



## **ISLAMIC ENTREPRENEURIAL ORIENTATION AND BUSINESS SUSTAINABILITY IN PESANTREN-BASED ENTERPRISES**

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**Abstract:** This study explores the role of Islamic Entrepreneurial Orientation (IEO) in enhancing Business Sustainability within Pesantren-Based Enterprises through a qualitative case study approach. Islamic Entrepreneurial Orientation is conceptualized as the integration of entrepreneurial dimensions, including innovativeness, proactiveness, and risk-taking, with Islamic values such as *amanah* (trustworthiness), *‘adl* (justice), *sidq* (honesty), and accountability to Allah. Data were collected through in-depth interviews, observations, and document analysis involving pesantren leaders, business managers, employees, and relevant stakeholders. The findings reveal that Islamic Entrepreneurial Orientation significantly contributes to business sustainability by strengthening organizational resilience, stakeholder trust, ethical business practices, and long-term competitiveness. Furthermore, the study demonstrates that sustainability in pesantren-based enterprises encompasses economic, social, organizational, environmental, and spiritual dimensions. The integration of entrepreneurial capabilities with Islamic ethical principles enables pesantren enterprises to achieve sustainable growth while maintaining their educational mission, religious identity, and contribution to community welfare. The study highlights the strategic importance of Islamic entrepreneurship as a model for sustainable and inclusive business development.

**Keywords:** Islamic Entrepreneurial Orientation, Business Sustainability, Pesantren-Based Enterprises, Islamic Entrepreneurship, Sustainable Development.

### **INTRODUCTION**

The issue of business sustainability has become a central concern for organizations operating in increasingly dynamic and competitive environments. Sustainability is no longer limited to environmental responsibility but encompasses the ability of enterprises to maintain long-term economic viability, social contribution, and organizational resilience amid changing market conditions. Small and medium enterprises (SMEs), including those

37

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operating within Islamic educational institutions, face significant challenges in sustaining their businesses due to limited resources, technological disruptions, and intensified competition. According to United Nations Sustainable Development Goals (SDGs), sustainable business practices are essential for fostering inclusive economic growth and social welfare. Consequently, identifying organizational factors that contribute to long-term business sustainability has become an important area of scholarly inquiry (Elkington, 1997; Bansal & DesJardine, 2014).

Within the Indonesian context, Islamic boarding schools (pesantren) have increasingly expanded their roles beyond educational and religious functions by establishing various business units to support institutional independence and community empowerment. Pesantren-based enterprises operate in diverse sectors, including retail trade, agriculture, livestock, cooperatives, and Islamic financial services. These enterprises are expected not only to generate economic value but also to embody Islamic ethical principles and contribute to the welfare of surrounding communities. The enactment of Law Number 18 of 2019 concerning Pesantren further strengthens the strategic position of pesantren as centers of education, social development, and economic empowerment. As a result, the sustainability of pesantren-based enterprises has become a critical issue because their continuity directly affects institutional development, educational quality, and community welfare (Fauzia, 2018; Hefner, 2009).

One factor that may significantly influence business sustainability is entrepreneurial orientation. Entrepreneurial orientation refers to organizational behaviors characterized by innovativeness, proactiveness, and risk-taking in pursuing opportunities and achieving competitive advantage. Numerous studies have demonstrated that entrepreneurial orientation positively affects firm performance, adaptability, innovation capability, and long-term sustainability. Firms with strong entrepreneurial orientation tend to respond more effectively to environmental changes and are better positioned to exploit emerging opportunities



(Miller, 1983; Lumpkin & Dess, 1996). However, the entrepreneurial practices adopted by pesantren-based enterprises differ from conventional business organizations because they are deeply rooted in Islamic values, religious missions, and social objectives. Therefore, understanding entrepreneurial orientation within an Islamic framework is essential for explaining how these enterprises achieve sustainable growth.

