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Measuring the Level of Entrepreneurial Orientation: Analytical Research in the National Security Advisory

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Abstract :

The current research aims to measure the level of entrepreneurial orientation and its dimensions (creativity, independence, proactivity, risk tolerance, and achievement) in the National Security Chancellery, as its importance and role in guiding senior leaders of the chancellery to make strategic decisions with high quality in various Iraqi concerns, more specifically the security aspect. The data was collected from 94 individuals (the research sample) from the research community (120) individuals at different administrative levels and intentionally where the questionnaire was adopted as a main tool for data collection and the primary data was analyzed through descriptive and inferential statistical methods (arithmetic mean, standard deviation, coefficient of variation, and relative importance) using the statistical analysis program (SPSS V28). The most prominent result was the direction of the National Security Chancellery to continuously improve its entrepreneurial orientation (creativity, proactivity, and taking risks). While independence and achievement came in the last order).

Paper type: Research paper

Keywords: Entrepreneurial orientation, creativity, independence, proactivity, taking risks, achievement.

1.Introduction

Governmental organizations of a national strategic security nature are considered one of the most prominent foundations that contribute to correcting the paths of the relationship between society and the institutional state, as the relationship varies between the dialectic of application and the approach, nature and goals of the relationship. Hence their role appears in their relationship with each other in the light of competition and an endless race. Endlessly striving to prove its efficiency, effectiveness, and influence in improving the individual future orientation. For that reason this competition is the best way to prove its existence, mechanisms of work, and its impact on the goal, this is what makes it in the rank of "leadership" that is educated by the accumulation of experiences emanating from professionalism. The high quality of the qualitative cadres, links to the level of organizations and their efficiency at the level of the national security professional. This is because the relationship complements each other and makes them high-performance organizations by having qualitative cadres adapted to respond according to the nature of the circumstance, experience, and workspace. Therefore, the interest in leadership has increased in recent years due to technological development, globalization, and the increasing orientation of business organizations toward gaining customer satisfaction in a market witnessed by intense competition. Moreover, fierce competition between business organizations enables them to adopt innovative work methods that can provide new services and achieve a prominent position in the target market. From this standpoint, National Security Chancellery works among the leading institutions by using strategic decisions that support creativity, risk-taking, and proactivity. Hence, these assist it in providing invested opportunities to make it a leader in its field of work, keep abreast of security developments, and work to diagnose problems, find solutions for them within the scope, and follow-up on decisions as well as their implementation.

1.1 Literature Review

Obeidat et al (2018) aimed to find out the effect of transformational leadership on entrepreneurial orientation in Jordanian commercial banks, and whether the ability of organizational learning mediates the effect of transformational leadership on entrepreneurial orientation, and the study was applied to a sample consisting of 330 employees in some Jordanian commercial banks. the main result of the study was that there is a significant impact of transformational leadership and its dimensions (inspirational motivation and intellectual stimulation) on entrepreneurial orientation. Two other dimensions (ideal influence and individual considerations) did not contribute to entrepreneurial orientation, just as the ability of organizational learning completely mediates the impact of transformational leadership on entrepreneurial orientation, Martens et.al (2018) developed a model of the relationship between entrepreneurial orientation and project success through leading organizational practices, which was conducted on a group of specialists responsible for medium and large projects for companies operating in the field of services and manufacturing industries in Brazil, the study found that project management practices could be aligned with the entrepreneurial orientation of the company to enable companies to achieve better results in their projects and achieve a competitive advantage, while the dimensions of the entrepreneurial orientation (innovation, risk-taking, proactive, and competitive aggressiveness) contributed to the success of the project and could unfairly affect. Direct on organizational performance, Abu Zaid (2019) determined the nature of the relationship between skillful leadership behaviors, entrepreneurial orientation, and performance in light of the mediation of social organizational capital, the age of the organization, and the ownership pattern. The results of the study have a positive relationship between following skillful leadership behaviors, adopting an entrepreneurial orientation, and improving the level of performance. There was no clear effect of the organizational age on the nature of the relationship or its prediction .While the study Shamkhi (2020) diagnosed the pioneering orientation of the Babylon Water Department through its dimensions (creativity, proactive, strategic vision, investment of opportunities, and risk) by adopting electronic

governance with its dimensions (transparency, accountability, participation, justice and equality, and rule of law) and using Geographic Information Systems (GIS) with its dimensions, and the sample was 220 employees. The results indicated that the department seeks electronic work to achieve the required increasing trend despite receiving most of the orders and official books in a traditional paper form. Finally, the study of Merhej and Hassan (2020) aimed to determine the level of entrepreneurial orientation of the administrative workers in the hotel establishment (four and five stars) through the dimensions of entrepreneurial orientation (risk, creativity, and initiative). A sample consisted of 150 administrative workers (a soft random sample), and the study concluded the level of entrepreneurial orientation among the administrative workers in the hotel establishment is available to a large extent and with relative importance (68.85%). As for the dimensions, initiative came first, then creativity, and finally risk.

