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## The Relationship Between Organizational Agility and Strategic Entrepreneurship: An analytical Research in Some Companies at the Ministry of Agriculture in Iraq

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### Abstract:

The research aims to test the correlation between organizational agility (AO) as an independent variable and strategic entrepreneurship as a dependent variable in the firms belonging to the Ministry of Agriculture of Iraq. Interest in these variables has increased as they contribute to environmental adaptation to maintain corporate value and reduce competition. To analyze the correlation between the study's variables, a set of objectives was formulated to reveal the nature of the correlation between organizational agility and strategic entrepreneurship, if any, in selected companies. Hypotheses were formulated to be notably related to the relationship association and influence organizational agility and its dimensions in strategic entrepreneurship. The study community reached 102 individuals. Because the study sample was (stratified) within the same level as the managers, 93 out of 102 individuals, questionnaires were retrieved. The SPSS program was used by utilizing appropriate statistical methods. The results demonstrated the acceptance of correlation and impact on the level of macro and sub-variables, and the study concluded that organizational agility behaviors need to be adopted by the organization due to an immediate response to understanding changes in the environment in terms of exploring opportunities and making flexible decisions towards investing in advantages towards strategic entrepreneurship.

**Paper type:** Analytical study in companies of the Ministry of Agriculture.

**Keywords:** Organizational agility, Strategic entrepreneurship, Iraqi Ministry of Agriculture.

## **1. Introduction:**

The current situation in the future embodies broad areas of diversification of economic activity, in the sense of rising from the reality of fragility to achieving better performance and reaching the ranks of success. Achieving sustainable economic growth helps to anticipate the future caused by nature and expansion within this field, as the agricultural sector is one of the determining factors for achieving development goals (Soegoto et al., 2022). When facing an economic crisis, organizational procedures to adapt to changing environmental pressures can respond (Laskovaia et al., 2019). For this reason, the need for managers to adopt strategic entrepreneurship when formulating their strategies has become a clear goal for any organization. They realize that it is their foundation to stay competitive, so today's turbulent environments constantly require companies to explore to remain competitive (Dhliwayo, 2014).

Organizations that adopt rapid methodologies have become more competitive than their opponents, so it requires the development of strategic entrepreneurship, achieving positive results, and continued success for the business organization. Based on the justifications and importance of the study variables, firms affiliated with the Iraqi Ministry of Agriculture were chosen as a field for study and application because they face many challenges, including external variables. Food needs require upgrading and promoting the agricultural sector to provide food security. Then, developing and improving the agricultural model by providing the best production of seed varieties, which has become of interest to various countries of the world, in addition to the economic, financial, exploitation, service, administrative, regulatory, environmental, and marketing aspects, and overcoming obstacles. There are obstacles to peasants and farmers, and supporting them with latent resources to encourage agriculture and increase yields in cultivated areas to achieve sustainable development through the wheel of the economy in Iraq to maximize state revenues. Therefore, the actual reality considered to study the current variables in firms affiliated with the Iraqi Ministry of Agriculture.

### **1.1 Literature Review:**

#### **Several studies have discussed organizational agility:**

Nafei (2016) aimed to shed light on how organizational agility enhances organizational performance in Egypt's pharmaceutical industry. The study tool was a questionnaire, that reached the most important conclusion: Organizational performance is positively correlated with organizational agility. As for the recommendations, paying more attention to organizational agility is necessary. As a main source for developing operational performance, points of similarity with the current study adopt the academic scale.

Salimi (2019) examined the correlation between management skills and organizational agility capabilities with the mediating role of organizational intelligence. The study tool was a questionnaire, which arrived at final conclusions. The results revealed that the skills of the directors of selected universities in Isfahan, with the mediating role of organizational intelligence, significantly impact organizational agility. In the selected universities in Isfahan, the recommendations include the need for managers to adapt to change and to use management led by organizational intelligence that leads to self-management skills to develop organizational agility capabilities to adapt to changes.

Abdel-Qader (2021) investigated identifying the effectiveness of organizational agility in achieving excellence in the organizational performance of Jordanian national industrial companies. The research tool was a questionnaire, as it reached the most important conclusion that the requirements for organizational agility in an industrial construction company are different in type. As for the recommendations, organizations must continue working. To own and develop an effective agile strategic system that includes all forms of competitive, technological, and strategic organizational agility.

Thathsara and Sutha (2021) illustrated the enriched knowledge and investigated the effect of electronic HR management practices on organizational performance in light of the mediating contribution of organizational agility. The study tool was a questionnaire, as it reached the most important conclusion that electronic HR management practices significantly positively impact the performance of financial institutions in Sri Lanka. As for the recommendations, it is necessary to increase electronic human resources management practices to improve the company's efficiency. As a result, financial institutions may leverage an efficient human resources system to obtain a competitive edge and deal with the changing environment. Al-Ziadi (2023) investigated to identify the impact of cultural intelligence and the voice of employees on organizational agility. The study tool was a questionnaire, which reached the most important conclusions: there is a statistically significant effect between cultural intelligence and organizational agility and between the voice of employees and organizational agility. As for Recommendations, agility organizational analysis needs to be enhanced by analyzing the strengths and weaknesses of the hotel business and achieving speed, response, efficiency, and flexibility to competitive opportunities.