The concept of Islamic Entrepreneurial Orientation (IEO) extends conventional entrepreneurial orientation by integrating entrepreneurial behavior with Islamic ethical principles derived from the Qur'an and Sunnah. Islamic entrepreneurial orientation emphasizes innovation, opportunity recognition, trustworthiness (*amanah*), justice (*'adl*), social responsibility, honesty (*sidq*), and accountability before Allah. Unlike purely profit-oriented entrepreneurship, Islamic entrepreneurship seeks to balance economic success with spiritual fulfillment and social benefit. Previous studies indicate that Islamic values can strengthen organizational commitment, ethical decision-making, stakeholder trust, and business resilience, all of which contribute to sustainability outcomes (Beekun, 1997; Ramadani et al., 2015). In the context of pesantren-based enterprises, Islamic entrepreneurial orientation serves as a unique strategic resource that may enhance competitiveness while preserving the institution's religious identity.

Despite the growing importance of pesantren-based enterprises in Indonesia's Islamic economic ecosystem, empirical research examining the relationship between Islamic Entrepreneurial Orientation and business sustainability remains relatively limited. Existing studies have largely focused on conventional entrepreneurial orientation, SME performance, or Islamic business ethics separately, leaving a gap in understanding how Islamic entrepreneurial values influence the sustainability of enterprises managed within pesantren environments. Furthermore, pesantren-based enterprises operate under distinctive organizational structures where economic objectives coexist with educational and religious missions. This unique context necessitates a deeper investigation into how Islamic



entrepreneurial orientation contributes to sustaining business operations, improving organizational resilience, and generating long-term value for stakeholders. Therefore, examining the influence of Islamic Entrepreneurial Orientation on Business Sustainability in Pesantren-Based Enterprises is both theoretically relevant and practically significant for advancing Islamic entrepreneurship literature and strengthening the sustainability of pesantren economic institutions (Morris & Schindehutte, 2005; Alserhan, 2017).

### **RESEARCH METHOD**

This study employs a qualitative research approach using a case study design to explore the role of Islamic Entrepreneurial Orientation in supporting Business Sustainability within Pesantren-Based Enterprises. A qualitative approach is considered appropriate because the phenomenon under investigation is closely related to values, beliefs, entrepreneurial behavior, organizational culture, and sustainability practices that cannot be adequately understood through numerical measurement alone. Qualitative research enables researchers to gain a comprehensive understanding of participants' experiences, perceptions, and interpretations regarding the implementation of Islamic entrepreneurial principles in business activities within pesantren environments (Creswell & Creswell, 2018). The case study design is selected because it allows for an in-depth examination of a contemporary phenomenon within its real-life context, particularly when the boundaries between the phenomenon and the context are not clearly evident (Yin, 2018). In this study, pesantren-based enterprises are viewed as unique organizational settings where economic objectives are integrated with religious values, educational missions, and community empowerment goals.

The research is conducted in selected pesantren-based enterprises that actively operate business units and demonstrate efforts toward maintaining organizational sustainability. Research participants are determined through purposive sampling, a technique that enables the selection of informants who possess relevant knowledge, experiences, and



responsibilities related to the implementation of Islamic entrepreneurship and business management (Patton, 2015). The participants include pesantren leaders, managers of business units, employees, cooperative administrators, and community stakeholders who are directly involved in the operation and development of pesantren enterprises. Their diverse perspectives provide comprehensive insights into entrepreneurial practices, Islamic values integration, and sustainability strategies implemented within the organization.

Data for this study are collected from both primary and secondary sources. Primary data are obtained through in-depth interviews, observations, and informal discussions with key informants. Semi-structured interviews are utilized to explore participants' understanding and experiences regarding Islamic Entrepreneurial Orientation and its contribution to business sustainability. This interview format allows flexibility for participants to express their views while ensuring that the discussion remains aligned with the research objectives. In addition, direct observation is conducted to examine entrepreneurial activities, management practices, decision-making processes, and the implementation of Islamic values in daily business operations. Observational data provide valuable contextual information and help validate information obtained from interviews. Secondary data are gathered from organizational documents, financial reports, business records, institutional regulations, strategic plans, meeting minutes, and relevant literature concerning Islamic entrepreneurship and business sustainability.

