

# IMPACT OF STRATEGIC ENTREPRENEURSHIP ON STRATEGIC SUCCESS: FIELD RESEARCH TO THE OPINIONS OF A SAMPLE OF ZANE-IRAQ TELECOMMUNICATIONS MANAGERS

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## ABSTRACT

*An exploratory study conducted by researcher aimed to identify and explain the nature of the correlation and influence relationships between (strategic entrepreneurship and strategic success) at dimensional level. It was conducted at Zain Iraq Mobile Telecommunications Company, applying a sample of 60 managers distributed across several administrative levels. A questionnaire was used as primary data collection tool. It aimed to test a set of primary and sub-hypotheses related to correlation and influence links between study variables, to answer questions arising from research problem, which stems from an important question: "What is the degree of availability of strategic entrepreneurship and effort expended to achieve strategic success in the organization under study?", a study yielded several conclusions, most notably the presence of a strategic entrepreneurship process within studied company, reflected in a solid level stemming from company's focus on (innovation, initiative, risk-taking, flexibility, and autonomy). It also became clear that the company achieves good levels of strategic success due to its focus on (a clear strategy, effective implementation, a culture of motivation, innovation, and customer satisfaction).*

**Key words:** *strategic Entrepreneurial; strategic success*

## INTRODUCTION

Technological and scientific development has contributed to the crystallization of many concepts, especially with an increase in global competition, so that organizations become more creative and innovative in investing in the investment opportunities in the market by identifying successes in them, and that sustainability of success requires high skill and experience for proper management, and the field of business has become a field in which movement and speed are the main factor for excellence and success. Leadership with its strategic perspective is an element Through it, it is possible to define strategic direction to detect opportunities and ability to adopt risk, generate and innovate in order to be able to enter the markets through new products, and it needs a management that is able to find a kind of harmony between its total knowledge and technical capabilities, and to have an insightful vision of the organization's entrepreneurial goals to reach strategic success. In addition to what has resulted from the information technology revolution, which has made organizations seek at an accelerated pace to face these challenges in various forms, which

indicates the entry of organizations into the field of global competition, which has increased importance of the strategic success approach, and this approach also plays an effective role in enabling organizations to face challenges as one of the options that various companies resort adaption and adapt to requirements of competition and change.

## METHODOLOGY

### **First: Research Problem**

As a result of the limited awareness of organizations of the importance of Strategic Entrepreneurship and the effective role it plays in enhancing the chances of strategic success, it has become necessary for them to adopt this concept and work to support it to achieve success.

A problem of the study is summarized through the following questions:

1. What is the level of Strategic Entrepreneurship and strategic success of the company under study?
2. Does a company adopt Strategic Entrepreneurship on Strategic Success?
3. Are there a correlation and impact between Strategic Entrepreneurship and strategic success?

### **Second: Importance of Research**

The concept of Strategic Entrepreneurship and Strategic Success is an intellectual and philosophical turning point and a practical reality whose roots extend to a period of time, but it emerged as studies and researches in the nineties of the last century and the beginning of the new century, which indicates the novelty of subject and its applications in the Iraqi business environment

Based on above, importance of the research was determined by following points:

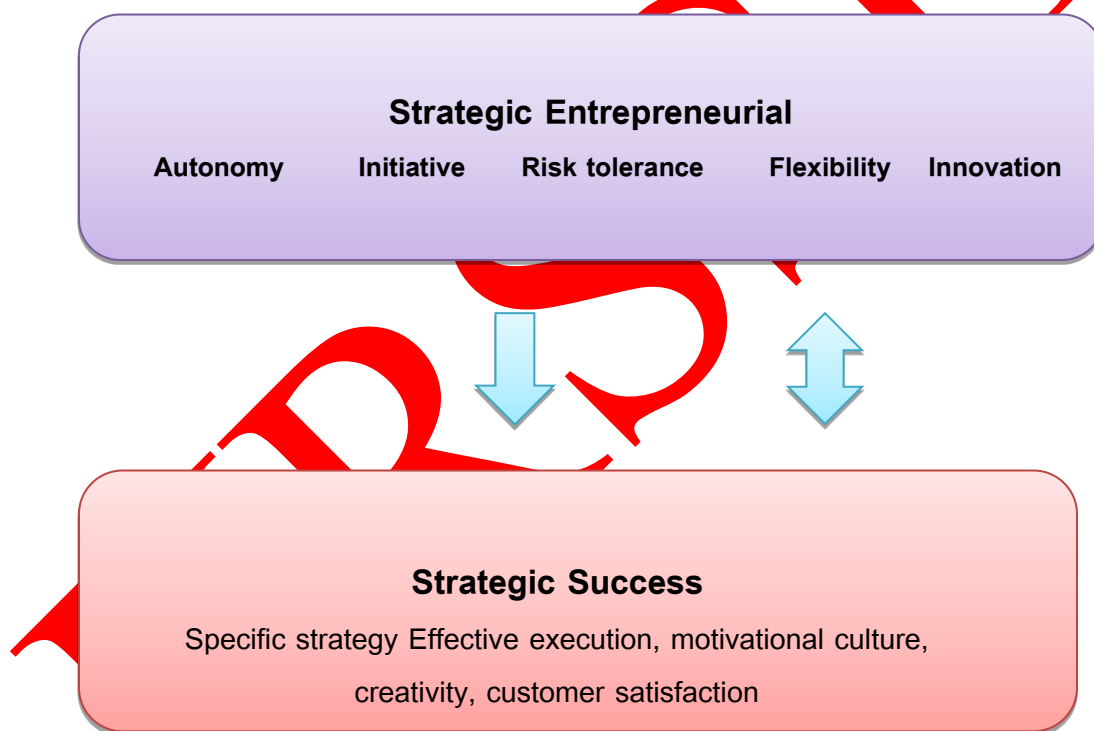
- A. Importance of research is highlighted through role played by Strategic Entrepreneurship in organizations, which helps to keep pace with development and growth, which in turn contributes to the development reality of business organizations.
- B. Research provides solutions for problems suffered by research organization through practical application to identify a nature of relationship and moral impact between Strategic Entrepreneurship and strategic success.
- C. Importance of having a Strategic Orientation is part of factors of Strategic Success that support reaching a leadership capable of Strategic Innovation.

