., Rashid, M. A., Ahmad, F. S., & Hussain, G. (2011). Entrepreneurial Orientation: An Overview of theory and insinuations for women owned SMBs to model business performance in developing countries. *Interdisciplinary Journal of Contemporary Research in Business*, 3(3), 329-341.
- Oyedijo, A., Idris, A.A., & Aliu, A.A. (2012). Impact of Marketing Practices on the performance of Small Business Enterprises: Empirical Evidence from Nigeria.

European Journal of Economics, Finance and Administrative Sciences, 46, 130-146.

Pakistan bureau of statistics (2008-09).

Pallant, J. (2001). *SPSS Survival Manual: A Step by step guide to data analysis using SPSS for windows* (3rd ed.). England: McGraw Hill Open University Press.

Pallant, J. (2011). *SPSS Survival Manual: A Step by step guide to data analysis using SPSS for windows* (4th ed.). England: McGraw Hill Open University Press.

Parnell, J. A., & Wright, P. (1993). Generic strategy and performance: An empirical test of the miles and snow typology. *British Journal of Management*, 4, 29-36.

Pandelica, A., Pandelica, I., & Dumitru, I. (2009). What is market orientation and how did it evolve during the time? What do the empirical finding show? *The Business Review, Cambridge*, 13(1), 238-247.

Pelham, A. M., & Wilson, D. T. (1996). A longitudinal study of the impact of market structure, firm structure, strategy, and market orientation culture on dimensions of small-firm performance. *Journal of the Academy of Marketing Science*, 24, 27-43.

Pelham, A. M. (1997). Mediating influences on the relationship between market orientation and profitability in small industrial firms. *Journal of Marketing Theory & Practice*, 5(3), 55-76.

- Pennings, J. M. (1998). *Innovations as precursors of organizational performance in Galliers, R.D. and Beats, W. (Eds). Information Technology and Organizational Transformations: Innovations for the 21st Century Organization, Wiley, London.*
- Perera, S., Harrison, G. L., & Poole, M. (1997). Customer-focused manufacturing strategy and the use of operations-based non-financial performance measures: A research note. *Accounting, Organizations and Society, 22, 557-572.*
- Peteraf, M. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal, 14, 179-191.*
- Peterson, R. (1988). Understanding and encouraging entrepreneurship internationally. *Journal of Small Business Management, 26(2), 1-7.*
- Petroni, A. (2002). Critical factors of MRP implementation in small and medium-sized firms. *International Journal of Operations & Production Management, 22(3), 329-348.*
- Phillips, L.W., Chang, D. R., & Buzzell, R. D. (1983). Product quality, cost position, and business performance: A test of some key hypotheses. *Journal of Marketing, 47(2), 26-43.*
- Pinho, J. C. (2008). TQM and performance in small medium enterprises: The mediating effect of customer orientation and innovation. *International Journal of Quality & Reliability Management, 25(3), 256-275.*

- Pitt, L., Caruana, A., & Berthon, P. R., (1996). Market orientation and business performance. Some European evidence. *International Marketing Review*, 13(1), 5-18.
- Poister, T. H., & Streib, G. (1999). Performance measurement in municipal government: Assessing the state of the practice. *Public Administration Review*, 59(4), 325-335.
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press.
- Powell, T. C. (1992). Organizational alignment as competitive advantage. *Strategic Management Journal*, 13, 119-134.
- Powell, T.C. (1995). Total quality management as competitive advantage: A review and empirical study. *Strategic Management Journal*, 16, 15-37.
- Prajogo, D. I., & Sohal, A. S. (2006). The relationship between organization strategy, total quality management (TQM) and organization performance-the mediating role of TQM. *European Journal of Operational Research*, 16(8), 35-50.
- Pulendran, S., Speed, R., & Widing II, R. E. (2000). The antecedents and consequences of market orientation in Australia. *Australian Journal of Management*, 25(2), 119-143.
- Punjab Bureau of Statistics (2011-12).

