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## Initiative and Innovation in the Strategic Entrepreneurship of Iraqi Tourism Companies and Their Impact on the Competitive Situation

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### Abstract

*The organizing and implementing of a tourist trip is a nature of the tasks of tourism companies, which seeks to achieve excellence and maintain its competitive position in a constantly changing market. However, we find that tourism companies in Iraq do not adopt the elements of strategic entrepreneurship in its tasks, including: Initiative and Innovation to support its competitiveness or maintain its competitive position.*

**Keywords:** Initiative, Innovation, Strategic Entrepreneurship, Tourism Companies, Competitive Position.

### Introduction

The tourism companies sector in Iraq is one of the prominent and important sectors in revitalizing the tourism movement, as well as its direct contribution to the balance of tourism payments, and achieving high revenues in the national economy of the country. The application of strategic entrepreneurship in tourism companies is the entrance to their development; In a dynamic environment, nothing is constant but change. Exiting traditional systems in administrative processes and moving towards implementing strategic Entrepreneurship in tourism companies seeking differentiation, competitiveness, development and growth.

The research problem is generated despite the large number of tourism companies on the Iraqi geographical area, and its creation of many job opportunities; However, it adopts traditional management in accomplishing its tasks in the business environment. It does not adopt strategic entrepreneurship in the growth of its business, such as: initiative and innovation to support its competitiveness or maintain its competitive position.

The importance of research comes through:

1. Defining what strategic entrepreneurship is based on the concept, importance, and forms. As well as clarifying its dimensions, which contributes to supporting the practical side of the study.
2. Introducing the organizations of tourism companies in Iraq, and their importance. As well as clarifying the nature of the work and its tasks.
3. Research hypothesis: According to the data of the study problem, the following hypotheses are based:
4. First: The Initiative:
5. Correlation hypotheses: There is a morally significant correlation between the initiative in the strategic entrepreneurship of the Iraqi tourism companies, and their competitive position.
6. Impact hypotheses: There is a morally significant influence relationship between the initiative in the strategic entrepreneurship of the Iraqi tourism companies, and their competitive position.

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7. Second: The Innovation:
8. Correlation hypotheses: There is a morally significant correlation between the innovation in the strategic entrepreneurship of the Iraqi tourism companies, and their competitive position.
9. Impact hypotheses: There is a morally significant influence relationship between the innovation in the strategic entrepreneurship of the Iraqi tourism companies, and their competitive position.
10. Search limits:
11. Temporal limits: The specific time period during which the researcher conducted the practical aspect from 1 September, 2022 to 31 October, 2022. It includes the period during which the questionnaire was distributed to the sample members, retrieval, and analysis.
12. Spatial limits: The study included the organizations of Iraqi tourism companies, except for the Kurdistan region of Iraq, due to the absence of their official data within the Central Bureau of Statistics in the Iraqi Ministry of Planning, as well as in the Tourism Authority of the Ministry of Culture.
13. Human limits: represented by the research sample, which included workers in the tourism companies sector in Iraq, except for the Kurdistan region. We distributed (227) electronic and paper forms. It was (176) electronic questionnaires, and (51) paper questionnaires. And we neglected the electronic answers for those who were not involved in the research sample.
14. Scientific limits: they are represented by the research variables: (Initiative, Innovation, Competitive position).

**Research Methodology:** In his study, the researcher relied on the (descriptive approach) by relying on solid scientific sources to support the theoretical side of the research, and the (analytical method) by collecting data for the research questionnaire, and analyzing them according to scientific statistical programs, leading to the results of the research. As well as the (inductive approach) by following the study of information and facts in the current reality, and following up the particles in a tangible way, starting from the specific to the general, after analyzing the questionnaire, and the (deductive approach) by relying on the analysis of facts starting from the totalities and ending with the particles.

## **Strategic Entrepreneurship**

Entrepreneurship is a way to lead work; It is built on the process of identifying high potentials, which is a technique for creating jobs, sources of talent, money, rapid growth, use of immediate decision-making skills, creating attractive and innovative job opportunities, strong mental ownership, creating innovative products, possession of a strong and continuous competitive advantage, and a strong competitive position. It is based on a revolutionary breakthrough in technology and development(1). It is the process of creating something different; Valuable, by devoting the necessary time and effort assuming associated financial, psychological, and social risks, and reaping the resulting financial returns, in addition to individual satisfaction (2). It also represents a set of characteristics and types of behavior related to business selection, planning, organization, risk tolerance and creativity (3).