### **Third: Research Objectives**

There are a number of objectives for the current research:

- A. Providing a knowledge framework for research variables and their sub-indicators to identify the concepts for each of them by monitoring what has been presented about the two topics theoretically.
- B. To find a better understanding of the intersection of academic fields of Strategic Entrepreneurship and strategic success based on what is presented in administrative literature about the two fields as a whole.
- C. Providing suggestions and recommendations to research organizations on extent to which Strategic Entrepreneurship contributes to enhancing chances of Strategic Success.
- D. Identify the relationship between Dimensions of (Strategic Entrepreneurship and Strategic Success).

#### **Fourth: hypothetical Model of research**



**Figure 1: Hypothetical Research Scheme**

#### **Fifth: Research Hypotheses:**

**1. main hypothesis:** There is a statistically significant correlation between Strategic Entrepreneurship with its dimensions and strategic success by its dimensions, and the following hypothesis emerged from it:

- There is a significant correlation between innovation, risk taking , flexibility initiative, autonomy, and strategic success dimension.

**2. main hypothesis:** There is a significant effect of Strategic Entrepreneurship on enhancing the chances of strategic success, and the following hypothesis emerged from it:

- There is a statistically significant effect between innovation, risk taking, initiative, flexibility, autonomy, and strategic success dimension

**Sixth:** Data Collection Methods from preliminary research data were collected as follows:

- 1. Theoretical aspect:** contribution of writers and researchers collected from scientific sources and references such as books, magazines, theses, and researches through the Internet was adopted.
- 2. Applied aspect:** appropriate means of collecting data and information, represented by (questionnaire), have been adopted, which is the main source to obtain required data and information, and it is designed to cover all research variables.

The themes included the following:

**A. first axis:** It included general information about respondents on the paragraphs of the questionnaire, which included the following (gender, age, educational qualification, specialization, and length of service in the job).

**B. second axis: This axis included the following:**

**Strategic Entrepreneurship:** With its dimensions represented (innovation, initiative, risk taking, flexibility, autonomy) and (5) questions have been developed for each dimension, i.e. a total of (25) paragraphs.

**Strategic Success:** Dimensions represented by (specific strategy, effective implementation, motivational culture, creativity, customer satisfaction) (5) questions have been set for each dimension, a total of (25) paragraphs, and Table (1) illustrates these axes.

### **Seventh: Community and its Sample**

The application was carried out by Mobile Telecommunications Company as one of the service companies to apply practical aspect of study, represented by Zain Iraq Mobile Communications Company (Zain) as a field to test study plan and hypotheses, as it is one of the largest operating companies, as study sample was deliberately selected, and sample size reached (60) managers from a study population, which amounted to (200). The ratio of sample to percentage for original community (30%), as it included a number of managers, branch managers, department managers, and divisions in the company as a study population.

## THEORETICAL FRAMEWORK OF STUDY

### First: Strategic Entrepreneurial

#### 1. Entrepreneurial ship

The concept of entrepreneurship still needs a comprehensive and unified definition, as writers and researchers in the field of management and economics have referred to the concept of entrepreneurship and entrepreneurship in a broad and interesting way, as each of them has defined this term according to his specialization and the type of work he practices, so the researcher in the subject of entrepreneurship faces great difficulties in clarifying or providing a specific definition of entrepreneurship, as there is still no clear unified theoretical aspect that all specialists in this field agree on (Ismail, 2011:70). A concept related to entrepreneurship and its nature have varied in modern era, as some concepts have been mentioned to conceptualize entrepreneurship as an ability and desire to organize and manage business, in addition to encompassing some modern concepts such as innovation, innovation, and the ability to take risks (Oseifuah, 2010:164).

