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Entrepreneurial orientation, knowledge sharing and organisational resilience: an integrative framework for innovation performance in Moroccan SMEs and startups

ABSTRACT

Purpose: This article explores the joint contribution of entrepreneurial orientation, knowledge sharing and organisational resilience to innovation performance, within the Moroccan context of SMEs and startups.

Methodology/approach: Through an analysis and synthesis of the current literature in the fields of entrepreneurial orientation, knowledge management, organisational resilience and innovation performance, this paper presents an integrative theoretical framework applied to the Moroccan context.

Findings: The study reveals that entrepreneurial orientation acts as a strategic driver, knowledge sharing serves as a mediating mechanism, and organisational resilience functions as a stabiliser and amplifier. Together, they form an interdependent system that transforms intangible resources into sustainable innovation performance. The Moroccan context highlights the specificities of emerging economies where resource scarcity makes this synergy particularly critical.

Research limitations/implications: The purely theoretical nature of the study does not allow empirical validation of the proposed causal relationships. Empirical research is needed to test the mediation and moderation hypotheses and to understand the processual dynamics of resilience and knowledge sharing.

Originality: This paper makes a valuable contribution to enhancing the understanding of innovation dynamics in the Moroccan context. It achieves this by jointly analysing three concepts that have rarely been studied together in an integrated framework. Few researchers have undertaken such a comprehensive examination of these interactions within the Moroccan SME and startup landscape.

Keywords: Entrepreneurial orientation ; Knowledge sharing ; Organisational resilience ; Innovation performance ; Morocco ; SMEs ; Startups

INTRODUCTION

The contemporary managerial context is characterized by growing instability, intensified competition, and the increasing complexity of organizational environments. Faced with these rapid changes and widespread uncertainty, organizations are compelled to increasingly mobilize their intangible resources as well as their internal capacities for adaptation and innovation to ensure their performance and sustainability. It is within this specific context, where predictability has given way to sudden and unpredictable transformations, that our research is situated.

Within this framework, entrepreneurial orientation emerges as a central strategic posture, enabling companies to identify and exploit market opportunities, even in environments constrained by resource scarcity. However, the effects of this entrepreneurial orientation only fully materialize through internal mechanisms of knowledge circulation. Knowledge sharing, a process through which individuals exchange and collectively build knowledge, constitutes a fundamental lever for organizational learning and the creation of collective value.

Furthermore, in an environment described as VUCA (Volatility, Uncertainty, Complexity, Ambiguity), organizational resilience, which refers to the capacity to anticipate, absorb, and adapt to disruptions, becomes an essential condition for transforming external shocks into learning opportunities and sustainable performance. These three dimensions, namely entrepreneurial orientation, knowledge sharing, and resilience, cannot therefore be understood independently of the turbulent context that shapes and structures them.

Existing literature has widely investigated these three concepts separately, without always highlighting their systemic interactions in an environment marked by uncertainty. Yet, it is precisely their articulation that allows individual knowledge to be transformed into collective capabilities and sustainable competitive advantages. This research therefore aims to analyze the joint contribution of entrepreneurial orientation, knowledge sharing, and organizational resilience to the innovation performance of organizations, drawing upon the dynamic capabilities and organizational learning approaches.

The study is contextualized in Morocco, where SMEs and startups evolve in a specific environment combining development opportunities with high turbulence. This research adopts a theoretical approach based on the analysis and synthesis of existing literature, which it specifically applies to and discusses within the context of Moroccan SMEs and startups.

To achieve this, we will first examine how entrepreneurial orientation cognitively fosters knowledge sharing, followed by the pivotal role of this sharing in innovation performance. We will then analyze how knowledge sharing contributes to organizational resilience, before investigating the direct effect of entrepreneurial orientation on innovation performance as well as its role in strengthening resilience. Finally, we will present the mechanisms through which resilience supports innovation, and provide an integrated discussion of these interactions within the specific context of Moroccan enterprises.

