

Strategic orientations, commitment and organizational performance: scale validation in the creative industry

Orientaciones estratégicas, compromiso y desempeño organizacional: validación de escala en la industria creativa

Daniel Alberto Sierra Carpio

Josefa Melgar Bayardo

Virginia Guadalupe López Torres

Correspondencia: dsierra@uach.mx
Coordinador de Investigación de la Facultad de Ciencias Políticas y Sociales, y Coordinador del semillero de investigadores. Universidad Autónoma de Chihuahua. ORCID: <http://orcid.org/0000-0002-2393-1786>

Correspondencia: jmelgar@uacj.mx
Profesora-Investigadora. Universidad Autónoma de Ciudad Juárez. ORCID: <http://orcid.org/0000-0002-1503-6132>

Correspondencia: virginia.lopez@uabc.edu.mx
Profesora-Investigadora. Universidad Autónoma de Baja California. ORCID: <http://orcid.org/0000-0002-2795-8951>

Fecha de recepción:
20-febrero-2021

Fecha de aceptación:
09-agosto-2021

Abstract

This study aimed to test the validity and reliability of an instrument designed to measure the relationship between organizational commitment, learning orientation, entrepreneurial orientation and organizational performance in the creative industries sector, specifically the graphic design area located in Ciudad Juárez, Mexico. Through an exploratory analysis using a structural model based on Partial Least Squares (PLS), we determined a Cronbach's alpha and composite reliability greater than 0.90, Average Variance Extracted (AVE) values greater than 0.61 and levels of discriminant validity lower than 0.85. We obtained an instrument consisting of 24 items that is considered valid and reliable.

Key words: strategic orientations, organizational commitment, organizational performance, scale validation.

Resumen

El presente estudio tuvo como objetivo probar la validez y confiabilidad de un instrumento diseñado para medir la relación entre compromiso organizacional, orientación al aprendizaje, orientación emprendedora y desempeño organizacional en el sector de industrias creativas, específicamente el área de diseño gráfico ubicada en Ciudad Juárez, México. Mediante un análisis exploratorio utilizando un modelo estructural basado en mínimos cuadrados parciales (PLS), se determinó un alfa de Cronbach y una confiabilidad compuesta mayor a 0.90, valores de varianza media extraída (AVE) mayores a 0.61 y niveles de validez discriminante menores a 0.85. Obtuvimos un instrumento compuesto por 24 ítems que se considera válido y confiable.

Palabras clave: orientaciones estratégicas, compromiso organizacional, desempeño organizacional, validación de escalas.

Introduction

Creative industries generate wealth from human talent, intellectual property, connectivity and cultural heritage (Buitrago & Duque, 2013). By 2011, creative industries reported 4.3 billion dollars worldwide, which is 120 times more than the German economy. It is also estimated that exports of creative industries reached 643 billion dollars in the same year, becoming the fifth merchandise with the most transactions on the planet, below fuels, electrical and electronic equipment, machinery to generate electrical and nuclear energy, and vehicles (Buitrago & Duque, 2013).

This is consistent with Florida's (2012) statement that the world is currently in an era in which the creative class dominates. The author points out that during the 1800s and until the early 1900s there was the rise of the working class, then the world went through a post-industrial era in which the world went from a working class to a service class, such as personal care services, food services, religious services, etc. And today a new workforce class is emerging, the creative class, which is the one that actively participates in the creative industry

The creative class is divided into two types: the core creative class composed of people within science; engineering; education; architecture; design; music; the arts; and entertainment, whose economic function is to create new ideas, new technology and new creative content. The second type of creative class are creative professionals who are in business and finance; law; medical services and similar fields, which are characterized by solving very complex problems that require high rates of independent judgment and need high levels of education and human capital formation. In this regard, it is worth mentioning that the workforce of the Creative Industry represents the fourth world power with approximately 144 million workers in the world (Buitrago & Duque, 2013).

The main difference of the Creative Class lies in the fact that while the Working or Service Class is paid for performing physical, routine or mechanized work, the Creative Class is paid for using its mind. Therefore, they have certain inherent characteristics such as high doses of independence and decision making in relation to the way they perform their work, generating each time unique and different ways of approaching it.

There is empirical evidence in the existing literature that organizations with a entrepreneurial orientation improve their organizational performance (Hughes & Morgan,

2007; Lumpkin & Dess, 2001), which leads to generating competitive advantages. Also, previous research results suggest that the interaction of learning orientation and entrepreneurial orientation has positive influence on organizational performance; Wang, 2008). Another relationship found in the literature is that of organizational commitment and its positive effect on both corporate entrepreneurship (De Clercq & Belausteguigoitia Rius, 2007) and learning orientation (Galletta & Portoghese, 2012). However, no theoretical model has been located that explains how these variables interact with each other within an organization.