Entrepreneurship is a complex and multidimensional phenomenon, and modern definition of entrepreneurship depends on context and vision used to clarify its concept; a concept may appear from a social, economic, or administrative perspective, and does not follow a uniform definition, as entrepreneurship is not limited to a specific function, profession, or science (Hisrich & Shepherd, 2005:8). Entrepreneurship is defined in multiple ways because it has a wide range of connotations, and therefore entrepreneurship today is often seen as execution of creative processes and risk-taking, while most economists and scientists believe Entrepreneurship is a process rather than a fixed phenomenon (Nazir and Ramzan, 2012:274), as entrepreneurship is an essential part of society and economy as long as entrepreneurs are a major source of economic growth, and thus entrepreneurship has received wide attention from politicians and researchers in various fields.

#### 2. Strategic Entrepreneurship

Strategic Entrepreneurship represented most modern topic that has its roots in field of economics and in the field of management, and several researches have revealed relationship between entrepreneurship and strategic management, Ransburg, 2013: 16-17) pointed out that an early works that revealed relationship between strategy and entrepreneurship began when Mintzberg (1973) presented idea of strategic entrepreneurship, where Schendel & Hofer (1979) discussed In addition, Burgelman (1983) experimentally tested the interrelationship between strategic management and entrepreneurship in large companies, Pinchott (1985) separated an entrepreneur's activity within large corporations and coined the term entrepreneurship (Kuratko et al, 2001: 62).

Strategic management seeks to urge companies to establish and invest competitive advantages within a specific environmental context, as it promotes competitive advantage through product, process and market innovations, as well as (Ireland & Webb, 2007: 50), and Strategic Entrepreneurship is an integration between field of opportunity search leadership with field of advantage search strategy to form Strategic Entrepreneurship to deal with company's actions taken in an exploiting new innovations that result from company's efforts in continuous discovery of opportunities, and (Morris et al, 2008: 81) defined that Strategic Entrepreneurship is a subfield of company's leadership that includes entrepreneurial activities, or (Ferreira, 2002:4) He has married leadership and strategy by presenting strategic management with three axes:

1. In order to find new businesses within existing organization (venture capital or internal entrepreneurial development) as researchers proverbially call it; Guth & Ginsberg, 1990) "strategic entrepreneurship", which is what he (Al-Enezi, 2011) argues, as he believes that entrepreneurship is different from entrepreneurship, as second relates to new organizations and projects, while former refers to existing and existing organizations.
2. Most prevalent activity associated with transformation or renewal in existing organizations (Stopford & Fuller, 1994).
3. Organization Changes a rule of competition to make it in the way it proposes (Stevensen and Gumpert 1985).

Strategic Entrepreneurial ship involves a combination of advantage search feature (strategic) and search for activities (entrepreneurship) (Ketchen et al., 2008:372) and added (Hitt al., 2009:2) to design and implement entrepreneurial strategies that create well-being, and that this integration is necessary for organizations to maximize well-being, as believed by Hitt et al., 2001:491. The link between leadership and strategy has become more prevalent and he believes that inclusion of strategic management in business, decisions and commitments to achieve competitive advantage to obtain higher returns above average.

### **3. Dimensions of Strategic Entrepreneurship**

Belinda addressed six dimensions of entrepreneurship strategies (finding opportunities, innovation, risk, flexibility, vision, growth) paving the way for the emergence of the concept of "Strategic Entrepreneurship " (Luke, 2005:34) and both Miller and Mintzberg pointed out that the dimensions and strategies of entrepreneurship include (risk-taking, initiative, innovation) (Covin & Slevin, 1991:7-25) and (Kuratko et al, 2001:5). Strategic Entrepreneurship in a number of entrepreneurial dimensions such as (investment of the availability of opportunities, innovation, innovation and modernization, the ability to make rapid changes, commitment, development and expansion of competitive advantage, the ability to grow and continuity). Accordingly, the researcher relied on the most prominent and clear dimensions agreed upon by the researchers and the following agencies:



### A. Innovation

Innovation embodied a complex phenomenon in which multiple factors interact, and appear in different aspects, as many fields of knowledge contributed to its study and influenced them with philosophical, literary and social terms such as philosophy, sociology, production management, marketing management, psychology, and others (Taher, 2006). Accordingly, innovation is defined as "the launch of an idea." Accordingly, innovation is defined as "the launch of an idea." new ideas that do not exist before, or making improvements to previous ideas and presenting them in a sophisticated manner", often relies on the creation of ideas that turn into patents and new products offered to customers (Zoghbi, 2011).

### B. Risk taking

Risks include taking proactive and bold steps to engage in projects with ambiguous milestones or outcomes, such as broadly absorbing loans (borrowing) or committing and pledging essential resources to enter into projects with an unstable environment (Rauch, 2009:7). Risk includes a willingness to allocate large amounts of resources to uncertain projects, where the outcomes are unknown, and the risk of missing the primary goal of these projects is high (Morris et al., Soininen, 2011:949), and from the point of view of (Soininen, 2013:24), risk strategy refers to actions that represent speculation in business ventures, risk entering into the unknown, large debts and the risk of a company's larger resources to enter into uncertain ventures, and in the same way (Lumpkin and Dess, 1996:144) are discussed.) The entrepreneurial orientation of economic institutions and the companies they manage is often characterized by a risk-taking approach, such as absorbing high loans, and concluding many pledges and commitments for the organization's important resources in the hope of obtaining high returns and many benefits by seizing market opportunities.