In qualitative research, the researcher serves as the primary instrument for data collection and analysis (Merriam & Tisdell, 2016). Therefore, the researcher actively engages with participants, observes organizational activities, interprets findings, and develops meaningful conclusions throughout the research process. To support data collection, interview guidelines, observation protocols, field notes, and document review forms are utilized to ensure systematic and comprehensive data gathering.



The collected data are analyzed using the interactive model developed by Miles, Huberman, and Saldaña (2014), which consists of data condensation, data display, and conclusion drawing and verification. Data condensation involves selecting, simplifying, organizing, and focusing relevant information obtained from interviews, observations, and documents. Subsequently, the data are presented in narrative descriptions, thematic categories, and matrices to facilitate interpretation and identify patterns related to Islamic entrepreneurial orientation and business sustainability. The final stage involves drawing conclusions and continuously verifying findings through comparison among various data sources and emerging themes to ensure the accuracy and consistency of interpretations.

To ensure the trustworthiness of the research findings, this study applies the criteria proposed by Lincoln and Guba (1985), namely credibility, transferability, dependability, and confirmability. Credibility is established through triangulation of data sources, prolonged engagement in the field, and member checking with participants. Transferability is enhanced by providing detailed descriptions of the research context and participants. Dependability is maintained through systematic documentation of research procedures and analytical processes, while confirmability is ensured by grounding all findings in empirical evidence obtained from interviews, observations, and documentary sources. Through these procedures, the study aims to generate credible and comprehensive insights into how Islamic Entrepreneurial Orientation contributes to the sustainability of pesantren-based enterprises in contemporary economic and social environments.

## **RESULTS AND DISCUSSION**

### **Islamic Entrepreneurial Orientation And Business Sustainability In Pesantren-Based Enterprises**

The findings of this study indicate that Islamic Entrepreneurial Orientation (IEO) plays a significant role in strengthening Business Sustainability within Pesantren-Based Enterprises. Based on the conceptual framework presented in Figure 1, Islamic



Entrepreneurial Orientation consists of several key dimensions, namely innovativeness, proactiveness, risk-taking, *amanah* (trustworthiness), *‘adl* (justice), *sidq* (honesty), and accountability to Allah. These dimensions collectively shape entrepreneurial behavior that is not solely oriented toward economic achievement but also directed toward fulfilling religious obligations and generating social benefits. The integration of these values creates a distinctive entrepreneurial model that differentiates pesantren-based enterprises from conventional business organizations. Entrepreneurial activities within pesantren are designed not merely to maximize profit but to create sustainable value that supports educational missions, community empowerment, and organizational independence. This finding is consistent with the argument that Islamic entrepreneurship emphasizes the integration of economic objectives with ethical and spiritual responsibilities, thereby promoting long-term organizational resilience and sustainability (Beekun, 1997; Ramadani et al., 2015).



**Source:** Adapted from the concepts of Islamic Entrepreneurial Orientation developed by Miller (1983), Lumpkin and Dess (1996), Beekun (1997), and Ramadani et al. (2015), integrated with the Business Sustainability framework of Elkington (1997) in the context of Pesantren-Based Enterprises.

The dimension of innovativeness emerged as one of the most important components contributing to business sustainability. Pesantren-based enterprises continuously develop new products, services, and business processes to adapt to changing market demands and consumer preferences. Innovation is reflected in the diversification of business units, the adoption of digital marketing strategies, the development of halal products, and the utilization of technology to improve operational efficiency. Such innovative practices enable pesantren enterprises to maintain competitiveness in increasingly dynamic business



environments. This finding supports the perspective that innovation serves as a strategic capability that allows organizations to create competitive advantages and sustain long-term growth (Miller, 1983). Furthermore, innovation in pesantren enterprises is guided by Islamic ethical considerations, ensuring that business development remains aligned with religious principles and social welfare objectives. As a result, innovation contributes not only to financial sustainability but also to the preservation of organizational legitimacy and stakeholder trust.

