

The International Journal of Human Resource Management >
Volume 20, 2009 - Issue 5

1,551 49

Views

CrossRef citations to date

0

Altmetric

Original Articles

The impact of entrepreneurial orientation on firm performance: the role of CEO position tenure and industry tenure

Orlando C. Richard , Ping Wu & Ken Chadwick

Pages 1078-1095 | Published online: 28 May 2009

 Cite this article  <https://doi.org/10.1080/09585190902850281>

Sample our
Economics, Finance,
Business & Industry Journals
>> [Sign in here](#) to start your access
to the latest two volumes for 14 days

 Full Article

 Figures & data

 References

 Citations

 Metrics

 Reprints & Permissions

Read this article

Abstract

The relationship between entrepreneurial orientation and firm performance, despite the mixed results, suggests a potential positive impact of entrepreneurial orientation on firm performance. The character of this relationship between CEO position tenure and industry tenure may be more complex than the simple support for the hypothesis that CEO position tenure and industry tenure are positively related to firm performance. Evidence suggests that the relationship between CEO position tenure and industry tenure on the one hand and firm performance on the other is more complex than the simple support for the hypothesis that CEO position tenure and industry tenure are positively related to firm performance. The practice are provided.

We Care About Your Privacy

We and our 845 partners store and/or access information on a device, such as unique IDs in cookies to process personal data. You may accept or manage your choices by clicking below, including your right to object where legitimate interest is used, or at any time in the privacy policy page. These choices will be signaled to our partners and will not affect browsing data. [Privacy Policy](#)

We and our partners process data to provide:

Use precise geolocation data. Actively scan device characteristics for identification. Store and/or access information on a device. Personalised advertising and content, advertising and content measurement, audience research and services development.

[List of Partners \(vendors\)](#)

 I Accept

Essential Only

Show Purpose

Related Research Data

Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions

Source: Academy of Management

Upper Echelons: The Organization as a Reflection of Its Top Managers

Source: Academy of Management

Implementing competitive strategies at the business unit level: Implications of matching managers to strategies

Source: Wiley

Entrepreneurs in High Technology

Source: Oxford University Press

Innovation and Competitive Advantage: What We Know and What We Need to Learn

Source: SAGE Publications

Estimating Nonresponse Bias in Mail Surveys

Source: JSTOR

Entrepreneurial Versus Conservative Firms: A Comparison of Strategies and Performance

Source: Wiley

Top Management Team Demography and Corporate Strategic Change

Source: Academy of Management

Contingency

Source: JSTOR

The S

Source: JSTOR

Top m

envi

S

Mana

Source: JSTOR

Top M

Roles

Source: JSTOR

Strategic Assets



rating

Source: Wiley

Political Dynamics and the Circulation of Power: CEO Succession in U.S. Industrial Corporations, 1960-1990

Source: JSTOR

The Effects of Group Longevity on Project Communication and Performance.

Source: JSTOR

The moderating effects of industrial environment and corporate ownership

Source: Emerald

Examining the interrelationships among perceived environmental change, strategic response, managerial characteristics, and organizational performance

Source: Elsevier BV

Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition:

Source: SAGE Publications

TOP EXECUTIVE COMMITMENT TO THE STATUS QUO: SOME TESTS OF ITS DETERMINANTS

Source: Wiley

The managerial rents model: Theory and empirical analysis

Source: SAGE Publications

Strategy, Distinctive Competence, and Organizational Performance.

Source: JSTOR

Entrepreneurship and the concept of fit: A model and empirical tests

Source: Wiley

Retrospective reports of strategic-level managers: Guidelines for increasing their accuracy

Source: Wiley

Temporal dynamics of CEO succession: A review and research agenda

Source:

CEO succession and organizational performance: A meta-analysis of the effect of CEO characteristics and board characteristics

Source:

Source:

de

Source:

Predict

Manag

Source:

Strate

Measurement



Source: Institute for Operations Research and the Management Sciences (INFORMS)

Managerial and Organizational Cognition: Notes from a Trip Down Memory Lane

Source: Institute for Operations Research and the Management Sciences (INFORMS)

A Conceptual Model of Entrepreneurship as Firm Behavior

Source: SAGE Publications

Environment, corporate entrepreneurship, and financial performance: A taxonomic approach

Source: Elsevier BV

The Sustainability of the Entrepreneurial Orientation—Performance Relationship:

Source: SAGE Publications

ASSESSING THE PSYCHOMETRIC PROPERTIES OF THE ENTREPRENEURIAL ORIENTATION SCALE: A MULTI-COUNTRY ANALYSIS

Source: SAGE Publications

The Correlates of Entrepreneurship in Three Types of Firms

Source: Institute for Operations Research and the Management Sciences (INFORMS)

Cross-cultural reliability and validity of a scale to measure firm entrepreneurial orientation

Source: Elsevier BV

Experience-Based Top Management Team Competence and Sustained Growth

Source: Institute for Operations Research and the Management Sciences (INFORMS)

Top-management-team tenure and organizational outcomes: The moderating role of managerial discretion.