### C. Initiative

The term initiation is defined in the dictionary (1991; 937, Webster's) as "preparing in anticipation of problems in the future and the need for changes." As such, the initiative may be crucial for entrepreneurship because it indicates a consensual perspective for innovative activities and new adventures. Mille defines initiative as an indication of an organization's determination to pursue promising opportunities, rather than simply responding to the movements of competitors (Lumpkin & Dess 1996:146). 2008: 3) Just as proactive behavior is important in an organization so that management can get more ideas and suggestions from the bottom up, employees need to be proactive in expressing their ideas.

### D. Flexibility

Strategic Entrepreneurship and management studies have successfully demonstrated the link between a resilience plan and improved competitiveness, as flexibility enables organizations to

refine their plans in real-time in response to changing environmental challenges and take advantage of existing and emerging strategic opportunities. A high degree of agile planning allows the organization to be strategically responsive to environmental changes, allowing it to exploit opportunities and pursue sustainable competitive advantage (Urban & Murimbike, Flexibility is the ability of an organization to identify major changes in the external environment, provide the necessary resources for new work in response to changes, and act when the time is right (Bao et al, 2008:14), as emphasized by Hitt & Shimizu, 2004, 44), as flexibility to recognize major changes in the external environment and respond quickly to change contributes to the introduction of new technology and managers find the right balance between allocating the necessary resources. To proceed with the implementation of a specific decision to maintain the status quo through three capacities, each of which embodies a specific stage.

### E. Autonomy

Autonomy is one of the internal factors influencing environment that supports innovation within the organization (Scheepers, 2009:2), it refers to "ability and will to be self-oriented" i.e. able to direct and manage oneself (Lumpkin and Dess, 1996:140), that the evidence may vary in autonomy according to the size of company, the management of royal company and more than that it reaches limits of practice so that it is close to organization. Managers who have central authority, such as some owners in company, may find themselves in a position to be independent and able to make necessary decisions, and conversely, a company with multiple hierarchies may be more dispersed in independent decision-making through the presence of different operating units. 2009:17). He added (2013:7, Ujwary\_Gil) that autonomy is degree to which organizational factors (individuals, teams) are able to work independently, make decisions, and pursue opportunities.

## Second: Strategic Success

### 1. Concept of Strategic Success

Success refers to the achievement of the desired result, (al-Ibi, 1985: 941), and it means "to achieve the needs" according to Mukhtar al-Sahih (al-Razi, 1981: 646), and it means (success) means the attainment of wealth or high status, and (successful) i.e. success or successful work according to the modern source (Baalbaki, 2009: 1173), and the term (success) is written in the sense of "success and success" according to the Oxford Modern Dictionary (Oxford, 2006: 773). Strategic success in emerging industries is based on a distinctive entrepreneurial ability, willingness and ability of an organization to take risks and take risks, and take the initiative to be at the forefront, by having an intuitive sense of what is happening. Buyers want it to be a quick response to new developments, and to be of the type of organizations that create strategic opportunities (Thompson & Strickland, 1996: 151), and therefore their performance, innovation, and the quality of their products necessarily lead to strategic success, which came in the last episode an ambition that organizations seek to reach, maintain and develop, which It is expressed in the Strategic Success Cycle as defined



by (Al-Rikabi, 1999) as shown in Figure (2): Its survival is an indicator of strategic success, as its senior management and stakeholders can use the measures of strategic success represented by adaptation and growth (Al-Rikabi, 2004: 349).