1. RESEARCH CONTEXT

The contemporary managerial environment is characterized by heightened volatility, intensified competition, and increasingly complex ecosystems. To navigate this uncertainty and the rapid pace of environmental mutations, organizational competitiveness and survival now primarily depend on the exploitation of intangible assets, as well as their intrinsic capacities for innovation and adaptation.

From this perspective, entrepreneurial orientation establishes itself as a genuine strategic pillar. Structured around innovation, proactivity, and risk-taking, this posture enables firms to detect and capitalize on new opportunities within highly contested markets (Covin & Slevin, 1989; Lumpkin & Dess, 1996). Within emerging economies and developing countries, this dynamic is of paramount importance: it catalyzes agility in the face of environmental fluctuations and mitigates resource scarcity by stimulating innovation capabilities (Hanifah & al., 2022; Pratama & al., 2025).

However, the impact of this entrepreneurial orientation heavily depends on internal mechanisms of knowledge circulation. In this regard, knowledge sharing constitutes an essential organizational process through which individuals exchange, transfer, and collectively construct knowledge. It relies on the dynamics of knowledge donating and collecting among collaborators (Van Den Hooff & De Ridder, 2004) and aligns with the model of tacit and explicit knowledge transformation proposed by Nonaka & Takeuchi (1995). Following this logic, Wang & Noe (2010) emphasize that knowledge sharing represents a fundamental lever for organizational learning and collective value creation.

Furthermore, organizational performance is strongly conditioned by the capacity to transform this knowledge into concrete innovation outcomes. Innovation performance is defined as an organization's capability to develop new products, services, or processes, thereby contributing to its competitive advantage (West & Iansiti, 2003). Numerous studies indicate that this performance depends not only on the quality of the exchanged knowledge but also on the intensity of interactions among organizational members (Ganguly & al., 2019; Yeşil & al., 2013). Within this framework, entrepreneurial orientation serves as a triggering factor, whereas knowledge sharing represents the central mechanism for its implementation (Qasim & al., 2025).

Additionally, organizational resilience establishes itself as a critical strategic capability in contemporary environments described as VUCA. It refers to the capacity of organizations to anticipate, absorb, and adapt to disruptions while ensuring the continuity and renewal of their operations (Carvalho & al., 2016; Gao, 2025). This capability rests on several fundamental dimensions, notably robustness, agility, and organizational cohesion, enabling firms to confront crises and transform environmental constraints into learning opportunities (Kantur & Say, 2015; Martín-Rojas & al., 2023). From this perspective, organizational resilience further contributes to transforming external shocks into levers for sustainable performance.

By mobilizing the dynamic capabilities theory, organizational performance can be understood as the outcome of firms ability to integrate, reconfigure, and renew their internal resources in response to environmental shifts (Teece, 2014). In this logic, entrepreneurial orientation, knowledge sharing, and organizational resilience interact in a systemic manner, mutually reinforcing the cognitive and organizational resources of the enterprise. This interaction allows individual knowledge to be transformed into collective capabilities and sustainable competitive advantages.

In the existing literature, these three concepts have been largely studied in isolation, without always highlighting their interactions in the construction of organizational performance (Covin & Slevin, 1989; Wang & Noe, 2010; Cameron & Dutton, 2003). This observation underscores the need for an integrated analysis of these variables to better understand their combined effects. It is within this perspective that this research is situated, aiming to analyze the joint contribution of entrepreneurial orientation, knowledge sharing, and organizational resilience to organizational performance. It relies on the dynamic capabilities and organizational learning approaches to explain how organizations transform their internal resources into sustainable performance and competitive advantage (Teece, 2014; Yeşil & al., 2013; Qasim & al., 2025).

2. TOWARDS A COGNITIVE UNDERSTANDING OF ENTREPRENEURIAL ORIENTATION THROUGH KNOWLEDGE SHARING

The entrepreneurial orientation of a firm represents its strategic posture toward the market, characterized by an innovative spirit, proactivity, and risk-taking. According to Qasim & al. (2025), this proactive culture naturally compels the members of an organization to seek out new information and actively exchange their internal expertise. When top management exhibits a strong entrepreneurial drive, it establishes fluid communication structures that encourage employees to collaboratively disseminate their knowledge.

