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The Impact of Strategic Entrepreneurship on Strategic Performance: An Analytical Study at Maysan Oil Company

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Abstract:

Purpose: This research collects essential variables in the cognitive level of Strategic Management Resources (SMR) and provides a theoretical framework for Strategic Entrepreneurship (SE) and Strategic Performance (SP), which may benefit other researchers.

Theoretical framework: Organizations seek an in-depth study to discover the reasons for developing SE and its impact on SP in encouraging employees to work or adapt to the new society. This study explores the impact of SE on SP at Maysan Oil Company.

Methodology: The descriptive analytical method was used in this research to study and analyze phenomena due to its flexibility. Maysan Oil Company was chosen as a sample for the study due to the availability of human talents. A purposive random sampling method was used for the opinions of administrative leaders, where 305questionnaires were distributed and 300 retrieved.

Results: The research results constitute an excellent path toward the impact of SE on SP within the company and provide scientific evidence for administrative leaders to achieve SE for the company and improve the level of SP, which strengthens the position of Maysan Oil Company compared to oil companies.

Research, Practical & Social implications: The research results emphasize the importance of achieving competitive advantage and outstanding performance that enhances SE in Iraqi oil companies.

Originality/value: The research value comes from studying the relationship between the research variables in the study environment, as this relationship has yet to be investigated in most Iraqi institutions in general.

Keywords: strategic entrepreneurship; strategic performance; financial dimension; internal operations; clients or customers; learning and growth; entrepreneurial culture; entrepreneurial behavior; entrepreneurial thinking; resources strategic management.

JEL Classification: L26, H11, B26, D02.

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1.Introduction:

Organizations play an important role in building societies, preparing generations, and achieving scientific and cognitive progress, and they constitute an important step for this. With the increase in developments and the emergence of many challenges, it was necessary to introduce innovative, creative, and new methods for managing institutions (Hadi & Flayyih, 2024). The concept of leadership is one of the modern concepts in the field of management as it is based on the values of creativity and innovation, finding new leadership and management methods and patterns, investing the available resources optimally, and creating new opportunities (Kantur, 2016; Phelan et al., 2013). Organizations are moving towards employing new concepts in managing the organization and the operational process, as traditional and stereotypical methods are no longer useful and cannot keep pace with changes considering the challenges and rapid progress in all aspects of life (Al-Janabi et al., 2022a, 2022b). It is necessary to follow all new methods, strategies, and ideas based on the values of creativity and innovation to enable the organization to achieve effective SP (Nehme et al., 2023). pioneering institutions are strategically distinguished by the fact that they operate within changing and unstable environments in a distinctive way through which they seize the available opportunities and invest and benefit from them. Among them is a culture of innovation, creativity, and risk-taking (Hussein et al., 2024; Jaber et al., 2023). These institutions build continuous change for the better and manage resources strategically, which drives the constant search for pioneering opportunities to give the institution uniqueness and distinction, which helps it survive and continue (Azzam et al., 2023; Ziyae & Sadeghi, 2021). This is considered one of the most important elements that must be present in the organization to achieve SE. From here, the dilemma that links the leadership variable and SP emerges in this study through knowledge of the intellectual debate of the overlapping concepts of the research variables (SP and SE), and the complexity increases (Lortie et al., 2024; Teasdale et al., 2023). The intellectual dilemma in linking SE to SP, as the roots of SE go back to the field of economics, was later transferred to the field of management, where studies in the field of SP revealed that there is interconnection and overlap between the fields of SP and leadership, as leadership and strategy are two sides of the same coin. Since both of them focus on creating value, Mintzberg, (1989)presented the idea of the SE industry, and pointed out that SMR in specific actions, decisions, and commitments to achieve competitive advantage and achieve higher than average returns (Hitt & Duane, 2002; Ireland & Webb, 2007).Likewise, there are six areas related to both SP and leadership, such as innovation, internationalization communication networks, organizational learning, growth, senior management teams and governance (Hitt & Duane, 2002). These previous aspects include external relationships and alliances, resources and organizational learning, innovation, and internationalization. Ireland et al., (2003) presented four dimensions that represent the aspects of connection and emphasis on the entrepreneurial aspects of SE, which are the entrepreneurial mindset, entrepreneurial culture, SE, strategically managed resources, and applying innovation to achieve innovation (Al-Janabi, Almado, et al., 2024; Al-Janabi, Hussein, et al., 2024). One of the most important problems of organizations worldwide is the attempt to succeed and survive in light of the rapid and successive developments in global competition. Today, competition between global and local organizations is also intensifying. Based on this principle, investing in innovation and creativity has become an important part of organizations' strategies to survive and compete, as individuals form creative ideas through their experiences, capabilities, and intellectual and cognitive perceptions. It enables them to link the core goals of the organization and direct them towards achievement, as it provides the elements of SE that require a

