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## Impact of Strategic Entrepreneurial on Strategic Decision-Making: A Field Study in North Oil Company/Kirkuk

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### Abstract:

The scope of the concept of strategic entrepreneurship has expanded within organizations, and interpretations of this concept have multiplied. It is a critical element that must be considered across the various related dimensions, because it is of great importance as it has the ability to change the direction of business organizations today in addition to the support it provides for strategic decisions, resources and industrial education. The research initially identified the theoretical gap between the existing intellectual proposals put forward by the researchers, which paved the way for practical application within the North Oil Company / Kirkuk. The main tool used in collecting data and information was the questionnaire, which was presented to a group of arbitrators to be modified and appropriate to the field and the ease of answering it by the researched sample. The questionnaire was distributed to middle management within the company at the rank of department manager and Division manager. A total of 56 questionnaires were distributed, of which 53 were retrieved. The Amos program was used in addition to the statistical program Excel and SBSS, and the research aims to identify the basic dimensions of entrepreneurship and strategic decisions. The study used the descriptive analytical method. Moreover, one of the most prominent results of the research is that strategic entrepreneurship is the main factor for organizations that wish to obtain excellence and prosperity and have the ability to continue in a competitive environment, where strategic entrepreneurship avoids weaknesses and exploitation. strengths. For the organization, this of course requires decisive and quick strategic decisions

**Research type:** Research paper

**Keywords:** Strategic Entrepreneurship, Strategic Decisions.

The research is extracted from the doctoral dissertation\*

### **Introduction:**

Strategic entrepreneurship originated from the integration of two management theories: strategic management and entrepreneurship. Although they have evolved independently, they have converged to explain how companies utilize strategies to gain a competitive advantage when confronted with unknown disruptions. Entrepreneurship has expanded its scope to encompass strategic management as its complementary facet within the context of entrepreneurial businesses and their focus on creating value. This has led to the integration of strategic management into various activities that enhance strategic decisions and provide support for strategic partnerships, resources, and industry education. Furthermore, the convergence between Strategic Entrepreneurship and market capabilities, along with the diverse resources possessed by large organizations, plays a crucial role in shaping significant strategic decisions for these organizations. This extends the study of entrepreneurship from an individual level to an organizational level. This shift has been prompted by numerous organizations facing rapid changes in technology, society, and the economy, compelling them to foster an entrepreneurial mindset within their ranks.

### **Literature review:**

Several studies have focused on the variable of Strategic Entrepreneurship, including Paek and Lee (2017) conducted to develop a conceptual model to investigate the dimensions of strategic entrepreneurship to achieve a sustainable competitive advantage. The results of the study indicated that the position of the company and its evolutionary path affect entrepreneurs, managerial capabilities, and organizational learning of existing companies. Alayoubi et al (2020) Examined the impact of implementing strategic entrepreneurship requirements on achieving technical innovation. The researchers employed the comprehensive inventory method and distributed 149 questionnaires to the entire study population. Out of these, 115 questionnaires were returned. The results of the study indicated a strong positive correlation between the requirements of Strategic Entrepreneurship implementation and the achievement of technical innovation. The concept of Strategic Entrepreneurship was highlighted as one of the primary factors contributing to the development of active entertainment organizations (Amagancarczyk, 2020).

Additionally, Machado et al (2021) conducted a study to identifying the common and distinct topics between Strategic Entrepreneurship and strategy to comprehend the boundaries of each discipline. One of the outcomes of this research was the theoretical contribution to the field of strategic research and Strategic Entrepreneurship. It presented a comparison of bibliometric studies conducted in each field and highlighted the specific areas of focus within each discipline. Many studies have dealt with the variable of Strategic Decisions, such as Bocker and Palmer (2009) illustrated strategic decisions, aiming to gain a better understanding of decision-making processes in Mexico and Germany and how culture influences decision-making. The study focused on Femsa in Mexico and Siemens in Germany as the study population and sample, respectively. The study concluded that German companies tend to make rational decisions, while Mexican companies make decisions that consider both short-term and long-term implications. Sarkute (2010) explained decision-making processes that impact governments. The study involved 60 members of the Lithuanian government. One of the key findings was that decision-making processes in government are constrained by classifications and influenced by the nature of the department or sector. Additionally, political factors were found to have an impact on government decision-making. Negrea (2020) aimed to further explore the theory of attractive quality of new offerings. The results of the presented case study supported the applicability of the new tool, which can serve as a signal for managers to appropriately assess customer requirements as an initial step toward strategy development. Saleh et al (2021) conducted a study highlighting the role of information technology capabilities in making successful strategic decisions.