Another thing to consider is the fact that the studies conducted were done in industries where innovation and creativity can become capabilities that supply superior value to the product or service, however, what happens in sectors where innovation and creativity are considered innate to their products and services?, in sectors such as graphic design where the work mind is more important than the labor force, will strategic orientations, and organizational commitment positively affect the performance of the organization to generate competitive advantages?

Therefore, the particularities that define creative companies in general and their workforce in particular suggest that studies that in other contexts are easy to predict due to the number of studies that have been carried out, may not turn out in the same way. Studies related to the prediction of their organizational performance and the variables that can affect it positively or negatively such as strategic orientations and organizational commitment that have been widely studied in the manufacturing or service industry (Wang, 2008).

The previous point becomes more relevant when there are already governmental efforts, in the north of Mexico, focused towards the year 2030 to strengthen areas other than the maquiladora industry, such as services and local businesses, as well as the attention to new markets to diversify and pluralize the economy of the state of Chihuahua and very specifically of Ciudad Juárez (Gobierno del Estado de Chihuahua, 2017), and in said municipality, there is the academic offer of the Bachelor's Degree in Graphic Design by the Universidad Autónoma de Ciudad Juárez, which leads to hundreds of qualified young people graduating every year to offer solutions to visual communication problems and who, not finding large specialized companies, have opted to emigrate from the city or generate micro-enterprises.

The above scenario serves as a starting point for the analysis of a sector in the border region of Ciudad Juárez and El Paso Tx. that receives highly qualified and specialized

creative class personnel every semester and that has been ignored as a possible alternative source of competitiveness in the region. Therefore, the present study aims to carry out the validation of an instrument with the objective of measuring the perceptions of two strategic orientations, specifically, learning orientation and entrepreneurship orientation, as well as the organizational commitment of the workforce within the creative industry and the effects of these three variables on organizational performance.

These fields of study are covered from the specific perspective of learning orientation from the organizational vision proposed by Baker & Sinkula (1999); while the field of entrepreneurship is analyzed from the field of entrepreneurial orientation seen as a multidimensional construct as visualized by Lumpkin & Dess (2001). Finally, organizational performance is treated from the perception in the retention and increase of customers and the performance of the products of the companies in the market, as proposed by Hughes & Morgan (2007). In the following paragraphs there is a theoretical approach to the population and variables involved, followed by the methodological section where the way in which the pilot test was conducted is explained, followed by the results section, which are dissected in the discussion section to finally close with the conclusions and recommendations section.

1. Literature review

1.1 Creative industries

The creative industry is made up of those sectors that are directly involved with the creation, production and distribution of goods and services whose primary economic value is derived directly from their cultural value, having the potential for the creation of wealth and work through production and exploitation of intellectual property (Buitrago & Duque, 2013).

The creative industry is known under the nickname “orange economy”, since the color orange is associated with creativity (Buitrago & Duque, 2013) and covers a wide variety of companies ranging from design, art, sports, culture, fashion etc., so that when grouped together, the economic power it reaches becomes important. For the year 2011 the creative industries reported \$ 4.3 billion worldwide, equivalent to 120 times more than the German economy (Buitrago & Duque, 2013).

There have been several efforts to define and classify creative industries, for example those of various international organizations such as the United Nations Educational Organization; Science and Culture (UNESCO); the United Nations Conference for Trade and Development (UNCTAD); the World Intellectual Property Organization (WIPO); the Department of Culture, Media and Sports of the United Kingdom (DCMS); as well as the Economic Commission for Latin America and the Caribbean (ECLAC), which have published their own definitions of the creative industries, all agreeing on three essential points (Buitrago & Duque, 2013): creativity is considered, arts and culture as raw material; It highlights the importance of intellectual property and copyright and is considered a fundamental part of a creative value chain.

However, these attempts at definition and classification are relatively new, the oldest definition being that of WIPO published in 2003, so many countries do not yet adopt any of the classifications to define their creative industry. In addition to the above, Buitrago and Burque (2013) point out a series of factors that make it difficult to carry out studies around the Creative Industries that allow a reliable and comparable constant flow of information: high levels of informality of the industry; inadequate classification systems; new technologies that change the production chain and forms of consumption; lack of consensus in the definitions of what the Creative Industries are; irregular political commitment for the collection of information, studies and activation projects.

These factors have caused creative industries to go unnoticed by what they have come to be known as the “ghost economy”, and although they have managed to generate up to 6.1% of the global economy in 2005, this industry continues to go unnoticed by academics, economists, politicians and other key actors to generate knowledge around it as it noted by Buitrago & Duque (2013). Fortunately, there has been an increasing interest in this topic in recent years, in example, de Klerk (2015), Sanchez (2016), Protogerou, Kontolaimou & Caloghirou (2017), Liu (2018), and in the Mexican context Valdivia & Rodriguez (2019) and Valdivia et al. (2020).

1.2 Graphic design and the creative class

According to Costa (2014), graphic design is a mode of visual communication that has the property of “communicating information” about visible and invisible realities; fantasies; as well as past and future events.