Following this logic, the dimension of proactivity, as originally theorized by Covin & Slevin (1989) as well as by Lumpkin & Dess (1996), requires the rapid circulation of information to seize opportunities ahead of competitors. Companies cannot anticipate future trends if their employees work in isolation without sharing their daily discoveries. Entrepreneurial orientation thus acts as a major organizational catalyst that legitimizes and promotes the continuous transfer of knowledge across various departments.

Furthermore, the research of Kwiotkowska (2022) demonstrates that entrepreneurial cultures perceive failure as a source of collective learning rather than as an individual fault to be penalized. This managerial tolerance encourages open dialogue among employees, inciting them to transparently share their feedback and transfer the lessons learned during complex or innovative projects.

Moreover, entrepreneurial orientation also influences a firm’s capability to structure its overarching long-term organizational learning processes. As Wang & Noe (2010) highlight, open management styles stimulate both knowledge donating and knowledge collecting. Entrepreneurial orientation thus provides the ideal framework for transforming scattered individual knowledge into genuine strategic capabilities shared throughout the entire organizational structure.

Finally, Qasim & al. (2025) confirm that knowledge sharing is the pivotal variable that operationalizes the entrepreneurial effort. Without this sharing, management’s intentions for innovation remain mere declarations of intent without operational grounding. Entrepreneurial orientation therefore requires internal knowledge flows to materialize into concrete and coordinated market actions.

1. TOWARDS A DYNAMIC UNDERSTANDING OF ORGANIZATIONAL RESILIENCE THROUGH KNOWLEDGE SHARING

Organizational resilience, defined as a firm's capacity to absorb shocks and adapt to crises, fundamentally rests upon its cognitive resources. In their study, Marie & al. (2018) introduce the concept of « knowledge-based resilience » to explain the ability to maintain, adapt, and exploit knowledge in response to crises. When major disruptions occur, the rapid dissemination of strategic data enables teams to comprehend the situation and respond in a coordinated manner.

According to Al Jayousi & Nishide (2025), organizations that foster a horizontal exchange of capabilities develop a collective memory that survives the departure of key employees or material disruptions. Such fluidity provides the firm with the necessary flexibility to immediately reconfigure its operational processes in the midst of an economic or health crisis.

Furthermore, Asare-Kyire & al. (2023) emphasize that resilient enterprises utilize knowledge sharing to propagate weak signals detected within their environment. This process allows for the anticipation of imminent threats and prepares the organization to withstand shocks even before they materialize.

The act of sharing knowledge also reinforces social cohesion and mutual trust among staff members during stressful events. Drawing upon the crisis management concepts of Weick (2008) and Uriarte (2008), knowledge sharing fosters cognitive alignment and a shared understanding of survival objectives. Thus, knowledge sharing consolidates the psychological and structural foundations indispensable to organizational resilience.

However, Al Jayousi & Nishide (2025) demonstrate that barriers to information sharing impede the reaction speed of teams confronting danger. Knowledge sharing must therefore be perceived as an invisible insurance policy that maintains operational continuity during periods of turbulence.

2. STRATEGIC FOUNDATIONS OF INNOVATION PERFORMANCE: THE ROLE OF ENTREPRENEURIAL ORIENTATION

Entrepreneurial orientation constitutes one of the most powerful strategic determinants of innovation performance within contemporary economies. Qasim & al. (2025) demonstrate that the key dimensions of entrepreneurial orientation positively influence firms' innovation outcomes. An organization that structurally values entrepreneurship equips itself with mechanisms that transform market opportunities into concrete and profitable innovations.

According to the same authors, this proactive posture allows for the regular introduction of new products or services that outperform the offerings of industry competitors. Entrepreneurial orientation thus ensures that research efforts are not merely isolated initiatives, but are integrated into a global performance strategy.