**Several studies have discussed strategic entrepreneurship:**

Quinn and Al-Kaabi (2017) aimed to clarify the role of skills in enhancing strategic entrepreneurship through organizational flexibility. The study tool was a questionnaire, which reached the most important conclusions. Strategic entrepreneurship cannot be achieved except by providing various administrative skills and organizational flexibility that keeps pace with environmental changes and adapts to them to continue. Competition in a rapidly changing environment. The recommendations stress the need for private banks to pay attention to the availability of appropriate management skills compatible with the present and future capable of creating value.

Naeij and Siadat (2019) examined the development of a measure of strategic entrepreneurship and investigated how the dimensions of the measure are associated with the competitiveness of knowledge-based companies. The study tool was a questionnaire, as it reached the most important conclusion that the characteristics of constant innovation, opportunity-based thinking, proactive behavior, risk-taking, and value generation are all part of strategic entrepreneurship. Recommendations for continuous innovation, an opportunity-based mindset, and risk-taking are more associated with exploring opportunities, whereas proactive behavior and value creation are more associated with investing advantages.

Estrada-Cruz et al. (2020) created and implemented a strategic project that positively impacted the company's results and found a positive relationship that developed high levels of competitiveness. The study tool was a questionnaire, and the most important conclusion was that strategic entrepreneurship positively impacts the company's results. When the results are looked at, development is achieved. These activities are carried out independently, as the exploration and exploitation strategies have a positive and important impact on business outcomes when they are developed independently by companies and adapted to them to continue and compete in a rapidly changing environment. As for the recommendations, the company must focus on balancing developing exploration and activities. One of the practical implications of this paper is that it maintains that the development of exploitation activities may increase the performance of companies. Points of similarity with the current study adopt the academic scale.

Al-Hawary and Al-Syasneh (2020) explored whether outsourcing mediates the effect of dynamic strategic capabilities on strategic entrepreneurship. The study tool was a questionnaire, which reached the most important conclusions. All dimensions of dynamic strategic capabilities have a statistical effect on strategic entrepreneurship. As for the recommendations, managers, and decision-makers should focus on innovation functions by enhancing the role of knowledge management and research and development activities, as well as focusing on employee training programs.

Wijaya (2023) investigated the impact of strategic entrepreneurship on organizational performance and the effect of social capital, with sustainable management acting as a mediating indicator of organizational performance. The study tool was a questionnaire, which concluded that entrepreneurial strategy and social capital impacted organizational performance and sustainable management. As for recommendations, it is expected that future research will be capable of conducting research for all manufacturing corporations in Indonesia.

Also, there are studies linked between organizational agility and strategic entrepreneurship.

Sajdak (2017) proposed a method for operationalizing strategic entrepreneurship as one characteristic of an agile organization. The innovative aspect of this study will be the analysis of the suggested metrics for strategic entrepreneurship from the standpoint of strategic agility. An extensive review of the literature is one of the research techniques employed in the study, and it aids in illuminating the problem at hand.

There are four sections to the paper. Through a comprehensive review of the literature, the first part focuses on the theoretical underpinnings of strategic entrepreneurship. The viewpoint of strategic entrepreneurship is covered in the second section with its influencing elements. The third section focuses on the difficulties that modern businesses encounter, the need for agility in responding to environmental changes, and the capacity of businesses to adapt. The last section of the study, constructed using the author's original model plus results from the literature, is devoted to providing the metrics of strategic entrepreneurship from the standpoint of corporate strategic agility.

Al-Qasrawi and Alafi (2022) examined the impact of organizational agility (OA) and business intelligence (BI) on strategic entrepreneurship (SE) in Jordanian entrepreneurial companies. Due to its empirical nature, the researchers employed a quantitative method. The survey instrument was the core tool to gather data. 16 start-up businesses located in Amman, Jordan's King Hussein Business Park (KHBS) received 209 electronic questionnaires. The findings of the analysis demonstrated a strong positive relationship between BI and SE, as evidenced by the findings that showed a statistically significant relationship between BI dimensions (data warehousing, data mining, and Online Analytic Processing, or OLAP) and SE and its components (entrepreneurial mindset, applying creativity and developing innovation, opportunities identification, and acceptance of risk).

These studies helped the researchers to crystallize and formulate the research problem through field visits to the companies included in the study.

The research problem was formulated through the following research questions RQs:

**RQ1:** What is the nature of the mutual relationship between organizational agility and strategic entrepreneurship? If there is a correlation, is it direct or inverse?