The study gathered questionnaires from 45 respondents at the University of Mosul. The study emphasized the importance of leveraging information technology and organizational capabilities to make effective strategic decisions, particularly in rapidly changing environments.

The problem of this research is illustrated that the organization is not far from the accelerating rate of environmental changes taking place in its surroundings and the challenges posed by the environment that can affect the organization negatively or positively. Therefore, the organization had to adopt a modern pioneering approach that can adapt to the external and internal variables that the organization is going through, i.e. The organization develops current strategies and policies in a way that enables it to become more capable of conforming vertically and horizontally with its external and internal environment, as each of strategic decisions and strategic leadership has a major role in the success of organizations. Now, some problems that weaken the role of the organization in making decisions A strategy that would hinder the achievement of a sustainable competitive advantage for the researched organization, as the problem emerges, According to the researcher, the following points present challenges in this regard:

1. What are the basic dimensions of strategic entrepreneurship?
2. What does the organization need to achieve strategic decisions?
3. What are the capabilities of the organization to implement strategic entrepreneurship?
4. What is the level of concept of the organization's adoption of strategic entrepreneurship?
5. Is there a correlation between the variables (entrepreneurial culture, entrepreneurial mentality, entrepreneurial entrepreneurship, strategically managed resources, and strategic decisions)? What is the strength of this interdependent relationship?
6. Is there an effect between Strategic Entrepreneurship and its dimensions on strategic decisions, and what is the strength of this influence?

The objective of this research is the impact of strategic entrepreneurship through achieving strategic decisions. In addition, it seeks to identify other objectives, including:

1. Determining the dimensions of strategic entrepreneurship that are utilized in North Oil Company to achieve strategic decisions.
2. Verifying the extent to which the dimensions of strategic entrepreneurship are employed in the field of study.
3. Finding a theoretical aspect of the variables under study can contribute to discovering solutions and developing the research field.
4. The research aims to determine how to make strategic decisions that will advance the economic situation of Iraq.

#### **Material and Methods:**

The researchers utilized an analytical descriptive approach to collect and analyze the necessary data to achieve the research objectives and test hypotheses. Data was collected through a questionnaire tool consisting of two parts. The first part included personal information about the study sample, which consisted of workers in the North Oil Company / Kirkuk, such as sex, age, educational attainment, years of service, position, and job. The second part included questions related to research variables. The researchers relied on various statistical tools available in statistical programs such as SPSS, and Excel to process the data and extract results.

#### **Population and Sample:**

The research community selected for the study was the North Oil Company in Kirkuk, which consisted of 67 department and division managers. The sample size was determined using the table designed by Morgan and Krejcie (1970), which indicated that the sample size should not be less than 56 individuals. The researcher distributed 56 questionnaires and received 53 valid questionnaires for analysis, which was the final sample size. The questionnaire included two parts. The first part consisted of personal information, such as sex, age, education, years of service, job, and department. The second part included questions related to the research variables.

**Hypotheses :**

- 1.The first main correlation hypothesis states that there is no statistically significant correlation between strategic entrepreneurship and strategic decisions.
- 2.The second main influence hypothesis states that there is no statistically significant effect of strategic entrepreneurship on strategic decisions.
- 3.The third main multiple effect hypothesis states that there is no statistically significant effect of the combined dimensions of strategic entrepreneurship on strategic decisions.