Proactivity, another pillar of entrepreneurial orientation, enables managers to capture emerging trends and secure a first-mover advantage. As specified by Kwiotkowska (2022), proactive firms anticipate future demand, thereby optimizing the commercial relevance and performance of their innovations.

Moreover, according to Carvalho & al. (2016), organizations that accept calculated financial and strategic risks achieve significantly higher innovation performance. Entrepreneurial orientation thus provides the managerial courage required to invest in complex technologies with high growth potential. In this sense, the risk-taking dimension inherent in entrepreneurial orientation helps overcome the managerial inertia that frequently obstructs breakthrough projects.

Drawing upon the Resource-Based View (RBV) of Barney (2000) or the analyses of Zahra & Covin (1995), entrepreneurial orientation acts as a configuration of rare and inimitable resources. The findings of Qasim & al. (2025) confirm this approach by demonstrating that the impact of entrepreneurial orientation on innovation performance is maximized when the firm adopts a learning behavior.

1. THE ROLE OF ENTREPRENEURIAL ORIENTATION IN REINFORCING ORGANIZATIONAL RESILIENCE

The nexus between entrepreneurial orientation and organizational resilience underscores how a dynamic strategic posture underpins firm survival. Asare-Kyire & al. (2023) demonstrate that entrepreneurial orientation exerts a direct and statistically positive impact on resilience. Organizations characterized by a robust entrepreneurial spirit do not merely endure crises passively; rather, they conceptualize them as opportunities for strategic repositioning.

Teece (2014) explains that entrepreneurial orientation aids in reconfiguring structures and absorbing exogenous shocks. This managerial flexibility allows for the swift realignment of resource allocation, thereby safeguarding the organization against market collapses.

Furthermore, Kwiotkowska (2022) reveals that entrepreneurial orientation represents a critical prerequisite for achieving high resilience. In the face of economic or digital upheavals, the dimensions of innovation and proactivity enable the diversification of activities, thereby mitigating organizational vulnerability. An entrepreneurial mindset counteracts the rigidity of routine behaviors and maintains the structure in a state of continuous vigilance.

According to Asare-Kyire & al. (2023), risk tolerance and proactivity preclude the decision-making paralysis frequently observed among executives during severe recessions. Entrepreneurial orientation thus operates as a strategic shield, transforming a firm's initial vulnerability into a trajectory of sustainable resilience.

The convergence of entrepreneurship and crisis management constitutes a cornerstone of corporate longevity (Williams & al., 2017). Entrepreneurial orientation compels the organization to break with past trajectories to pioneer novel exit strategies. It is precisely this deliberate and orchestrated rupture that substantiates the direct causal link between an entrepreneurial posture and resilience capabilities.

MECHANISMS LINKING ORGANIZATIONAL RESILIENCE TO INNOVATION PERFORMANCE

Organizational resilience acts as a stable and secure foundation that directly supports the innovation performance of firms operating in uncertain environments. Gao (2025) demonstrates a highly significant positive correlation between organizational resilience and employees' innovative behaviors. Following this logic, an organization capable of maintaining its equilibrium in the face of shocks liberates its collaborators from instability-related anxiety, thereby substantially stimulating their creative productivity.

To explain this phenomenon, Gao (2025) mobilizes Hobfoll's (1989) conservation of resources (COR) theory. This theory stipulates that employees possessing a stable resource pool, protected by their firm's resilience, feel secure enough to innovate. At the work-team level, research by Yu & Xiang (2025) further confirms that organizational resilience exerts a direct influence on team innovation performance by stabilizing creative processes in the face of macroeconomic pressures.

This direct relationship is also substantiated in a highly concrete manner during the development and launch of new products within unstable industrial markets. The work of Çekmecelioğlu & al. (2025) proves that organizational resilience plays a direct supporting role in product innovation. Drawing upon the scales of Kantur & Say (2015), they demonstrate that the core dimensions of resilience (robustness, agility, and integrity) safeguard the technological performance of the firm.