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willingness to take risks, adopt new ideas, and rely on the intellectual assets and capabilities that possess these assets and an understanding of the mechanisms of global competition and require the organization's investment in its intellectual and creative capabilities as basic strategic elements for entrepreneurial organizations, which ultimately leads to possessing the elements of strategic creativity. The current study made a serious contribution by shedding light on achieving SE in organizations and companies. Through interviewing most of the administrative leaders in the researched organization, the researchers diagnosed a state of limited keeping up of Missan Oil Company with the scientific development taking place in the field of management in general and a lack of interest in important administrative concepts and applications, including SE due to the limited training and development programs in which employees are involved at their various levels. Administrative leaders also have limited interest in SP in obtaining information that can help them achieve SE. This prompted us to ask the main question: How does SE impact SP at Missan Oil Company? This includes several sub-questions: What is SP and its dimensions, determinants, and components? What are the components of SE and the extent of its impact on the management process at Maysan Oil Company? How does each dimension of SP (financial dimension, internal operations, customers, learning, and growth) affect SE in the organizations represented by Missan Oil Company? How are the elements of SE built Entrepreneurial Culture, SE, Entrepreneurial Thinking (ET), and SMR? Through SP? In order to achieve the goal of the research, it was divided into several sections. The first section introduces the research, and the second is devoted to literary reviews.

2.Literature Review And Hypotheses Development

The study of Mwangi & Yvambiji, (2007) aimed to identify the strategies used by major oil companies to create a competitive advantage for their service stations in Nairobi. The study revealed that major oil companies use cost leadership and diversification to obtain a competitive advantage for their stations. The research also revealed that major oil companies in Kenya did not use other strategies such as differentiation, focus, market penetration, product development, and market development. A study of Ketchen et al., (2007) aimed to identify and discuss SE, collaborative innovation, and wealth creation, and results emerged based on various theories, including networks, learning, resource-based choices, and real choices. The study suggests that collaborative innovation can enable both companies to overcome their challenges. Collaborative innovation is the pursuit of innovations across company boundaries through exchanging ideas, knowledge, experience, and opportunities. The results confirm that pursuing entrepreneurship collaboratively allows small businesses to maintain their creativity and flexibility while mitigating the liabilities inherent in small size. Collaborative innovation allows large companies to exploit their skills to create advantages while at the same time exploring opportunities outside their current field. Therefore, small and large companies learning to integrate SE and collaborative innovation are well-positioned to create wealth. The investigation of Kourtit et al., (2009) aimed to provide a critical review of the current innovation method by addressing the critical success factors and conditions for the high performance of companies in this sector. Based on the general principles of measuring the SP of business companies, a systematic analysis is proposed to evaluate the performance of innovative companies. The study results showed that SP management is crucial for enhancing productivity and competitiveness in an open economy. Accurate performance management helps to have a more focused strategy and stronger business accountability through practical improvements in operational management, employee motivation, more relevant technological insights, effective organizational adjustments, marketing, and communication. The study (Ablo & Overå, 2015) examines entrepreneurship activities in Ghana and the dynamics of local participation in the emerging oil and gas sector. It explored Ghanaian entrepreneurs' strategies for mobilizing networks to obtain information, build trust, increase financial capital, and reduce the risks of entering and winning contracts and participating in the oil and gas industry. The study revealed that the few local companies that

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were able to enter and participate effectively in the oil and gas industry, most local SMEs are unable to cross the capital transfer barriers between the embedded local business environment and the international oil industry in their attempt to secure contracts in the oil and gas industry. Consequently, international oil companies' stringent and capital-intensive requirements lead to a disconnect between the local context of entrepreneurship and the multinational oil industry. The research of Anwar et al., (2016)which aimed to provide an updated review of the relevant literature to inform research designs, methods of data collection and analysis, measures of strategy and performance, and the results of the relationships between strategy and performance. The results indicated that the research strengthened the current understanding of the link between strategy and performance. The framework for identifying strategic groups provides more theoretical insights and interest as it can be applied to other classification research. The experiment of Hoang et al., (2023) which aimed to determine the role of SE in enhancing product and process innovation through the mediating effect of innovation strategy and the moderating effect of knowledge acquisition, will benefit. This study examines SE and its relationship to SP. The study showed that SE positively relates to product and process innovation. In addition, these relationships are mediated by innovation strategies. Empirical research on the relationship between strategy, performance, methodology, and results will help future researchers investigate this topic further. Based on the above, we assume the following hypothesis:

H: There is a statistically significant effect of SE on SP (the financial dimension, internal operations, clients or customers, learning, and growth).

Four secondary hypotheses branch out from it, as follows:

H1: There is a statistically significant effect of SE on the financial dimension.

H2: There is a statistically significant effect of SE on the dimension of internal operations.

H3: There is a statistically significant effect of SE on the customer dimension.