**RQ2:** What is its moral strength to indicate an acceptable proposal to build a new model to add to the theoretical accumulations presented in this aspect?

**RQ3:** Is there an impact of organizational agility on strategic entrepreneurship?

The objective of the research is to correlate and influence the research variables of organizational agility, and strategic entrepreneurship in the field of the reality of the research problem and its importance and to know the research variables in companies' organizational agility, and strategic entrepreneurship through the nature of the levels, dimensions, and basics, to find the appropriate means for their application.

**Importance Of Research** The agricultural sector is considered a key economic sector. Hence, the research sought to select agricultural sector companies that are important sources in the Ministry of Agriculture to provide the best services and overcome obstacles by keeping pace with the development of the agricultural process. The research presents a change in the pattern of routine procedures associated with companies to improve the process of traditional concepts and make them more proactive in reaching strategic entrepreneurship.

## 2. Material and Methods:

Applying spatial search limits in firms affiliated with the Iraqi Ministry of Agriculture, including the Mesopotamia General Seed Company and the General Company for Agricultural Equipment.

The study's boundaries extended in time for the field side, starting from 9/1/2022 until 3/15/2023, to complete the process of collecting data and information in the field.

The limits of statistical analysis and interpretation of the analysis results extended from 3/16/2023 to 5/6/2023.

### 2.1 Research Hypotheses:

H1 The organizational agility variable has a positive and significant correlation with the strategic entrepreneurship variable and its dimensions.

H1<sub>-1</sub> The sensing agility dimension is associated with a positive and significant Correlation with strategic entrepreneurship and its dimensions.

H1<sub>-2</sub> The agility of the decision-making dimension is associated with a positive and significant Correlation with strategic entrepreneurship and its dimensions.

H1<sub>-3</sub> The agility of practice dimension is associated with a positive and significant Correlation with strategic entrepreneurship and its dimensions.

H2: The organizational agility variable significantly affects the strategic entrepreneurship variable and its dimensions.

H2<sub>-1</sub> The sensing agility dimension significantly affects strategic entrepreneurship.

H2<sub>-2</sub> The agility of the decision-making dimension significantly influences strategic entrepreneurship.

H2<sub>-3</sub> The dimension of practice agility significantly impacts strategic entrepreneurship.

### 2.2 Hypothesis chart:

This model embodies the image through which the research problem and its objectives expressed after carrying out the research process of studying, reading, and intensively reviewing recent studies, research, and articles related to the research variables. In contrast, with the most important foundations from which the relationships of correlation and influence included, the hypothetical plan shares the reality of two variables, including the explanatory or independent variable, agility. Organizational and dependent or respondent variable: strategic entrepreneurship.

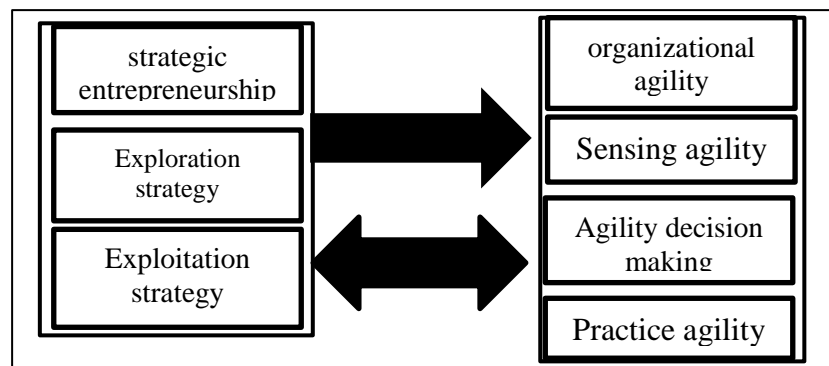


Figure 1: The hypothetical framework.

**2.3 Data collection methods:**

The researcher clarified the hypotheses, or the hypothetical model, by linking the study’s variables, the independent variable, organizational agility, and the dependent variable, strategic entrepreneurship. The questionnaire is a tool for collecting data and information that reflects and translates practical reality to achieve data testing using SPSS, each of which achieves a specific goal, the final result of which is... Statistical tests for targeted research.

Through analyzing data and information, the trend towards testing hypotheses, as follows, does not mean the frequent use of programs and tests for the accuracy of the analysis. Still, knowledge and know-how of where and how it is used make the data and information analysis accurate in testing the study hypotheses and achieving the desired goals.

**Table 1:** The core re and sub-research variables and the approved metrics

The main variables	Subvariables	Number of vertebrae	Paragraphs from-to	Source
organizational agility	Sensing agility	4	4-1	(Nafei,2016)
	Agile decision making	5	5-1	
	Practice agility	7	7-1	
strategic entrepreneurship	Exploration strategy	6	6-1	(Estrada-Cruz et al,2020)
	exploitation strategy	6	6-1	

Source: Conducted by the researcher based on the sources mentioned above.