Several authors (Rivera, 2011; Rodríguez & Zárata, 2010; Tapia, 2014), establish the need to emphasize the social and human aspect of graphic design, so they propose to integrate visions and paradigms from the social sciences and humanities to create a definition that not only rescues the implicit technical and artistic side of graphic design, but also complements it with the social, cultural and humanistic aspect that has been neglected over the years.

Therefore, the competencies that integrate the graphic designer are grouped as follows:

1. Design and market competencies. These are those competencies that are aimed at satisfying the communication needs of the end client, knowing how to recognize and interpret their needs and being able to express the message to be conveyed. In these competencies the designer’s creativity is evident and innovation is an added value.
2. Technological competences. These are those competencies that involve the knowledge and skills to use tools, software and technological devices to elaborate graphic design works.
3. Artistic competencies. These are related to the ability to sketch and draw, as well as skills in the plastic arts.

1.3 Strategic orientations

Strategic orientations are defined as principles that direct and influence the activities of a company and generate behaviors aimed at ensuring the viability and performance of the same. Within the literature there are four types of orientations: (1) market orientation; (2) entrepreneurial orientation; (3) learning orientation and; (4) technological orientation.

1.4 Entrepreneurial orientation

The entrepreneurial orientation is a strategic position that is reflected in how things are done, that is, it is reflected in their processes, in their practices and in how they deal with

their business activities. In its measurement, it is considered a construct that is reflected in five independent dimensions: (1) “risk taking”; (2) “innovation”; (3) “proactivity”; (4) “competitive aggressiveness” and; (5) “autonomy”, which does not need to be present in its entirety for an organization to be considered entrepreneurially oriented (Hughes & Morgan, 2007), this The perspective of the multidimensional construct has been proposed and defined by Lumpkin & Dess (1996), who differing from the latter who consider entrepreneurial orientation as a formative construct of three dimensions (1) risk taking; (2) innovation and (3) proactivity.

The entrepreneurial orientation is closely related to the term new entries which refers to the result derived from the entrepreneurial action. In this sense, classify new business opportunities into three types: 1) the creation of new businesses within a corporation, 2) the transformation of existing businesses through strategic renovation or remodeling of the fundamental ideas and 3) innovation within the company.

1.5 Orientation to learning

Learning orientation is defined as the ability of an organization to use internal or external information (process, store, interpret and answer it) to create and use knowledge that modifies internal behaviors, in the quest to improve efficiency for the creation of competitive advantages (Baker & Sinkula, 1999). In its measurement it is considered as a construct composed of three dimensions: (1) commitment to learning; (2) open minded and; (3) shared vision (Baker & Sinkula, 1999).

1.6 Organizational commitment

The organizational commitment is defined as an attitude, mental act or psychological state of the employee, which can take several forms and create a link between the individual and the organization (De Clercq, Dimov & Thongpapanl, 2010) and serves as a predictor of employee behaviors and attributes such as the decision to leave the organization, absenteeism, job satisfaction or the willingness to strive to achieve the objectives of the organization.

The organizational commitment can take three forms: the affective commitment is one in which the employee wishes to remain within the organization due to an emotional

attachment. Regulatory commitment refers to the desire of an employee to remain in the organization due to a feeling of obligation, that is, when the employee feels that staying within the company is the “right” or the “moral” thing; and the commitment to continuity refers to the fact of remaining within the organization, due to the cost associated with leaving it.

1.7 Organizational performance

There is no agreed definition in the literature review about organizational performance and for its measurement both financial and non-financial indicators have been used (Zehir, Car & Karaboga, 2015). However, it can be conceived as an organizational metric of effectiveness and efficiency that groups indicators at operational and financial levels systematically articulated to satisfy customers and achieve organizational goals at different levels.

In the literature review process, two ways of measuring organizational performance were distinguished, used in the various studies consulted: through objective measures and subjective measures. Objective measures respond to financial indicators consulted by researchers directly from reports provided by companies or financial consultants. While subjective measures use both financial and non-financial indicators (for example, performance in terms of customers and products) but from the perception of respondents, generally using an instrument based on a Likert scale.

1.8 Relationship between the variables

During the literature review process, previous studies were found that somehow linked the variables used in the present study. The relationships with the highest number of cases identified during the literature review are those of learning orientation (LO) and entrepreneurial orientation (EO), as well as the relationship EO and organizational performance (OP), found in eight investigations. While the relationship between the LO and the Organizational Commitment (OC) has two studies and in all they suggest that the strongest relationship is provided by the affective commitment. Finally, the LO-OC relationship was found in two studies. Table 1 summarizes the findings.

