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The Impact of Strategic Entrepreneurship on Sustainable Competitive Advantage: A Field Research in the North Oil Company / Kirkuk

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Abstract

The scope of the strategic entrepreneurship by organizations has expanded, and the trends that explain it have multiplied, as it has become a vital element that must be noted in the various dimensions associated with it, as well as the support it provides for sustainable competitive advantage, resources and education in the field of industry. The research began by diagnosing the theoretical gap between the existing intellectual proposals presented by the researchers, which led to the possibility of their practical application in the North Oil Company / Kirkuk. The questionnaire was used as the main tool for collecting data and information, as 56 questionnaires were distributed, and 53 questionnaires were retrieved. The research aimed to identify the main dimensions of entrepreneurship and sustainable competitive advantage and relied on the descriptive analytical approach. The research showed that strategic entrepreneurship plays a key role in achieving sustainable competitive advantage.

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 sustainable competitive advantage 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 own ranks. (Alcocer et al., 2022)

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

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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. In another study by Amagancarczyk (2020) The concept of Strategic Entrepreneurship was highlighted as one of the primary factors contributing to the development of active entertainment organizations .(Mtani et al., 2023)

Additionally, Machado et al, (2021) conducted a study with the objective of 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. (Haeri et al., 2022)

Many studies have dealt with the variable of sustainable competitive advantage, such as: Dyerson, &et.al,(2015) conducted a study on sustainable competitive advantage, aiming to Explores how companies turn a temporary competitive advantage into a sustainable advantage Firms can benefit from a temporary competitive advantage as a result of their market position to improve its technological resources and ability, which in turn can enhance its competitive advantage sustainable . Vahdati,&et.al,(2018)The current study aims to investigate the effect of the year of competitiveness and its effects on competition and the type of advantage The results showed, using structural equation modeling, that general competition and strategies have significant and positive effects on dynamic and sustainable competitive advantages. In another study by Addelaziz,etal,(2020) This study aims to know the role of marketing performance in achieving a sustainable competitive advantage for hotels The results indicated important effects for hotels such as including the importance of maintaining the level achieved by adopting performance marketing, and more improving the sustainable competitive advantage of the hotel survey. (Sri Tutie, 2023)

The Problem of Research

The researched 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 sustainable competitive advantage and strategic entrepreneurship has a major role in the success of organizations. Now, there are problems that weaken the role of the organization 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: (García-Romero et al., 2022)

1. What are the basic building blocks of Strategic Entrepreneurship.
2. What are the challenges that the organization faces in order to achieve sustainable competitive advantage.
3. What are the capabilities of the organization to apply Strategic Entrepreneurship.
4. What is the level 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 sustainable competitive advantage, and what is the strength of this influence.

The Objectives of Research

The aim of the current research is to shed light on the field of study in order to achieve sustainable competitive advantage through strategic entrepreneurship. 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 sustainable competitive advantage.
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 that can contribute to discovering solutions and developing the research field.
4. The research aims to determine how to achieve sustainable competitive advantage that will advance the economic situation of Iraq.
5. Providing Iraqi, Arab, and international libraries with a knowledgeable and innovative contribution, as knowledge contributions in this field are still limited despite their great importance.

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 private colleges and universities, such as gender, 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, Amos, 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 gender, 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 sustainable competitive advantage.
2. The second main influence hypothesis states that there is no statistically significant effect of strategic entrepreneurship on sustainable competitive advantage.
3. The third main multiple effect hypothesis states that there is no statistically significant effect of the combined dimensions of strategic entrepreneurship on sustainable competitive advantage.

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 in an innovative and creative way; 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 calculated risk, clear vision; and the ability to read the environment, plan and deal with ambiguous circumstances in order to 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. This is what everyone agreed with (Abdulhameed and Al-Kubaisy,2023),and (Hassan and Ismael,2023)

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 in 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, 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):

- 2 Pioneering activity is a mechanism for strategic change, development, and renewal.
- 3 Strategic entrepreneurship has a positive impact on the economy and society, as it facilitates the process of their stability.
- 4 Strategic entrepreneurship is an advantage and strategy to achieve continuous growth and competitive advantage.
- 5 It helps to excel and improve performance by balancing the components of efficiency and effectiveness of performance.
- 6 Encourages creativity and forming advanced ideas.