**2.4 Concept of organizational agility:**

Since the early 1990s, the agility model has adopted as a solution to environmental dynamic management and a strategy for maintaining competitive advantage in an environment of uncertainty. The capacity to adapt to and benefit from sudden and beneficial changes is correlated with organizational agility as opportunities at the Iacocca Institute of Lehigh University (USA) ( Jaafar et al., 2021). The agile company can satisfy customers’ desires by providing new products and services and can obtain strategic alliances (Hussein and Al Hashemi, 2020). It is a rooted concept that developed previously, that is, the ability to adapt organizationally (Felipe et al., 2017) described in many studies that attempted to present a concept that for global competition, there should be practices that lead to organizational agility at present, as it is recognized as a core competency for any organization dealing with continuous changes in the business environment and competitive pressure (Panda and Rath, 2016) because it is an important concept, as the company's ability to respond quickly to uncertainty. Agility enables it to act speedily in uncertain situations using highly efficient and effective resources (Jalal et al., 2017).

According to (Tallon and Pinsonneault, 2011), the concept of agility indicates an organizational capacity to discover environmental opportunities and threats and respond to them easily, quickly, and skillfully.

To clarify the concept of organizational agility, we present the researchers’ opinions on approaching the definition from multiple points of view (see Table 2).

**Table 2:** Researchers' opinions on the definition approach from multiple perspectives.

Researcher and years	definition
(Al-Taii et al., 2020)	The capacity of an organization to sense, decide, and act swiftly in response to changes in the dynamic environment.
(Kirkpatrick et al., 2021)	It is the capacity to acclimatize rapidly and efficiently in response to or anticipating modifications in the organization's environment.

Organizational agility defined as a dynamic capacity to sense environmental changes and respond to them efficiently, effectively, and strategically to maintain competitive advantage in an environment of uncertainty.

### 2.5 Benefits and Importance of Organizational Agility in the Organization:

The significance of OA lies in a competitive environment that is extensively known and accepted at present. This was done through the availability of tools and methods that support the organization in evaluating and improving agility (Wendler, 2014). In the twenty-first century, organizations must become more agile to compete. Agility has a positive influence on the capacity of the organization to deliver high-quality goods and services. This agility is a crucial component of productivity since it wants modernity and feels pressure to develop new methods to compete effectively in a global market. (Mehdibeigi et al., 2016). This is why agile organizations must adapt strategies for applying knowledge management tools to overcome environmental uncertainty (Tooranloo and Saghafi, 2018) because it is considered a sustainable competitive advantage under turbulent conditions (Pattij et al., 2020). Consequently, it makes it a major basis for organizations encountering fluctuating conditions to use processes to achieve their goals (Cegarra-Navarro et al., 2016). (Al-Dabbagh and Al-Azzawi, 2018) described the importance of organizational agility as speed in decision-making and implementation and the ability to adapt and change to confront threats.

### 2.6 Dimensions of organizational agility:

#### A-Sensing Agility:

The role of sensing plays a crucial part in strategically scanning business events by showing modifications in the business environment. That may significantly impact the strategy, competitive action, and future performance, as the sensing task includes activities like obtaining data about environmental change events (park et al., 2017). El-Sawy (1985) stated that the sensing task consists of activities like accessing data related to events that appear in environmental shifting and getting rid of trivial information in light of pre-determined foundations (Nafei, 2016). The organizational ability to detect and monitor events and shifts to strategic moves of novel competitors, and the emergence of new technologies at the right time (Hayan Hamdan and Rahman, 2021). As for the sensing ability, it relies on the organization's capacity to interpret and evaluate signals of change, which goes beyond simply observing and experiencing the changes that are taking place right now, even projecting and forecasting upcoming adjustments and difficulties (Popadic et al., 2015).

#### B- Agility of Decision-Making :

Decision-making agility enables organizations to develop dynamic capabilities that require continuous changes in the business environment and apply these capabilities to proactively adapt or create new capabilities to maintain competitive advantage (Shrivastava and Kam, 2023). In addition, decision-making includes a small number of interconnected activities, that account for several specific events and may recognize opportunities and threats (Mahdi, 2023). Agility in decision-making from reality is a new and grounded key success factor. When the decision maker faces a complex environment, it is possible to change direction when uncertainty is unstable . That targets the correct flexible decision (Necib Adel et al., 2021). Therefore, he noted that wisdom is core to addressing deficiencies in entrepreneurship and improving the decision-making process. (Al-Amiri and Al-Uqabi, 2021)

### C-Practice Agility:

Organizations may enhance their operational performance by purposefully translating possibilities into suitable actions, which gives them the agility to promptly respond to new chances that arise in the business environment (Holotiuk et al,2018).