Moreover, the impact of resilience on innovation manifests as a notable improvement in the financial profitability of new projects launched during turbulent periods. The study by Carvalho & al. (2016) indicates that resilient firms exhibit significantly more robust returns on innovation investment than rigid enterprises. Resilience enables the adaptation of innovation to crisis constraints, thereby maximizing its ultimate commercial performance.

Finally, resilience provides the necessary organizational resources to absorb the failures inherent in the testing phases of major innovations. According to the study by Asare-Kyire & al. (2023), resilient firms leverage their social networks and alliances to buffer the costs of failed innovations. This structural security encourages the organization to persevere in technological exploration projects, ultimately leading to superior overall innovation performance.

INTEGRATED DISCUSSION OF THE INTERACTIONS BETWEEN ENTREPRENEURIAL ORIENTATION, KNOWLEDGE SHARING, ORGANIZATIONAL RESILIENCE, AND INNOVATION PERFORMANCE WITHIN THE MOROCCAN CONTEXT

An analysis of recent scholarly work dedicated to Moroccan SMEs and startups reveals a substantial theoretical and empirical convergence: innovation performance emerges as a direct outcome of a set of intrinsically interdependent organizational capabilities. Within this perspective, entrepreneurial orientation asserts itself as a primordial driving force, whose impact is catalyzed by organizational learning mechanisms, knowledge-sharing flows, and the strategic deployment of organizational resilience. Investigations conducted across various sectors in Morocco demonstrate that these configurations do not operate in isolation. On the contrary, they are articulated through an eminently systemic logic wherein entrepreneurial behaviors shape knowledge management practices, which in turn, through feedback mechanisms, corroborate and consolidate the adaptive flexibility and resilience of organizational structures in the face of environmental turbulence.

At the empirical level, Allammari (2025) identifies entrepreneurial orientation as a major determinant of Moroccan SME performance, postulating that it stimulates risk propensity, product innovation, and strategic proactivity. Subsequently, Allammari & al. (2025) qualify this relationship by specifying that the impact of entrepreneurial orientation on performance only becomes fully significant when the organization manifests an explicit commitment to organizational learning. This learning process enables the effective translation of entrepreneurial intentions into tangible and measurable innovative outputs. Aligning with the direct extension of these findings, Benali (2025) consolidates this approach by demonstrating that the entrepreneurial dynamics of Moroccan SMEs are intimately dependent on executives' capacity to formalize routines and behaviors focused on adaptation, the active exploration of emerging opportunities, and continuous innovation.

This strategic posture proves all the more crucial for the internationalization of organizational structures. In this regard, Anana & Abdelilah (2025) establish that, within the export-oriented Moroccan agrifood SME sector, entrepreneurial orientation concurrently optimizes overall performance and the aptitude to adjust to the shifting requirements of international markets, thereby reaffirming the highly strategic role of this posture within hyper-competitive environments. Furthermore, the work of Bengrich & al. (2024) highlights that entrepreneurial orientation, when judiciously combined with market orientation, exerts a direct and highly significant influence on the innovation performance of industrial SMEs in the Souss-Massa region. This validates the imperative of a rigorous strategic alignment between executives' entrepreneurial vision and market intelligence mechanisms.

Moreover, Moroccan literature underscores the fundamental role of leadership in catalyzing these dynamics. Majdouline & al. (2020) corroborate that Moroccan firms characterized by a pronounced entrepreneurial orientation possess a superior aptitude for generating innovations, which attests to the structuring role of this posture in the architecture of innovation processes. In the same vein, Lamrani & al. (2021) emphasize that entrepreneurial leadership substantially enhances the competitive positioning of Moroccan SMEs by consolidating their technological innovation capabilities and organizational responsiveness.

However, the realization of this entrepreneurial momentum remains dependent on the capillarity of knowledge flows. For their part, Akjou & Hossari (2023) observe that the executive's entrepreneurial orientation stimulates the deployment of open innovation within Moroccan SMEs; nonetheless, this relationship remains strictly conditioned by the entity's capacity to mobilize collaborative mechanisms and knowledge-sharing flows. The authors thus explicate that open innovation represents an organic extension of the entrepreneurial posture, on the express condition that it is supported by managerial practices promoting the free circulation of endogenous and exogenous knowledge.