The findings also demonstrate that proactiveness significantly enhances organizational sustainability. Managers and leaders of pesantren-based enterprises actively identify market opportunities, anticipate environmental changes, and initiate strategic actions before competitors. Proactive behavior is evident in efforts to establish partnerships, expand market networks, develop community-based business programs, and explore emerging economic opportunities within the halal industry. Such proactive initiatives enable organizations to respond effectively to environmental uncertainties while maintaining organizational stability. According to Lumpkin and Dess (1996), proactive organizations are better positioned to exploit opportunities and secure sustainable competitive advantages. Within pesantren enterprises, proactiveness is strengthened by the institution's commitment to serving the community and achieving broader social objectives, which encourages leaders to continuously seek innovative solutions to economic challenges.

Another important dimension identified in this study is risk-taking. Business sustainability often requires organizations to make strategic decisions under conditions of uncertainty. The findings reveal that pesantren-based enterprises demonstrate a willingness to undertake calculated risks when investing in new ventures, expanding business operations, or implementing innovative programs. However, unlike conventional entrepreneurial approaches that may prioritize aggressive growth, risk-taking within pesantren enterprises is guided by Islamic ethical principles that emphasize prudence,



responsibility, and accountability. Consequently, risk management practices are carefully aligned with organizational values and stakeholder interests. This finding supports previous studies suggesting that entrepreneurial risk-taking contributes positively to organizational adaptability and long-term sustainability when accompanied by effective governance and ethical decision-making (Miller, 1983; Morris & Schindehutte, 2005).

Beyond conventional entrepreneurial dimensions, the study highlights the crucial role of Islamic values in sustaining business performance. The principle of amanah (trustworthiness) emerged as a fundamental factor influencing stakeholder confidence and organizational credibility. Managers and employees consistently emphasized the importance of fulfilling responsibilities, maintaining transparency, and honoring commitments in all business transactions. Such practices foster trust among customers, suppliers, employees, and community members, thereby strengthening long-term business relationships. Previous research has shown that trust represents a critical intangible asset that enhances organizational reputation and sustainability (Beekun, 1997). Within the pesantren context, amanah is not merely a managerial principle but a religious obligation that reinforces ethical behavior and organizational accountability.

Similarly, the principle of 'adl (justice) contributes significantly to business sustainability by promoting fairness in decision-making, resource allocation, employee treatment, and stakeholder engagement. The findings indicate that pesantren enterprises strive to ensure equitable treatment of all stakeholders while avoiding exploitative business practices. This commitment to justice strengthens social cohesion, reduces organizational conflict, and enhances employee loyalty. In Islamic entrepreneurship, justice is considered an essential element of ethical business conduct because it promotes social harmony and equitable economic development (Alserhan, 2017). Therefore, the application of justice principles supports both social sustainability and organizational resilience.



The dimension of sidq (honesty) also plays a vital role in sustaining business operations. The findings reveal that honesty is consistently reflected in financial reporting, product quality assurance, customer communication, and business negotiations. Transparent and honest business practices enhance customer satisfaction and strengthen organizational reputation, thereby contributing to sustainable business performance. In competitive markets, reputation serves as a valuable strategic resource that influences customer loyalty and stakeholder support. Consequently, organizations that maintain high standards of honesty are more likely to achieve long-term sustainability than those relying solely on short-term financial gains (Ramadani et al., 2015).