Table 1. Findings in the literature review on the relationship between variables

Variables in the study	Number of studies	Findings	References
LO-EO	8	There is a positive relationship between her. Sometimes the orientation to learning is a moderator of corporate entrepreneurship and a third variable. On other occasions the CB acts as a moderating agent between learning orientation and a third variable.	(Casas Martínez et al., 2011; Daryani & Karimi, 2018; Laukkanen et al., 2013; Lonial & Carter, 2015; Nasution et al., 2011; Real et al., 2014; Wang, 2008; Wolff et al., 2015)
OC-LO	2	There is a relationship between them. But they have better effects acting together on another or other variables such as performance. The best relationship between them is specifically with the affective commitment.	(D'Amato & Herzfeldt, 2008; Galletta & Portoghese, 2012)
EO-OP	8	In most cases the relationship is positive, however in some cases the relationship tends to be curvilinear, especially when variables such as age and company size are involved.	(Chavez et al., 2017; Hughes & Morgan, 2007; Linton & Kask, 2017; Lumpkin & Dess, 2001; Pratono & Mahmood, 2015; Semrau et al., 2016; Zehir et al., 2015)
OC-LO	2	There is a positive relationship between the two, especially with the emotional commitment	(De Clercq et al., 2010; De Clercq & Belausteguigoitia Rius, 2007; Farrukh et al., 2017)

Source: author own elaboration.

Where:

LO = learning orientation.

EO = entrepreneurial orientation.

OC = organizational commitment.

OP = organizational performance.

1.9 Ciudad Juárez

Ciudad Juarez is a border city in northern Mexico that borders the counties of El Paso in Texas and Dona Ana in New Mexico. On the Mexican side, it is bordered on the east by the Municipality of Guadalupe; on the south by Guadalupe, Villa Ahumada and Ascensión; and on the west by the Municipality of Ascensión. In 2017 it had a population of 1, 448, 859 inhabitants in an area of 3, 561.14 km², while the binational population of the region amounts to 2, 504, 408 inhabitants (IMIP, 2018).

Ciudad Juárez is the most important city, economically speaking, for the State of Chihuahua, as it concentrates 38% of the state's total population and contributes 46% of the Chihuahua Gross Domestic Product. In addition, it brings together 33% of the state's total companies, which represents 40% of the state's formal employment (Gobierno del Estado de Chihuahua, 2017).

The city's economy is based on the maquiladora industry, the Municipal Institute of Research and Planning (IMIP) estimated that by 2018, 65.28% of the economically active population worked for the transformation industry, while the service sector occupied 15.65% and the commercial sector 10.68% IMIP (2018).

Regarding creative industries, in Ciudad Juarez, those related to software development and services predominate (Valdivia et al., 2020), graphic design is located within the classification of services, however, the authors point out that far from there being a growth in the sector, it has decreased by 5% in the period from 2003 to 2013. This is evidence of the lack of strengthening of the creative industries in the region, specifically graphic design, either due to lack of knowledge or lack of interest.

2. Research methodology

The research carried out was quantitative, non-experimental, transversal, non-probabilistic and exploratory. The population is determined by workers, managers and / or business owners belonging to the creative industries, located in Ciudad Juarez, Chihuahua, corresponding to the field of printing, design and advertising. There are about 322 companies of this type in the State of Chihuahua, of which 61 are located in Ciudad Juárez, according to the filtering of

information carried out in the database of the Mexican Business Information System, SIEM (Secretaría de Economía, 2018).

Because the sector is made up of ventures with the purpose of generating self-employment, a large part of these companies has an integrated staff of between two and ten people, including the owner, who also acts as a designer or printer. The participants were selected through a non-probabilistic sampling of type subjects, which is considered appropriate for exploratory studies, where what matters is the quality, richness and depth of information over generalization and quantity. In addition, the sample used is relevant in the absence of an adequate census of this type of industry and the inaccuracy of the information that exists in the official databases.

The piloting was carried out during the months of June to December 2019, 24 questionnaires were collected and two were discarded because they were incomplete, leaving 22 questionnaires usable for the relevant analyzes. The demographic characteristics of the sample show that 52.2% (n = 12) are men; 43.10% (n = 10) hold the position of graphic designer; 65.2% (n = 15) have a bachelor's degree and 78.3% (n = 18) of the sample have an age of 1 to 3 years within the company.

3. Instrument

The selected instrument is an integration of already validated instruments, plus the section to collect the descriptive data of the sample. A total of 51 items with a five-point Likert scale were used to measure the variables. The instrument was created from three different scales: the Sinkula & Baker scale was used to measure learning orientation and adapted which counts with 13 items to measure three dimensions of the variable. For its part, the organizational commitment was measured with the scale proposed, adapted and validated for Mexico by Arciniega & Gonzalez (2006), which has 17 items to measure three dimensions of the organizational commitment. Finally, the Hughes & Morgan (2007) scale was used to measure entrepreneurial orientation and organizational performance, consisting of 23 items to measure five and two dimensions respectively. Not having a Spanish translation of the Hughes & Morgan scale, we proceeded to use the translation, and reverse translation for its adaptation to Spanish. Table 2 shows the operationalization of the variables.