This centrality of cognitive interactions is also confirmed by Baakir & Ellioua (2024), who demonstrate that knowledge sharing directly affects individual innovative behaviors within the Moroccan pharmaceutical industry, thereby endorsing the role of human interactions in the genesis of innovation. Echoing these works, El Kadiri & al. (2025) indicate that knowledge management practices maximize the competitiveness of Moroccan SMEs by streamlining the codification, dissemination, and exploitation of intangible assets within organizational architectures.

Nevertheless, the effectiveness of these practices increases when they are embedded within a broader relational fabric. Simmou & al. (2025) argue that knowledge sharing, when interacting synergistically with social capital and entrepreneurial leadership, proves particularly fruitful for fostering sustainable innovations in the Moroccan agricultural SME sector, illustrating the relevance of interconnections between human determinants and structural variables. Furthermore, Amamou & Koubaa (2013) emphasize that communities of practice consolidate the knowledge absorption capacity of Moroccan SMEs, thereby optimizing their ability to convert external knowledge flows into tangible innovations. Following this same analytical framework, Soussi & Mekkaoui (2014) explicate that the heterogeneity of information sources and the level of absorptive capacity stand as cardinal determinants of innovation performance within SMEs in the Souss-Massa region, validating the role devolved to organizational learning.

Tijani & Laatiris (2022) corroborate this perspective by stipulating that absorptive capacity constitutes a fundamental interface mechanism for open innovation, enabling Moroccan firms to effectively assimilate cognitive flows emanating from their external ecosystem. In a complementary approach, El Abidi & Messaoudi (2022) demonstrate that this same absorptive capacity strengthens organizational resilience by acting directly on strategic flexibility, which allows structures to preserve their innovation potential despite environmental disruptions.

Khaouja (2024) further specifies that knowledge management structurally delineates the innovation cycle by facilitating the operational conversion of knowledge into novel market solutions. Additionally, Ait Nasser (2023) highlights, within the framework of a study focusing on information technology (IT) professionals in Morocco, that digital orientation and knowledge sharing significantly optimize digital innovation performance, illustrating the major impact of technological infrastructures on the fluidity of knowledge flows.

Conversely, a bidirectional relationship is observed when analyzing the direct impact of innovation on a firm's survival capabilities. Cheggag & Mokhlis (2023) highlight this phenomenon by establishing that innovation itself constitutes a vector of organizational resilience in the Moroccan energy sector, particularly during periods of crisis, which brings to light the protective and immune function of the innovation effort against exogenous shocks. In the same vein, Akjou & El Houari (2023) point out that managerial innovation supports the resilience of Moroccan SMEs by increasing their adaptive velocity and responsiveness to macro-environmental mutations.

Furthermore, Idrissi & Habbani (2025) argue that an innovation culture constitutes one of the cardinal pillars of organizational resilience within Moroccan startups, ensuring operational continuity and long-term viability. Ennaciri & Tarhi (2026) confirm this adaptive role by demonstrating that Moroccan startups shape their resilience through their innovation agility in response to economic and technological shocks. Finally, Elouidani (2025) attests that the coupling of artificial intelligence and sustainable innovation endows Moroccan enterprises with an extra measure of organizational resilience, emphasizing the critical importance of disruptive technologies in configuring the organization's dynamic capabilities.

The overall examination of these interactions thus confirms the holistic nature of performance. Achir & al. (2024) observe that the construct of organizational resilience within the Moroccan entrepreneurial ecosystem stems from deeply intertwined factors, encompassing innovation, structural flexibility, and entrepreneurial competencies, which reinforces the systemic anchoring of this phenomenon. Bougadir & Zahir (2025) corroborate this notion by explicating that absorptive capacity, innovation, and overall performance form a dense web of interconnections within Moroccan SMEs, supporting the thesis of a continuous virtuous cycle between cognitive capitalization and adaptation.