- Quraishi, U., Hussain, I., Syed, M. A., & Rahman, F. (2010). Faculty Satisfaction in Higher Education: A TQM Approach. *Journal of College Teaching & Learning*, 7(6), 31-34.
- Rahman, S. (2001). A comparative study of TQM practice and organizational performance of SMEs with and without ISO 9000 certification. *International Journal of Quality & Reliability Journal*, 18(1), 35-49.
- Raja, M. W., Bodla, D. M. A., & Malik, D. S. A. (2011). Evaluating the effect of Total Quality Management practices on business performance: A study of manufacturing firms of Pakistan. *International Journal of Business and Social Science*, 2(9).
- Rao, S., Solis, L., & Raghunathan, T. (1999). A framework for international quality management research: development and validation of a measurement instrument. *Total Quality management*, 10(7), 1047-1075.
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761-787.
- Rauch, A., Wiklund, J., Frese, M., & Lumpkin, G. T. (2004). Entrepreneurial orientation and business performance: Cumulative empirical evidence. *Frontiers of Entrepreneurship Research*, 164-177.

- Razghandi, M., Hashim, N. H. B. T., & Mohammadi, M. (2012). *A survey of market orientation and performance within Asian countries*. 3rd International Conference on Business and Economic Research (3rd ICBER 2012) Proceeding, (12 - 13 March 2012), 2288-2300.
- Reed, R., Lemak, D. J., & Mero, N., P. (2000). Total Quality Management and sustainable competitive advantage. *Journal of Quality Management*, 5(1), 5-26.
- Reed, R., Lemak, D. J., & Montgomery, J. C. (1996). Beyond process: TQM content and firm performance. *Academy of Management Review*, 21(1), 172-202.
- Reid, R. D., & Sanders, N. R. (2007). *Operation Management*. USA: WILEY.
- Renko, M., Carsrud, A., & Brännback, M. (2009). Study of young biotechnology ventures in the United States and in Scandinavia. *Journal of Small Business Management*, 47(3), 331-369.
- Rahpoto, D. M. S., & Shaikh, F. M. (2011). Export potential of Pakistan's SMEs compared to developing countries. *Journal of Business Strategies*, 5(1).
- Ricardo, R., & Wade, D. (2001). *Corporate performance management: How to build a better organization through measurement driven strategies alignment*. Butterworth Heinemann.
- Richardson, T. (1997). *Total Quality Management*. Delmar Publishers, New York.
- Rogers, E. W., & Wright, P. M. (1998). Measuring Organizational performance in strategic human resource management: Looking beyond the lamppost.

- Rohra, C. I., Junejo, M. A., & Kanasro, H. A. (2009). Analyzing the stylized facts for developing SME's business opportunities in Pakistan. *Australian Journal of Basic & Applied Sciences*, 3(3), 2315-2321.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral science*. US: Holt, Rinehart & Winston, Inc.
- Ross, J. E. (1994). *Total Quality Management: Text and Cases Readings*, (2nd Ed). Kogan Page, London.
- Ruekert, R. W. (1992). Developing a market orientation: An organizational strategy perspective. *International Journal of Research in Marketing*, 9, 224-245.
- Rujirawanich, P., Addison, R., & Smallman, C. (2011). The effects of cultural factors on innovation in a Thai SME. *Management Research Review*, 34(12), 1264-1279.
- Rose, G. M., & Shoham, A. (2002). Export performance and market orientation: Establishing an empirical link. *Journal of Business Research*, 55, 217-225.
- Saeed, B. B., & Hasnu, S. (2011). Total Quality Management in exporting SMEs of Pakistan: A case study of sports goods manufacturers at Sialkot. *Interdisciplinary Journal of Contemporary Research in Business*, 2(12), 675-689.

