

THE IMPACT OF STRATEGIC ENTREPRENEURSHIP ORIENTATION IN ENHANCING BUSINESS COMPETITIVENESS (A case study in Ibn Majid Company in Basra Governorate)

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A B S T R A C T	K E Y W O R D S
<p>The research aims to identify the extent of the impact of the strategic entrepreneurship orientation on business competitiveness, and to reveal the extent to which the organization under discussion is able to employ the dimensions of the strategic entrepreneurship orientation in enabling it to be a key player in competing with its counterparts in the local and regional market. The company in question adopts strategic entrepreneurship to adapt to the changes taking place in the external environment, especially competitors, after the trend to the open market became for the private sector to take the lead in a market that is diversified in products and increased competition. The researcher used a questionnaire prepared for this purpose, consisting of two variables; the first is the independent variable, strategic entrepreneurship in its three dimensions (creativity, risk, initiative), Business competitiveness came as a dependent variable with dimensions (quality, flexibility, delivery) for a sample of (100) person and using the statistical package (spss v.22). In analyzing the data, the study reached the most important conclusion, which is the research sample company's lack of two dimensions (creativity and risk) as basic foundations in strategic leadership, which made it lose the possibility of obtaining competitive priorities characterized by flexibility and the ability to adapt to environmental developments.</p>	

Introduction

The use of the term entrepreneurial orientation is used for referring to the strategy making processes that lead to enhancing business competitiveness, therefore the study aims to reveal the opportunities that entrepreneurial oriented companies can through the use of proactive behavior in adopting a strategy to defend the competitive advantage against a number of competitors, especially after the market economy changed from protection policies to an open market economy where the private sector is encouraged to take the lead in economic development and the Iraqi environment is considered a growing market as there are many opportunities that enable entrepreneurial companies to benefit from them.

The concept of orientation Pioneering is the possibility of clarifying the mentality of competing companies in pursuing the development of their products, and this is very important for researching entrepreneurial activity and constantly researching within the manufacturing environment.

The current study also attempts to achieve the essential objectives, perhaps the most important of which is to test the expected impact relationship between the dimensions of both strategic entrepreneurship and business competitiveness, as well as standing on the respondents awareness of the dimensions of strategic entrepreneurship and business competitiveness.

In order to achieve the objectives of the current study, it was divided into four sections; the first section deals with the scientific methodology and previous studies, the second section is singled out for the theoretical side of the study variables, the third section is devoted to the practical field side, finally, the fourth section deals with the most important conclusions and recommendations.

Although the study achieved its objectives, there are some the challenges are as follows:

(The first topic: the methodological framework of the research)

The current study includes a detailed presentation of the scientific methodology, as it includes a number of basic paragraphs that serve as a map in determining the paths of study and managing the main lines.

First - Research Problem:

Adapting to the changes taking place in the market through aspects of entrepreneurship and innovation of successful products is a major concern for all companies, especially for small and medium-sized companies, and the dominance in most developing economies, including Iraq, so that the ability of companies to keep pace with development in the external environment, which is characterized as a non-dynamic stable environment is one of the most important problems and challenges facing these organizations, therefore, their ability to direct strategic entrepreneurship through creativity and initiative is one of the most important factors that help them anticipate the external environment and search for new opportunities, and their ability to compete with other organizations. According to what was mentioned above, the problem of the study can be formulated in following:

What is the impact of direct strategic entrepreneurship in business competitiveness?

In order to answer the previous problem, the following sub-questions were formulated:

- 1- What is the interest of the researched sector in applying the strategic leadership?
- 2- What is the level of availability of the dimensions of the strategic entrepreneurship orientation in the research sample sector?
- 3- Is there a relationship between strategic entrepreneurship orientation and business competitiveness in the researched sector?
- 4- What is the nature of the influence relationship of the dimensions of strategic entrepreneurship orientation in business competitiveness?