H4: There is a statistically significant effect of SE on the learning and growth dimension.

3.Methodology:

3.1 Research's sample:

Missan Oil Company was chosen as a site for the research due to its suitability for measuring research variables. This company provides access to administrative leaders and a random purposive sample was adopted to study the research population. The administrative leaders at the company's headquarters were selected because they met the study requirements necessary to achieve the set goals. The questionnaire was distributed to 305 administrative leaders (division official, department manager, commission director, and company director), and 300 questionnaires were retrieved, which led to the formation of the final sample of 300 questionnaires. The table shows the number of questionnaires distributed, their total, and their percentages, which cannot be disclosed.

3.2 Research tools:

In order to collect data related to the practical dimension of the research, a survey was used using a five-point Likert scale. This scale is known as one of the most widely used tools in management techniques.

3.3 Data analysis:

The researchers used statistical programs such as SSPS and Excel, using statistical techniques including the weighted mean, Standard Deviation (S.D), Relative Importance (R.I), coefficient of determination, simple linear regression, Spearman correlation coefficient, F-TEST, and Z-TEST.

3.4 Study model:

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The model displays the relationship between the research variables: the independent variable (SE), which includes dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR), and the dependent variable (SP), which includes dimensions (financial dimension, internal operations, customers, learning, and growth).

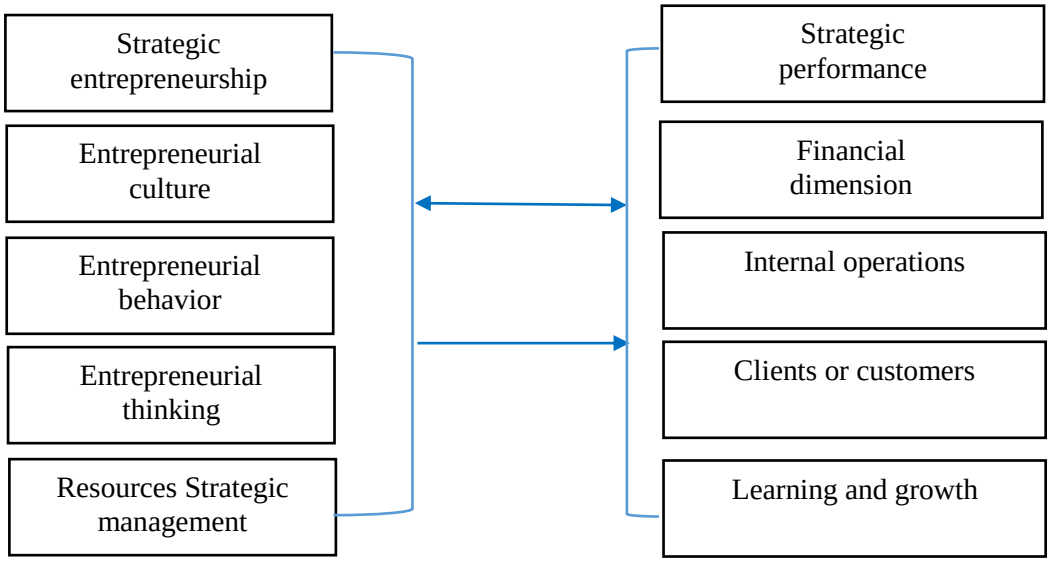

Figure 1: The theoretical model of the research.

3.5 The study tools:

The study questionnaire was formulated according to a five-point Likert scale to measure the degree of response, and the answer scores were completely agree 5, agree 4, neutral 3, disagree 2, and completely disagree 1. The questionnaire consisted of the first axis, which included organizational learning strategies, and the second axis, which included the dimensions of empowerment, as shown in Table 1. The primary and subsidiary variables, as well as the sources for obtaining them.

Table 1: The structure of the questionnaire

The variable	Dimensions	The number of items
General information	gender, years of experience, educational achievement, job title	4
SE	Entrepreneurial culture	5
	Entrepreneurial behavior	5
	Entrepreneurial thinking	5
	SMR	5
SP	financial dimension	5
	Internal operations	5
	Clients or customers	5
	Learning and growth	5

4.Results:

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4.1 Descriptive statistics:

4.1.1Strategic entrepreneurship:

This variable describes the independent variable and its dimensions to determine the degree of importance, as the means, S.D, and R.I of the study sample's answers about SE were calculated, as shown in Table 2.

