

REVIEWER'S REPORT

Manuscript No.: IJAR-53325

Date: 16-08-2025

Title: The Effect of Strategic Orientations on Performance

Recommendation:

Accept as it isYES.....

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity			✓	
Significance		✓		

Reviewer Name: Mr Bilal Mir

Reviewer's Comment for Publication.

Abstract Review:

The abstract clearly articulates the research problem within the context of today's competitive and dynamic economic environment, particularly for SMEs in Iraq. It introduces three core constructs—market orientation (MO), entrepreneurial orientation (EO), and technological orientation (TO)—as the strategic orientations under study. The methodology is well-summarized, highlighting the use of a structured survey developed from literature review and the application of Structural Equation Modelling (SEM) to analyze data collected from 388 SMEs. The findings succinctly report that MO, EO, and TO positively influence firm performance, thereby validating their significance for SMEs. The abstract also underscores the theoretical and practical contributions, noting the provision of insights that help SMEs understand and leverage strategic orientations for enhanced performance. The narrative is coherent and balances methodological rigor with managerial relevance.

Keywords Review:

The keywords—*Strategic orientation, market orientation, entrepreneurial orientation, technology orientation, small and medium-sized enterprises, firm performance*—appropriately reflect the thematic scope of the study. They encompass both the independent and dependent variables,

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while also specifying the organizational context (SMEs), ensuring alignment with the research objectives.

Introduction Review:

The introduction situates SMEs within the broader economic and entrepreneurial landscape. It emphasizes their role in driving economic advancement, fostering local entrepreneurship, and contributing to technological innovation and niche product/service provision. Foundational references (Eggers et al., 2013; Massa & Testa, 2008; Teece, 2010) establish the academic grounding of these claims. At the same time, the introduction acknowledges the inherent challenges SMEs face compared to larger firms, including limited economies of scale, constrained resources, smaller market scope, and heightened exposure to external market and environmental uncertainties (Gronum et al., 2012). The section thus frames SMEs as both vital economic actors and vulnerable entities, setting the stage for examining how strategic orientations can enhance performance under these conditions.

Overall Assessment:

The abstract and introduction collectively present a clear, academically grounded, and practically relevant study. The abstract effectively communicates the research focus, methodology, and contributions, while the introduction establishes the economic significance of SMEs and the unique challenges they encounter. Together, these sections provide a strong foundation for investigating the role of market, entrepreneurial, and technological orientations in shaping firm performance within the SME context of Iraq.