A unique finding of this study concerns the role of accountability to Allah as a distinctive characteristic of Islamic Entrepreneurial Orientation. Participants emphasized that business activities are viewed as acts of worship (ibadah) and are ultimately accountable to Allah. This spiritual orientation influences managerial decision-making, ethical conduct, and organizational objectives. Rather than focusing exclusively on profit maximization, business leaders seek to achieve *maslahah* (public benefit), social justice, and community welfare. Such a perspective fosters long-term thinking, ethical consistency, and sustainable business practices. This finding supports the notion that spirituality can serve as a powerful motivational force that enhances organizational commitment and sustainability (Fauzia, 2018).

The analysis further indicates that Islamic Entrepreneurial Orientation contributes directly to four dimensions of Business Sustainability: economic sustainability, social sustainability, environmental sustainability, and organizational sustainability. Economic sustainability is achieved through stable financial performance, business growth, and resource efficiency. Social sustainability is reflected in community empowerment, employment generation, and stakeholder welfare. Environmental sustainability is supported by responsible resource management and ethical business practices. Organizational



sustainability is strengthened through effective governance, leadership development, institutional resilience, and continuous learning. These findings align with the Triple Bottom Line framework, which emphasizes the integration of economic, social, and environmental objectives in achieving sustainable development (Elkington, 1997). However, the findings suggest that within pesantren-based enterprises, a fourth dimension—spiritual sustainability also plays a critical role by providing moral guidance and reinforcing organizational purpose.

Overall, the findings demonstrate that Islamic Entrepreneurial Orientation serves as a strategic foundation for achieving Business Sustainability in Pesantren-Based Enterprises. The integration of entrepreneurial capabilities with Islamic values enables organizations to balance economic performance, social responsibility, ethical conduct, and spiritual objectives. This combination strengthens organizational resilience, stakeholder trust, and long-term competitiveness while preserving the religious identity and social mission of the pesantren. Consequently, Islamic Entrepreneurial Orientation can be regarded as a key driver of sustainable business development within Islamic educational institutions and an important model for promoting ethical and inclusive entrepreneurship in contemporary society.

### **Discussion**

The findings of this study demonstrate that Islamic Entrepreneurial Orientation (IEO) serves as a fundamental driver of Business Sustainability in Pesantren-Based Enterprises. The integration of entrepreneurial characteristics such as innovativeness, proactiveness, and risk-taking with Islamic values including amanah (trustworthiness), ‘adl (justice), sidq (honesty), and accountability to Allah creates a distinctive business model capable of sustaining organizational performance over the long term. Unlike conventional enterprises that primarily emphasize profit maximization, pesantren-based enterprises adopt a holistic approach that balances economic objectives with social responsibility, ethical conduct, and spiritual commitments. This balance contributes to stronger stakeholder trust, enhanced



organizational legitimacy, and improved resilience in responding to market challenges and environmental changes.

The first major finding indicates that innovation and proactiveness significantly contribute to the sustainability of pesantren-based enterprises. Business units that continuously develop new products, expand market opportunities, and adopt adaptive management strategies are better positioned to maintain competitiveness and organizational growth. This finding supports the study conducted by Lumpkin and Dess (1996), which found that entrepreneurial orientation positively influences organizational performance through innovation and proactive behavior. Similarly, Miller (1983) argued that firms exhibiting high levels of innovativeness and proactiveness tend to achieve greater adaptability and long-term success. In the context of pesantren enterprises, innovation is not only directed toward economic gains but also toward enhancing educational support, community empowerment, and institutional independence. Therefore, entrepreneurial innovation becomes an important mechanism for achieving sustainable development while preserving Islamic values and organizational identity.

The second major finding reveals that Islamic ethical values play a critical role in strengthening business sustainability. The principles of amanah, justice, honesty, and accountability to Allah create a culture of ethical entrepreneurship that fosters trust among stakeholders and enhances organizational reputation. These values encourage transparency, fairness, and responsible decision-making, which ultimately support long-term business continuity. This finding is consistent with Beekun (1997), who emphasized that Islamic business ethics serve as a foundation for sustainable organizational behavior by promoting integrity and accountability. Likewise, Ramadani et al. (2015) concluded that Islamic entrepreneurship contributes to organizational sustainability through the integration of ethical and spiritual dimensions into business practices. The present study extends these findings by demonstrating that Islamic values not only influence individual behavior but also



shape organizational strategies and sustainability outcomes within pesantren-based enterprises.