Table 2: Descriptive statistics

Number	Dimensions	Mean	S.D	Rank	R.I
1	Entrepreneurial culture	3.95	0.644	1	High
3	Entrepreneurial thinking	3.86	0.616	2	High
2	Entrepreneurial behavior	3.82	0.621	3	High
2	SMR	3.73	0.760	4	High
	SE	3.84	0.565		High

According to table 2, the R.I of SE was high, as the general mean was 3.84 and the S.D was 0.565. The entrepreneurial culture came first, with a mean of 3.95 and a S.D of 0.644 with a high R.I. This is higher than the general average for SE (3.84). It came in second place after ET, with its mean (3.86) and S.D (0.616) with high R.I. It is higher than the general average for SE (3.84). Entrepreneurial behavior came in third place, with a mean (3.82), a S.D (0.621), and a high R.I. It is slightly lower than the overall average for SE (3.84). RSM came in last place, with a mean of 3.73, a S.D of 0.760, and a high R.I. It is less than the general average of organizational climate (3.84), and SE was measured in detail by calculating and extracting means, S.D, and the R.I of all its dimensions, as follows:

Means, S.D, and rankings were calculated for each entrepreneurial culture item, as shown in table 3.

Table 3: Means and S.D related to the entrepreneurial culture dimension, arranged in descending order

Rank	Number	Items	Mean	S.D	R.I
2	1	The company's management seeks to unify efforts among employees to form pioneering work teams	4.08	0.803	High
3	2	The company's management instills the values of pioneering performance in completing their work.among employees	3.97	0.876	High
1	3	The company's management supports coordination between entrepreneurial employees and other employees to enhance educational confidence among employees	3.93	0.751	
5	4	The company's management constantly incentivizes pioneering and distinguished individuals in their work.	3.92	1.007	High
4	5	Senior management seeks to spread the entrepreneurial culture at all administrative levels in the company	3.88	0.879	High
		Entrepreneurial culture	3.95	0.664	High

Table 3 shows. The Means, S.D, and ranking for each question of the entrepreneurial culture structure are as follows: The arithmetic averages of the sample members' answers to the statements related to the organizational structure ranged between (3.88-4.08), and the table shows that the general average of the sample members' answers about the entrepreneurial culture dimension is 3.95. " With high R.I" and the S.D reached (0.664). Question 2 obtained the highest mean of 4.08 and was ranked first with an S.D of (0.803) and a high R.I. As for question 4, it ranked last among the questions, with a mean of 3.88, an S.D of 0.879, and a high R.I.

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Means, S.D, and rankings (SE) were calculated for each item of the entrepreneurial behavior dimension, as shown in table 4.

Table 4: Means and S.D related to the entrepreneurial behavior dimension, arranged in descending order

Rank	Number	Items	Mean	S.D	R.I
1	10	Senior management emphasizes the use of new methods to confront changes in the work environment	4.15	0.835	High
2	6	The company's senior management has sufficient flexibility in dealing with complex problems and adopting reasonable options	3.83	0.880	High
3	8	Senior management has flexible policies and procedures to respond to changing needs and expectations	3.75	0.850	
4	7	Employees have multiple skills, which qualifies them to occupy different jobs constantly.	3.72	0.860	High
5	9	Senior management has great flexibility to change the amount of products it provides	3.68	1.042	High
		Entrepreneurial behavior (SE)	3.83	0.804	High

Table 4 shows the Means, S.D, and ranking for each item of the entrepreneurial behavior dimension (SE), as follows: The arithmetic averages of the sample members' answers to the statements related to communication style ranged between (3.68-4.15), and the table shows that the general average of the answers sample members followed entrepreneurial behavior (SE) (3.83) with "high R.I" and the S.D reached to 0.804. Question 10 obtained the highest mean of 4.15 and was ranked first with an S.D of (0.835) and a high R.I. As for Question 9, it ranked last among the questions, with a mean of 3.68, a S.D of 1.042, and medium R.I.

Means, S.D, and rankings were calculated for each item of the ET dimension, as shown in table 5.

Table 5: Means, and S.D related to the ET dimension are arranged in descending order

Rank	Number	Items	Mean	S.D	R.I
1	15	The company's management has employees capable of discovering and dealing with new opportunities.	4.05	0.806	High
2	12	The company's management reviews the strategic objectives and corrects its path to reach new leadership opportunities	4.00	0.732	High
3	11	The company adopts a clear strategic vision regarding the future in the field of entrepreneurship	3.97	0.895	
4	13	The company anticipates and monitors changes in the external environment and analyzes them to obtain the best entrepreneurial opportunities.	3.78	0.879	High
5	14	The company's management evaluates new opportunities according to each cost/benefit criterion.	3.53	0.958	High
		Entrepreneurial thinking	3.86	0.616	High

Table 5 shows the means, S.D, and ranking for each question of the ET dimension, as follows: The arithmetic averages of the sample members' answers to the statements related to the ET dimension ranged between (3.53-4.05), and the table shows that the general average of the sample members' answers about The dimension of ET (3.86) has "high R.I" and the S.D reached (0.616). Question 15 obtained the highest mean of 4.05 and was ranked first with a S.D of 0.806 and a high R.I. As for Question 14, it obtained the last rank among the questions with a mean of 3.53 with a S.D of 0.958 and an importance high relative.