**Concept of Strategic Entrepreneurship:**

Strategic entrepreneurship is a critical factor that has contributed to exciting changes in the workplace. It fosters increased competition between institutions innovatively and creatively, driving them to provide new services to customers while also encouraging the restoration of successful traditional work patterns. It is a comprehensive and continuous process that involves defining the goals and objectives of an institution within its internal and external environment. Though it cannot predict the future, it prepares the organization by outlining the steps needed to implement a strategic plan. Strategic entrepreneurship involves a range of continuous activities that include environmental analysis, strategy creation, and implementation, monitoring of the implementation process, and organization of resources in line with the vision, mission, and goals of the organization (Athapaththu, 2016).

Strategic entrepreneurship involves carrying out pioneering work from a strategic perspective, focusing on finding opportunities in the external environment, generating new ideas through creativity, possessing a spirit of the ability calculated risk, clear vision, and to read the environment, plan and deal with ambiguous circumstances having add and maximize value for institutional excellence (Al-Hakim and Ali, 2017) .

Akande (2012) defines strategic entrepreneurship as a process directed at strategic decisions and management efforts, aimed at identifying the best opportunities for investment through strategic actions, while Hoskisson (2013) views it as carrying out entrepreneurial work from a strategic perspective, searching for entrepreneurial opportunities and competitive advantage, designing and implementing strategies to achieve value for the customer and financial benefit for the owners of the institutions .

Kuratko and Morris (2018) emphasize that strategic entrepreneurship involves proactive and developmental behaviors and activities that invest in innovation and constantly search for opportunities that create value for individuals, organizations, and society, achieving sustainable strategic competitive advantage and ensuring superiority over competitors .

The researcher believes that strategic entrepreneurship is a continuous administrative process that aims to raise efficiency, solve problems, and create creative and innovative solutions for achieving value for customers, providing appropriate services, achieving financial benefit for the institution, and increasing its capacity and competitive position among other institutions. Entrepreneurship can be achieved through either creating a new idea or developing an existing idea by adding modifications and touches that make it unique and successful. Strategic entrepreneurship is a modern field of management that integrates entrepreneurship and strategic management to evaluate and implement entrepreneurial strategies that create wealth (Hamid and Al-Nuaimi, 2015).

**Importance of Strategic Entrepreneurship:**

The search for entrepreneurship and excellence has become increasingly important for organizations due to the increase in their numbers,the diversity of their specialties, and the emergence of many local and global challenges that require raising their competitive capabilities and improving the quality of their operations. Therefore, applying strategic entrepreneurship has become necessary due to its importance, as determined by (Abdul Qader and Mahmoud 2018) and (Mohamed, 2019):

1. Pioneering activity is a mechanism for strategic change, development, and renewal.
2. Strategic entrepreneurship has a positive impact on the economy and society, as it facilitates the process of their stability.
3. Strategic entrepreneurship is an advantage and strategy to achieve continuous growth and competitive advantage.
4. It helps to excel and improve performance by balancing the components of efficiency and effectiveness of performance.
5. Encourages creativity and forming advanced ideas.
6. The researcher believes that organizations' pursuit of strategic entrepreneurship will make them more capable of responding to changing dynamic environments by adopting visual and creative work strategies based on a comprehensive strategic analysis of the internal and external environment. This will enable them to discover entrepreneurial opportunities and pursue strategies to achieve a competitive advantage. Additionally, organizations can prepare a generation of workers in the field of entrepreneurship, spread the culture of entrepreneurship, and strengthen links and networks with beneficiaries and relevant sectors of society.

### **Strategic Entrepreneurship Goals:**

Organizations use strategic entrepreneurship to achieve their strategic goals and distinguish themselves from competing organizations in the same sector. According to Pereira and Omer (2016) and Nakyejwe (2016), the objectives of strategic entrepreneurship are as follows:

1. Achieving superior and distinguished competitive performance through searching for opportunities and advantages simultaneously.
2. Achieving sustainable competitive advantages that lead to the maximum possible amount of wealth through effective exploitation of available opportunities.
3. Enhancing organizational performance by providing new and innovative services and products, expanding geography, developing infrastructure, and achieving a high level of performance.
4. This is a strategic goal for many organizations seeking growth and sustainability.
5. Developing mechanisms to raise entrepreneurial activity in accordance with new strategic procedures, contributing to the formation of competitive advantages that increase wealth and value and make the organization distinct from competitors.