Based on the aforementioned results, the current research problem can be clarified in recent years, the topic of entrepreneurial guidance has become a topic of great importance in administrative research. This is because it embodies one of the effective factors for continuity, success, and excellence. Entrepreneurship is an important part of various organizations to set plans, priorities, and basic resources. It adopts creativity, innovation, flexibility, as well as adapting, exploring, and investing opportunities to achieve the desired goals. When an organization adopts entrepreneurial patterns and practices, it may become more capable of generating, perceiving, and possessing characteristics of proactivity and investment opportunities. This can assist it in making decisions that show the nature of independence and initiative and the possibility of taking risks in scanning its environment and can determine its strengths in the sector to which it belongs.

As entrepreneurship can provide the organization with all the investment operations, leadership is an integral part of its overall strategy, and an essential function that adds to the basic functions oriented to the future. More specifically, each dimension of the entrepreneurial orientation (creativity, proactivity, risk-taking, independence, and achievement) depends on forecasting and drawing scenarios and identifying the resources that adapt to embrace the changes in the environment and its elements that are becoming more complex. In this regard the leaders formulate their vision about the dynamic effects of the environment and the entrepreneurial orientation, and based on what has been mentioned. Thus, the main question of the research problem emerges as the following:

What is the level of availability of the entrepreneurial orientation and its dimensions in the National Security Chancellery?

We also have sub-questions that have become the goal and the main component to formulate the research as follows:

- What is the level of entrepreneurial orientation related to creativity in the researched organization? What is the level of availability of entrepreneurial orientation related to independence in the researched organization?

What is the level of availability of entrepreneurial orientation related to proactivity in the researched organization?

What is the level of availability of the entrepreneurial approach related to risk-taking in the researched organization?

What is the level of availability of the entrepreneurial approach related to achievement in the researched organization?

The research aims at a real translation of the research questions as follows:

- diagnosing the level of availability of creativity in the researched organization,
- diagnosing the level of availability of the style of communication independence in the researched organization,
- diagnosing the level of availability of proactivity in the researched organization,
- diagnose the level of availability of risk tolerance in the researched organization, and
- diagnose the level of availability of achievement in the researched organization.

Thus, the importance of the current research emerges from the importance of the studied topic "Entrepreneurship" and its main dimensions. (creativity, independence, proactivity, risk-taking, and achievement) aiming at upgrading the status and role of the organization and achieving outstanding performance for it. This is because the entrepreneurial orientation is a basic pillar represented in the organization's desire to allow its members to be creative and create new ideas and take responsibility for strategic decisions that lead the organization to a leadership position. The practical importance of the research is determined by the level of entrepreneurial orientation in the National Security Chancellery under study. the results that will emerge from the research can provide the researched organization with a climate that encourages its employees to be creative, innovative and take risks in issues of concern. The results also may assist governmental institutions in drawing an advanced position among other institutions and achieving their entrepreneurial orientation in administrative and security aspects whether inside or outside of Iraq.

2. Material and Methods

The questionnaire was employed as a main tool in line with the researcher's approach to surveying the opinions of the leaders of the National Security Chancellery, as well as several of appropriate statistical methods such as the mean, the standard deviation, the coefficient of difference, and the relative importance.

2.1- Research population and sample

The researchers adopted the National Security Chancellery as a place for applying the research as it is part of the field of application. The research population was leaders working at National Security Chancellery (consultant, general manager, assistant general manager, senior director, department manager, and director) whose number in its headquarters was 120. Therefore, the percentage of leaders was 100% from the research population, yet, 104 individuals were only fully the forms and 94 forms were in the final data analysis See Table 1.

Table 1: The research community and its sample

| Notes | Views | ratio to society |
|---|-------|------------------|
| the society | 120 | |
| the sample | 94 | |
| Distributor | 120 | 100% |
| The recipient | 104 | 86.87% |
| Questionnaires valid for statistical analysis | 94 | 78.34% |

2.2 -The validity and reliability of the questionnaire

The researchers employed the statistical method (Alpha Cronebakh) to find out the stability of the questionnaire and to know its consistency and results, and the degree of confidence in which it is far from error to obtain the same results if it is reused for multiple times and with different periods and with the same degree of confidence, especially since the stability measures the level of consistency of the items about the information And the behaviors that the leaders of the National Security Chancellery persevere in. Table 2 shows the coefficient of honesty and stability of the entrepreneurial orientation, as the results were as follows:

- The entrepreneurial orientation was measured in general through five main dimensions (creativity, independence, proactivity, risk tolerance, and achievement). In addition, 21 items represented the entrepreneurial orientation in general to obtain a stability coefficient (0.863), especially since the honesty coefficient is (0.929).