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Means, S.D, and rankings were calculated for each item of the SMR dimension, as shown in table 6.

Table 6: Means, and S.D related to the dimension of strategic resource management are arranged in descending order.

Rank	Number	Items	Mean	S.D	R.I
1	19	Top management encourages strategic operations to obtain new resources.	3.82	0.923	High
2	18	The company's management continuously invests in the available opportunities and analyzes and compares them with the available alternatives.	3.80	0.911	High
3	17	The company's management is looking for innovative, profitable businesses despite their risk and investing in increasing productivity.	3.78	1.003	
4	20	The company's management prefers to take risks and introduce new production methods.	3.67	1.013	High
5	16	The company's management is characterized by a spirit of challenge and boldness in investing in high-risk opportunities.	3.60	1.005	High
		SMR	3.73	0.760	High

Table 6 shows the Means, S.D, and ranking for each of the questions after SMR, as follows: The arithmetic averages of the sample members' answers to the statements related to the SMR ranged between (3.60-3.82), and the table shows that the general arithmetic average of the sample members' answers on the SMR (3.73) with "high R.I" and the S.D reached to 0.760. It obtained the highest mean of 3.82 and was ranked first with a S.D of 0.923 and a high R.I. As for Question 16, it was ranked first. The last one is between the questions, with a mean of 3.60, a S.D of 1.005, and a high R.I.

4.1.2The description of the dependent variable (SP):

This axis describes the dependent variable and its dimensions to determine the degree of importance, as the means, S.D, and R.I of the study sample's answers about SP were calculated, as shown in table 7.

Table 7: Means and S.D related to SP are arranged in descending order.

Number	Dimensions	Mean	S.D	Rank	R.I
1	Financial dimension	4.23	0.437	1	High
4	Learning and growth	4.14	0.566	2	High
2	Internal operations	4.06	0.600	3	High
4	Clients or customers	3.74	0.633	4	High
	SP	4.04	0.452		High

According to table 7, the R.I of SP was high, as the general mean was 4.04 and the S.D was 0.452. The financial dimension came first, with a mean of 4.23 and a S.D of 0.437 with high R.I. It is higher than the general average of SP (4.04). Learning and growth came in second place, as its mean reached to 4.14 and S.D (0.566) with a high R.I and it is higher than the general average of SP (4.04). Production operations came in third place, with a mean of 4.06, a S.D of 0.600, and a high R.I. It is higher than the general average for SP (4.17) and came in last place after customers or customers, with a mean (3.74), a S.D (0.633), and a high R.I. This is lower than the overall average for SP (4.04). The learning and growth dimension came last, with a mean (4.07), S.D (0.739), and a high R.I. It is less than the general average of SP (4.17). SP was detailed by calculating and extracting arithmetic averages, S.D, and the R.I of all its dimensions.

Means, S.D, and rankings were calculated for each item in the financial dimension, as shown in table 8.

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Table 8: Means, and S.D related to the financial dimension are arranged in descending order

Rank	Number	Items	Mean	S.D	R.I
1	21	The company seeks to increase production continuously.	4.55	0.531	High
2	22	The company seeks to achieve high rates of net profits annually compared to what companies operating in the same field achieve	4.27	0.751	High
3	23	The company seeks to achieve a high rate of return by increasing production.	4.20	0.654	High
4	24	The company allocates amounts within its budget to reduce the risks that accompany the production process.	4.13	0.764	High
5	25	The company invests fixed assets to achieve an increase in production	4.00	0.684	High
		Financial dimension	4.23	0.437	High

Table 8 shows the means, S.D, and ranking for each question of the financial dimension, as follows: The arithmetic averages of the sample members' answers to the statements related to the human resources dimension ranged between (4.00-4.55), and the table shows that the general average of the sample members' answers about the financial dimension (4.23) "with high R.I" and the S.D reached to 0.437. Question 41 obtained the highest mean of 4.55 and was ranked first with an S.D of 0.531 and a high R.I. As for Question 44, it ranked last among the questions, with a mean of 4.00, a S.D of (0.684), and a high R.I.

Means, S.D, and rankings were calculated for each item after internal operations dimension, as shown in table 9.

Table 9: Means and S.D related to the productive operations dimension, arranged in descending order.

Rank	Number	Items	Mean	S.D	R.I
1	26	The company seeks to achieve efficient use of its available resources	4.23	0.669	High
2	28	The company continuously acquires modern technology to develop its production processes.	4.08	0.883	High
3	27	The company constantly evaluates the quality of the raw materials used.	4.07	0.705	High
4	29	The company uses advanced work methods to reduce production costs.	3.98	0.828	High
5	30	The company allocates part of its budget to research and development.	3.97	0.950	High
		Internal operations	4.06	0.600	High

Table 9 shows the means, S.D, and ranking for each question of the production processes, as follows: The arithmetic averages of the sample members' answers to the statements related to the creative abilities dimension ranged between (3.97-4.23), and the table shows that the general average of the sample members' answers after creative abilities (4.06) "with a high R.I" and the S.D reached (0.600). It obtained the highest mean of 4.23 and was ranked first with a S.D of 0.669 and a high R.I. As for question (50), it ranked last among the questions, which have a mean of 3.97, a S.D of 0.950, and a high R.I.