As for strategic entrepreneurship, it represents the company's entrepreneurship; The process by which an individual, or a group of individuals within an existing organization, creates another new, renewal, or innovation within the organization (4). As well as the process by which an individual or group creates new risks within the existing organization, or the organization's renewal (5).

The Strategic entrepreneurship as well; a combination or combination of entrepreneurship in the search for opportunities, and the process of harnessing strategic opportunities; To gain a competitive advantage, and create a new organization, in other words, it is the process of research and development of activities related to the search for growth, and creation of new services (6).

As for the pioneer; A pioneer is an individual who sees opportunities and takes action to obtain the resources required to provide new or improved goods or services (7). He can organize and run business,

while adopting risks; To achieve profitability (8). It is also the person who takes advantage of the opportunity in dangerous situations. Meaning, it is: a person who seeks to find new job opportunities unknown in advance to gain wealth from it (9).

### **Forms of Strategic Entrepreneurship:**

1. Administrative Entrepreneurship: All organizations strive to resist the various tendencies of decay; When it became clear that there is an urgent need for leaders in the organization; They base decisions about their critical roles and obligations on strategic foundations (10).
2. Acquisition Entrepreneurship: allows managers to seek new opportunities outside their organization, including mergers, acquisitions, new technology, and strategic alliances.
3. Simulation Entrepreneurship: Studying and Reflecting Others' Products.
4. Incubating Entrepreneurship: Forming a New Venture Development Unit; For the organization to access new resources (11).

### **The Importance of Strategic Entrepreneurship:**

The importance of strategic Entrepreneurship comes through:

- a. Exploiting entrepreneurial opportunities directed towards creativity and innovation, which is the standard in organizations that use strategic Entrepreneurship in the development of their products and services(12).
- B. Strengthens the organization's capabilities to embrace risk, seize opportunity and creativity.
- c. It is one of the inputs to the decision-making process regarding the best use of available resources; To reach the launch of the new product or service, as well as to reach the development of new methods and methods of operations.
- d. It helps to stabilize the organization, which positively affects the economy and society.
- e. An important feature as a growth strategy, and a competitive advantage (13).

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

There are many dimensions to entrepreneurship, including:

- a. Initiation: It is proactive, taking the initiative in actions, and then waiting for the competitors to respond. Proactivity is a conscious, goal-oriented process. It is a broad process that includes unobservable elements, such as; Inference, planning, and visualization (14). Proactive behavior makes people active; They review the situation to correct opportunities, set effective goals, assess progress towards goals, predict and prevent problems, do things in different ways, take appropriate measures, achieve satisfactory results, and constantly change tools and plans; To adapt to development in contrast to ordinary individuals (15). The initiative is to find new ways, competitive business, and competitive position.
- b. Creativity and innovation: they come from the organization's way of implementing ideas and transforming the creative concepts of its employees or workers into facts by causing change or benefiting from change, and that systematic innovation that benefits from change; It is the most effective (16). Entrepreneurship is based on creativity and innovation in making good use of opportunities available in the external business environment, which supports its competition in the markets. Creativity may be administrative, scientific, literary, artistic, or represented in presenting new and useful ideas, finding a new service, or a way to work, and increasing cooperation. between individuals (17). Innovation is the adoption of new ideas, the development of services, culture, management and control of businesses and resources.

The other dimensions of entrepreneurship include:

- c. Risk: An expression of the desire to provide basic resources, and through the investment of opportunity, while bearing responsibility for failure and its cost. those risk-taking skills come with ambiguities, uncertainty, and fear of failure, so the entrepreneur calculates the risk in order to remain an entrepreneur. The risk is the organization's desire to adopt projects that carry a high risk, with the expectation of a high return.
- d. Entrepreneurial vision: It facilitates identification of specific opportunities and innovation ideas,

which allows identification and evaluation of risks through opportunity assessment. Flexibility is supported to identify both the need for change and important alternatives when a change of strategy is imperative; To maintain a competitive advantage.

- e. Identifying opportunities: stemming from the entrepreneurial mindset by recognizing the opportunity, taking into account the importance of balancing the recognition of the opportunity, with analysis, judgment, and strong implementation skills.
- f. Flexibility: Continuously developing and improving key skills, and deliberately adjusting and switching when needed.
- g. Growth: Growth is an implicit recognition of the organization's success in achieving goals and strategy (18).