Table 2. Operationalization of variables

Variable	Dimensions/ Number of items	Instrument	Scale used
Entrepreneurial orientation	Innovation / 3 Risk taking / 3 Proactivity / 3 Competitive Aggression / 3 Autonomy / 6	Hughes & Morgan (2007) innovativeness, and proactiveness	5-point Likert
Organizational performance	Product Performance / 2 Customer performance / 3 items	Hughes & Morgan (2007) innovativeness, and proactiveness	5-point Likert
Learning Orientation	Commitment to learning / 4 Shared Vision / 5 Open Mind / 4	Baker & Sinkula (1999) Adapted by Lloch Andreu et al. (2007)	5-point Likert
Organizational commitment	Affective Commitment / 4 Commitment to continuity / 4 Regulatory Commitment / 4	Allen & Mayer (1990) Adapted by Arciniega & González (2006)	5-point Likert

Source: author own elaboration.

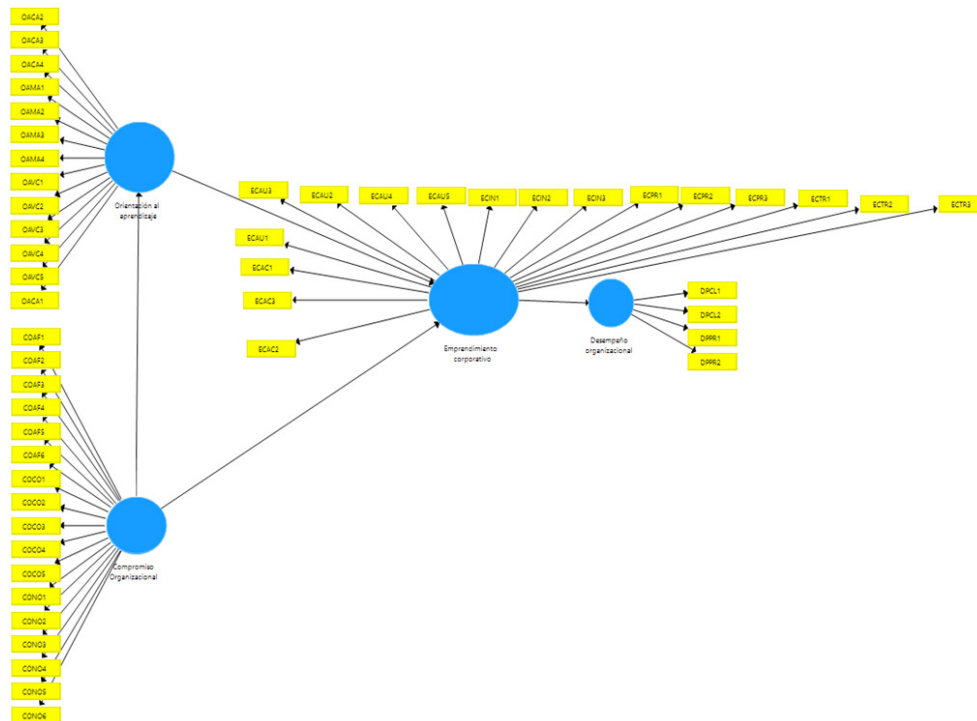
4. Data analysis technique

The analysis was carried out by means of a structural model based on partial least squares (PLS), which is a recommended technique to use in early stages of the theory development since it allows to predict, evaluate and validate exploratory models, using small samples. The application of this technique begins with the specification of the model composed of latent variables and their respective items. Once the model is established, the data is processed through iterative algorithms that have no assumptions about the distribution of the data to carry out the analysis of variance, analysis of principal components and their canonical relationships). For the PLS modeling, the SmartPLS 3 software from Ringle, Wende & Becker was used.

5. Scale analysis

Once the first questionnaires were applied and based on the literature review, a model of structural equations was carried out that contemplated the four relationships between the latent variables. Figure 1 shows this model.

Figure 1. Initial model of structural equations



Source: authors own elaboration.

When performing an analysis to see the behavior of the items with their respective latent factor, it was found that 22 items that threw weights below 0.70 should be discarded because they share more variance with the measurement error than with the measurement of the construct the results are shown in Table 3.

When doing the reliability analysis of the original model, Cronbach’s alpha coefficients and composite reliability indices above .90 were obtained, however, both the organizational commitment and the corporate venture yielded values of extracted variance less than 0.50, which It implied that less than 50% of the variance of the measure was included in the items (Chin, 1998). Table 4 shows the results.