Means, S.D, and rankings were calculated for each item in the customer dimension, as shown in table 10.

Table 10: Means and S.D related to the customer's or client's dimension, arranged in descending order.

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Rank	Number	Items	Mean	S.D	R.I
1	31	The company seeks to gain more new customers.	3.90	0.747	High
2	32	The company works to meet customers' requirements by providing high-quality products.	3.85	0.704	High
3	33	The company constantly evaluates the quality of its products and the extent to which they meet the needs and desires of customers	3.72	0.820	High
4	34	The company participates with its customers in events that strengthen the relationship with them	3.70	0.938	High
5	35	The company is interested in forming specialized work teams to search for ways to attract and retain customers.	3.57	0.921	High
		Customers or clients	3.74	0.633	High

Table 10 shows the means, S.D, and rankings for each item on customers or customers, as follows: The arithmetic averages of the sample members' answers to the statements related to creative thinking ranged between (3.57-3.90), and the table shows that the general average of the sample members' answers about the dimension Customers or customers (3.74) with "moderate R.I" and the S.D reached (0.633). Question 51 received the highest mean of 3.90 and was ranked first with an S.D of 0.747 and a high R.I. As for Question 2, it obtained the last rank among questions with a mean of 3.57 with a S.D of 0.921 and the importance was medium.

Means, S.D, and rankings were calculated for each item in the learning and growth dimension, as shown in table 11.

Table 11: Means, and S.D related to the learning and growth dimension are arranged in descending order.

Rank	Number	Items	Mean	S.D	R.I
1	36	The company organizes training courses for employees to acquire new skills.	4.38	0.734	High
2	37	The company always uses technology to facilitate communication and exchange of information	4.30	0.692	High
3	38	The company is constantly keen to retain and take care of qualified workers.	4.02	0.807	
4	40	The company's management always encourages creative initiatives presented by employees	4.02	0.807	High
5	39	The company seeks to expand and grow its production within certain periods	3.98	0.923	High
		Learning and growth	4.14	0.566	High

Table 11 shows the Means, S.D, and ranking for each item of the learning and growth dimension, as follows: The arithmetic averages of the sample members' answers to the statements related to motivation ranged between (3.98-4.38), and the table shows that the general average of the sample members' answers on the motivation dimension is 4.14." "With a high R.I," and the S.D reached 0.566. Question 56 obtained the highest mean of 4.38 and was ranked first with an S.D of 0.734 and a high R.I. As for Question59, it obtained the last rank among the questions with a mean of 3.98, a S.D of 0.923, and a high importance relative.

4.2 Hypothesis Testing:

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This axis aims to test the research's main hypothesis: "There is a statistically significant impact of SE with its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR) on SP. Multiple linear regression analysis was used to identify the possibility of positive and acceptance of this hypothesis." The results in table 12 show the test of this hypothesis and analyze the regression variance of the impact of SE and its dimensions on SP at Missan Oil Company.

Table 12: The results of regression variance analysis of the impact of SE and its dimensions on SP

Variables	Beta	t	Sig	R2	F	Sig.
Entrepreneurial culture	0.11	1.765	0.079	0.357	41.02	0.000
Entrepreneurial thinking	0.138	2.166	0.031			
Entrepreneurial behavior	0.141	1.749	0.081			
SMR	0.295	3.431	0.001			

The results indicate a statistically significant effect of SE with its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR) on SP, as the correlation coefficient reached (R=0.598). This indicates a statistically significant correlation between the independent variables (entrepreneurial culture, entrepreneurial behavior, ET, and SMR) and SP. It appeared that the value of the coefficient of determination (R^2 = 0.357), which indicates that SE has its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR), explained 35.7% of the variance occurring in SP. At the same time, the remainder was due to other variables that were not included in the model. The value of F = 14.025) was reached at a confidence level equal to sig. = 0.000, confirming the regression's significance. It appears from the coefficients table that the values of B in the dimension (entrepreneurial culture) reached (0.077) and that the value of t was 1.765 with a statistical significance of 0.079, which indicates that the effect of this dimension is not significant. This means that an increase in (entrepreneurial culture) by one unit will lead to an increase in (SP) by 0.077. It appears from the coefficients table that the values of B in the dimension of (entrepreneurial behavior) reached (0.100) and that the value of t was 2.166 with a statistical significance of 0.031, which indicates that the effect of this dimension is significant. This means that an increase in entrepreneurial behavior by one unit will lead to an increase in SP by 0.100. It appears from the coefficients table that the values of B when the ET dimension reached (0.104) and the value of t was 1.749 with statistical significance reaching (0.081), which indicates that the effect of this dimension is insignificant. This means that an increase in ET by one unit will lead to an increase in SP which amounted to 0.104. It appears from the coefficients table that the values of B in the dimension (SMR) reached (0.175) and that the value of t was 3.421 with statistical significance reaching (0.001), which indicates the effect of this dimension is significant, and this means that an increase in (SMR) by one unit will lead to an increase in (SP) by 0.175. This result indicates the rejection of the third main null hypothesis, which states no significant effect exists. Statistics on SE in its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR) on SP." Moreover, accepting the third main hypothesis states that SE has a statistically significant effect on SP with its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR)".