Source: JSTOR

Strategic planning--financial performance relationships in banks: A causal examination

Source: Wiley

Effects of executive departures on the performance of acquired firms

Source:

Execu

influe

Source:

Mode

Source:

Q

long

Source:

HIGH

STRA

Source:

Confi

Source: SAGE Publications



ship: A

YSIS OF

The Architecture of Simplicity

Source: Academy of Management

Exploration and exploitation in organizational learning

Source: Franco Angeli

Prior Knowledge and the Discovery of Entrepreneurial Opportunities

Source: Institute for Operations Research and the Management Sciences (INFORMS)

Top Management Teams, Global Strategic Posture, and the Moderating Role of Uncertainty

Source: Academy of Management

Configurational approaches to organizational analysis

Source: Academy of Management

LINKING TWO DIMENSIONS OF ENTREPRENEURIAL ORIENTATION TO FIRM

PERFORMANCE: THE MODERATING ROLE OF ENVIRONMENT AND INDUSTRY LIFE CYCLE

Source: Elsevier BV

Performance Implications of Aligning CEO Functional Experiences with Competitive Strategies

Source: SAGE Publications

Entrepreneurial orientation and small business performance : A Configurational Approach

Source: Elsevier BV

Environmental Change and Management Staffing: A Comment

Source: SAGE Publications

Clarifying the Entrepreneurial Orientation Construct and Linking It To Performance

Source: Academy of Management

Strategic Process Effects on the Entrepreneurial Orientation-Sales Growth Rate Relationship

Source

Strate

Source

THE F

EXAM

Source

P

So

Corpo

Source

THE I

ENTR

Source



RICAL

y study

The effect of CEO compensation structure on the early internationalization of newly public firms

Source: Informa UK Limited

Learning across the life cycle: Experimentation and performance among the hollywood studio heads

Source: Wiley

Qualifications and turnover of managers and venture capital-financed firm performance: An empirical study of german venture capital-investments

Source: Elsevier BV

Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses

Source: Wiley

Entrepreneurial orientation : the dark triad of executive personality

Source: Routledge

The resource-based view within the conversation of strategic management

Source: Wiley

Top management group heterogeneity and firm performance

Source: Wiley

Should Entrepreneurially Oriented Firms Have Narcissistic CEOs

Source: SAGE Publications

The cornerstones of competitive advantage: A resource-based view

Source: Wiley

Strategic awareness within top management teams

Source: Wiley

Pitfalls of Corporate Venturing

Source: Informa UK Limited

Internationalization of small and medium-sized enterprises: A resource-based view

Source: Wiley

Innovation

Management

Source: Wiley

Top management

Source: Wiley

CULTURE

ROLE

Source: Wiley

Exploring

Source: Wiley

Explaining the Premiums Paid for Large Acquisitions: Evidence of CEO Hubris


Source: JSTOR

The management of resources and the resource of management

Source: Elsevier BV

CEO Tenure And Company Invention Under Differing Levels of Technological Dynamism

Source: Academy of Management

Linking provided by 

Related research

People also read

Recommended articles

Cited by
49

Impact of CEO characteristics on firm performance: evidence from China listed firms >

Caiyun Liu et al.

Applied Economics Letters

Published online: 9 Jul 2020

The relationships between CEO characteristics and strategic risk-taking in family firms >

Pierluigi Martino et al.

Journal of Risk Research

Published online: 9 Oct 2018

Entrepreneurial Orientation and Firm Performance: The Unique Impact of Innovativeness, Proactiveness, and Risk-taking >

Patrick

Journal of

Publishe



Information for

Authors

R&D professionals

Editors

Librarians

Societies

Opportunities

Reprints and e-prints

Advertising solutions

Accelerated publication

Corporate access solutions

Open access

Overview

Open journals

Open Select

Dove Medical Press

F1000Research

Help and information

Help and contact

Newsroom

All journals

Books

Keep up to date

Register to receive personalised research and resources by email



Sign me up



Copyright © 2024 Informa UK Limited [Privacy policy](#) [Cookies](#) [Terms & conditions](#)



Taylor & Francis Group
an informa business

Accessibility



Registered
5 Howick Place

