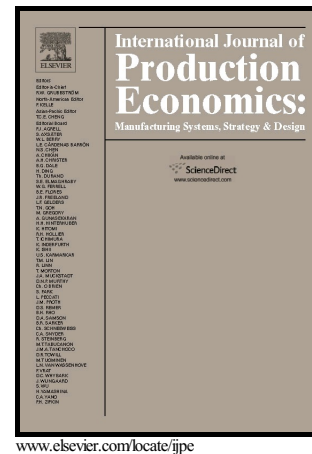


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Manufacturing capability and organizational performance: The role of entrepreneurial orientation

Roberto Chavez^{a,*}, Wantao Yu^{b1}, Mark A. Jacobs^{c2}, Mengying Feng^{d3}

^aFacultad de Economía y Empresa, Universidad Diego Portales, Av. Santa Clara 797, Huechuraba, Santiago, Chile

^bKent Business School, University of Kent, Sail & Colour Loft, The Historic Dockyard, Chatham, Kent, ME4 4TE

^cDepartment of Operations Management, College of Business, University of Dayton, 300 College Park, Dayton, OH 45469, United States

^dSchool of Management, Chongqing Jiaotong University, Xufu Dadao, Nanan District, Chongqing, China

roberto.chavez@udp.cl

W.Yu@kent.ac.uk

majacobs@udayton.edu

fengmengying@cqjtu.edu.cn

*Corresponding author. Tel: +56(0)222130266

Abstract

To date there have been mixed findings about the impact of various manufacturing capabilities on organizational performance. This study investigates entrepreneurial orientation (EO) from the perspective of the Contingency Theory as a potential explanatory variable. The findings are that EO moderates the relationship between capabilities in flexibility and cost and organizational performance. Further, without a sufficient level of EO, there are no benefits to organizational performance and as such EO is positioned as a strategic resource to cultivate and nurture. This study provides insight into the connection between operational capabilities and firm level strategy. Specifically, it appears that EO may be the mechanism whereby manufacturing capabilities are linked to market needs.

Keywords: Manufacturing capability; Entrepreneurial Orientation; Organizational performance; China

1. Introduction

Since the publication of "Manufacturing – Missing Link in Corporate Strategy" (Skinner, 1969), manufacturing capability has gained recognition as a source of competitive advantage (Wheelwright, 1984). Manufacturing capability refers to the manufacturer's actual competitive strength relative to primary competitors (Swink et al., 2007), which should be aligned with the strategic goals of the organization (Ho et al., 2002). There is general agreement in the operations management (OM) literature that quality, delivery, flexibility and cost are the core manufacturing capability dimensions (White, 1996; Narasimhan and Jayaram, 1998; Li, 2000) that have been linked to organizational performance (Peng et al, 2008; Terjesen et al., 2011). Organizational performance refers to how well an organization achieves its market and financial goals

¹Tel.: +44(0)1634888486

²Tel: +1 937 229 2204

³Tel: +86(0)2386079717

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