- **The results of testing the first sub-hypothesis**:

This part tests the first sub-hypothesis from the third main hypothesis: "There is a statistically significant effect of the entrepreneurial culture dimension on SP." To verify the validity of the first sub-hypothesis, simple linear regression was used to determine the effect of the entrepreneurial culture dimension on SP which is shown in table 13.

Table 13: The results of simple linear regression of the effect of the entrepreneurial culture dimension on SP.

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Variables	Beta	t	Sig.	R2	F	Sig.
Entrepreneurial culture	0.454	8.788	0.000	0.206	77.223	0.000

The results indicate that there is a statistically significant impact of the entrepreneurial culture dimension on SP, as the correlation coefficient reached (R = 0.454, which indicates the existence of a statistically significant correlation between the independent variable (entrepreneurial culture) and the dependent variable (SP). It has been shown that the value of the coefficient of determination (R^2 = 0.206) indicates that (entrepreneurial culture) explained 20.6% of the variance occurring in SP. At the same time, the remainder is due to other variables that were not included in the model. The value of F = 77.223 at a confidence level equal to (sig.=0.000) confirms the significance of the regression. It appears from the coefficients table that the values of B in the entrepreneurial culture dimension reached (0.318) and that the value of t was 8.788, with statistical significance reaching (0.000), which indicates until the effect of this dimension is significant, this means that an increase in entrepreneurial culture by one unit will lead to an increase in SP by 0.318. Based on the above, the first sub-null hypothesis was rejected; therefore, we can state that there is no significant effect—statistical significance of the entrepreneurial culture dimension on SP. Based on the above, the first sub-hypothesis was accepted, and therefore, we can say that the entrepreneurial culture dimension has a statistically significant effect on SP.

-The results of testing the second sub-hypothesis.

To verify the validity of the second sub-hypothesis, simple linear regression was used to determine the effect of the creative capabilities dimension on SP. The results are shown in table 14.

Table 14: The results of simple linear regression of the effect of the entrepreneurial behavior dimension on SP.

Variables.	Beta	t	Sig.	R2	F	Sig.
Entrepreneurial behavior	0.474	9.287	0.000	0.224	86.252	0.000

The results indicate that there is a statistically significant impact of the entrepreneurial behavior dimension on SP, as the correlation coefficient reached (R = 0.474, which indicates the existence of a statistically significant correlation between the independent variable (entrepreneurial behavior) and the dependent variable (SP). It has been shown that the value of the coefficient of determination (R^2 = 0.224), which indicates that (entrepreneurial behavior) explained 22.4% of the variance occurring in (SP), while the remainder is due to other variables that were not included in the model. The value of (F = 86.252) at a confidence level equal to (sig=0.000) confirms the significance of the regression. It appears from the coefficients table that the values of (B) in the entrepreneurial behavior dimension reached (.3450) and that the value of t was 9.287, with statistical significance reaching (0.000), which indicates that the effect of this dimension is significant, and this means that an increase in entrepreneurial behavior by one unit will lead to an increase in SP by 0.345. Based on the above, the second sub-null hypothesis was rejected; therefore, we can state that there is no effect. It is statistically significant for the dimension of entrepreneurial behavior on SP. The second sub-hypothesis is accepted. Therefore, we can say that the dimension of entrepreneurial behavior has a statistically significant effect on SP.

- The results of testing the third sub-hypothesis

To verify the validity of the third sub-hypothesis, simple linear regression was used to determine the effect of the ET dimension on SP. The results are shown in table 15.

Table 15: Results of simple linear regression of the effect of the ET dimension on SP

Variables.	Beta	t	Sig	R2	F	Sig.