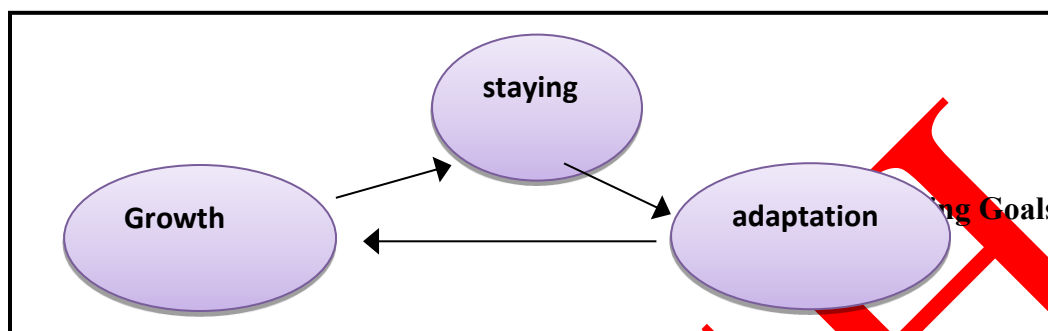


Figure 2: Components of Strategic Success

## 2. Importance of Organizational Strategic Success

A mission of organization is one of important and basic topics that should be taken seriously by public organizations, because of importance of this message and its impact on thought and behavior of members of organization on one hand, and its reflection on the perception of external parties concerned with capabilities, ambitions and directions of organization on other hand, and determines identity of organization, its strategic directions, policies and work rules for its administrative organization. Thus, it determines components and requirements for stability and growth of organizations, as well as nature of the products and services provided by organizations to societies" (Al-Dhahabi & Al-Taie, 2001: 136-137), and that a vision and mission are not static concepts, but have a great deal of kinetic dynamics, and that culture and organizational values have a clear impact on each of them, and they have a great space in achieving success in organizations, and it is their duty to spread and develop culture within organizations and communities. It is its "duty to achieve social, economic and cultural development" (Al-Majzoub, 2005: 17), Dimensions of Strategic Success: A set of dimensions of strategic success can be defined as shown in Figure (3).

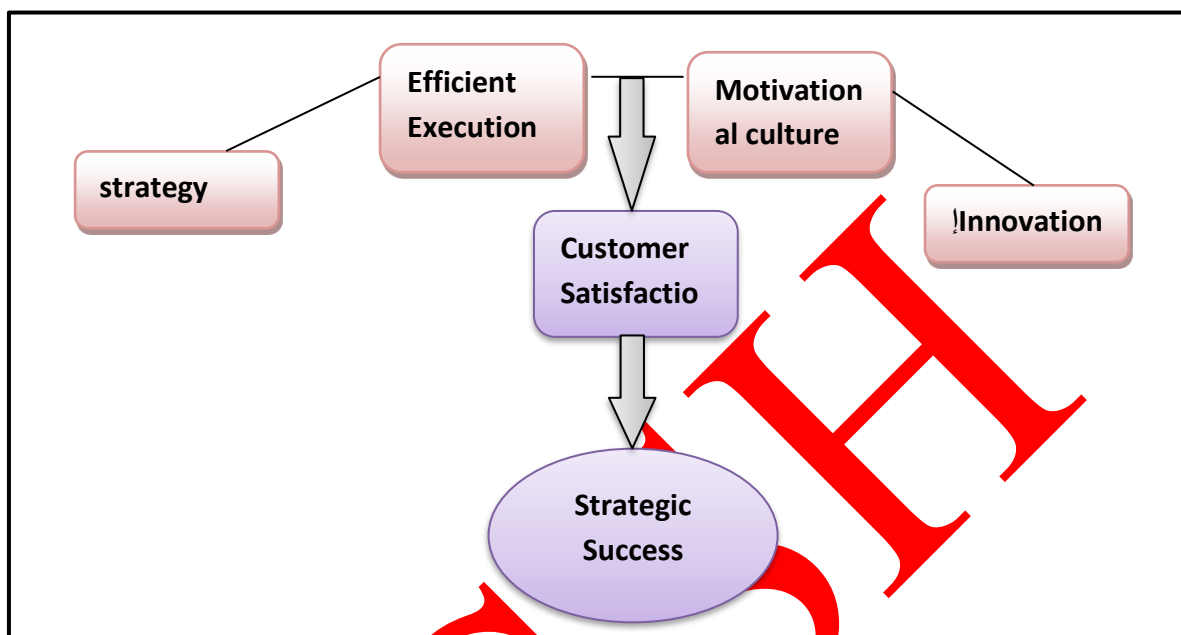


Figure (5) Dimensions of Strategic Success

#### A. Specific strategy

A clear vision is usually simple and provides a common understanding of strategic direction, languages, objectives and strategies (Al-Yasiri, 2005:35), as strategic plan must be characterized by flexibility, and any lack of flexibility in strategic plan may lead to undesirable results in situations of uncertainty and speed of environmental changes. To succeed in reality, planning environment in organization must be open to reception of indicators of change, and respond to warnings of potential need to modify tactics and methodologies (Abu Radan, 2005:17-18).

#### B. Efficient Execution

Strategic success in employing organizational strength, readiness and resources to achieve strategic goals and improve the strategic vision and direction is highlighted, as it adopts drawing the parameters of the strategic implementation mechanism and preparing and using the requirements of success effectively in order to keep the unit alive, renewed, creative and developed. It was found that 70% of the organizations were suffering from poor implementation (Macmilan & Tampoe, 2000:172).

### C. Motivational culture

success of organizations is linked to having a strong culture that attracts individuals and encourages them to achieve their goals, and developing this culture to illuminate their personal perspective, which influences their philosophy and management style (Abu Radeen, 2005: 63). Al-Ani (2008: 60) added that culture influences the tasks performed by the organization from multiple aspects, both in terms of employees and the relationships and harmony that culture creates within the organization, as well as in relation to internal organizational and functional processes and their essential role in understanding the environment and determining how to respond to them in order to continue, survive and succeed, and this is achieved through cultural elements that motivate work and innovation.

### D. Customer satisfaction:

Many researchers have pointed out that the degree of satisfaction and satisfaction of the customer benefiting from the service provided by the company to the customers can be considered as a measure of long-term success and is considered as an indicator of the strategic success of the organization (Hitt, et al, 2001:548).