The researcher believes that achieving distinguished and effective competitive performance is one of the most important goals of strategic entrepreneurship, and it is achieved through various mechanisms and dimensions of strategic entrepreneurship. It is important to focus on the most important goals and priorities, define the activities to be carried out, evaluate strengths and weaknesses, and provide feedback in line with global trends.

### **Dimensions of Strategic Entrepreneurship:**

The most common dimensions of strategic entrepreneurship are based on the study by Ireland and Webb (2007), which many researchers have used as a basis for measuring strategic entrepreneurship. The scale identifies five main dimensions of strategic entrepreneurship: entrepreneurial culture, entrepreneurial mindset, entrepreneurial entrepreneurship, strategically managed resources, and applying innovation and developing creativity.

1. Entrepreneurial culture is defined as an environment that encourages new ideas, creativity, and risk-taking. It fosters tolerance for mistakes and failures, enhances learning, stimulates creativity, and leads to change that creates opportunities (Hitt et al, 2011). Al-Sheikhly, and Raheemah (2017) indicated that the entrepreneurial culture represents a climate that encourages and helps generate creative ideas and practical experience. There are several components of an entrepreneurial culture, including organizational components for experimentation and risk-taking, as well as the participation of workers in the process of creating change and developing the organization.



2. Entrepreneurial entrepreneurship is a form of behavior that is distinguished from other types of entrepreneurship behaviors required in highly turbulent, difficult, and competitive environments. (Moisher, and, Raheemah 2021)". It involves using available resources to produce something new that can face intense competition. Entrepreneurial entrepreneurship includes organizing and motivating a group of subordinates to achieve a common goal through innovation, taking risks, taking advantage of opportunities, and dynamically managing the organizational environment (Danook and, Al.obaidy 2022). Hassan and Raheemah (2021) saw an entrepreneurship style that focuses more on serving team members.

3. The Entrepreneurial mentality is a way of thinking about businesses and activities that carry an aspect of uncertainty and seizing them as opportunities. Individuals with a distinct entrepreneurial mindset can identify, discover, and exploit new and promising opportunities with their cognitive abilities and the ability to sense and anticipate opportunities in market sectors before their competitors. This is achieved through being vigilant and proactive in organizing projects (Saadat, 2016). It is a fixed set of attitudes that individuals adopt, which affects their interaction with the world in a specific and fixed way (Mbanga, 2016). Muhammad and Al-Hamad (2020). indicate that the entrepreneurial mindset is the beliefs that direct how situations are dealt with, but they remain hidden.

4. Strategically managed resources are an indicator of an organization's performance. Strategic resource management leads to creativity and innovation, which are used to exploit entrepreneurial opportunities to develop and maintain competitive advantages that can be effectively used under current competitive conditions. This, in conjunction with behaviors seeking competitive advantage, will increase the organization's efforts to create wealth. Resource management strategically influences the value that can be derived from tangible and intangible assets that organizations use to develop and implement their strategies. This suggests that creating, maintaining, and sustaining resource pooling and allocation techniques may become a focal point for the organization (Ireland, and Sirmon, 2003). The exploitation of tangible and intangible resources with the simultaneous use of opportunity-seeking behaviors is a decision-making model for human resource policies, practices, and procedures (Kawa and Anholcer, 2018).

5. Applying innovation and developing creativity is another dimension of the strategic entrepreneurship approach. Being innovative is a necessity for companies in today's world to compete and gain a sustainable competitive advantage. There is a need for innovative behavior, and the innovative activities of entrepreneurs can be seen in different genres. As mentioned by Tantau (2011), the "entrepreneur" is the innovator who implements change within the markets by implementing new combinations. New combinations can be implemented in several forms. (Genc, 2012).