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ET	0.529	10.756	0.000	0.280	115.683	0.000

The results indicate that there is a statistically significant effect of the ET dimension on SP, as the correlation coefficient reached (R = 0.529, which indicates the existence of a statistically significant correlation between the independent variable (ET) and the dependent variable (SP). It has been shown that the value of the coefficient of determination (R^2 = 0.280), which indicates that ET explained 28.0% of the variance occurring in SP, while the remainder is due to other variables that were not included in the model. The F = 115.683) value also reached the confidence level equal to (sig.=0.000). This confirms the significance of the regression at a significance level of (0.05>α). It appears from the coefficients table that the values of B in the ET dimension reached (0.388) and that the value of t was 10.756. A statistical significance of 0.000 indicates that the effect of this dimension is significant, which means that an increase in ET by one unit will lead to an increase in SP by 0.388. Based on the above, the third sub-null hypothesis was rejected. Therefore, we can say that the ET dimension has a statistically significant effect on SP and accept the third sub-hypothesis. Thus, we can say that the ET dimension has a statistically significant effect on SP.

The results of testing the fourth sub-hypothesis.

Table 16: The results of simple linear regression of the effect of the SMR dimension on SP

Variables.	Beta	t	Sig	R2	F	Sig.
SMR	0.569	11.930	0.000	0.323	142.326	0.000

The results indicate that there is a statistically significant effect of the dimension of SMR on SP, as the correlation coefficient reached (R = 0.569, which indicates the existence of a statistically significant correlation between the independent variable SMR and the dependent variable (SP). The value of the coefficient of determination (R^2 = 0.323) indicates that SMR explained 33.3% of the variance occurring in SP. At the same time, the remainder is due to other variables that were not included in the model, as well as the value of F = 142.326) at a confidence level equal to sig. = 0.000, confirming the regression's significance. It appears from the coefficients table that the values of B in the SMR dimension reached (0.338) and that the value of t was 11.930 with statistical significance amounting to 0.000, which indicates that the effect of this dimension is significant. This means that an increase in (SMR) by one unit will lead to an increase in SP by 0.338. Based on the above, the fourth sub-null hypothesis was rejected. Therefore, there is no statistically significant impact of the SMR dimension on SP. The fourth sub-hypothesis is accepted. Hence, we can say that the SMR statistically impacts SP.

5.Discussion Of Results:

We sought to study the impact of SE on SP in the organization. The research sample was tested in the oil sector, represented by Maysan Oil Company, one of the Iraqi Ministry of Oil Formations. This phenomenon has yet to be subjected to an in-depth study to determine the reasons for developing SE and its impact on SP in terms of encouraging workers to work or adapt to the new society. The research was applied to a sample of 300 workers, and we used the questionnaire as the main tool for collecting data. We sought to test the number of the main and subsidiary hypotheses represented by correlations and influence relationships between the research variables; the first relates to the existence of significant correlations between SE represented by its dimensions (entrepreneurial culture, entrepreneurial behavior, ET, and SMR) and SP. As for the other, we tried to test the influential relationship of the variables themselves in Empowering employees, then developing a questionnaire consisting of 40 items that were divided into two axes, the first concerned with the dimensions of SE, and the second concerned with SP in the organization. A five-point Likert scale was used to answer questions related to the research problem to reach the specified objectives. To process the data, it was tested with statistical measures such as weighted mean, S.D, R.I, coefficient of determination, simple linear regression, Spearman correlation coefficient, F-TEST, and Z-TEST.

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6. Conclusions:

The most important conclusions reached by the researchers resulted from the cognitive efforts made and derived from the results of the analysis of the study variables (SE and SP) and the reflection of the practical framework of the opinions of the study sample members in Missan Oil Company and by the objectives of the study, testing of hypotheses and statistical analysis, as the study's conclusions were summarized that the relationship between SE SP is a complex relationship that reinforces each other, so SE enhances SP. It is also clear that the employees of Missan Oil Company pay varying attention to the issue of SE. They seek to deepen and focus on improving the level of entrepreneurial culture, maximizing the ability of ideas to pioneer ideas, applying the level of entrepreneurial behavior, and searching for a new mechanism to manage the resources available in the company at the long-term level to achieve advantage. Competitive entrepreneurial culture came in first place, followed by entrepreneurial ideas, then entrepreneurial behavior and SMR in last place. The company has a financial capacity that enables it to carry out its business to the extent that supports its orientations, which confirms the extent of the company's financial management's receptiveness and readiness to modern trends in financial policies, the availability of specialized expertise in this field, and the extent to which operational budgets cover the company's needs, as well as the ability to implement the disbursement of these budgets in an optimal and supported manner. Oversight measures can be utilized to reduce administrative and financial corruption. It has become clear that the company has an excellent orientation and interest in learning and growth practices, which means that it seeks continuous efforts to conduct continuous improvement processes for its operations by establishing a vertical department linked to senior management that specializes in training employees by seeking to train workers to use tools and devices to diagnose and analyze the delay or failure of projects. Moreover, it works to spread the culture and values of development in the company. It turned out that the company's internal operations were powerful. The reason for this is that the company's management has paid great attention to designing and processing operations in scientific and regular ways, which leads to the completion of work promptly and with the required speed.

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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