-The researchers relied on the stability test by the split-half method to identify the correlation between the two parts of the questionnaire, so the questionnaire was divided into two halves, the first half (odd items) included 18 items that obtained Cronbach's alpha coefficient (0.771), while the second half (even items) contained 18 a paragraph obtained Cronbach's alpha coefficient (0.846). Whereas the value of the correlation coefficient for the two halves of the questionnaire was strong (0.598). Moreover, the value of Spearman-Brown's coefficient was 0.748, and Guttman's half-partition coefficient was 0.742). While the Cronbach's coefficient of alpha of the whole questionnaire was 0.879, as shown in Table 2.

Table 2: The coefficients of validity and reliability of the entrepreneurial orientation and the answers of the sample (n = 94).

| The dimension | Coding | The number of items | Stability coefficient | honesty coefficient |
|---|--------|---------------------|-----------------------|---------------------|
| Entrepreneurial orientation | ENTOR | 21 | 0.863 | 0.929 |
| stability of individual vertebrae | | 18 | | 0.771 |
| The stability of the paired vertebrae | | 18 | | 0.846 |
| The correlation coefficient of the two halves of the resolution | | | | 0.598 |
| Spearman-Brown Labs | | | | 0.748 |
| Guttman Partition Half Factor | | | | 0.742 |
| The overall stability of the resolution | | 21 | | 0.929 |

2.3-Entrepreneurial Orientation

Leadership is one of the most important terms that have multiple linguistic connotations and in most languages, including the Arabic language, where leadership means the undertaking of something or students. Or starting new projects (Gallab et al., 2016), and some may think that the concept of entrepreneurship is linked to the latest technological developments, while its roots go back to the beginnings of the industrial revolution in Western Europe. That paid for the provision of bread, but self-motivation and interest are the ones that push them to provide bread), so we find many institutions looking for good practices to survive in the competitive environment of business, and entrepreneurship is one of the means that assist organizations to enhance the competitive position, the basic idea in the field of leadership It is the investment of opportunities and the search for value. It is natural to point out that entrepreneurship as a phenomenon existed with the existence of human civilizations, and it was defined as a set of characteristics and behaviors associated with creative and innovative capabilities (Al-Qasim, 2013), while Mezher and Hamed (2020) refer to entrepreneurship from a leadership perspective (a leadership style based on its practices). And his methods of decision-making methods through serious, modern, and proactive strategies that work to strengthen and develop the organization's current situation, in light of its exploration and adoption of opportunities to invest them in a way that suits its resources through strategic factors, the ability to communicate, and owning personal factors and motivational factors). In the same context, he sees Merhi (2017) entrepreneurial orientation is defined as the ability of an individual or organization to devise new ways and methods to conduct existing business or to develop new business capable of granting a competitive advantage, taking into account the ability to address and bear the risks arising from its implementation.

2.4-The concept of entrepreneurial orientation

Entrepreneurial orientation is one of the attractive topics in administrative thinking during the past period. It has received great attention from both the conceptual and experimental perspectives and has become one of the main topics in the fields of leadership and strategic management alike in the last two decades (Huang et al, 2011), and its historical roots go back to the researcher's writings (Miller, 1983, when he explained that entrepreneurial organizations focus on product marketing, creativity, and risk-taking Al-Kubaisi and Hatim, (2018), as well as the writings of Mintzberg (1973) defined three types of strategies (entrepreneurial, planning, and adaptive), so Miller (1983) believed the first to use the term entrepreneurial orientation, as well as the first to introduce this term into management thought, through a search in the database (ABI/INFORM), which used the phrase direct orientation towards self-employment. Entrepreneurial orientation is a behavioral phenomenon for all Small and medium organizations tend towards continuity that extends between the degree of normal conservatism to high leadership, and small and medium organizations are considered to tend to be creative, proactive, and risk-taking. On the contrary, conservative small organizations avoid risk and are less creative (Lumpkin and Dess, 1996). While Shamkhi (2020) indicated entrepreneurial orientation is the ability of the organization to develop a strategic vision through the use of practices that support creativity, risk-taking, and proactivity that assist organization in providing invested opportunities and make it a leader in its field of business. Therefore organizations need a method to confront these changes and achieve a competitive advantage. This can be achieved by drawing up a clear and thoughtful strategy that enables it to reach leadership in its field of work by adopting creative and proactive activities. Entrepreneurship is a group of activities and businesses that combine several aspects. It is also the unique ability to innovate something new for the world, (Al-Abadi and Al-Jubouri, 2019). On the other hand, Jantunen et al (2005) defined entrepreneurial orientation in terms of opportunities as "recognizing opportunities in new markets." Zehir et al (2015) added that entrepreneurial orientation reflects organizational readiness to find and invest in opportunities, as well as take responsibility for bringing about positive changes. Entrepreneurial orientation is one of the most important means that assists organizations to excel and overcome the challenges that they may face (Gitau et al, 2015). The individual or organization also can to devise new methods to conduct existing business or create a new business capable of granting a competitive advantage by taking into account the ability to address and bear the risks arising from its implementation (Marai, 2017). Based on the above clarification, the researchers believe that the concept of comprehensive entrepreneurial orientation can be defined as a method that aims at the strategic selection of non-stereotypical operations and practices of the organization that leads to create a unique service that none of its competitors preceded it. This can be implemented by investing in opportunities proactively and generating innovative and creative capabilities at the individual and collective levels.