### D. Creativity:

A process used by organizations to adapt to the dynamic conditions of technological progress, competition, and competitive expansion in a turbulent environment, by creating products, systems, and technologies that are essentially unique. The organization offers new, advanced products or services that make it successful and distinctive within its sector.

## PRACTICAL ASPECT OF RESEARCH

### First: Review and Presentation of Data Analysis Results:

The researcher presents the data shown by the questionnaire for the responses of the sample in terms of the dimensions of Strategic Entrepreneurship (innovation, initiative, risk taking, flexibility, autonomy), and then prepares the tables of arithmetic averages, standard deviations and coefficients of difference, where arithmetic average reached (4.03), the total standard deviation (1.04), and coefficient of difference (25.6), which indicates the importance of this variable for research sample. Table (1) shows this.

**Table (1): Descriptive Statistics of the Data of the Dimensions of Strategic Entrepreneurship**

Divergence coefficient	Standard deviation	mean	Items	#	
22.5	1.02	4.00	q1	1	Innovation
23.7	1.00	4.21	q2	2	
26.7	1.10	4.11	q3	3	
26.4	1.07	4.05	q4	4	
25.4	1.05	4.12	q5	5	
24.9	1.04	4.09	Innovation		
28.3	1.15	4.05	q6	6	Initiative
29.7	1.12	3.77	q7	7	
27.8	1.08	3.88	q8	8	
25.0	1.00	4.00	q9	9	
30.1	1.19	3.95	q10	10	
28.1	1.108	3.93	Initiative		
26.8	1.07	3.98	q11	11	Risk taking
27.9	1.12	4.01	q12	12	
25.0	1.00	4.00	q13	13	
25.7	1.05	4.08	q14	14	
25.4	1.01	3.97	q15	15	
26.1	1.05	4.00	Risk taking		
23.7	1.00	4.21	q16	16	Flexibility
24.1	0.97	4.01	q17	17	

23.3	0.93	3.99	q18	18	
26.2	1.05	4.00	q19	19	
25.1	1.01	4.01	q20	20	
24.4	0.992	4.04	Flexibility		
21.1	0.91	4.3	q21	21	Autonomy
26.2	1.08	4.11	q22	22	
26.0	1.04	4.00	q23	23	
23.6	0.97	4.10	q24	24	
26.1	1.06	4.05	q25	25	
24.6	1.01	4.11	Autonomy		
25.6	1.04	4.03	Strategic Entrepreneurship		

The following is a detailed explanation of the opinions of the research sample, for each of these dimensions:

- A. Innovation:** mean of innovation dimension was (4.09), with a standard deviation of (1.04) and a coefficient of difference of (24.9), as it indicates company's adoption of innovation as a tool for leadership, and this is what the researcher noticed during his visits to the company, as innovation is main axis of success of its business.
- B. Initiative:** mean of initiative dimension was (3.93) with a standard deviation of (1.108) and a coefficient of difference (28.1), indicating that company took initiative in clarifying the appropriate strategies and policies to face identification and support market opportunities offered.
- C. Risk taking:** mean of risk-taking dimension was (4.00) with a standard deviation of (1.05), which confirms good consistency in sample answers and a coefficient of difference (26.1), which indicates that company always tends to take high risks in hope of increasing returns as well as competing with others as a distinctive policy.
- D. Flexibility:** mean of Flexibility dimension was (4.04), with a standard deviation of (0.992) and a coefficient of difference (24.4), which indicates that company is flexible in setting policies and model plans to support its opportunities and face its challenges, as well as policies to meet a needs and desires of customers in a timely manner.

**E. Autonomy:** mean of Autonomy dimension was (4.11) with a standard deviation of (1.01), which confirms good harmony in sample answers, and this was confirmed by coefficient of difference of (24.6), which indicates a company's support for decision-making mechanism in other branches and giving sufficient freedom in facing challenges.

### Second: Presentation and analysis of strategic success data:

This aspect presents the preliminary results of analysis of sample responses to dimensions of Strategic Success: (Specific Strategy, Effective Implementation, Motivational Culture, Creativity, Customer Satisfaction), and then preparing tables in which mean, standard deviations and coefficients of difference are calculated, mean reached (4.03), while general standard deviation is (1.02) as it indicates homogeneity about agreement, and this is confirmed by coefficient of difference (25.3), which indicates importance of this variable for research sample, and Table (2) shows this.