- 7 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. 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). Chang and Wang, (2013) indicate 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 leadership is a form of behavior that is distinguished from other types of entrepreneurship behaviors required in highly turbulent, difficult, and competitive environments (Asse and Mhaibes, 2022). 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 (Gatea, 2020). Hassan and Raheemah (2021) see entrepreneurship style that focuses more on serving team members.

3. 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). Subramaniam and Shankar, (2020) indicate that the entrepreneurial mindset is the beliefs that direct the way in which 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 competitive advantage 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).

Units

Sustainable Competitive Advantage

The concept of sustainable competitive advantage has received wide attention over the past few decades within the framework of all business sectors due to its main role in keeping pace with the rapid changes that occur in the business environment, facing challenges and responding to changing customer requirements, the instability of constantly market needs, technological progress and globalization all. It encourages and pushes organizations to continuous improvement and development of its activities in order to ensure growth and survival in the market for the longest possible period of time, so organizations must find means and tools to gain sustainability and growth in the market not only to achieve a competitive advantage, but to achieve a sustainable competitive advantage, which has become extremely important in The success of organizations and the continuation of their work in light of intense competition

The Concept of Sustainable Competitive Advantage

It is the ability of the organization to meet the needs of its customers at the present time without compromising its ability to meet their needs in the future (Kiprop, 2014:5).

It is also the application of unique and distinct strategies capable of creating sustainable value that distinguishes the organization from its counterparts in the same industrial field (Ghodsi & Hakkak, 2015: 300).

(Sriwidadi, 2016:38) believes that it is the implementation of a value creation strategy that is not implemented concurrently by any current or potential competitors; Or is the implementation of a value creation strategy that is not being implemented simultaneously by any current or potential competitors and when these other organizations are unable to replicate the benefits of doing so.

The importance of sustainable competitive advantage

The competitive advantage is of particular importance to organizations in general because it gives the organization strength and survival for a long time in the market in addition to achieving the profits and goals that the organization seeks (Huang, 2015: 617-636) (Vinayan et al, 2012:29) Raduan, 2009: 402-418) indicated that the importance of sustainable competitive advantage can be identified as follows:

Sustainable competitive advantage is an important element for the long-term survival of organizations.

Achieving a sustainable competitive advantage allows the organization to reap economic returns or returns above average.

sustainable competitive advantage leads to the profitability of the organization and an increase in its market share.

sustainable competitive advantage is considered as a long-term support for the strategy of creating value and providing value that cannot be imitated or not implemented simultaneously by any competing organization.

The company's sustainable competitive advantage achieves two main forces, the internal strength of resources and capabilities, and the strength outside the market situation.

Characteristics of sustainable competitive advantage

In order to achieve a sustainable competitive advantage, it requires it to have a set of characteristics, and these characteristics are as follows (Al-Akidi, 2019: 48)

Continuity of competitive advantage: through its sustainability by enabling the organization to take the lead over its competitors in the long term, and this represents excellence, not success in the short term.

Relativity of competitive advantage: compared to competitors or comparing them in different periods of time, and this feature makes understanding the advantages within an absolute framework difficult to achieve by competitors.

Renewing the competitive advantage: that is, the organization must strive towards developing the competitive advantage and renewing and improving its outputs according to the variables of the external environment on the one hand and the capabilities, capabilities and resources of the organization on the other hand.

The flexibility of the competitive advantage: The competitive advantage of the organization must be characterized by the appropriate flexibility in order to conduct exchanges between the competitive advantages, some with each other that are no less successful and distinguished than the previous ones, easily and according to changes that occur in the external environment or improving it and increasing the capacity of the organization.

Its suitability for objectives and results: the competitive advantage must be appropriate while using it to achieve the objectives and results that the organization seeks to achieve in the long and short term.

Dimensions of Sustainable Competitive Advantage

The conditions of competition, which are almost closer to a war between organizations working in the same sector, and each organization seeks to follow various means in order to obtain the largest market share, more profits, and maximizing returns in a way that prompts organizations to follow many legal methods, and even Some organizations have begun to rely on illegal or even immoral methods in order to achieve the goals that they have long sought.