#### **Strategic Decisions:**

The strategic decision represents the fundamental cornerstone determining the success or failure of business organizations, irrespective of their type or industry. It serves as the core element within the organizational management process, acting as a key and influential instrument in attaining strategic objectives. This is achieved through an emphasis on the overall and future orientations of the organization, underpinned by a comprehensive analysis of the multifaceted aspects of the external environment. Simultaneously, it entails the execution of the chosen strategy, relying on precise and reliable information that enables the identification of optimal strategic alternatives.

#### **The Concept of Strategic Decisions:**

Multiple perspectives from researchers have contributed to various concepts of strategic decision-making. Shafie et al (2017), strategic decisions are defined decisions made by top-level management after conducting a thorough analysis of both internal and external organizational environments.

The objective is to make the best decision aligned with the organization's goals. Constantiou et al (2018) view strategic decisions as rational and logical processes, wherein leaders gather accurate information inputs, analyze them, and select appropriate alternatives, rather than necessarily aiming for the optimal choice.

The researcher suggests that strategic decisions encompass both science and art, signifying their importance and their direct impact on the organization's future. These decisions are made by senior management, who focus on identifying the organization's strengths and weaknesses. Due to their high degree of sensitivity, it is essential to involve relevant authorities in the decision-making process. Al-Shammari (2006) emphasizes that strategic decisions determine the future direction of the organization and have a comprehensive impact on its various units.

#### **Dimensions of Strategic Decisions:**

The study of strategic decisions involves identifying the key dimensions that illustrate their essence, as well as reviewing the studies that have examined these dimensions. By highlighting these dimensions, we can gain a better understanding and identify similarities among different authors.

##### **1.Procedural rationality:**

Cetin and Pekince (2011) argue that the process of strategic decision-making involves aligning the organization's capabilities with the surrounding opportunities and threats. This necessitates the implementation of a planning process to make rational decisions that consider all relevant circumstances. Strategic decisions are considered the brain and nervous system of organizations, as they form the cornerstone and motivation for strategic planning. They help in selecting the most suitable alternatives, requiring an understanding of the decision context and the careful selection and implementation of the optimal choice.

According to Al-Baghdadi et al (2018), rationality is characterized as an intellectual process that takes place within the minds of employees. It enables them to analyze data and information effectively and work towards achieving the goals set by senior management. Furthermore, it emphasizes the importance of developing managerial capabilities to make high-quality decisions at the organizational level.

##### **2.Inferential Political Behavior:**

Inferential political behavior, as described by Shepherd (2014), refers to the extent to which participants in the decision-making process prioritize their personal goals or the goals of their specific administrative units over the overall goals of the organization. Essentially, it assesses the degree to which the decision-making process exhibits characteristics of political behavior, such as forming alliances, employing information tactics, and seeking advice from external advisors (Tamm et al, 2014).

The political dimension of the decision-making approach relates to how businesspeople rely on stakeholders and those who have the authority to influence and control decision-making activities within a specific section of the organization. This encompasses defining the procedures and determining how they should be implemented (Alsoboa et al, 2015).

#### **Discussion of Results :**

**First:** Testing the first main correlation hypothesis

The first main correlation hypothesis: (There is no statistically significant correlation between Strategic Entrepreneurship X and strategic decisions Y) It is clear from Table 1 That there is a statistically significant correlation between Strategic Entrepreneurship and strategic decisions, as The correlation coefficient recorded a significant positive correlation between Strategic Entrepreneurship and strategic decisions, as it reached an amount of (0.834\*\*), as shown in Table 1 Which is a significant correlation at a significant level (0.01), and therefore this result confirms the existence of a relationship There is a significant positive correlation between Strategic Entrepreneurship and strategic decisions, and these results confirm the rejection of the second main correlation hypothesis and the acceptance of the alternative hypothesis, which

states (there is a statistically significant correlation between Strategic Entrepreneurship X and strategic decisions Y).