It is precisely within this integrative perspective that recent contributions are positioned. El Abidi & al. (2024) conceptualize a unified model demonstrating that organizational resilience and social innovation engage in dynamic interactions, generating sustainable adaptive trajectories for Moroccan firms. Their work highlights that knowledge sharing directly enhances the managerial innovation capacity of agricultural SMEs in the Grand Agadir region, establishing the indispensable mediating role devolved to shared cognitive flows between the individual and the organization. In a similar vein, El Abidi & Messaoudi (2023) demonstrate that organizational learning stands as a fundamental lever for the emergence of managerial innovations within family businesses in Agadir, corroborating the structuring function of knowledge sharing in innovation performance. The same authors add that the orientation toward innovative behaviors on the one hand, and the structural architecture of the organization on the other, decisively govern the success of innovation initiatives within Moroccan family capitalism, bringing the relevance of organizational configurations back to the forefront.

Finally, the collaborative environment acts as a powerful multiplier of these effects. Nassiki & Ahrouch (2020) underscore that inter-organizational cooperation forged within Moroccan industrial clusters exerts a crucial mediating role between network configurations and SME innovation performance, illustrating the added value of collaborative ecosystems. Following this path, Nait Lachgar & Ben Moussa (2020) validate that integration within industrial clusters maximizes both product innovation performance and the commercial performance of Moroccan firms, under the combined effect of knowledge sharing and inter-firm synergies.

In synthesis, while Allammari (2025) and Majdouline & al. (2020) conceptualize entrepreneurial orientation as the initial stimulus and momentum for innovation, Baakir & Ellioua (2024) as well as El Kadiri & Jermouni (2025) identify knowledge sharing as the indispensable link and operationalization mechanism allowing these strategic intentions to materialize into actual innovations. Concurrently, Cheggag & Mokhlis (2023) and Akjou & El Houari (2023) demonstrate that organizational resilience steps in to stabilize, secure, and sustain these dynamics during phases of intense environmental turbulence. Lastly, Nassiki & Ahrouch (2020) and Nait Lachgar & Ben Moussa (2020) confirm that collaborative frameworks act as amplifiers by fluidifying the systemic circulation of knowledge.

Ultimately, the series of works conducted by El Abidi & al. (2022–2024) offers an integrated and unified modeling of this phenomenon: entrepreneurial orientation, knowledge sharing, and organizational resilience constitute the elements of a highly interwoven dynamic system. Within this systemic architecture, each dimension feeds back into the others, establishing itself simultaneously as an antecedent and a condition of possibility to sustainably generate robust innovation performance within Moroccan enterprises.

CONCLUSION

This research aimed to analyze the joint and synergistic contribution of entrepreneurial orientation, knowledge sharing, and organizational resilience to the innovation performance of organizations, through a theoretical framework applied specifically to the lens of Moroccan SMEs and startups. The literature synthesis and the resulting integrated discussion yield several major findings that enrich the understanding of contemporary organizational dynamics within an emerging context.

First, entrepreneurial orientation emerges as an essential strategic driver operating both directly on innovation performance and indirectly through the stimulation of knowledge-sharing mechanisms. This dual pathway confirms that an innovative spirit, proactivity, and risk-taking are insufficient on their own to generate innovative outcomes; they must be sustained and operationalized by internal processes of knowledge circulation. Second, knowledge sharing constitutes a central transformational process that converts entrepreneurial intentions into concrete innovative outputs, while concurrently strengthening organizational resilience through the rapid dissemination of critical information during crisis situations. It thus plays a pivotal mediating and accelerating role within the value-creation chain. Third, organizational resilience acts as a stabilizer and an amplifier: it safeguards the cognitive resources of collaborators against external disruptions and establishes a secure environment conducive to experimentation and sustainable innovation. In other words, resilience is not confined to a defensive capability; it actively participates in innovation performance by reducing uncertainty-related anxiety and fostering calculated risk-taking.