- Sadikoglu, E., & Olcay, H. (2014). The effects of total quality management practices on performance and the reasons of and the barriers to TQM practices in Turkey. *Advances in Decision Sciences*, 1-17.
- Sajjad, F., & Amjad, D. S. (2011). Assessment of Total Quality Management practices and organizational development. (The Case of Telecom Services Sector of Pakistan). *Mediterranean Journal of Social Sciences* 2(2).
- Salaheldin, I. (2009). Critical Success Factors for TQM implementation and their impact on performance of SMEs. *International Journal of Productivity and Performance Management*, 58(3), 215-237.
- Saleem, I., Siddique, I., Akmal, A., Khan, M. S. M., Khan, M. U., & Sultan, S. (2011). Impact assessment of ISO 9000 series on the organizational performance: Empirical evidence from small and medium enterprise (SME) sector of Pakistan. *African Journal of Business Management*, 5(26).
- Saleem, S. (2008). SMEDA SME Policy Paper 2007- A Critical Review: An analytical commentary upon SME policy proposed by SMEDA Pakistan. MPRA paper no. 7329.
- Salegna, G., & Fazel, F. (1995). An integrative framework for developing and evaluating a TQM implementation plan. *Quality Management Journal*, 3(1).
- Salkind, N. J., & Rainwater, T. (2003). *Exploring research*. Upper Saddle River, NJ: Prentice Hall.

- Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. *Journal of Operations Management, 17*(3), 393-409.
- Santos-Vijande, M. L., Sanzo-Pérez, M. J., Alvarez-Gonzales, L. I., & Vazquez-Casielles, R. (2005). Organizational learning and market orientation: Interface and effects on performance. *Industrial Marketing Management, 34*, 187-202.
- Sapiena, H. J., Smith, K. G., & Gannon, M. J. (1988). Using subjective evaluations of organizational performance in small business research. *American Journal of Small Business, 13*, 45-53.
- Saraph, J. V., Benson, P. G., & Schroeder, R. G. (1989). An instrument for measuring the critical factors of quality management. *Decision Sciences, 20*(4), 810-828.
- Saravanan, R., & Rao, K. S. P. (2006). The impact of employees characteristics on total quality service implementation: An empirical study. *Quality Management Journal, 13*(4), 22-35.
- Sashkin, M., & Kiser, K. J. (1993). *Putting total quality management to work*. San Francisco: Berrett-Koehler.
- Satish, K., & Srinivasan, R. (2010). Total Quality Management and innovation performance: An empirical study on the interrelationships and effects. *South Asian Journal of Management, 17*(3), 8.

- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students*. Harlow: Prentice Hall.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*. (4th ed.). Prentice Hall Financial Times, Harlow.
- Saylor, J. H. (1992). *TQM Field Manual*. McGraw Hill, USA.
- Schmitz, H. (1995). Collective efficiency: Growth path for small-scale industry. *The Journal of Development Studies*, 31(4), 529-566.
- Schuler, R. S. (2000). The internationalization of human resource management. *Journal of International Management*, 6(3), 239-260.
- Schumpeter, J. A. (1934). *The theory of economic development*. Harvard University Press, Cambridge, MA.
- Segev, E. (1987). Strategy, strategy-making and performance in a business game. *Strategic Management Journal*, 8, 565-577.
- Sekaran, U. (2003). *Research methods for business: A skill building approach*. (4th ed.). John Wiley & Sons.
- Sekaran, U. (2006). *Research methods for business. A Skill Building Approach* (5th ed.). John Wiley & Sons.
- Selto, F. H., Renner, C. J., & Young, S. M. (1995). Assessing the organizational fit of a just-in-time manufacturing system: Testing selection, interaction and systems

models of contingency theory. *Accounting, Organizations and Society* 20(7/8), 665-684.

Seth, D., & Tripathi, D. (2005). Relationship between TQM and TPM implementation factors and business performance of manufacturing industry in an Indian context. *International Journal of Quality & Reliability Management*, 22(3), 256-277.

Seth, S. J. S. (2010). SME Development in Pakistan and its growth contribution to economic development. *SMEDA Research Journal*, (1), 63-92.

Shah, A. A., Mehmood, T., Hashmi, M. A., Shah, S. M., & Shaikh, F. M. (2011). Performance of SMEs in export growth and its impact on economy of Pakistan. *International Journal of Business and Management*, 6(7), 287-298.