**Table (2): Research Sample's Opinions on the Dimensions of Strategic Success:**

C.v	St. d	mean	items	#	
21.6	0.910	4.2	q26	26	Specific strategy
24.9	1.000	4.01	q27	27	
25.5	1.020	4.00	q28	28	
24.5	0.980	3.99	q29	29	
24.6	0.990	4.01	q30	30	
24.2	0.980	4.04	Specific strategy		
26.8	1.100	4.10	q31	31	Efficient Execution
25.9	1.010	3.89	q32	32	
23.4	0.940	4.01	q33	33	
27.7	1.110	4.00	q34	34	
25.5	0.990	3.88	q35	35	



25.8	1.030	3.97	Efficient Execution		
24.3	1.000	4.11	q36	36	Motivational culture
27.7	1.110	4.00	q37	37	
25.4	1.010	3.97	q38	38	
25.7	1.050	4.07	q39	39	
24.5	0.980	3.99	q40	40	
25.5	1.030	4.02	Motivational culture		
25.1	1.030	4.10	q41	41	Creativity
27.5	1.100	4.00	q42	42	
25	1.040	4.15	q43	43	
26.5	1.080	4.07	q44	44	
25.2	1.000	3.96	q45	45	
25.8	1.050	4.05	Creativity		
27.5	1.100	4.00	q46	46	Customer Satisfaction
24	1.000	4.15	q47	47	
25.3	1.030	4.07	q48	48	
27.3	1.120	4.09	q49	49	
23.8	0.980	4.11	q50	50	
25.5	1.040	4.08	Customer Satisfaction		
25.36	1.020	4.03	Strategic Success		

The following is a detailed explanation of opinions of research sample, on each of these dimensions:

- A. **Specific Strategy:** mean of dimension of specific strategy was (4.04) with a standard deviation of (0.98), which was confirmed by coefficient of difference of (24.2), which indicates that company tends to develop a specific strategy aimed at drawing future plans and goals.
- B. **Effective Execution:** mean of the effective execution dimension was (3.97), with a standard deviation of (1.03) and a coefficient of difference of (25.8), which indicates that company continuously seeks to pay attention to effective implementation of its strategies and goals.
- C. **Motivational Culture:** mean of motivational culture dimension was (4.02) with a standard deviation of (1.03), which confirms good harmony, while coefficient of difference was (25.5), which indicates that company is constantly seeking to pay attention to culture as a tool to motivate employees to do business optimally.
- D. **Customer satisfaction:** mean of customer satisfaction dimension was (4.08), with a standard deviation of (1.04) and a coefficient of difference (25.5), which indicates company's quest to find appropriate strategies to satisfy its customers as they are main axis in achieving success.

### **Third: Testing Hypotheses of Correlation and Impact between Research Variables:**

- A. Testing correlation hypotheses between research variables: first main hypothesis was launched (there is a statistically significant correlation between Strategic Entrepreneurship with its dimensions and strategic success in its dimensions), as a dimension of innovation as one of dimensions of Strategic Entrepreneurship (6) showed statistically acceptable relationships with variables of strategic success out of total relations of (6) correlation relationships, with a probability value (0.01), strongest relationship between innovation and customer satisfaction was value of the relationship (0.640), and this result indicates the importance of customer satisfaction in relation to innovation .
- 1. **Sub-hypotheses:** The company considers research community to be an important and decisive factor for its strategic success: it was found that dimension of the initiative as one of a dimensions of Strategic Entrepreneurship is associated with (6) significant correlation relationships with variables of strategic success out of total of (6) relationships, constituting (100%) and a level of (0.01), and it was strongest relationship between initiative The value of the relationship was (0.815), and the result indicates importance of customer satisfaction in relation to acceptance of the initiative, and in light of this result, second sub-hypothesis of first main hypothesis is proved. In other words, the research community is faster than others in its production, development of new products, or the identification of a new means of production that no one else has ever discovered before, in an effort to consolidate its strategic success.

2. Risk taking showed (6) correlation relationships with variables of strategic success out of total number of (6) relationships, constituting (100%) and at a significance level of (0.01), and relationship between risk taking and innovation is a prominent relationship among the rest of dimensions, as its value was (0.710), indicating importance of creativity in relation to risk taking.
3. Flexibility, being one of a dimensions of Strategic Entrepreneurship , was associated with (6) correlation relationships with a variables of strategic success out of total of (6) relationships, which constitutes (100%) and at a significance level of (0.01), and the relationship between flexibility and a specific strategy was the strongest with a correlation coefficient of (0.707), and this result indicates the importance of the specific strategy in relation to flexibility .
4. Autonomy as it is the dimensions of Strategic Entrepreneurship (6) showed correlation relations with the variables of strategic success from total of (6) relationships, which constitute (100%) and at a significant level of (0.01), and strongest relationship between Autonomy and customer satisfaction was the value of relationship (0.725), and this result indicates importance of customer satisfaction in relation to Autonomy.
5. Total strategic entrepreneurship showed (6) correlation relationships with variables of strategic success out of the total of (6) correlation relationships, constituting (100%) and at significance level of (0.01), and in light of this result, first main hypothesis was accepted at the overall level, and the correlation relationship of total Strategic Entrepreneurship with total strategic success was high, as correlation coefficient reached (0.856), statistically significant At level of (0.01), this confirms tendency of relationship to increase, if Strategic Entrepreneurship is integrated with each other in relation to dimensions of strategic success more than if it is individually.