According to Thomas et al. (1993), organizations may employ different procedures and resources to change operations and redesign the organizational structure (Mohammed and Omer, 2021). Therefore, the organization should modify the course of events, reconfigure resources, restructure Correlations, and determine the organization's measures and competitive policies by providing new, high-quality products to confront eco-change (Nsaif et al., 2021).

### 2.7 Concept Of Strategic Entrepreneurship:

The concept of SE arose in the early 2000s. It attracted immediate attention among researchers in strategy and entrepreneurship due to its goal of uniting strategic management and entrepreneurship research and its importance in the entrepreneurial process that should characterize organizations (Zhao et al., 2020). It emphasizes strategic entrepreneurship that defines entrepreneurial activity from a strategic perspective and focuses on the significance of strategically managing the sources of entrepreneurial activities to obtain a competitive advantage. The entrepreneurial process is defined as strategic actions achieved with an entrepreneurial mindset (Dogan, 2015) because it involves behaviors of searching for opportunities and seeking advantages that lead to high performance in the organization. So, strategic entrepreneurship is new in the entrepreneurship literature. Active strategic entrepreneurship works as an indicator to contribute to the organization's capacity. That would balance opportunities-seeking behaviors and pursue investing advantages (Mohutsiwa, 2012). To clarify the term strategic entrepreneurship, we present the researchers' opinions on approaching the definition from multiple viewpoints, as shown in the table :

**Table 3:** Concept of strategic entrepreneurship according to researchers' opinions.

Researcher and years	Definition
(Ibrahim, 2016)	It is a strategy relevant to any organization seeking to create wealth in the public and private sectors.
(Simsek et al.,2017)	They are specific, observable actions and lists of actions that stand for opportunity-seeking and advantage-seeking behaviors with the intent of making and capitalizing on value.

Strategic entrepreneurship defined as research activities that utilize the strategy of opportunities and require entrepreneurship and to create and create wealth.

### 2.8 Significance Of Strategic Entrepreneurship For Business Organizations:

Implementing strategic entrepreneurship is crucial in business organizations in a turbulent environment, and companies must be intelligent and adapt (El Shiffa et al., 2022). Therefore, it needs to use entrepreneurial and strategic viewpoints to thrive in the rough business world of today. Integration is called Strategy and Entrepreneurship. Strategic entrepreneurship emphasizes both the behaviors of looking for opportunities and benefits. That requires future opportunities to be invested and to provide precious value (Tipu and Fantazy, 2018). the study (Mohammed and Al-Hamad, 2020) described the significance of strategic entrepreneurship. It enables organizations to seize opportunities to identify and gain competitive advantage, in addition to the environment distinguished by a high degree of uncertainty, complexity, and many rapid and sudden changes (Salman et al., 2019).



According to researchers (Tukker and Tischner 2017), organizations that rely on new technology confront two main issues related to their modernity-related duties. Making income streams and controlling cost structures is the first step to effectively and economically investing in internal skills. Combating the quick creation of new technology and the short lifespan of many technological goods and services brought on by fierce industry rivalry, the second strategy investigates unique ideas (Hughes et al., 2021). (Kim, 2018) confirmed there was a significant increasing interest in employing strategic entrepreneurship as an organization-wide behavior in increasing the organization's innovative skills and achieving competitive advantage. Adopting strategic entrepreneurship is an important and basic aspect for business organizations.

Therefore, the entrepreneurial approach is one of the organizational characteristics of the organization and is no less important than attitudes, beliefs, knowledge, skills, abilities, and personality, as skills and behavioral trends are needed to maintain business success (Mohammed et al., 2020).

## **2.9 Dimensions of strategic entrepreneurship:**

### **A-Exploration Strategy :**

In the sense of looking for new opportunities and developing cutting-edge services, processes, and products to survive in the mediocre to long term in the face of today's vast development motivated by fierce competition in industries and exploration technologies, exploration is one of the unique strategic activities of organizations (Hughes et al., 2021). Strategic management necessitates generating and maintaining one or more competitive benefits as to how chances are taken into consideration. Entrepreneurship focuses on identifying and seizing opportunities. Growth and generating money for the company are goals shared by both entrepreneurship and strategic management (Hitt and Ireland, 2005). Exploration contributes significantly to an organization's competitive advantage as it is one of the facets of strategic entrepreneurship (Paek and Lee, 2018).

### **B- Exploitation Strategy:**

Achieving the goal that involves Exploitation is to benefit more from the current competitive advantage involved in the strategies (Kraus et al., 2019). Therefore, the exploitation strategy is a process that emphasizes enhancement, speed, accuracy, and focus on existing competencies. The success of the exploitation is concerned relatively more with efficiency rather than effectiveness. That is evident in the additional enhancements that enable the organization to outperform its competitors in specific areas (Webb et al., 2010). It has become clear that Exploitation-based business strategies oriented toward the market and existing customers (Niskanen et al., 2017).