Shah, S.N., & Dubey, S. (2013). Market orientation and organizational performance of financial institutions in United Arab Emirates. *Journal of Management and Public Policy*, 4(2), 17-26.

Shane, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Journal*, 25(1), 217-226.

Shapiro, B. P. (1988). What the hell is market orientation? *Harvard Business Review*, 66, 119-125.

Sharma, B. (2006). Quality management dimensions, contextual factors and performance: An empirical investigation. *Total Quality Management & Business Excellence*, 17(9), 1231-1244.

- Shields, M. D., Deng, F. J., & Kato, Y. (2000). The design and effects of control systems: Tests of direct and indirect effects models. *Accounting, Organizations and Society*, 25, 185-202.
- Siguaw, J. A., Simpson, P. M., & Baker, T. L. (1998). Effects of supplier market orientation on distributor market orientation and the channel relationship: The distributor perspective. *Journal of Marketing*, 62(3), 99-111.
- Sila, I. (2007). Examining the effects of contextual factors on TQM and performance through the lens of organizational theory: An empirical study. *Journal of Operations Management*, 25(1), 83-109.
- Sila, I., & Ebrahimpour, M. (2002). An investigation of the Total Quality Management survey based research published between 1989 and 2000: A literature review. *International journal of Quality and Reliability Management*, 19(7), 902-970.
- Sila, I., & Ebrahimpour, M. (2005). Critical linkages among TQM factors and business results. *International Journal of Operations & Production Management*, 25(11), 1123-1155.
- Silver, A. D. (1983). *The Entrepreneurial Life*. Wiley, New York, NY.
- Slater, S. F., & Narver, J. C. (1994). Does competitive environment moderate the market orientation-performance relationship?. *The Journal of Marketing*, 46-55.
- Slater, S. F., & Narver, J. C. (1995). Market orientation and the learning organization, *Journal of marketing*, 59(3), 63-74.

- Slater, S. F., & Narver, J. C. (1998). Research notes and communications customer-led and market-oriented: Let's not confuse the two. *Strategic Management Journal*, 19(10), 1001-1006.
- Slater, S. F., & Narver, J. C. (2000). The positive effect of a market orientation on business profitability: a balanced replication. *Journal of Business Research*, 48, 69-73.
- Slevin, D. P., & Covin, J. G. (1990). Juggling entrepreneurial style and organizational structure- How to get your act together. *Sloan Management Review*, 32(2), 43-54.
- SME Policy. (2007). SME led economic growth – Creating jobs and reducing poverty, ministry of industries, production & special initiatives. Published by Small and Medium Enterprise Development Authority Pakistan.
- SMEDA. (2010). (<http://www.smeda.org.pk>)
- SMEDA. (2006).
- SMEDA policy. (2007).
- Snow, C. C., & Hrebiniak, L. G. (1980). Strategy, distinctive competence, and organizational performance. *Administrative Science Quarterly*, 25, 307-335.
- Sohail, M. S., & Hoong, T. B. (2003). TQM practices and organizational performances of SMEs in Malaysia: Some empirical observations. *Benchmarking: An International Journal*, 10(1), 37-53.

- Sohal, A. S., & Terziovski, M. (2000). TQM in Australian manufacturing: factors critical to success. *International Journal of Quality & Reliability Management*, 17(2), 158-168.
- Solis, L. E., Rao, S., Raghu-Nathan, T. S., Chen, C. Y., & Pan, S. C. (1998). Quality management practices and quality results: A comparison of manufacturing and service sectors in Taiwan. *Managing Service Quality*, 8(1), 46-54.
- Sorensen, H. E. (2009). Why competitors matter for market orientation. *European Journal of Marketing*, 43(5/6), 735-761.
- Steel, R. P., & Jennings, K. R. (1992). Quality improvement technologies for the 90s: New directions for research and theory. *Research in organizational change & development*, 6, 1-36.
- Stevenson, H. H., & Jarillo, J. C. (1990). A paradigm of entrepreneurship: entrepreneurial management. *Strategic Management Journal*, 11(4), 17-27.
- Subramanian, R., Kumar, K., & Strandholm, K. (2009). The role of organizational competencies in the market orientation performance relationship: An empirical analysis. *International Journal of Commerce and Management*, 19(1), 7-26.
- Subramaniam, Ram., & Gopalakrshna, P. (2001). The market orientation- performance relationship in the context of a developing economy. An empirical Analysis. *Journal of Business Research*, 53, 1-13.