**Table 1:** The correlation between Strategic Entrepreneurship X and strategic decisions Y

<b>Strategic Decisions Y</b>	
.834**	<b>Strategic Entrepreneurship X</b>

**Second:** Testing the first main impact hypothesis

To examine the hypothesis that states there is no statistically significant effect between Strategic Entrepreneurship (X) and strategic decisions (Y), a simple linear regression model was employed for analysis. The calculated (F) value was 116.723, which is higher than the tabular (F) value of 6.84 at a significance level of 0.01. Consequently, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a statistically significant effect between Strategic Entrepreneurship and strategic decisions. This signifies that Strategic Entrepreneurship significantly influences strategic decisions. Moreover, the determination coefficient ( $R^2$ ) is 0.696, indicating that Strategic Entrepreneurship accounts for 69.6% of the variables observed in strategic decisions. The remaining 30.4% is attributed to other variables not included. Furthermore, the marginal slope coefficient ( $\beta$ ) is 0.807, which is statistically significant. The calculated (t) value for this coefficient is 10.804, surpassing the tabular (t) value at a significance level of 1% (2.36). The constant term ( $\alpha$ ) in the equation is recorded as 0.625, and it is statistically significant. The calculated (t) value for the constant term is 2.093, exceeding the tabular (t) value at a significance level of 5% (1.66). This implies that when Strategic Entrepreneurship is equal to zero, the strategic decisions will not be lower than this value.

**Table 2:** Statistical indicators for analyzing the impact of Strategic Entrepreneurship dimensions X on strategic decisions Y

The decision	Moral	(t) Calculated	(F)	( $R^2$ )	Dimensions of the Strategic Entrepreneurship variable X			The dependent variable
Moral	0.000	2.093	116.723	0.696	0.625	( $\alpha$ )	Entrepreneurship Dimensions X	Strategic Decisions Y
		10.804			0.807	( $\beta$ )		
Tabular (F) value = 6.84 /// Tabular (t) value = 2.36 , 1.66 /// Sample size = 53								

**Third:** The main multiple effect hypothesis, states that there is no statistically significant effect between the dimensions of Strategic Entrepreneurship combined in strategic decisions.



Table 3 presents the statistical indicators between the dimensions of Strategic Entrepreneurship (X) and strategic decisions (Y), as expressed in the following equation. From Table 3, the following observations can be made:

The calculated (F) value for the model is 31.309, surpassing the tabular (F) value of 3.17 at a significance level of 1% with two degrees of freedom (5.47). Therefore, we accept the hypothesis, indicating a statistically significant effect between Strategic Entrepreneurship and its dimensions in strategic decisions. This signifies that the dimensions of Strategic Entrepreneurship have a fundamental and influential impact on strategic decisions. For the researched organization, paying attention to all dimensions of Strategic Entrepreneurship simultaneously and without favoring one dimension over another will help improve strategic decisions comprehensively.

The determination coefficient ( $R^2$ ) has a value of 0.769, indicating that the dimensions of Strategic Entrepreneurship explain 76.9% of the variations in strategic decisions. The remaining 23.1% can be attributed to other variables .

Moreover, the marginal slope coefficients ( $\beta$ ) for entrepreneurial mentality and innovation and creativity are 0.512 and 0.203, respectively. These coefficients are statistically significant, as the calculated (t) values (4.239 and 1.771) exceed the tabular (t) values at a significance level of 1% (2.36 and 1.66). On the other hand, the marginal slope coefficients for entrepreneurial culture, entrepreneurial entrepreneurship, and strategically managed resources are 0.058, 0.033, and 0.091, respectively. These coefficients are statistically insignificant, as the calculated (t) values (0.479, 0.274, and 0.879) are lower than the tabular (t) values at a significance level of 5% (1.66).

The constant term ( $\alpha$ ) in the equation is recorded as 0.701 and is statistically significant, as the calculated (t) value of 2.499 exceeds the tabular (t) value at a significance level of 1% (2.36). This implies that when Strategic Entrepreneurship, along with its combined dimensions, equals zero, the strategic decisions will not be lower than this value.