Table 3. Item weights in latent variables

Item	Organizational commitment	Organizational Performance	Entrepreneurial Orientation	Learning Orientation
COAF1	0.685			
COAF2	0.74			
COAF3	0.901			
COAF4	0.748			
COAF5	0.826			
COAF6	0.566			
COCO1	0.469			
COCO2	0.231			
COCO3	0.542			
COCO4	0.481			
COCO5	0.565			
CONO1	0.329			
CONO2	0.614			
CONO3	0.792			
CONO4	0.534			
CONO5	0.836			
CONO6	0.774			
DPCLI		0.918		
DPCL2		0.941		
DPPR1		0.874		
DPPR2		0.888		
ECAC1			0.354	
ECAC2			0.438	
ECAC3			0.561	
ECAU1			0.670	
ECAU2			0.846	
ECAU3			0.514	
ECAU4			0.771	
ECAU5			0.616	
ECIN1			0.819	
ECIN2			0.694	
ECIN3			0.792	
ECPR1			0.828	
ECPR2			0.836	
ECPR3			0.636	
ECTR1			0.720	
ECTR2			0.635	
ECTR3			0.784	

OACA2				0.890
OACA3				0.834
OACA4				0.536
OAMA1				0.740
OAMA2				0.780
OAMA3				0.782
OAMA4				0.917
OAVC1				0.792
OAVC2				0.636
OAVC3				0.731
OAVC4				0.795
OAVC5				0.617
OACA1				0.790

Source: authors own elaboration.

Table 4. Reliability results before discarding items

Latent variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.907	0.92	0.424
Organizational Performance	0.928	0.948	0.82
Entrepreneurial Orientation	0.929	0.937	0.479
Learning Orientation	0.938	0.947	0.584

Source: author elaboration.

Regarding discriminant validity, the original model presented values of the Heterotrait-Monotrait Ratio (HTMT) indicator lower than the cut-off point of 0.85, which establishes that the items are capable of differentiating between the different constructs that are being measured, except in the Orientation to Learning - Corporate Entrepreneurship relationship, which obtained an HTMT indicator of 0.885. Table 5 summarizes the results.

Table 5. Discriminant validity in the original model

	Organizational Commitment	Organizational Performance	Corporate Entrepreneurship
Organizational Commitment			
Organizational Performance	0.554		
Entrepreneurial Orientation	0.816	0.557	
Learning Orientation	0.816	0.578	0.885

Source: authors own elaboration.

After performing the first discard of items, the extracted variance was improved (see Table 6), however, the discriminant validity did not improve (see Table 7).

Table 6. Reliability analysis after first discard

Latent variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.926	0.927	0.65
Organizational Performance	0.928	0.926	0.763
Entrepreneurial Orientation	0.928	0.927	0.614
Learning Orientation	0.942	0.942	0.622

Source: authors own elaboration.

Table 7. Discriminant validity after the first discard

	Organizational Commitment	Organizational Performance	Corporate Entrepreneurship
Organizational Commitment			
Organizational Performance	0.558		
Entrepreneurial Orientation	0.788	0.635	
Learning Orientation	0.802	0.587	0.921

Source: authors own elaboration.

So we proceeded to a second discard of items, specifically of the learning orientation variable, but this time based on the theory, who propose the measurement of learning orientation in service companies with an innovative approach, such as the creative industry, only through the dimension of the commitment to learn. After carrying out the second discard, the discriminant validity stabilized below the cut-off point, which indicates that the questionnaire now distinguishes between constructs (see Table 8) and the reliability of the instrument was not impaired (see Table 9).

Table 8. Discriminant validity after the second discard

	Organizational Commitment	Organizational Performance	Corporate Entrepreneurship
Organizational Commitment			
Organizational Performance	0.558		
Entrepreneurial Orientation	0.788	0.635	
Learning Orientation	0.795	0.436	0.847

Source: authors own elaboration.

Table 9. Reliability of the instrument after final disposal

Latent variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.926	0.926	0.651
Organizational Performance	0.928	0.926	0.763
Entrepreneurial Orientation	0.928	0.927	0.614
Learning Orientation	0.886	0.887	0.724

Source: authors own elaboration.

Discussion

The discarding of items carried out eliminated complete dimensions in each of the variables. In corporate entrepreneurship the dimension of competitive aggressiveness was eliminated, in

the organizational commitment the commitment to continuity was ruled out, and finally, in the orientation to learning, the open mentality and shared vision were eliminated.

Regarding competitive aggressiveness, its elimination would indicate that there is cooperation between graphic design companies, this result seems to be in accordance with previous studies within the creative industries where cooperation is identified as a characteristic of them, in specified a study was detected that suggests this characteristic in the design, printing and advertising sector carried out. The elimination of the continuity commitment would indicate that in the way of thinking of the employee there is no concept of cost when leaving the organization, that is, it could be an indication that the employees would glimpse a similar panorama in different companies or that they even trust their employees own skills to start a business on their own if necessary.

On the other hand, the elimination of the items concerning open mindedness and shared vision to achieve the discriminant validity of the instrument, is due to the fact that these items are similar to the items concerning innovation; autonomy; to the taking of risks and to the proactivity of the orientation to entrepreneurship. For example, the deleted item with an open-mindedness that said “in the company it is valued that employees contribute original ideas” is very similar to the item “in the company they encourage me to take calculated risks when they have new ideas” or to the item “In the company I can carry out activities that allow us to carry out changes in the way of working”, of the dimensions of risk taking and autonomy respectively.