- Suliyanto, S., & Rahab, R. (2012). The role of market orientation and learning orientation in improving innovativeness and performance of small and medium enterprises. *Asian Social Science*, 8(1), 134.
- Summers, D. C. S. (2006). *Quality*. New Jersey: Pearson Education Inc.
- Sureshchandar, G. S., Rajendran, C., & Anantharaman, R. N. (2001). A conceptual model for total quality management in service organizations. *Total quality management*, 12(3), 343-363.
- Syed, A. A. S., & Shaikh, F. M. (2013). Entrepreneur *Business Development and Its impact on Small and Medium Enterprises SMEs and Rural Development in Sindh*. Proceedings of 3rd International Conference on Business Management. 1-6.
- The Economic Survey of Pakistan (2005).
- Tabachnick, G. B., & Fidell, S. L. (2007). *Using Multivariate Statistics* (5th ed.). New York: Pearson Educational Inc.
- Talha, M. (2004). Total quality management (TQM): An overview. *Bottom Line: Managing Library Finances*, 17(1), 15-19.
- Tan, K. C., Lyman, S. B., & Wisner, J. D. (2002). Supply chain management: a strategic perspective. *International Journal of Operations & Production Manage*, 22(6): 614-631.

- Tang, Z., & Tang, J. (2012). Stakeholder–firm power difference, stakeholders' CSR orientation and SMEs' environmental performance in China. *Journal of Business Venturing*, 27(4), 436-455.
- Tang, J., Tang, Z., Marino, L., Zhang, Y., & Li, L. (2008). Exploring an inverted u-shape relationship between entrepreneurial orientation and performance in Chinese ventures. *Entrepreneurship Theory and Practice*, 32(1), 219-239.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- Temtime, Z. T. (2003). The Moderating impacts of business planning and firm size on Total Quality Management practices. *The TQM Magazine*, 15(1), 52-60.
- Temtime, Z. T., & Solomon, G. H. (2002). Total Quality Management and the planning behavior of SMEs in developing economies. *The TQM Magazine*, 14(3), 181-191.
- Terziovski, M., & Samson, D. (1999). The link between Total Quality Management practice and organizational performance. *International Journal of Quality & Reliability Management*, 16(3), 226-237.
- The Economic Survey of Pakistan Report, (2009).
- Thiagaragan, T., Zairi, M., & Dale, B. G. (2001). A proposed model of TQM implementation based on an empirical study of Malaysian industry. *International Journal of Quality & Reliability Management*, 18(3), 289-306.

- Thomas, A. S., & Ramaswamy, K. (1996). Matching managers to strategy: Further tests of miles and snow typology. *British Journal Management*, 7, 247-261.
- Timmons, J. A. (1978). Characteristics and role demands for entrepreneurship. *American Journal of Small Business*, 3, 5-17.
- Tracey, M., Lim, J., & Vonderembse, M. A. (2005). The impact of supply-chain management capabilities on business performance. *Supply Chain Management*, 10(3), 179-191.
- Tregear, A. (2003). Market orientation and the cransperson. *European Journal of Marketing*, 57(11/12), 1621-1635.
- Udayasankar, K. (2008). Corporate social responsibility and firm size. *Journal of Business Ethics*, 83(2), 167-175.
- Urabe, K., Child, J., & Kagono, T. (1998). *Innovation and Management: International Comparison*. W. de Gruyter, Berlin.
- Ussahawanitchakit, P. (2007). The influences of management capability on export performance of leather businesses in Thailand. *Review of Business Research*, 7(5), 1-10.
- Vakani, F., Fatmi, Z., & Naqvi, K. (2011). Three-level quality assessment of a dental hospital Using EFQM. *International Journal of Health Care Quality Assurance*, 24(8), 582-591.