## **2.10 Correlation between organizational agility and strategic entrepreneurship:**

Organizational agility behavior is significant for its ability to provide solutions at a lower cost. OA is one of the main factors for achieving the company's success in environmental uncertainty and achieving strategic entrepreneurship, represented by organizational agility behavior or strategic suitability (Gunasekaran et al., 2019). Organizational agility's contribution is towards the possibility of making companies retain the ability to face risks, explore opportunities, and investing advantages represented by the activity of accuracy and speed in decision making (Atkinson and Moffat, 2005), as managers who have brilliant skills play a part in the success of an agile organization (Alamsjah and Asrol, 2023).

It was confirmed in a study by (Chen and Siau 2011) that organizational agility is the component that helps in sensing and discovering opportunities, responding to these opportunities, and investing in them promptly, directed toward entrepreneurship. A logical ability is primarily related to identifying and exploring market requirements and technological opportunities inside and outside the organization.

(Wijaya, 2023) added that entrepreneurial behavior has a strategic thought, and entrepreneurship is based more on organizational behavior where the company detects market chances for potential utilization or profit, and strategic management focuses on achieving sustainable competitive advantage.

The researcher noted that organizational agility is characterized by speed and decision-making in sensing opportunities, seizing them, and maintaining environmental activities as a starting point for strategic entrepreneurship. The main reason is to discover opportunities and invest advantages due to continuous changes in a dynamic and complex environment.

### **3. Discussion of Results:**

#### **3.1 Analysis of search results:**

The paragraphs below, according to the table, came in first place in the statistical analysis of the results according to the trends in the degree of agreement of the members of the research sample with them. They obtained the arithmetic mean, where the value reached according to the answer limited to the category (4.2-3.4), between the options agreed in good consistency regarding the answers, as confirmed by the table. These results indicate a good level of importance among the sample studied, as confirmed by the relative importance and ranking according to the sample's degree of interest in the paragraphs. The mean value of sensing agility was (3.8), which reflects a high endorsement and response, showed by members of the sample with a standard deviation and difference factor (1.0), and (0.26) respectively, as this adverse result showed that companies had inactivity in detecting evolving changes.

The mean value for decision-making agility and practice agility is (4.0) which reflects support for a high response to decision-making agility with a standard deviation and differential factor (0.80) and 0.2, reflecting that companies are seeking to develop strategic plans that meet urgent needs to maintain the value of their customers. The agility of practice has reached a standard deviation and variation factor (0.68), (0.17) respectively, which indicates a good level of importance for the selected sample, enabling companies to enhance their capabilities whenever necessary.

The mean value of the exploration results (4.0), which referred to "an agreed option", reflected the endorsement of a high response by members of the sample in severity with a standard deviation and a different factor (0.84), and (0.21) respectively, which meant that companies had importance in upgrading and strengthening the agricultural sector.

The mean value of exploitation results (4.1) was in good harmony with the responses by standard deviation and by a different factor (0.59), and (0.14), indicating the selected companies seeking to improve customer satisfaction continuously.

Table 4: Participants' responses to the questionnaire items

Statement	SA	A	U	D	SD	M	Std	Coefficient of variance	Relative importance	Rank
The company frequently lags in recognizing new developments in technology.	26	36	20	9	2	3.8	1.0	0.26	%76	1
	28.0 %	38.0 %	21.5 %	9.7 %	2.2 %					
The company is putting a new business strategy into action right now to meet customer needs.	22	57	8	5	1	4.0	0.80	0.2	%80	1
	23.7 %	61.3 %	8.6 %	5.4 %	1.1 %					
The management of the business can reorganize or allocate its resources properly.	23	55	13	2	0	4.0	0.68	0.17	%80	1
	24.7 %	59.1 %	14.0 %	2.2 %	0					
The management of the business looks for innovative ways to satisfy customers.	27	53	6	6	1	4.0	0.84	0.21	%80	1
	29.0 %	57.0 %	6.5 %	6.5 %	1.1 %					
To make sure that the firm's clients are satisfied, the firm's management modifies its stance as much as feasible.	27	57	9	0	0	4.1	0.59	0.14	%82	1
	29.0 %	61.3 %	9.7 %	0	0					

Source: Conducted by the researcher based on outputs of Spss v.22.

### 3.2 Analysis of correlations:

To verify the validity of the core hypothesis H1, stating (that organizational agility is associated with a positive, significant correlation with strategic entrepreneurship). Table 5 illustrates the presence of a strong, positive, significant, and statistical relationship between organizational agility and strategic entrepreneurship in companies affiliated with the Ministry of Agriculture, the research sample. At the overall level, with a correlation coefficient of (0.714\*\*) at a significance level of (0.00), this result indicates acceptance of the core hypothesis H1. It means OA has a resilient, positive, and significant correlation with strategic entrepreneurship.