Similarly, the item “I have the authority and responsibility to act on our own if I believe it is the best for the business” corresponding to the autonomy dimension, basically includes the items related to the shared vision, such as “In the company I have clearly defined who we are, that is, what our business is and what are the long-term objectives” or the item “I see myself as an important part of the future direction of the company”. Therefore, it was decided to follow the measurement model of Tajeddini, Altinay & Ratten (who propose the measurement of the orientation to learning in service companies with an innovative approach, such as the creative industry, only through the dimension of the commitment to learn.

Finally, the non-elimination of items to measure performance is an indication that measuring such construct through issues concerning customers and products is suitable for the graphic design, printing and advertising sector. The contribution of the present study was then the validation of an instrument for measuring strategic orientations and organizational

performance in the area of creative industries, specifically graphic design, based on two important reasons: first, to consider this area as a fundamental alternative for the development of competitiveness in the region, and second, to serve as a methodological model for similar research in the sector.

References

- Arciniega, L. M. & González, L. (2006). What is the influence of work values relative to other variables in the development of organizational commitment ? *Revista de Psicología Social*, 21(1), 35-50.
- Baker, W. E. & Sinkula, J. M. (1999). The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance. *Journal of the Academy of Marketing Science*, 27(4), 411-427.
- Buitrago Restrepo, F. & Duque Márquez, I. (2013). *La economía naranja: Una oportunidad infinita*. Banco Interamericano del Desarrollo. [https://publications.iadb.org/bitstream/handle/11319/3659/La economía naranja: Una oportunidad infinita.pdf](https://publications.iadb.org/bitstream/handle/11319/3659/La%20economia%20naranja%20Una%20oportunidad%20infinita.pdf)
- Casas Martínez, M. de la L., de Paula Ramos, D., Páez, R. & Villela, J. (2011). Consideraciones sobre el estado actual de los comités de ética de la investigación en países de Latinoamérica. In León Correa, F. J. (Ed.). *Ética Clínica y Comités de Ética en Latinoamérica*. (Pp. 53-63). FELAIBLE, Sociedad Chilena de Bioética y Fundación Interamericana Ciencia y Vida.
- Chavez, R., Yu, W., Jacobs, M. A. & Feng, M. (2017). Manufacturing capability and organizational performance: The role of entrepreneurial orientation. *International Journal of Production Economics*, 184(March 2016), 33-46. <https://doi.org/10.1016/j.ijpe.2016.10.028>
- Costa, J. (2014). Diseño de Comunicación Visual: el nuevo paradigma. *Grafica*, 2(4), 89-107. <http://revistes.uab.cat/grafica/article/view/v2-n4-costa>
- D'Amato, A. & Herzfeldt, R. (2008). Learning orientation, organizational commitment and talent retention across generations. *Journal of Managerial Psychology*, 23(8), 929-953. <https://doi.org/10.1108/02683940810904402>
- Daryani, M. A. & Karimi, A. (2018). Effect of Corporate Entrepreneurship on Firm Performance in Iranian ASMEs: The Mediation Role of Knowledge Creation and Learning

- Orientation. *Journal of Agricultural Science and Technology*, 19, 261-277. <https://sci-hub.tw/http://ir.jkuat.ac.ke/handle/123456789/3674>
- De Clercq, D. & Belausteguigoitia Rius, I. (2007). Organizational commitment in Mexican small and medium-sized firms: The role of work status, organizational climate, and entrepreneurial orientation. *Journal of Small Business Management*, 45(4), 467-490. <https://doi.org/10.1111/j.1540-627X.2007.00223.x>
- De Clercq, D., Dimov, D. & Thongpapanl, N. (2010). The moderating impact of internal social exchange processes on the entrepreneurial orientation-performance relationship. *Journal of Business Venturing*, 25(1), 87-103. <https://doi.org/10.1016/j.jbusvent.2009.01.004>
- de Klerk, S. (2015). The creative industries: an entrepreneurial bricolage perspective. *Management Decision*, 53(4), 828-842. <https://doi.org/10.1108/MD-03-2014-0169>
- Farrukh, M., Chong, W. Y., Mansori, S. & Ravan Ramzani, S. (2017). Intrapreneurial behaviour: the role of organizational commitment. *World Journal of Entrepreneurship, Management and Sustainable Development*, 13(3), 243-256. <https://doi.org/10.1108/WJEMSD-03-2017-0016>
- Galletta, M. & Portoghese, I. (2012). Organizational citizenship behavior in healthcare: The roles of autonomous motivation. *Revue Internationale de Psychologie Sociale*, 25(3-4), 121-145.
- Gobierno del Estado de Chihuahua (2017). *Plan Estatal de Desarrollo 2017-2021*.
- Hughes, M. & Morgan, R. E. (2007). Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*, 36(5), 651-661. <https://doi.org/10.1016/j.indmarman.2006.04.003>
- IMIP (2018). *Radiografía socioeconómica del Municipio de Juárez 2018. Así comenzó 2019*.
- Laukkanen, T., Nagy, G., Hirvonen, S., Reijonen, H. & Pansen, M. (2013). The effect of strategic orientations on business performance in SMEs: A multigroup analysis comparing Hungary and Finland. *International Marketing Review*, 30(6), 510-535. <https://doi.org/10.1108/IMR-09-2011-0230>
- Linton, G. & Kask, J. (2017). Configurations of entrepreneurial orientation and competitive strategy for high performance. *Journal of Business Research*, 70, 168-176. <https://doi.org/10.1016/j.jbusres.2016.08.022>