2.5-The importance of entrepreneurial orientation

The importance of entrepreneurial orientation lies in the fact that it represents one of the most important factors in the field of organizational growth and achieving profitability. This does not come with security during the achievement of high performance. In addition, it represents one of the indicators that indicate leadership by embodying the ability of organizations to own proactive leadership and bear organizational and environmental risks. This requires the existence of clear knowledge that indicates what is going on in its corridors and outside it, as well as support for the competitive advantage in a way that puts the organization in the ranks of advancement (Khalif and Jamil, 2015). Creating new products, and its importance may also lie in its focus on establishing an organization with new businesses and new risks, as it transforms the path of the organization for the better and makes it more entrepreneurial through the change in its performance. In addition, entrepreneurial orientation is also important for all organizations, through achieving goals in the short and long terms. Rasheed and Al-Ziyadi, (2013); Ambad and Wahad (2013) indicated that the entrepreneurial orientation has great

importance in finding new paths for the organization towards leadership with its innovative and creative dimensions to discover and seize business opportunities. Muhammad et al (2012) attributed the importance of entrepreneurial orientation at the level of the individual, the group, and the organization. Stevenson (1990) indicated that the importance of orientation comes through stimulating the spirit of entrepreneurship in organizations.

2.6- Dimensions of entrepreneurial orientation:

2.6.1- Creative

Innovation is known as creativity and creativity is “the application of a person’s mental ability and curiosity to discover something new” (Landstrom, 2007). Hence, creativity is a source of better innovation. At the same time, an organization that fails to innovate will expire in the long run (Kuratko, 2016). One of the most important driving forces that enable organizations to increase their competitiveness to a high level, whether in the local or international markets and how to enhance and sustain them. Therefore, organizations should focus on means that increase the creativity of workers (Wales et al, 2019). The concept of creativity is somewhat ambiguous because it covers a wide field. whereas (Jesus) indicates that the term creativity refers to three things:

(1) creativity is an act of change being generative, and its tools are perception, imagination, and knowledge of all kinds,

(2) creativity is conscious work and persistent effort that does not come without us, and

(3) creativity innovation in which unknown facts are derived from known facts in origin (Al-Mutairi, 2012). In the same context, Muhammad et al (2020) saw that creativity means finding new ways of thinking and learning that change in a necessary way for the organization’s operations and outputs to enhance its leadership orientation. creativity is behaviors and activities that support the employment of new ideas and knowledge activities and put them into practice and abandon traditional practices through creativity when providing new services.

2.6.2- Independence

Autonomy means the desire to work independently to reach the entrepreneurial vision and opportunity, and it applies to both individuals and teams that work outside of existing organizational principles. Encouraging and developing new projects or improving work procedures, are important for the organization whose leadership is a part of its culture, as it aids the members of the organization to think independently, find opportunities, take the necessary time to accomplish them and work more freely, and adopts new ideas. Hence independence represents a kind of power or empowerment that is led through excellence and increasing entrepreneurial opportunities (Dess, et al, 2005). In the same context, the word autonomy is associated with the freedom to perform actions by a specific individual or group. It represents the independence of certain limits according to industry standards in which the person or group concerned does not have any restrictions from the organization (Lumpkin and Dess, 1996). Independence also refers to the degree to which the factors are organized of individuals and work teams who can work independently and make the necessary decisions to pursue opportunities (Ujwary-Gil, 2013). Through the foregoing, the researchers find that independence is a behavior that provides individuals the right to make decisions by adopting non-stereotypical ideas and encouraging others to introduce new ones, as well as the freedom to implement them, in a manner that generates a competitive advantage that gives the organization more customers and market position.

2.6.3 Proactive

Proactivity is one of the most important characteristics of organizations with an entrepreneurial orientation, and it represents the desire of senior management for the organization to be able to respond to the needs of beneficiaries and achieve their satisfaction according to what is new (Yeboah, 2013), and it means the efforts of the organization to seize new opportunities. The future of existing customers and realizing changes in demand or recognizing emerging problems that could lead to opportunities for new projects, define proactivity in business as “a forward-looking perspective that searches for opportunities and is characterized by providing new products and services before a competition and working in anticipating future demand.” It is a leading behavior in the market unlike the follower (Lumpkin and Dess, 1996), and proactivity does not only include awareness of changes, but being able to work on them and get ahead of competitors. (Sandberg, 2002), and proactivity, according to the vision of (Sandberg, 2002), is the participation in changes and attention to the environment, and the employment of its potential changes in a positive way in the organization (Al-Taie, Al-Kubaisi, 57: 2016). In conclusion, the researchers find through what has been presented above proactivity is strategic behavior aimed at discovering new opportunities and investing in them skillfully, as well as evaluating strengths and weaknesses and achieving rapid response on an ongoing basis in a way that suits technological developments and changing environmental trends to secure the needs of stakeholders from the organization's products.