Table 5: Correlation between OA and strategic entrepreneurship.

Dep. variable	strategic entrepreneurship
Indep. variable	
Organizational agility	0.714**

Source: Conducted by the researcher based on Spss v.22 results.

The correlation between OA and SE at the sub-variables presented in the table below, which indicates the values of Pearson correlation coefficients at the level of sub-variables and total:

a. There is a positive, statistically significant correlation between the dimension and agility of sensing and exploration, as the correlation value was (\*\*0.523) at a significance level of (0.00). A result verifies the hypothesis and confirms accepting the sub-hypothesis, indicating the positive and significant correlation between sensing agility and exploration.

- b.** There is a positive, statistically significant correlation between the sensor agility dimension and Exploitation, as the correlation value was (\*\*0.340) at a significance (0.01). Results would fulfill the hypothesis and provide support for accepting the sub-hypothesis. That means that there is a positive correlation with significance between sensor agility and Exploitation.
- c.** There is a positive significant statistical correlation between the sensor agility dimension and the strategic entrepreneurship variable, as its correlation value was (\*\* 0.493) at a significance level of (0.00). This result verifies the hypothesis and provides support for accepting the sub-hypothesis, which is a significant and positive correlation between sensor agility and strategic entrepreneurship.
- d.** There is a positive, statistically significant correlation between the agility of decision-making and exploration, as the correlation value was (\*\*0.641) at a significance (0.00). This result verifies the hypothesis and confirms support for accepting the hypothesis, indicating a strong positive and significant correlation among the dimensions of decision-making agility and exploration.
- e.** There is a positive, statistically significant correlation between the agility of decision-making and Exploitation, as the correlation value reached (\*\*0.576) at a significance level of (0.00). This result fulfills the hypothesis and confirms the acceptance of the sub-hypothesis, which indicates a significant positive correlation between agility in decision-making and Exploitation.
- f.** There is a positive, statistically significant correlation between the agility of the decision-making dimension and the strategic entrepreneurship variable, as the correlation value was (0.672\*\*) at a significance level of (0.00). The results would fulfill the hypothesis and confirm the acceptance of the core hypothesis, which indicates a significant positive correlation between agility in decision-making and strategic entrepreneurship.
- g.** There is a positive, statistically significant correlation between the dimension of practice agility and exploration, as the correlation value reached (0.708 \*\*) at a significance level (0.00). Results indicate that this result fulfills the hypothesis and supports its acceptance, indicating a positive and significant correlation between agility of practice and exploration.
- h.** There is a positive, statistically significant correlation between the dimension of agility of practice and Exploitation, as the correlation value was (0.527\*\*) at a significance level (0.00). Results would fulfill the hypothesis and confirm the accepting the core hypothesis. Thus, it indicates a strong positive and significant correlation between agility practice and exploitation.
- i.** There is a positive, statistically significant correlation between the dimension of practice agility and strategic entrepreneurship, as the correlation value was (0.696\*\*) at a significance level (0.00). This result confirms the hypothesis and provides support for accepting the hypothesis, which indicates that there is a positive and significant correlation between practice agility and strategic entrepreneurship.
- j.** There is a significant positive statistical correlation between organizational agility and exploration, as the correlation value was 0.719\*\*, at a significance of level (0.00) . This result confirms the hypothesis and provides support for accepting the hypothesis, which indicates that there is a positive and significant correlation between OA and exploration.
- k.** There is a positive, statistically significant correlation between organizational agility and exploitation, (0.552\*\*), a significance of level (0.00) . This result fulfills the hypothesis and provides support for accepting the hypothesis, which indicates that there is a positive and significant correlation between OA and Exploitation.

**Table 6:** The results of the correlation among the variables of organizational agility and strategic entrepreneurship at the sub- and macro-levels.

Strategic entrepreneurship / Organizational agility	Exploration	Exploitation	Strategic entrepreneurship
Sensing agility	0.523** 0.00	0.340** 0.01	0.493** 0.00
Agility decision making	0.641** 0.00	0.576** 0.00	0.672** 0.00
Practice agility	0.708** 0.00	0.527** 0.00	0.696** 0.00
Organizational agility	0.719** 0.00	0.552** 0.00	0.714** 0.00

**Source:** Conducted by the researcher based on outputs of Spss v.22. Significant correlation at the level (0.01)

### 3.3 Testing the impact Correlations among the main study variables:

The core hypothesis is H2, which states organizational agility significantly impacts strategic entrepreneurship and its dimensions.