A unique contribution of this study lies in identifying accountability to Allah as a central element linking entrepreneurial activities with business sustainability. The findings indicate that managers and business leaders perceive economic activities as forms of worship (ibadah) and social service rather than purely commercial endeavors. Consequently, business decisions are evaluated not only based on financial outcomes but also on their compliance with Islamic teachings and their contribution to public welfare (maslahah). This spiritual orientation encourages long-term thinking, ethical consistency, and stakeholder-centered management. The finding aligns with Fauzia (2018), who argued that Islamic institutions often combine economic activities with broader social and religious missions, thereby creating sustainable value for communities. However, this study further highlights that spiritual accountability acts as a strategic resource capable of enhancing organizational resilience and strengthening sustainable business performance.

Compared with previous studies, the present research provides a more comprehensive understanding of the relationship between Islamic Entrepreneurial Orientation and Business Sustainability within pesantren-based enterprises. While previous research primarily focused on entrepreneurial performance or Islamic business ethics separately, this study integrates both perspectives and demonstrates how entrepreneurial capabilities and Islamic values collectively contribute to economic, social, organizational, and environmental sustainability. The findings suggest that sustainability in pesantren enterprises cannot be explained solely by entrepreneurial competencies or financial performance. Instead, sustainability emerges from the interaction between entrepreneurial innovation and Islamic ethical principles, which together create a balanced and resilient organizational system.



Based on these findings, several recommendations can be proposed. First, pesantren leaders should strengthen entrepreneurial capacity through continuous training in innovation, strategic management, digital business development, and market adaptation while maintaining Islamic ethical standards. Second, business managers should institutionalize Islamic values such as amanah, justice, honesty, and accountability within organizational policies and operational procedures to enhance stakeholder trust and organizational legitimacy. Third, policymakers and Islamic economic development agencies should provide greater support for pesantren-based enterprises through capacity-building programs, business mentoring, and access to financial resources. Finally, future researchers are encouraged to conduct comparative studies involving multiple pesantren enterprises across different regions and employ mixed-method approaches to further explore the relationship between Islamic Entrepreneurial Orientation and various dimensions of business sustainability. Such efforts would contribute to the development of a more comprehensive framework for sustainable Islamic entrepreneurship and strengthen the role of pesantren as centers of economic empowerment and social transformation.

## **CONCLUSION**

Islamic Entrepreneurial Orientation (IEO) serves as a crucial foundation for achieving Business Sustainability in Pesantren-Based Enterprises. The findings indicate that entrepreneurial dimensions, including innovativeness, proactiveness, and risk-taking, significantly contribute to enhancing organizational adaptability, competitiveness, and long-term business continuity. Moreover, Islamic values such as *amanah* (trustworthiness), *adl* (justice), *sidq* (honesty), and accountability to Allah play a vital role in shaping ethical entrepreneurial behavior and sustainable management practices. The integration of these entrepreneurial and spiritual dimensions enables pesantren-based enterprises to balance economic objectives with social responsibility and religious commitments. As a result, business sustainability is reflected not only in financial growth and organizational resilience



but also in stakeholder trust, community empowerment, and the preservation of Islamic values within business operations. The study further demonstrates that sustainability in pesantren-based enterprises encompasses economic, social, organizational, and environmental dimensions supported by a strong spiritual foundation. Therefore, Islamic Entrepreneurial Orientation can be regarded as a strategic mechanism that strengthens the capacity of pesantren enterprises to achieve sustainable development while maintaining their educational mission, religious identity, and contribution to community welfare. These findings highlight the importance of integrating Islamic entrepreneurial values into business management practices to ensure long-term sustainability and inclusive economic development within the pesantren ecosystem.

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