- Liu, C.-H. S. (2018). Examining social capital, organizational learning and knowledge transfer in cultural and creative industries of practice. *Tourism Management*, 64, 258-270. <https://doi.org/10.1016/j.tourman.2017.09.001>
- Lonial, S. C. & Carter, R. E. (2015). The impact of organizational orientations on medium and small firm performance: A resource-based perspective. *Journal of Small Business Management*, 53(1), 94-113. <https://doi.org/10.1111/jsbm.12054>
- Lumpkin, G. T. & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429-451. [https://doi.org/10.1016/S0883-9026\(00\)00048-3](https://doi.org/10.1016/S0883-9026(00)00048-3)
- Nasution, H. N., Mavondo, F. T., Jekanyika, M. & Oly, N. (2011). Industrial Marketing Management Entrepreneurship : Its relationship with market orientation and learning orientation and as antecedents to innovation and customer value. *Industrial Marketing Management*, 40(3), 336-345. <https://doi.org/10.1016/j.indmarman.2010.08.002>
- Pratono, A. H. & Mahmood, R. (2015). Entrepreneurial orientation and firm performance: How can micro, small and medium-sized enterprises survive environmental turbulence? *Pacific Science Review B: Humanities and Social Sciences*, 1(2), 85-91. <https://doi.org/10.1016/j.psrb.2016.05.003>
- Protogerou, A., Kontolaimou, A. & Caloghirou, Y. (2017). Innovation in the European creative industries: a firm-level empirical approach. *Industry and Innovation*, 24(6), 587-612. <https://doi.org/10.1080/13662716.2016.1263551>
- Real, J. C., Roldán, J. L. & Leal, A. (2014). From entrepreneurial orientation and learning orientation to business performance: Analysing the mediating role of organizational learning and the moderating effects of organizational size. *British Journal of Management*, 25(2), 186-208. <https://doi.org/10.1111/j.1467-8551.2012.00848.x>
- Rivera, A. (2011). *Aproximación al diseño del diseño gráfico | Asociación de Diseñadores Gráficos de Colombia*. <https://www.adgcolombia.org/archivo/articulos/aproximacion-al-diseno-del-diseno-grafico>
- Rodríguez Esguerra, A. & Zárate Hernández, J. (2010). *Perfil del Diseñador Digital y de Multimedia*.

- Sánchez Serra, D. (2016). Location determinants of creative industries' firms in Spain. *Investigaciones Regionales*, 34(34), 23-48. <http://www.redalyc.org/articulo.oa?id=28945294002>
- Secretaría de Economía (2018). *SIEM*. <https://www.siem.gob.mx/siem/portal/estadisticas/ActXedo.asp>
- Semrau, T., Ambos, T. & Kraus, S. (2016). Entrepreneurial orientation and SME performance across societal cultures: An international study. *Journal of Business Research*, 69(5), 1,928-1,932. <https://doi.org/10.1016/j.jbusres.2015.10.082>
- Tapia Mendoza, A. (2014). *Hacia una definición del diseño gráfico*.
- Valdivia López, M., Quintana Romero, L., Mendoza González, M. A. & Rodríguez Luna, I. (2020). *Economía creativa en las ciudades de México*. Universidad Nacional Autónoma de México. <https://doi.org/978-607-30-3573-6>
- Valdivia López, M. & Rodríguez Luna, I. (2019). Economía creativa y salarios urbanos en México. *Problemas Del Desarrollo. Revista Latinoamericana de Economía*, 50(196). <https://doi.org/10.22201/iiec.20078951e.2019.196.61974>
- Wang, C. L. (2008). Entrepreneurial orientation, learning orientation and firm performance. *Entrepreneurship: Theory and Practice*, 44(0), 635-657.
- Wolff, J. A., Pett, T. L. & Ring, J. K. (2015). Small firm growth as a function of both learning orientation and entrepreneurial orientation An empirical analysis. *Journal of Managerial Psychology*, 21(5), 709-730. <https://doi.org/http://dx.doi.org/10.1108/02683940010305270>
- Zehir, C., Can, E. & Karaboga, T. (2015). Linking Entrepreneurial Orientation to Firm Performance: The Role of Differentiation Strategy and Innovation Performance. *Procedia - Social and Behavioral Sciences*, 210, 358-367. <https://doi.org/10.1016/j.sbspro.2015.11.381>