There are many researchers who have dealt with the issue of sustainable competitive advantage in multiple dimensions, and here we will focus on the dimensions chosen by (Lu, & Yang: 2010) because of their compatibility with the researched field, namely (cost, quality, flexibility, and delivery).

1- **Cost:** Cost is considered one of the main factors for determining the competitive position of any facility, and the competitive advantage of the facility has become associated with what it can offer to the market in terms of products that are of a high level of quality and at the lowest possible cost (Asli, Kucukaslan, 2019:28) And the cost refers to the ability to change the rate of total production quickly and efficiently, as the cost or as he calls it (volume flexibility) should involve a significant change in the results of performance (2013: 54, Nadarajah)

Cost is the primary goal of most organizations, and organizations always seek to deliver products to the final customer at the lowest prices on the assumption that the relationship between the number of buyers of the product and the number of customers, and that reducing prices must not affect the quality of the product, as they work with Other priorities such as quality, flexibility and delivery, as indicated (2011: Russell & Taylor 21).

2- **Quality:** From the point of view of (Luciano, 2009: 4), quality means the continuous production of goods and services that meet expectations, and this operational performance measure benefits both the customer and the manufacturing organization, because defect-free products do not cut The manufacturing process and the end user is satisfied with a product that meets his requirements, and this requires a skilled workforce, appropriate job specifications, appropriate technologies, and effective communication. organizations to provide high-quality products and services in order to successfully compete in the market to meet the challenge of competition, and attention to quality leads to a positive impact on business performance by influencing production costs and profits, (Slack et al, 2013:47) Here, quality is defined as "consistent conformity to customer expectations". In other words, "doing things right", but the things that the process needs to be done correctly will differ according to the type of operation, as the customer's perception of high-quality products and services means customer satisfaction and thus the possibility of his return Albayatey, and et al (2021).

3- **Flexibility:** Strategic flexibility is defined as the ability of the organization to adapt to the prevailing situation in the competition market in order to maintain the sustainable competitive advantage achieved and ensure its sustainability, to diagnose the problems that it may face in the future and to find appropriate solutions to confront them 2006:16), Ginn & Lee) describes it (2008:14, Bao & et al) as the ability of the organization to diagnose fluctuations and potential threats in the external environment and work to provide the necessary resources and requirements to confront these threats in a timely manner

4- **Delivery:** One of the critical factors that depend on the success of the facility, as it is the responsibility of the facility to quickly perform various functions and activities so that it can complete the specified dates and respond to customer requests. And speed has become at the present time no less important than quality in attracting and retaining customers to achieve local and global competitive advantages (Kuncoro, & Surian, 2022:33) and (3: 2014, Russell, Millar) see delivery Delivery usually refers to speed and reliability, and delivery reliability has been defined as meeting delivery schedules and speed of delivery as a quick response to customer orders, and uses dimensions compatible with these definitions such as increasing delivery speed and improving delivery on time, and after-sales service can be included

as a measure for delivery

Discussion of Results

The first main correlation hypothesis: (There is no statistically significant correlation between strategic entrepreneurship X and competitive advantage Y) It is clear from Table No. 1 that there is a statistically significant correlation between strategic entrepreneurship, and sustainable competitive advantage, as the correlation coefficient recorded a significant positive correlation between strategic entrepreneurship and sustainable competitive advantage, as it amounted to (0.890**), and as shown in Table No1, which is Significant correlation at a significant level (0.01), and accordingly, this result confirms the existence of a positive significant correlation between strategic entrepreneurship and sustainable competitive advantage, and these results confirm the rejection of the first main correlation hypothesis and the acceptance of the alternative hypothesis, which states On (there is a statistically significant correlation between strategic entrepreneurship X and sustainable competitive advantage Y).

Table No 1: The correlation between strategic entrepreneurship X and sustainable competitive advantage Y

	Cost Y1	Quality Y2	Flexibility Y3	Delivery Y4	Competitive Advantage
Entrepreneurial culture X1	.748**	.684**	.749**	.638**	.764**
Entrepreneurial Entrepreneurship X2	.799**	.717**	.800**	.617**	.796**
Entrepreneurial mindset X3	.769**	.850**	.878**	.736**	.875**
strategically managed resources X4	.674**	.736**	.705**	.732**	.770**
Innovation and creativity X5	.699**	.644**	.758**	.672**	.751**
X strategic entrepreneurship	.830**	.820**	.875**	.761**	.890**