#### **B. Testing Hypotheses of Impact between Research Variables**

The second main hypothesis stated that **"there is a significant effect of Strategic Entrepreneurship in enhancing the chances of strategic success"**. Among models that appear in Table (3), which shows the models of significant and insignificant impact between the variables of Strategic Entrepreneurship and strategic success, we find the following:

**Table 3: Impact Relationships for Strategic Entrepreneurship and Strategic Success**

R <sup>2</sup>	Strategic Success				Dep.
	F-table	F- test	$\beta$	$\alpha$	
0.768	7.0220	192.2590	0.9420	0.3750	Strategic Entrepreneurship
0.440		51.9800	0.7720	0.9700	Innovation
0.761		159.3570	0.6070	1.0940	Initiative
0.640		81.1510	0.6860	1.3420	Risk taking
0.570		87.1260	0.5610	1.1000	Flexibility
0.488		60.8010	0.7050	1.1010	Autonomy

1. There was an effect of creativity on (strategic success), and calculated values of ( $F$ ) were higher than tabular value of ( $F$ ), as value of (51.980) was greater than its tabular value of (7.0220), and the determination coefficient ( $R^2$ ) of Innovation was (0.440), a percentage of (44%) of the change in chances of strategic success can be explained in terms of Innovation, while value of marginal slope ( $\beta$ ) was (0.772), which indicates that increasing interest in creativity variable by one unit will lead to an increase in strategic success by (77.2%) from one unit of standard deviation .
2. Initiative showed an effect on (strategic success), and relationship was statistically significant, as calculated values of ( $F$ ) were higher than tabular value of ( $F$ ), as its value was (159.357), which is higher than tabular value of ( $F$ ) of (7.022), and the determination coefficient ( $R^2$ ) of initiative with strategic success was (0.761), (76.1%) of change in strategic success can be explained in terms of initiative value of the marginal slope ( $B$ ) was (0.607), which indicates that increasing the initiative variable by one unit will lead to an increase in strategic success by (60.7%) from one unit of standard deviation.
3. Risk taking dimension showed a statistically significant effect with (strategic success), and relationship was statistically significant, as calculated values of ( $F$ ) were higher than tabular value of ( $F$ ), as its value was (81.151) which is higher than tabular value of ( $F$ ) which is (7.022), and the determination coefficient ( $R^2$ ) for risk taking with strategic success was (0.640) The change in chances of strategic success can be explained in terms of risk taking, while value of the marginal slope ( $B$ ) was (0.686), which indicates that increasing risk taking variable by one unit will lead to an increase in strategic success by (68.6%) from a unit of standard deviation .

## CONCLUSIONS AND RECOMMENDATIONS

### First: Conclusions

1. It was found that there is Strategic Entrepreneurship in company and results from adopting a good level, and this is due to company's interest in (Innovation, initiative, risk taking, flexibility and Autonomy).
2. A company's levels of strategic success in the research community have been high, as a result of the interest it has shown in (specific strategy, effective execution, motivational culture, creativity and customer satisfaction).
3. It used initiative to enhance its strategic success, and this contribution was distinguished in field of (customer satisfaction, specific strategy, creativity, motivational culture, and effective execution).
4. A company employed risk-taking, which was reflected in supporting strategic success, and this recruitment played a prominent role in promoting (creativity, customer satisfaction, effective execution, specific strategy, and motivational culture).
5. Flexibility played a clear role in achieving strategic success of research company, which was reflected in strengthening of (customer satisfaction, specific strategy, motivational culture, creativity, effective implementation).
6. A company's employment of autonomy contributed to enhancing its strategic success in general, but this recruitment varied at level of sub-dimensions between high reinforcement, especially in (customer satisfaction, specific strategy, motivational culture), while moderate in both (effective execution, innovation).
7. A company's use of creativity to generate more opportunities to support strategic success was evident in the support provided by Ebadi for both (specific strategy and customer satisfaction) and less support for each (motivational culture, effective execution, and creativity).
8. Target company uses dimensions of Strategic Entrepreneurship together to support increase of strategic success, and even more so if these dimensions are used independently, and this proves a logical conclusion that there are a correlation and complementarity between these dimensions, whose role is more broadly manifested in the collective approach, as opposed to using them individually to achieve strategic success in its field of work.

### Second: Recommendations:

1. The contemporary applications used by a company should be invested in and developed and used to enhance strategic success, and this is done through intensifying training courses for the company's specialized cadres, subordinates, and senior management's interest in creativity and innovators.

2. The need to achieve transparency and clarity in the company's work in order to reach high levels of creativity and lead decisions in a sound way.
3. Attracting workers with unique skills from within the country to include individuals with special skills that competitors find difficult, and ensuring their excellence in performance and achieving leadership on an ongoing basis, by providing financial and moral incentives and benefits to these individuals.
4. Urge a company's department and branch managers and experts to participate in the reformulation of the company's strategy.
5. Increasing the company's interest in initiative because of its prominent role in its success by seizing available opportunities and anticipating future demands.
6. Activate and expand networks with other companies with aim of enhancing skills and sharing information as well as simplifying services and transactions with customers, giving these companies a competitive advantage.
7. Adopting new products that add significant value to customers and increase their chances of success.

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