**Table 3:** Statistical indicators for analyzing the impact of Strategic Entrepreneurship dimensions X combined on strategic decisions Y

Strategic Decisions Y							
Decision	Significant	F Computed	Coefficient of determination $R^2$	Significant	T Calculated	Regression coefficients	Strategic Entrepreneurship
Significant	0.000	31.309	0.769	.016	2.499	.701	fixed limit
				.634	.479	.058	Entrepreneurial Culture X1
				.785	.274	.033	Entrepreneurial entrepreneurship x2
				.000	4.239	.512	Entrepreneurial Mindset X3
				.384	.879	.091	strategically managed resources X4
				.083	1.771	.203	Innovation and Creativity X5
Tabular (F) value = 3.17 /// Tabular (t) value = 2.36 , 1.66 /// Sample size = 52							

#### **4 Conclusions:**

- 1.Strategic Entrepreneurship plays a crucial role for organizations aiming to achieve sustainable competitive advantage and thrive in a competitive environment. It enables organizations to identify and leverage their strengths while addressing their weaknesses effectively.
- 2.The results of the field research, based on the analysis of mean values and standard deviation, indicate that the researched company has numerous promising ideas that can contribute to enhancing its organizational culture.
- 3.The findings from the research model suggest the presence of entrepreneurial and diplomatic entrepreneurship within the company, capable of effectively managing its operations.
- 4.Strategic decisions have a significant impact on the organization's future goals and its ability to navigate complex and unpredictable environments.
- 5.According to the obtained results, it is evident that the company actively seeks information when making strategic decisions, highlighting the importance of these decisions and their role in shaping the company's future.

#### **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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## تأثير الريادة الاستراتيجية في اتخاذ القرارات الاستراتيجية: دراسة ميدانية في شركة نفط الشمال/ كركوك

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### مستخلص البحث:

اتسع نطاق مفهوم ريادة الأعمال الاستراتيجية داخل المنظمات، وتضاعفت تفسيرات هذا المفهوم. تعد الريادة الاستراتيجية عنصر حاسم يجب مراعاته عبر الأبعاد المختلفة ذات الصلة، لأنه ذو أهمية كبيرة ويتمتع بالقدرة على تغيير اتجاه منظمات الأعمال اليوم بالإضافة إلى الدعم الذي يقدمه للقرارات الاستراتيجية والموارد والصناعة والتعليم. حدد البحث في البداية الفجوة النظرية بين المقترحات الفكرية القائمة التي طرحها الباحثون والتي مهدت الطريق للتطبيق العملي داخل شركة نفط الشمال / كركوك. كانت الأداة الرئيسية المستخدمة في جمع البيانات والمعلومات هي الاستبيان الذي تم تقديمه إلى مجموعة من المحكمين لتعديله وتناسبه مع المجال وسهولة الإجابة عليه من قبل العينة المبحوثة. تم وزع الاستبيان على الإدارة الوسطى في الشركة ممن هم بدرجة مدير قسم ومدير شعبة. تم توزيع ما مجموعه 56 استبياناً ، تم استرداد 53 منها. كما تم استخدام برنامج اليموس بالإضافة إلى البرنامج الإحصائي Excel و SPSS ، ويهدف البحث إلى التعرف على الأبعاد الأساسية لريادة الأعمال والقرارات الاستراتيجية. استخدمت الدراسة المنهج الوصفي التحليلي. علاوة على ذلك ، فإن من أبرز نتائج البحث أن ريادة الأعمال الاستراتيجية هي العامل الرئيسي للمنظمات التي ترغب في الحصول على التميز والازدهار ولديها القدرة على الاستمرار في بيئة تنافسية ، حيث تتجنب ريادة الأعمال الاستراتيجية نقاط الضعف والاستغلال. نقاط القوة. بالنسبة للمنظمة ، هذا بالطبع يتطلب قرارات إستراتيجية حاسمة وسريعة

### نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: الريادة الاستراتيجية، القرارات الاستراتيجية.

\*البحث مستل من اطروحة الدكتوراه