Organizational agility affects strategic entrepreneurship at the overall and sub-level. Based on the table below, the calculated (F) value was (94.714), meaning it is larger than the tabular (F) value of (3.95), with a level of significance (0.01), and a significant level of (.000). This shows that there is a very positive effect on organizational agility in the responding variable, strategic entrepreneurship in the companies of the research sample, and observing in the table referred to above, the value of the constant has been determined, (a = 1.560). It means organizational agility is (1.560), albeit the amount of strategic entrepreneurship equals null. The value of (714 = b) shows that changing one unit in OA will lead to a change in strategic entrepreneurship of (714). As for the value of the coefficient of determination, R Square(R<sup>2</sup>) is a descriptive measure and used in interpreting the regression equation for the benefit of the range when estimating values. In addition, it represents a percentage reduction in errors when using the regression equation, and its amount is (.510). That means that organizational agility explains the percentage of (51.0%) of the variance occurring in strategic entrepreneurship, and (49.0%) is the variance expounded by factors that did not come into the regression model. Therefore, these findings offer adequate support to accept the second core hypothesis in the research, stating that organizational agility significantly impacts strategic entrepreneurship.

**Table 7:** Influence Correlations among the key variables

Variables	SPSS					
	Hard limit (a)	Slope b	R <sup>2</sup>	F	Sig	Decision
Total and sub-level X/Y	1.560	.714	.510	94.714	.000	Effect

\*\* The tabular (F) value at the level of 0.01 = (3.95), N = 93

**Source:** Conducted by the researcher based on outputs of Spss v.22.

### 4. Conclusion:

According to the findings, a positive, significant correlation exists among the OA variables and SE at the overall and sub-level in the research community. The results indicate that organizational agility is a motivational strategy in strategic entrepreneurship, and the organizational agility variable is affected by strategic entrepreneurship in companies of the Ministry of Agriculture, so this must include behaviors. We conclude from this the immediate response towards understanding the fluctuations that work in the environment and sensing them through the exploration of opportunities and then the hasty decision-making by managers. That

may contribute to exploiting the advantages and the presence of interest among the sample population in the dimensions of the variables with a positive statistical significance. Furthermore, we concluded that expressing organizational agility consolidates aspects of organizational capabilities to seek value-oriented knowledge due to understanding and sensing changes quickly to confront competitors. Additionally, achieving high organizational performance by a strategic, pioneering nature and applying the practice to deal with changes so that these companies in the Ministry of Agriculture become more agile. It must be able to mobilize the organization's resources to achieve the desired goals due to the integration of the search for exploring opportunities in entrepreneurship and exploiting advantages in strategic management.

### **5. Further Work:**

Based on the completion of the scientific research process on these two variables, it is important to conduct more studies on them in institutions due to their impact on administrative issues, including the success of companies and achieving organizational performance, as well as institutional discrimination.

### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## العلاقة بين الرقابة التنظيمية والريادة الاستراتيجية: بحث تحليلي في شركات وزارة الزراعة في العراق

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### مستخلص البحث:

يهدف البحث إلى اختبار العلاقة الارتباطية بين الرقابة التنظيمية كمتغير مستقل والريادة الاستراتيجية كمتغير تابع في الشركات التابعة لوزارة الزراعة العراقية. هناك اهتمام كبير ومتزايد بهذه المتغيرات لأنها مفاهيم معاصرة تساهم في التكيف البيئي من أجل الحفاظ على قيمتها وتقليل المنافسة، ومن أجل تحليلها وتوضيح الارتباطات بين المتغيرات الموجودة حالياً في البحث، وتمت صياغة مجموعة من الأهداف تهدف إلى الكشف عن طبيعة العلاقة الارتباطية بين الرقابة التنظيمية والريادة الاستراتيجية إن وجدت في الشركات المدروسة. وفي هذا الصدد تم صياغة عدد من الفرضيات أهمها علاقة الارتباط والتأثير (الرقابة التنظيمية وأبعادها في الريادة الاستراتيجية) و(باستخدام المنهج الوصفي التحليلي). وقد تم جمع البيانات البالغة من مجتمع دراسة (102) فرداً وذلك لأن العينة (طبقية) طبقة ضمن نفس مستوى المديرين، وعند استرجاع الاستبانات الصالحة شكلت العينة النهائية (93) شخصاً. ولتحليل البيانات تم استخدام البرنامج الإحصائي (SPSS)، وذلك من خلال اعتماد الأساليب الإحصائية المناسبة في البحث الحالي. وقد أظهرت النتائج قبول فرضيات الارتباطات والتأثير على مستوى المتغيرات الكلية والفرعية، وخلص البحث في إدارة الشركات إلى ضرورة اعتماد سلوكيات الرقابة التنظيمية بسبب الاستجابة الفورية نحو فهم واستشعار التغيرات التي تحدث في البيئة وفق استكشاف الفرص ومن ثم الاستجابة والمسارعة في اتخاذ القرارات المرنة تجاه الاستثمار في المزايا نحو الريادة الاستراتيجية.

### نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث : الرقابة التنظيمية، الريادة الاستراتيجية، الشركات التابعة لوزارة الزراعة العراقية.

\*بحث مستقل من أطروحة دكتوراه