




# The Entrepreneurial Alertness and International Performance Mediated by Entrepreneurial Learning and Moderated by Domestic Market Dynamism

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Received: 23.08.2024

Accepted: 22.01.2025

## Abstract

Increasing competition in domestic markets drives companies to expand their activities to international markets. Entrepreneurial alertness refers to the ability to identify entrepreneurial opportunities, which drives entrepreneurs to find new opportunities in the international market. The present study examines the effect of entrepreneurial alertness on international performance by considering the mediator variable of entrepreneurial learning and the moderating variable of domestic market dynamics in a State Livestock Affairs Logistics company. This research is applied in terms of purpose and descriptive-survey in terms of method. A questionnaire was used to collect information. SPSS and Lisrel software were used to analyze and interpret the research data.

According to the results of the study, the components of entrepreneurial alertness, taking into account the mediator variable of entrepreneurial learning, have an effect on the international performance of the State Livestock Affairs Logistics company. The direct effect of these variables on international performance is positive and significant. The moderating effect of the domestic market dynamics variable on the relationship between entrepreneurial learning and the international performance of the State Livestock Affairs Logistics company was also confirmed. Based on the research findings, we find that creating an active learning environment to encourage employees to search and update information, as well as hiring capable managers who are strong in all dimensions of entrepreneurial alertness, can help strengthen the impact of entrepreneurial alertness on international performance. Also, conducting comprehensive analyses to understand domestic market dynamics and predict future changes can lead to improved business response in dynamic and turbulent markets.

**Keywords:** Domestic Market Dynamism, Entrepreneurial Alertness, Entrepreneurial Learning, International Performance.

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## Introduction

### ● Problem statement

Internationalization in foreign markets leads to the strengthening of the performance of companies, especially those operating in saturated domestic markets. However, the strategic move of companies to expand the scope of internationalization itself faces challenges such as the risk of facing new environments and identifying and developing business opportunities. The international performance of a company indicates its ability to meet the needs of international customers and compete with other companies in global markets. In other words, when a company decides to expand its activities internationally, international performance refers to the total results achieved during and after entering international markets. However, this concept is not sufficient to help companies evaluate or make decisions including assessing opportunities and creating value. Understanding the impact of entrepreneurial alertness on international performance is crucial because not all companies can grow their businesses simply by diversifying into foreign markets. Entrepreneurial alertness allows a company to identify opportunities before others, and entrepreneurial learning leads to exploiting the identified opportunities. Recognizing and developing new opportunities is at the heart of entrepreneurship. Today, with the advancement of entrepreneurship and its role, understanding how new entrepreneurial opportunities are developed is becoming more important.

● **Purpose** : The main purpose of this research is to analyze entrepreneurial alertness and international performance as mediated by entrepreneurial learning and moderated by domestic market dynamics.

● **Hypothesis**: The first main hypothesis is that entrepreneurial alertness impacts international performance, considering the mediator variable of entrepreneurial learning and the moderator variable of domestic market dynamics in the State Livestock Affairs Logistics company. The second main hypothesis is that entrepreneurial alertness affects international performance in the State Livestock Affairs Logistics company.

● **Background**: Karami and Hossein (2024) in their study examine how small business entrepreneurs use their individual alertness of market opportunities to improve company performance. The results show that entrepreneurial alertness leads to enhanced performance of small businesses. Deliana et al. (2024) in their study examined the effect of innovation and proactive personality on business performance through the mediator variable of entrepreneurial awareness. The findings of this study show that proactive and innovative personality and entrepreneurial alertness significantly affect business performance. Pineiro et al. (2024) conducted a qualitative research using a case study method with the aim of whether entrepreneurial alertness is a determining factor for creating opportunities in small and medium-sized businesses. The results indicate that entrepreneurial alertness clearly creates good business opportunities that have not yet been found by competitors. Crespo et al. (2022) demonstrated the key role of entrepreneurial alertness in explaining the international performance of new international ventures and considered entrepreneurial alertness to be a capability that is not limited to the entrepreneur, but rather an organizational capability.

## Methodology

This research is of a descriptive (survey) type in terms of its applied purpose and research method. The statistical population of this research includes managers of the State Livestock Affairs Logistics company at three levels of senior, middle and operational managers. The sampling method in this research is available. Because the statistical population in this research is limited to 435 people, using the Cochran's formula, the minimum sample size of 204 was obtained. The questionnaire used to collect data for this research consists of 34 items, which are designed based on the spectrum and five-option Likert scale (strongly agree to strongly disagree) to measure people's opinions. To measure the components of entrepreneurial alertness, the questionnaire of Leo et al. (2023) was used, which consists of 14 items. To measure entrepreneurial learning, the study of Zhao et al. (2021) was used, which consists of 8 items. In order to measure international performance, the article by Leo et al. (2023) and Falahat et al. (2020) was used, which includes 6 items. In order to measure domestic market dynamics, the study by Leo et al. (2023) and Bucciri et al. (2022) was used, which includes 6 items (Table 1). The data analysis tool was SPSS 28



and LISREL 8.72 software, and the analysis method was path analysis. The content validity of the questionnaire was carried out using the opinions of expert professors on the subject under study.

### Findings

The results showed that the dimensions of entrepreneurial alertness, which include the search for information, the link between acquired information and evaluation, have a significant effect on the entrepreneurial learning of the State Livestock Affairs Logistics company. Entrepreneurial alertness along with its components has a significant effect on the international performance of the company. On the other hand, the search for information, the link between information and evaluation as independent variables, considering the mediator variable of entrepreneurial learning, have an effect on the international performance of the company. Also, entrepreneurial learning also has a significant effect on the international performance of the company, and finally, the dynamics of the domestic market plays a moderating role between entrepreneurial learning and the international performance In the sample.

### Conclusion

Based on the research findings, we find that creating a culture of exploration in the company and creating an active learning environment to encourage employees to search and update information, as well as hiring capable managers who are strong in all dimensions of entrepreneurial alertness, can help strengthen the impact of entrepreneurial alertness on international performance. Also, conducting comprehensive and accurate analyses to understand the dynamics of the domestic market and predict future changes can lead to improved business response in dynamic and turbulent markets.

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