- Valmohammadi, C. (2011). The impact of TQM implementation on the organizational performance of Iranian manufacturing SMEs. *The TQM Journal*, 23(5), 496-509.
- Van de Ven, A. H., & Drazin, R. (1985). The concept of fit in contingency theory. *Research in Organizational Behavior*, 7, 333-365.
- Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality and measurement. *Management Science*, 35(8), 942-962.
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison approaches. *Academy of Management Review*, 11, 801-814.
- Vora, D., Vora, J., & Polley, D. (2012). Applying entrepreneurial orientation to a medium sized firm. *International Journal of Entrepreneurial Behaviour & Research*, 18(3), 352-379.
- Vossen, R.W. (1998). Relative strengths and weaknesses of small firms in innovation. *International Small Business Journal*, 16(3), 88-94.
- Waldman, D. A. (1994). The contributions of total quality management to a theory of work performance. *Academy of Management Review*, 19(3), 510-537.
- Wali, A. A., Deshmukh, S. G., & Gupta, A. D. (2003). Critical success factors of TQM: A select study of Indian organizations. *Production Planning and Control*, 14(1), 3-14.

- Walley, K. (2000). TQM in non-manufacturing SMEs: Evidence from the UK farming sector. *International Small Business Journal*, 18(4), 46-61.
- Walter, A., Auer, M., & Ritter, T. (2006). The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, 21(4), 541-567.
- Wang, C. H., Chen, K. Y., & Chen, S. C. (2012). Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors. *International Journal of Hospitality Management*, 31(1), 119-129.
- Wang, C. L. (2008). Entrepreneurial orientation, learning orientation, and firm performance. *Entrepreneurship Theory and Practice*, 32(4), 635-657.
- Wanjau, K. L., Gakure, R. W., & Kahiri, J. (2012). *The role of quality in growth of small and medium enterprises and economic development in Kenya*. In Scientific Conference Proceedings.
- Watson, J. (2003). *The impact of TQM adoption on SME financial performance*. 16th Annual Conference of Small Enterprise Association of Australia and New Zealand, 1-9.
- Webster, F. E. (1988). Rediscovering the marketing concept. *Business Horizons*, 31, 29-39.

- Webster, F. E. (1994). *Market-driven management: using the new marketing concept to create a customer-oriented company*. New York: John Wiley & Sons, Inc.
- Weerawardena, J., & Coote, L. (2001). An empirical investigation into entrepreneurship and organizational innovation-based competitive strategy. *Journal of Research in Marketing & Entrepreneurship*, 3(1), 51-70.
- Welsh, J. A., & White, F. J. (1981). *Converging on characteristics of entrepreneurs*, in Vesper, K.H. (Ed.). *Frontiers of Entrepreneurship Research*, Babson Center for Entrepreneurial Research, Wellesley, MA, 504-515.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5, 171-180.
- Westland, A. H., Gustafsson, C., Lang, E., & Mattsson, B. (2005). On customer satisfaction and financial results in the Swedish real estate market. *Total Quality Management & Business Excellence*, 16(10).
- Whyte, J., & Witcher, B. (1992). *The adoption of Total Quality Management in Northern England* (Durham: Durham University Business School).
- Wiersma, W. (1993). *Research methods in education: An introduction* (5th ed.). Boston: Allyn & Bacon.
- Wiklund, J. (1999). The sustainability of the entrepreneurial orientation - performance relationship. *Entrepreneurship Theory & Practice*, 24(1), 37-48.