2.6.4- Take the risk

The adoption of risk is the main characteristic of entrepreneurship since it was used for the first time by (Cantillon) in 1734 AD, and the entrepreneur was defined as the individual who accepts the risk of profit or loss, and since that time, risk acceptance has been dealt with as an essential element of leadership and a distinctive feature of it (Rasheed and Al-Sultani, 2012) Successful entrepreneurs are those who are willing to do so, the current ambiguity of prospects (Hughes and Morgan, 2007), but the risks must be estimated and calculated (Kuratko, 2016), and risk acceptance is one of the essential elements of the entrepreneurial orientation, as it is not possible to launch businesses and projects without Both the entrepreneur and the organization bear a certain amount of risk and its current and future effects (Filler, 2013). Risk is a feature adjacent to the business and an integral part of the operations of any organization. It contains almost every decision that is taken and the most important part of the work of individuals and organizations, and it is seen as a state. Uncertainty about the possibility of avoiding the loss, including the decisions taken by individuals in their practical and personal lives (Rasheed and Al-Ziyadi, 2013).

In the same context, it represents the organization's desire to engage in adventurous projects and to seek to adopt managers carrying out high-risk actions instead of cautious actions, which is the rate of loss and profits that the organization reaps due to its or manager's conduct of certain behavior. Bojica, et..al, (2011), and Dess et al. (2014) show that there are three types of risks that organizations face and its executive directors are:

- Business risks: It is an adventure towards the unknown without knowing the possibility of success, and it is related to entering untested markets or adhering to untested technology.
- Financial risks: the organization borrows money in large quantities, or it commits a large part of its resources for the sake of growth, as these risks are used to refer to the balance between return/ risks common in financial analysis.
- Personal risks: Refers to the risks incurred by the CEO when making a decision that supports the followers of a certain strategic course of action, and takes such risks to influence the course and decisions of the entire organization, and its decisions also have significant impacts on their career.

Al-Nasseri (2015) added that risk is the organization's desire to obtain opportunities despite the uncertainty that surrounds it and to work boldly without knowing the results. Entrepreneurial-oriented organizations should look for risky alternatives. The researchers believe that accepting risks is a behavior accelerated and purposeful to change the course of competition, it aims to make a strategic decision based on taking risks and enduring uncertain results to obtain high performance and prestige based on knowledge, information technology, and talented people.

2.6.5- Achievement

Achievement orientation has been considered as an entrepreneurial orientation whereby individuals with a high need for achievement perform better with non-routine tasks and take responsibility for their performance. According to (2000) Koop et al. Rauch and Friese (2015) and Spencer and Spencer (2008), the success of the company depends on the achievement orientation of the owners, and on the other hand, entrepreneurs are more accomplished than others in the performance of their work by making decisions that may carry a factor of risk, but in the light of its vision characterized by precedence and achievement Ghasemi et al (2011) and McClelland (1961) stated that owners who have a strong achievement orientation lead to business growth and success. Krauss et al (2005) noted that the orientation towards achievement has an important relationship with the company's performance and Miner et al. (1994) indicated in a long study that found that their measure of achievement motivation is highly predictive of the company's performance (i.e. growth in the number of employees, sales growth, annual income of the entrepreneur). While McClelland (1961) believed that the need for achievement motivates those who want to be accurate in performing things and to be better than others, moreover, there are certain characteristics of those with a high need for achievements such as preparing early plans, accepting responsibilities and willingness to get feedback for their results. It is always necessary when starting a new business and forms part of the entrepreneurship program that contributes to the creation of a new project, and he adds that the need for achievement means aspiration to achieve something difficult to master, manipulate or organize physical objects, people or ideas, to do it as quickly and appropriately as possible. As independent as possible, to overcome obstacles and achieve a high standard. An achievement orientation develops during middle childhood through family socialization that emphasizes high standards and self-reliance and less controlling parents manifests itself in behaviors such as problem-solving, feedback-seeking, goal-achieving, and risk-taking (Haroon and Usman, 2019). Achievement orientation is also considered one of the factors of entrepreneurial orientation, whereby individuals with a high need for achievement perform better with non-routine tasks and take responsibility for their performance.