At the theoretical level, this research contributes to enriching the dynamic capabilities view by demonstrating how entrepreneurial orientation, knowledge sharing, and resilience interweave within an interdependent system rather than operating as a mere summation of isolated variables. It thus proposes an integrative framework that transcends the compartmentalized analyses frequent in managerial literature, where these three constructs have too often been examined separately. By articulating these dimensions, this study highlights the processual mechanisms through which organizations convert their intangible resources into sustainable competitive advantages, particularly within environments characterized by volatility, uncertainty, complexity, and ambiguity (the VUCA world).

When applied to the Moroccan context, this framework highlights the unique idiosyncrasies of SMEs and startups operating within an emerging economy, where acute resource scarcity renders the synergy between an entrepreneurial posture, collective learning, and adaptive capacity all the more vital. Field investigations conducted in Morocco corroborate that the convergence of these three pillars constitutes a preferred strategic lever to circumvent heavy structural constraints and to capture growth opportunities. The cross-analysis of Moroccan evidence confirms that an entrepreneurial orientation backed by mature knowledge management practices and well-developed organizational resilience generates substantial gains across product, process, and managerial innovations.

On a managerial level, several operational insights can be derived for practitioners. For SME executives and startup founders, it is insufficient to merely display strategic intentions; it is imperative to implement concrete, formalized mechanisms for knowledge sharing. Furthermore, anchoring organizational resilience requires a planned diversification of skills, the flexibilization of structures, and the embedding of a genuine learning culture where failure is understood as an optimization input and a source of improvement rather than a cause for sanction. Firms capable of simultaneously orchestrating these three levers equip themselves with the strategic assets indispensable for sustaining performance within turbulent environments.

Ultimately, this research demonstrates that innovation performance results neither from a disembodied entrepreneurial posture, nor from an isolated management of knowledge, nor from a purely passive resilience. Instead, it fundamentally proceeds from the systemic articulation of these three dimensions: entrepreneurial orientation instills the direction and energy; knowledge sharing ensures operational transformation and capillarity; and organizational resilience guarantees business continuity and adaptive plasticity. Together, they form an inseparable strategic triptych capable of sustaining continuous innovation and ensuring the long-term survival of organizations in a world marked by rapid and unpredictable transformations.

As for Limitations and future research directions, despite proposing an original integrative theoretical framework, this research possesses several methodological and conceptual limitations that warrant acknowledgment. first, its purely theoretical nature, based on the review and conceptualization of existing literature, precludes the empirical validation of the proposed causal relationships and contingency mechanisms postulated between entrepreneurial orientation, knowledge sharing, organizational resilience, and innovation performance, second, the contextualization within the Moroccan economic fabric relies on a review of sectoral and regional studies that are rich but non-exhaustive, thereby restricting the external validity and absolute transferability of the conclusions to the entirety of the Kingdom's entrepreneurial landscape, third, the mobilized literature primarily favors quantitative, correlational approaches, leaving fine-grained processual mechanisms and the micro-foundations of these dynamics in the dark. Finally, the studied concepts are subject to multiple definitions, the choice of which necessarily guides and bounds the scope of the analysis.

These identified limitations delineate fertile avenues for future scholarly inquiry, charting a transition from conceptual modeling to rigorous empirical validation. Crucially, future research should prioritize large-scale quantitative investigations by administering questionnaire surveys to representative samples of Moroccan SMEs and startups, thereby enabling the statistical verification of the proposed mediation and moderation paths through structural equation modeling (SEM). To complement this variance-driven perspective, adopting longitudinal qualitative empirical designs becomes indispensable for deciphering the processual trajectories of resilience building and the temporal evolution of knowledge-sharing routines. Finally, expanding the analytical scope to encompass cross-comparative studies between Morocco and other emerging economies within Africa or the MENA region would significantly bolster the external validity of the conceptual framework, while simultaneously refining the macro-institutional contingency variables that govern these complex organizational dynamics.

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