- Wiklund, J., & Shepherd, D. (2003). Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24, 1307-1314.
- Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: A configurational approach. *Journal of Business Venturing*, 20(1), 71-91.
- Wilken, P. H. (1979). *Entrepreneurship: A Comparative and Historical Study*. Ablex, Norwood, NJ.
- Wilkinson, A., & Willmott, H. (1994). Making quality critical: New perspectives on issue on organizing employment for high performance. *Organization Studies*, 18(5).
- Wilson, D. D., & Collier, D. A. (2000). An empirical investigation of the Malcolm Baldrige National Quality Award causal model. *Decision Sciences*, 31(2), 361-390.
- Yam, C. M., Tam, Y. K., Tang, P. Y., & Mok, C. K. (2005). TQM: A change management model or market orientation. *Total Quality Management and Business Excellence*, 16(4), 439-461.
- Yamada, K., & Eshima, Y. (2009). *Impact of entrepreneurial orientation: Longitudinal analysis of small technology firms in Japan*. The Academy of Management Proceedings, Annual Meeting Proceedings (Conference Theme: Green Management Matters).

- Yamin, S., Mavondo, F., Gunasekaran, A., & Sarros, J. (1997). A study of competitive strategy, organizational innovation and organizational performance among Australian manufacturing companies. *International Journal of Production and Economics*, 52(1,2), 161-172.
- Yasin, M. M., Kunt, J. A. M., & Zimmerer, T. W. (2004). TQM practices in service organizations: An exploratory study into the implementation, outcomes and effectiveness. *Managing Service Quality*, 14(5), 377-389.
- Yeoh, P., & Jeong, I. (1995). Contingency relationship between entrepreneurship, export channel structure and environment: A proposed conceptual model of export performance. *European Journal of Marketing*, 29(8), 95-115.
- Yeung, C. L., & Chan, L.Y. (1998). Quality management system development: Some implications from case studies. *Computers and Industrial Engineering*, 35.
- Yunis, M., Jung, J., & Chen, S. (2013). TQM, strategy, and performance: A firm-level analysis. *International Journal of Quality & Reliability Management*, 30(6), 690-714.
- Yusof, S. M., & Aspinwall, E. (1999) Critical success factors for total quality management implementation in small and medium enterprises. *Total Quality Management*, 10(4/5), 803-809.
- Yusof, S. M., & Aspinwall, E. (2000). Total quality management implementation frameworks: Comparison and review. *Total Quality Management*, 11(3), 281-374.

- Yusuf, Y., Gunasekaran, A., & Dan, G. (2007). Implementation of TQM in China and organizational performance: an empirical investigation. *Total Quality Management, 18*(5), 509-530.
- Zaheer, A., Rehman, K., & Ahmad, A. (2006). Organizational culture assessment of small & medium- sized enterprises. *The Lahore Journal of Economics, 11*(2), 155-167.
- Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An explorative study. *Journal of Business Venturing, 6*, 259-285.
- Zahra, S. A., & Covin, J. G. (1995). Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing, 10*(1), 43-58.
- Zahra, S., & Bogner, W. (1999). Technology strategy and software new ventures' performance: Exploring the moderating effect of the competitive environment. *Journal of Business Venturing 15*, 135-173.
- Zainudin, D., Nasution, M., & Bain, I. (1990). *The role of small and medium scale industries in industrial development*. Asian Development Bank, 257-312.
- Zehir, C., Ertosunb, O. G., Zehir, S., & Muceldilli, B. (2012). Total quality management practices. effects on quality performance and innovative performance. *Procedia - Social and Behavioral Sciences, 41*, 273-280.

Zhang, Y., & Zhang, X. (2012). The effect of entrepreneurial orientation on business performance: A role of network capabilities in China. *Journal of Chinese Entrepreneurship*, 4(2), 132-142.

Zhang, Z., Waszink, A., & Wijngaard, J. (2000). Developing an instrument for measuring TQM implementation in a Chinese context. *International Journal of Quality & Reliability Management*, 17(7), 730-755.

Zhou, K. Z., Gao, G. Y., Yang, Z., & Zhou, N. (2005). Developing strategic orientation in China: Antecedents and consequences of market and innovation orientations. *Journal of Business Research*, 58(8), 1049-1058.

Zikmund, W. G. (2000). *Business Research Methods*. Dryden Press, Fort Worth, TX.

Zikmund, W. G. (2003). *Business Research Methods*. Oklahoma: South-Western.