Krauss et al (2005) through the above, the researchers believe that achievement is an approach and a goal for managers about the method of investing the self-capabilities of their subordinates, financial resources, technology, and knowledge during the planned time, and achieving goals efficiently and effectively based on strategic planning, in a way that contributes to achieving the mission, goals, and vision of the organization.

3. Discussion of Results

This aspect deals with diagnosing the level of availability of entrepreneurial orientation through five dimensions (creativity, independence, proactivity, risk tolerance, achievement) and 19 items and answers to 94 forms in the National Security Chancellery after deleting two items by the confirmatory factor analysis. As the trend occurred, the entrepreneur has a total average of 4.15. These results came from having a method aimed at strategic selection of the non-stereotypical organization's operations and practices, which leads to creating a unique service that none of its competitors preceded by investing opportunities proactively and generating innovative and creative capabilities at the individual and collective level. The researched organization faces a risk for that purpose until it reaches the realization of its future vision. Hence, these behaviors obtained a standard deviation (0.437), relative interest (83%), and a relative difference factor (10.534%) indicating agreement, as shown in Table 17. At the level of

the five dimensions, they were arranged according to the coefficient of relative difference and the degree of agreement on them by the research sample:

3.1- The National Security Chancellery showed its adoption of creativity first when it aims to enhance its entrepreneurial orientation, with a high-level arithmetic mean (4.46), and a relative interest of (89.2%) in supportive behaviors and activities to employ new ideas and knowledge activities and put them into practice and abandon traditional practices through creativity when providing new services. As their answers indicated agreement and a standard deviation (0.520), and a relative coefficient of difference (11.66%). As for the level of items (16-18), I got an arithmetic mean (4.58-4.39), a very high level, a standard deviation (0.694-0.657), with a relative coefficient of difference (15.15%-14.96%), and a relative interest (91.6%-87.8%). This means that there is a high in the adoption of creative ideas by the directors and leaders of the chancellery that provide positive results for their performance, as well as their support for those ideas related to their work environment. This basis can encourage new ideas, decrease non-standardized proposals by the various subordinates and departments, and improve their overall performance.

3.2- The National Security Chancellery paid attention to achievement in the second order, in a way that improves the level of its entrepreneurial orientation, with a high-level arithmetic mean (4.27), a high relative interest (85.4%) through an approach and a goal for managers about the method of investing the self-capabilities of his subordinates, financial resources, technology, and knowledge over time. The plan, can efficiently and effectively achieve the goals based on strategic planning in a way that contributes to achieving the mission, goals, and vision of the chancellery, with a standard deviation (0.563), and a relative difference coefficient (13.18%) to get the second rank. As for the level of the sequence items (36-32), it has obtained an arithmetic mean (4.39-4.16), a very high level of high, with a standard deviation (0.858-0.736), while its relative coefficient of difference was (20.62%-16.76%), and a relative interest (87.8%-83.2%) was high for the good in encouraging the Chancellery leaders for the spirit of Working with others in the form of one team and in a way that enhances the job performance of their subordinates, as well as their adoption of providing sustainable resources in carrying out tasks and activities efficiently and effectively. The ability to identify strengths and weaknesses, and focus on non-routine work by employing talented subordinates to accomplish them with skill and merit.

3.3- The National Security Chancellery proceeded to adopt independence in the third order, in a way that contributes to improving its entrepreneurial orientation, with a high-level arithmetic mean (3.96) to indicate its adoption of behavior that gives individuals and the team the right to make decisions in seizing opportunities by adopting non-stereotypical ideas and encouraging others to introduce new ones, as well as the freedom to implement it and in a way that generates a competitive advantage that gives the chancellery more customers and prestige within the security sector, as the dimension received relative attention (79.2%), so their answers indicated agreement with a standard deviation of (0.550), and with a relative coefficient of difference (13.89%), either at the level of items. The same sequence (23-19), and obtained an arithmetic mean (4.21-3.85), a very high level of high, with a standard deviation (0.915-0.685), and a relative coefficient of difference (23.76%-16.27%) to obtain a relative interest of (84.2%-76.4%) High) for the good in encouraging the Chancellery leaders to their subordinates to carry out distinguished tasks by providing the necessary resources to achieve them, in addition to their making operational decisions in a way that achieves the objectives of the unit to which they belong, and this is what made them trust the ability of their subordinates to achieve success when assigning new tasks that are not applied, especially since managers have The wide range of powers if they make decisions that enhance the position of the chancellery in the current work environment.