**. Correlation is significant at the 0.01 level (2-tailed).

First: Testing the second main effect hypothesis

Testing the hypothesis that states (there is no statistically significant effect between the strategic entrepreneurship X in the sustainable competitive advantage Y), as we note from the table 2 that the value of (F) calculated amounted to (193.853). It is greater than the tabular (F) value of (6.84) at the level of significance (0.01). Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states (there is a statistically significant effect between strategic entrepreneurship in sustainable competitive advantage), which indicates The strategic entrepreneurship has a clear impact on the sustainable competitive advantage, and through the value of the coefficient of determination (R²) of (0.792) it is found that the strategic entrepreneurship explains (79.2%) of the variables that occur on the sustainable competitive advantage. The remaining (20.8%) are due to other variables not included in the research form, and it is evident through the value of the marginal slope coefficient (β) amounting to (0.890), which is statistically significant as the value of (t) calculated for it (13.923) is greater than the tabular value of (t) at the level of significance (1%), amounting to (2.36), and the value of the constant (α) was recorded in the equation (0.445), and it is statistically significant, as the value of (t) calculated for it (1.743) is greater than the tabular value of (t) at the level of significance (5%) and amounting to (1.66), meaning when the strategic entrepreneurship is equal to zero, the sustainable competitive advantage will not be less than this value.

Table 2: Statistical indicators for analyzing the impact of strategic entrepreneurship dimensions X on sustainable competitive advantage Y

The dependent variable	The dimensions of the strategic entrepreneurship variable. X	values regression coefficients	(R ²)	(F)	(t) Computed	moral	decision
sustainable competitive advantage Y	Entrepreneurial culture X1	(α) 1.270 (β) 0.681	0.584	71.546	3.932 8.458	0.000	moral
	Entrepreneurial Entrepreneurship X2	(α) 1.198 (β) 0.701	0.634	88.415	4.015 9.403	0.000	moral
	Entrepreneurial mindset X3	(α) 1.008 (β) 0.733	0.765	166.278	4.328 12.895	0.000	moral
	X4 strategically managed resources	(α) 1.198 (β) 0.703	0.592	74.086	3.680 8.607	0.000	moral
	Innovation and creativity X5	(α) 1.155 (β) 0.719	0.563	65.792	3.294 8.111	0.000	moral
	X strategic entrepreneurship	(α) 0.445 (β) 0.890	0.792	193.853	1.743 13.923	0.000	moral
	Tabular (F) value = 6.84 /// Tabular (t) value = 2.36, 1.66 /// Sample size = 53						
	The number of accepted null hypotheses = 0						
	Number of accepted alternative hypotheses = 5						

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. Organizations always seek to provide their services at the lowest possible costs when compared to competing organizations. This is in addition to reducing costs and increasing the competitive advantage of the organization.
5. Most organizations seek to focus on the concept of quality through the use of machines and equipment of high quality that reduce waste and improve the competitive advantage of the organization.

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تأثير الريادة الاستراتيجية في الميزة التنافسية المستدامة: بحث ميداني في شركة نفط الشمال/ كركوك

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المستخلص

اتسع نطاق استخدام مصطلح ريادة الأعمال الاستراتيجية من قبل المنظمات، وتضاعفت الاتجاهات التي تفسره، حيث أصبح عنصرًا حيويًا من الضروري ملاحظته في الأبعاد المختلفة المرتبطة به، وكذلك الدعم الذي يقدمه للميزة التنافسية المستدامة والموارد والتعليم في مجال الصناعة. بدأ البحث بتشخيص الفجوة النظرية بين المقترحات الفكرية القائمة التي قدمها الباحثون والتي أدت إلى إمكانية تطبيقها عمليًا في شركة نفط الشمال/كركوك. استخدم الاستبيان كأداة رئيسية لجمع البيانات والمعلومات، حيث تم توزيع 56 استبيانًا واسترجاع 53 استبيانًا. هدف البحث إلى التعرف على الأبعاد الرئيسية للريادة والميزة التنافسية المستدامة، واعتمد على المنهج الوصفي التحليلي. وأوضح البحث أن ريادة الأعمال الاستراتيجية تلعب دورًا رئيسيًا في تحقيق الميزة التنافسية المستدامة.