### **The Evolution of Iraqi Tourism Companies and the Nature of Their Work**

The tourism company is: (the mediator between the owners and suppliers of various tourism services (hotels, other accommodation, means of transportation, tourist facilities and consumers of those services (tourists)) (19).

The first tourism company in Iraq was established in 1952, (Sumer Company), then two companies were established with it, then other companies were established until their number became (11) tourism companies during the period (1952-1959). (10) Tourism companies were established in Baghdad during the period (1960-1969), and one tourism company in Karbala, which is (Al-Taumah Company), which is the first company established outside Baghdad. These companies worked as travel agents for Iraqi Airways, and some of them work for internal transport (20).

Today, the tourism companies sector shows a significant and noticeable increase in the number of tourism companies at the level of Iraq.

Among the activities and tasks of the tourism companies are the following (21):

- a. Organizing and implementing tourist trips.
- b. Reservation and sale of travel tickets.
- c. Reservation of accommodation.
- d. Tourist participation in tourist forums concerned with tourism activity and its movement; From art, music and sports conferences and festivals...etc, and to participate in their events, organize, encourage and support them.
- e. Providing information, data and advice to its customers about suitable trips, their prices, and suitable destinations for them according to their desires.
- f. Providing customers with brochures and brochures for trip information, places they will visit, and requirements for preparing for them.
- g. Preparing travel documents and obtaining tourist visas for the countries they will visit if necessary, as well as border procedures at customs, health centers and others.
- h. Assists customers in renting tourist cars for tours, and excursions.
- i. Determining the tourist destinations included in the tourism program, transfers from hotels to airports and vice versa, and specifying the program vocabulary and implementation times.
- j. Determining the start dates of transportation trips by being familiar with the schedules and timings of flights, trains and other means of transportation for tourist trips.
- k. Preparing all arrangements for special trips, such as group trips on Hajj and Umrah trips, or business trips, attending conferences, meetings and various sports trips according to a specific agreement with the participants in the special trip.
- l. Insurance: The tourism company undertakes insurance operations for tourists, travelers and their luggage with insurance companies operating in the country in accordance with the laws and regulations in force.

## The Results

### Research Sample

It was represented by (workers in tourism companies), and the total sample was (227) electronic and paper forms, and it was (176) electronic questionnaires, and (51) paper questionnaires. We have neglected the electronic answers for those not involved in the research sample.

### Analysis of the Results

The demographic variables for the research sample were as follows:

1. Sex sample search: The largest percentage of respondents were males, as their percentage reached (82.8%), which is a large percentage, while the percentage of females constituted (17.2%) of the total sample, and the reason for this is due to the weak employment of women in tourism companies.
2. Education level: the highest percentage of respondents; They hold a bachelor's degree, as their percentage reached (54.6%), followed by the percentage of individuals who hold a higher degree and their percentage reached (40.5%), and then the percentage of individuals who hold a preparatory certificate (4%), while it was less Percentage of those holding a diploma (0.9%).
3. Occupation: the highest percentage of respondents are employees of a tourism company, as their percentage was (43.6%), followed by the percentage of academics (34.8%), then the percentage of authorized managers in a tourism company (15%), then employees in the tourism management (3.5%). The lowest percentage of tourism teachers was (3.1%).

### Research Axes

The iterations, percentages, arithmetic averages, standard deviations, and the relative importance of each variable of the research axes were calculated as follows:

**Table 1:** Descriptive statistics of the initiative axis in the strategic entrepreneurship of tourism companies

Axes	Questions	Iterations					Percentages					Arithmetic mean	Standard deviation	Relative importance	Primary by Relative importance
		I don't agree very strongly	I don't agree	I agree	I agree very strongly	I don't agree very strongly	I don't agree	I agree	I agree very strongly	I don't agree very strongly	I don't agree				
The initiative in the strategic entrepreneurship of tourism companies	x1	7	0	30	105	85	3.1	0	13.2	46.3	37.4	4.18	0.775	83.6	4
	x2	7	0	14	126	80	3.1	0	6.2	55.5	35.2	4.23	0.698	84.6	3
	x3	0	0	20	112	95	0	0	8.8	49.3	41.9	4.33	0.632	86.6	1
	x4	5	0	26	101	95	2.2	0	11.5	44.5	41.9	4.26	0.746	85.2	2
	x5	0	5	25	127	70	0	2.2	11.0	55.9	30.8	4.13	0.776	82.6	5
The innovation in strategic entrepreneurship for tourism companies	z1	5	5	5	132	80	2.2	2.2	2.2	58.1	35.2	4.22	0.784	84.4	3
	z2	0	0	5	102	120	0	0	2.2	44.9	52.9	4.51	0.543	90.2	1
	z3	0	15	30	102	80	0	6.6	13.2	44.9	35.2	4.09	0.863	81.8	5
	z4	0	10	25	117	75	0	4.4	11.0	51.5	33.0	4.13	0.776	82.6	4
	z5	0	5	12	130	80	0	2.2	5.3	57.3	35.2	4.26	0.656	85.2	2
The competitive position of tourism companies	y1	0	10	35	102	80	0	4.4	15.4	44.9	35.2	4.11	0.821	82.2	4
	y2	0	0	35	92	100	0	0	15.4	40.5	44.1	4.29	0.718	85.8	2
	y3	5	5	15	102	100	2.2	2.2	6.6	44.9	44.1	4.26	0.852	85.2	3
	y4	0	5	35	120	67	0	2.2	15.4	52.9	29.5	4.10	0.728	82	5
	y5	5	0	20	107	95	2.2	0	8.8	47.1	41.9	4.29	0.718	85.82	1

- (1) **The initiative in the strategic entrepreneurship of tourism companies:** It is noted in Table (1) that the variable (the alignment of the resources (financial, material, human, and informational) of

the tourism company that qualifies it to continuously initiate (x3)) achieved the highest level of agreement according to the opinions of the study sample members, and ranked first in terms of relative importance, as It reached (86.6%), with a mean (4.33), and a standard deviation (0.632), while the variable (experience qualifies to take into account the tastes, needs and behaviors of customers (x5)) achieved the lowest percentage of agreement with a relative importance of (82.6 %), mean (4.13), and standard deviation (0.776).

- (2) **The innovation in strategic entrepreneurship for tourism companies:** It is noted in Table (1); The variable (adopting and supporting new ideas through their application in the work of the tourism company, achieving excellence and innovation (z2)) ranked first in terms of relative importance with a percentage of (90.2%), with an arithmetic mean (4.51) and a standard deviation (0.543). According to the opinions of the respondents, the variable (interest in the innovations presented by customers as an element in the success of the tourism company (z3)) had the lowest percentage of agreement with relative importance (81.8%), an arithmetic mean (4.09), and a standard deviation (0.863).
- (3) **The competitive position of tourism companies:** It is noted in Table (1); The variable (the application of initiative (proactive) and innovation puts the tourism company in excellence and competition (y5)) ranked first among the variables of the third axis in terms of relative importance with a percentage of (85.82%), an arithmetic mean (4.29) and a standard deviation (0.718). ) according to the opinions of the sample members. While the variable (the launch of more than one initiative simultaneously makes the tourism company always distinguished (y4)) the lowest percentage of agreement with relative importance (82%), average (4.1) and standard deviation (0.728).

## Test the Normal Distribution of the Research Axes and Their Hypotheses

### Test the Normal Distribution of the Research Axes

The normal distribution is one of the most important and widespread statistical distributions, so most statistical tests require that the distribution of their data be normal. The (Kolmogorov-Smirnov) test and (Shapiro-Wilk) test were used to test the distribution of the research data, and it turned out that it does not follow a normal distribution. Following the normal distribution, the following table shows the results of the normal distribution test for the generated data.

**Table 2:** Test the normal distribution of the research axes

Statistical significance	Shapiro-Wilk		Kolmogorov-Smirnov			Axes	
	Sig.	df	Statistic	Sig.	df		Statistic
insignificant	0.200	227	0.042	0.293	227	0.992	The initiative in the strategic entrepreneurship of tourism companies
insignificant	0.200	227	0.036	0.435	227	0.994	The innovation in strategic entrepreneurship for tourism companies
insignificant	0.200	227	0.044	0.361	227	0.993	The competitive position of tourism companies

It is noted in Table (2) that the data generated for the three research axes follow a normal distribution, as the probability value (Sig.) for the (Kolmogorov-Smirnov) test, and (Shapiro-Wilk) test for the three axes is greater than the specified level of significance ( $\alpha = 0.05$ ).