3.4- The National Security Chancellery expressed its proactive adoption in the fourth order, which contributes to improving its entrepreneurial orientation, with a high-level arithmetic mean (4.14), indicating its adoption of a strategic behavior that is purposeful and directed to discovering new opportunities and investing them brilliantly, as well as evaluating strengths and weaknesses and achieving rapid response continuously and in line with developments. Technology and the changing environmental trends to meet the needs of the stakeholders of the a chancellery services, as the dimension received a relative interest of (82.8%) with a standard deviation of (0.604), and with a relative coefficient of difference (14.59%) to obtain the fourth rank, either at the level of items (27-24), I obtained an arithmetic mean (4.36-3.89), which is very high, with a standard deviation of (0.955-0.680) and a relative coefficient of difference (24.55%-15.60%). Responsibility for the decisions taken to ensure the implementation of new ideas, and keenness to invest opportunities in a way that achieves the return and reputation of the consultant and works to improve its future performance, as they have the ability and willingness to take responsibility for the failure of their decisions related to expansion when implementing unfamiliar tasks, and this is what crystallized in the fertile thought of anticipating future needs and investing them in the form of new products.

3.5- The National Security Chancellery's tendency to take risks was proven in the fifth rank, which improves the level of its entrepreneurial orientation, so it got a high-level arithmetic mean (3.90), as it performs with a good relative interest (78%) through accelerated behavior aimed at changing the course of competition aimed at making a decision, a strategy based on risk and bearing uncertain results to obtain high performance and position based on knowledge, information technology, and talented people, as their answers indicate agreement with a standard deviation of (0.580), and a relative coefficient of difference (14.87%), either at the level of items (31-28) after deleting Item 29, and got a high arithmetic mean (4.10-3.75), with a standard deviation (0.935-0.776), a relative coefficient of difference (24.93%-18.92%), and relative interest (82%-75%). The risk you are exposed to proactively depends on experiences, skills, and communicative thinking in the security work environment.

Table 3: The presentation and analysis of entrepreneurial orientation selection data (n = 94)

| Sequence | Items | Arithmetic mean | Standard deviation | Relative importance % | Coefficient of difference % | Priority |
|----------|--|-----------------|--------------------|-----------------------|-----------------------------|-----------|
| 1 | The manager encourages new ideas that are proposed to improve the level of performance | 4.58 | 0.694 | 91.6 | 15.15 | 3 |
| 2 | The manager supports creative ideas that are relevant to the organization's environment and work | 4.42 | 0.663 | 88.4 | 15 | 2 |
| 3 | The manager adopts creative ideas that give positive results to the organization's performance | 4.39 | 0.657 | 87.8 | 14.96 | 1 |
| | Creative | 4.46 | 0.520 | 89.2 | 11.66 | the first |

| | | | | | | |
|---------------------|---|-------------|--------------|-------------|--------------|-------------------|
| 4 | The manager trusts the ability of his subordinates to achieve success when assigning new tasks that are not implemented. | 3.82 | 0.789 | 76.4 | 20.65 | 3 |
| 5 | The manager encourages employees to carry out distinguished tasks by providing the resources that they achieve. | 4.21 | 0.685 | 84.2 | 16.27 | 1 |
| 6 | The manager makes operational decisions in a manner that achieves the objectives of the unit to which he belongs. | 3.95 | 0.788 | 79 | 19.95 | 2 |
| 7 | The manager has a wide range of powers when making decisions that enhance the position of the organization. | 3.85 | 0.915 | 77 | 23.76 | 4 |
| Independence | | 3.96 | 0.550 | 79.2 | 13.89 | the third |
| 8 | The manager is responsible for the decisions he takes to ensure the implementation of new ideas. | 4.36 | 0.680 | 87.2 | 15.60 | 1 |
| 9 | The manager is willing to take responsibility if his expansion decisions fail to carry out unfamiliar tasks. | 3.99 | 0.873 | 79.8 | 21.87 | 3 |
| 10 | The manager has the fertile thought of anticipating future needs and investing them in the form of new products. | 3.89 | 0.955 | 77.8 | 24.55 | 4 |
| 11 | The manager is keen to invest opportunities in a way that achieves the return and reputation of the organization and improves its future performance. | 4.30 | 0.748 | 86 | 17.39 | 2 |
| Proactive | | 4.14 | 0.604 | 82.8 | 14.59 | the fourth |
| 12 | The manager adopts tasks and actions that involve a degree of risk | 3.75 | 0.935 | 75 | 24.93 | 3 |
| 13 | The manager predicts the risks that the organization is exposed to proactively, based on experiences, skills, and communicative thinking with the | 4.10 | 0.776 | 82 | 18.92 | 1 |

| | | | | | | |
|-----------------------------|---|------|-------|------|-------|------------|
| | environment | | | | | |
| 14 | The manager's orientation influences decisions that involve risk, and it may even be rejected. | 3.85 | 0.802 | 77 | 20.83 | 2 |
| Take the risk | | 3.90 | 0.580 | 78 | 14.87 | Fifth |
| 15 | The manager focuses on non-routine work by hiring talented people from his subordinates to accomplish it. | 4.16 | 0.858 | 83.2 | 20.62 | 5 |
| 16 | The manager is keen on evaluating performance by being able to identify strengths and weaknesses. | 4.26 | 0.818 | 85.2 | 19.20 | 4 |
| 17 | The manager is keen to improve the efficiency and effectiveness of achievement methods through training and knowledge exchange. | 4.27 | 0.792 | 85.4 | 18.54 | 3 |
| 18 | The manager encourages the spirit of working with others in the form of a team to enhance the performance of employees. | 4.39 | 0.736 | 87.8 | 16.76 | 1 |
| 19 | The manager adopts sustainable resources in carrying out tasks and activities efficiently and effectively. | 4.26 | 0.750 | 85.2 | 17.60 | 2 |
| Achievement | | 4.27 | 0.563 | 85.4 | 13.18 | the second |
| Entrepreneurial orientation | | 4.15 | 0.437 | 83 | 10.53 | |

According to the results of Table 3 that the chancellor provides great importance to creativity as it contributes to create creative ideas which are represented by investing ideas and attitudes and choosing creative people. On addition, we find that the achievement came in the second order and this indicates that the chancellor focuses on the quality of work achievement, which means that The people entrusted with the tasks are responsible, and the independence took the third rank, which indicates that the chancellor is trying to improve its orientation by granting powers to the upper and middle administrations that are appropriate for the position on the one hand and the tasks assigned to them on the other hand, and fourth came the proactiveness, which requires the chancellor to focus on urging departments To invest opportunities proactively and according to situations that require proactivity in identifying problems and finding appropriate solutions to them, while taking risks occupied the last rank, and this indicates that the upper and middle managements need to take decisions even if they contain some thoughtful and calculated risk that is appropriate to the situations and issues raised in a way that contributes In achieving its pioneering orientation in its administrative and advisory performance.

4. Conclusions

i -The National Security Chancellery y Council adopted creativity as a pillar that enhances its pioneering orientation, resulting from the adoption of creative ideas by its managers that give positive results for their performance, as well as their encouragement of new ones that are presented at various levels to improve their performance

ii- The Chancellery tended to pay close attention to independence by encouraging its employees to carry out distinguished tasks and providing resources related to their completion, in addition to granting its managers a wide range of powers when making decisions that enhance its position.

iii- The researched organization has adopted the proactive approach to leadership within the security institutions, which is the result of its managers taking responsibility for the decisions they make, in a way that ensures the application of ideas that preserve national security, especially since its managers have the fertile thinking of anticipating future needs and investing them in new security services.

iv-The National Security chancellery's interest in risks became evident, making the experience of its managers a basis for predicting the risks that she might be exposed to proactively by adopting experience, skill, systemic thinking, mental models, and communicative thinking with their work environment, as well as their adoption of tasks and actions that involve risk.

v- The Chancellery's interest in achievement is a basis for achieving the pioneering orientation by encouraging its managers to the spirit of teamwork and teams, in a way that enhances the performance of its employees, as well as focusing on non-routine work and attracting talented subordinates to accomplish it from within the Chancellery.

vi- The National Security Chancellery tended to continuously improve its entrepreneurial orientation, especially since they both direct at the same time to improve its creativity and its ability to take risks. It also works to improve independence and proactivity. As for its ability to achieve, it could improve it by relying on the leaders

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قياس مستوى التوجه الريادي : بحث تحليلي في مستشارية الامن القومي

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مستخلص البحث

يهدف البحث إلى تحديد مستوى التوجه الريادي وابعاده (الابداعية، الاستقلالية، الاستباقية، تحمل المخاطرة، الانجاز) في مستشارية الامن القومي، ونظراً لأهميته في عمل المستشارية ودوره في توجيه القيادات العليا نحو اتخاذ القرارات الاستراتيجية بجودة عالية في مختلف القضايا التي تهم الشأن العراقي لاسيما الجانب الأمني، إذ جمعت البيانات من (94) موظف من أصل (120) من موظفي المستشارية و بمستويات ادارية مختلفة وبشكل قصدي، تم اعتماد الاستبانة كمصدر رئيس لجمع البيانات وجرى تحليل البيانات الأولية من خلال الاساليب الاحصائية الوصفية والاستدلالي. (الوسط الحسابي، والانحراف المعياري، ومعامل الاختلاف، والاهمية النسبية) ضمن برنامج التحليل الإحصائي (SPSS V28)، وقد خلص البحث لأبرز نتيجة تمثلت بتوجه مستشارية الامن القومي الى تحسين توجهها الريادي بشكل مستمر بالاعتماد على ابعاد التوجه الريادي حيث حصل بعد (الابداعية على المرتبة الاولى ومن ثم الاستباقية والمرتبة الثالثة تحمل المخاطرة فيما جاءت الاستقلالية والانجاز بالترتيب الاخير).

المصطلحات الرئيسية للبحث : التوجه الريادي، الابداعية، الاستقلالية، الاستباقية، تحمل المخاطرة، الانجاز .