### Research Hypothesis Testing

#### Correlation Test

The simple linear correlation coefficient (Pearson Correlations) was used to test the strength and direction of the relationship between the research variables or axes. The results of the test are as follows:



### First Hypothesis

**H0:** *There is no statistically significant correlation between the initiative in the strategic entrepreneurship of the Iraqi tourism companies, and its competitive position at a morale level of 5%.*

**H1:** *There is a statistically significant correlation between the initiative in the strategic entrepreneurship of Iraqi tourism companies, and its competitive position at a morale level of 5%.*

**Table 3:** Pearson Correlation Coefficient Between the First Axis and the Third Axis of the Research

probability value Sig	Pearson's correlation coefficient	Axes
0.000	0.444	The first and third axis

Table (3) shows the existence of a statistically significant correlation between the initiative in the strategic entrepreneurship of the Iraqi tourism companies and their competitive position, as the value of the correlation coefficient (Pearson) was (0.444) and its probability value (0.000), which is less than the specific level of morale therefore rejecting the hypothesis The nullity (H0), and the acceptance of the alternative hypothesis (H1) ie (there is a statistically significant correlation between the initiative in the strategic entrepreneurship of the Iraqi tourism companies, and its competitive position at the level of morale of 5%).

### Second Hypothesis:

**H0:** *There is no statistically significant relationship between innovation in the strategic entrepreneurship of tourism companies and their competitive position at the level of morale of 5%.*

**H1:** *There is a statistically significant correlation between innovation in the strategic entrepreneurship of tourism companies and their competitive position at the level of morale of 5%.*

**Table 4:** Pearson Correlation Coefficient Between the Second Axis And the Third Axis of Research

probability value Sig	Pearson's correlation coefficient	Axes
0.000	0.590	The Second and third axis

The table shows the results of the second hypothesis test, and it was found that the probability value of the correlation coefficient (Pearson) is (0.000), which is less than the level of significance specified for the research, and this means rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1) that is (there is a statistically significant relationship between Innovation in the strategic entrepreneurship of tourism companies and their competitive position at a morale level of 5%).

### Impact hypothesis test

Relying on the simple linear regression model, which is one of the most important statistical methods used to study influence relationships; The research hypotheses were tested and the relationship between the adopted variable represented by the third axis (the competitive situation of tourism companies) and the independent variables represented by the first axis (initiative in strategic entrepreneurship for tourism companies) and the second axis (innovation in strategic entrepreneurship for tourism companies) was built, as a statistical or interpretive model was built. Or control the value of the dependent variable in terms of the independent variables.

### First Hypothesis

**H0:** *There is no impact of the initiative in the strategic entrepreneurship of tourism companies on their competitive position.*

**H1:** *There is an impact of the initiative in the strategic entrepreneurship of tourism companies on their competitive position.*

The following tables show the test results:

**Table 5:** ANOVA

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	55.197	14.653	1	14.653	Regression
		0.265	225	59.729	Residual
			226	74.382	Total

From the results of Table (5), it is clear that the value of the F-test statistics between the initiative in the strategic entrepreneurship of tourism companies and its competitive position amounted to 55.197)) and that its probabilistic value is (Sig.=0.000), which is less than the level of significance specified for the research (5%), and this means There is a significant effect of the independent variable on the dependent variable, which confirms the inefficiency and morality of the model.

**Table 6:** Regression Analysis Results

The coefficient of determination $R^2$	Regression coefficient	Calculated t-statistic	Probability value Sig.
0.197	$\beta_0$	2.052	7.017
	$\beta_1$	0.510	7.429
			0.000
			0.000

The estimated regression equation can be written as follows:

$$\hat{Y} = 2.052 + 0.51 X \dots \dots (1)$$

1.  $\hat{Y}$ Representing the dependent variable (competitive position of tourism companies)
2.  $X$  Represents the independent variable (an initiative in the strategic entrepreneurship of tourism companies)

The results are shown in Table (6):

1. The value of the interpretation coefficient ( $R^2$ ) was (0.197), which means that the simple linear regression model explained (19.7%) of the changes that occur in the competitive position of companies.
2. The results show that a change of one unit of (the initiative in strategic entrepreneurship for tourism companies) affects (their competitive position) by (0.51). meaning; The tourism criterion by increasing one unit of the initiative factor in the strategic entrepreneurship of tourism companies will positively affect the competitive position of tourism companies.
3. From the above results, it is inferred that the counting hypothesis was rejected, and the alternative hypothesis accepted (there is an effect of the initiative in the strategic entrepreneurship of tourism companies on their competitive position at the level of significance (0.05)).

## Second Hypothesis

**H0:** *There is no impact of innovation in the strategic entrepreneurship of tourism companies on their competitive position.*

**H1:** *There is an impact of innovation in the strategic entrepreneurship of tourism companies on their competitive position.*

The following tables show the test results:

**Table 7:** Analysis Of Variance ANOVA

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	120.399	25.928	1	25.928	Regression
		0.215	225	48.454	Residual
			226	74.382	Total

It is evident from Table (7) that the value of the F-test statistic between innovation in the strategic



entrepreneurship of tourism companies and their competitive position amounted to 120,399) and that the associated probabilistic value (Sig.=0.000) is less than the level of significance specified for research (5%), and this indicates There is a significant effect of the independent variable on the dependent variable, which confirms the inefficiency and morality of the model.

**Table 8: Regression Analysis Results**

The coefficient of determination $R^2$	Regression coefficient	Calculated t-statistic	Probability value Sig.
0.349	$\beta_0$	1.509	6.083
	$\beta_1$	0.637	10.973
			0.000

The estimated regression equation can be written as follows:

$$\hat{Y} = 1.509 + 0.636 X \dots \dots (2)$$

1.  $\hat{Y}$ Representing the dependent variable (competitive position of tourism companies)
2.  $X$  Represents the independent variable (an innovation in the strategic entrepreneurship of tourism companies)

It is clear from the results presented in the table (8):

1. The value of the interpretation coefficient ( $R^2$ ) was (0.349), which means that the simple linear regression model explained (34.9%) of the changes that occur in the competitive position of companies.
2. A change of one unit of (innovation in strategic entrepreneurship for tourism companies) affects (the competitive position of tourism companies) by (0.636). meaning; The tourism standard by increasing one unit of the innovation factor in the strategic entrepreneurship of tourism companies will positively affect the competitive position of tourism companies.
3. From the above results, it is inferred that the counting hypothesis was rejected and the alternative hypothesis accepted (there is an effect of innovation in the strategic entrepreneurship of tourism companies on their competitive position at the level of significance (0.05).

## Conclusions and Recommendations

### The Conclusions

1. There is an impact of the initiative and innovation factors in the strategic entrepreneurship of tourism companies on their competitive position.
2. The alignment of the resources (financial, material, human, and informational) of the tourism company qualifies it to continuously take the initiative; It achieved the highest level of agreement according to the opinions of the study sample (227), and ranked first in terms of relative importance, reaching (86.6%), with a mean of (4.33), and a standard deviation (0.632). While the variable (experience qualifies to take into account the tastes, needs and behaviors of customers) achieved the lowest percentage of agreement with a relative importance of (82.6%), a mean (4.13), and a standard deviation (0.776).
3. The variable (adopting and supporting new ideas through their application in the tourism company's work, achieving excellence and innovation) achieved the highest agreement in terms of relative importance, which amounted to (90.2%), with a mean (4.51) and a standard deviation (0.543), according to the opinions of surveyed individuals. While the variable (interest in the innovations presented by customers

as an element in the success of the tourism company) got the lowest percentage of agreement with relative importance (81.8%), arithmetic mean (4.09), and standard deviation (0.863).

4. The application of initiative (proactive) and innovation places the tourism company in distinction and competition, and this variable obtained the highest agreement in terms of relative importance by (85.82%), with a mean (4.29), and a standard deviation (0.718) according to the opinions of sample members. While the variable (the launch of more than one initiative at the same time makes the tourism company always distinguished) got the lowest percentage of agreement with relative importance (82%), average (4.1), and standard deviation (0.728).
5. In the tourist standard; Increasing one unit of initiative and innovation factors in the strategic entrepreneurship of tourism companies will positively affect the competitive position of these companies.

### **The Recommendations**

1. Develop strategic policies to implement the factors of initiative (proactive) and innovation in the tourism company because of its impact on excellence and competition in the labor market of tourism companies.
2. Work to harmonize the tourism company's resources within plans that qualify the tourism company to continuously take the initiative in the competitive market.
3. Taking into account the tastes, needs and behaviors of customers, and striving to achieve the initiative to increase the tourism company's share in the competitive situation. As well as adopting new ideas, and supporting them through their application in the fields of work of the tourism company, as they have an impact on achieving excellence and innovation.
4. Focusing on launching one initiative to achieve success and distinction, and not launching more than one initiative at the same time because it has the effect of scattering efforts seeking to achieve excellence and maintain the competitive position.

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