Secondly - Research Importance:

The importance of the study stems from the importance of the variables that the study tries to review and research in depth and can be identified as follows:

- 1- It was represented by the variables of the study, which directs strategic entrepreneurship and business competitiveness and directs the attention of administrative leaders towards the importance of these variables.
- 2- Trying to understand the importance of strategic entrepreneurship orientation in achieving business competitiveness in the researched sector
- 3- The importance of the study is embodied in the sector that was researched, which is the industrial sector, which constitutes a basic pillar for economic development in the country.
- 4- Diagnosing the level of strategic entrepreneurship orientation in the researched sector.
- 5- The possibility of benefiting from the results of this study to carry out future studies for different sectors and provide information that benefits higher managements about the importance of strategic entrepreneurship orientation in achieving business competitiveness.

Third: Research Objectives

The study aims to achieve the following:

- 1- Detecting the extent to which strategic entrepreneurship can be directed towards achieving business competitiveness.
- 2- Diagnosing and analyzing the recent theoretical contributions to the subject of strategic entrepreneurship in achieving business competitiveness.
- 3- Analyzing the extent of the impact of strategic entrepreneurship orientation on achieving business competitiveness in the researched sector.
- 4- Improving the level of awareness of the researched sector in realizing the direction of strategic entrepreneurship and its impact on achieving business competitiveness and how to perform and thus increase its competitiveness.

Fourth: Hypothetical Research.

In the light of the research problem and its objectives and within the theoretical and applied framework, the hypothetical scheme of the research was prepared, which expresses the causal relationships of the research, as shown in Figure (1), and between the types of variables, which are as follows.

the independent variable. Strategic entrepreneurship is based on three sub-dimensions (creativity - risk - prowess).

The dependent variable represents business competitiveness relies on three dimensions (quality - flexibility - delivery).

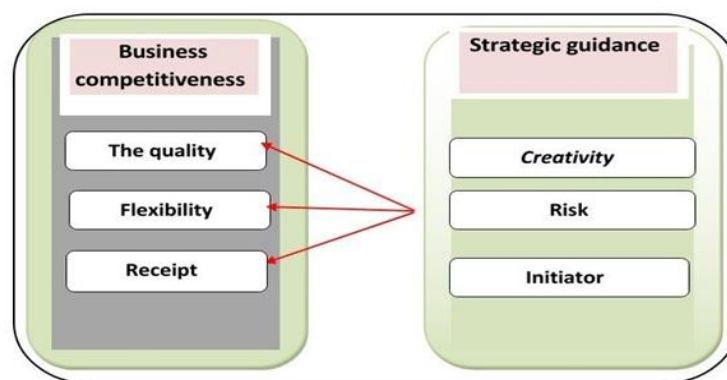


Figure (1) The hypothetical form of the study

Fifth: the research hypothesis.

Determining the problem of the study and looking at the relevant previous cognitive efforts, in the light of the dynamic relationship between the research variables and the hypothetical scheme, as well as the objectives of the study, the study has a main hypothesis, and a group of hypotheses branch out from it to measure the relationship between the dimensions of the strategic entrepreneurship orientation, which are as follows (there is a statistically significant correlation between Dimensions of the direction of strategic entrepreneurship and the dimensions of business competitiveness)

Sixth: Data collection methods and measurement tools.

Included data collection methods:

1- The theoretical side:

By looking at the scientific sources in the characteristic journals. In addition to letters, dissertations, books, as well as magazines and periodicals, these sources were employed in order to benefit from them in covering the theoretical side and as written in the list of sources

2- The applied side:

- A. A questionnaire was employed to collect data related to the variables of the study. The test results, their validity and reliability are presented after being presented to a group of experts in the practical aspect of the research.
- B. Adopting semi-structured personal interviews in the industrial sector in Basra Governorate with department and division managers in senior management to clarify what was stated in the questionnaire and respond to their inquiries.
- C. The official documents and records of the sector in question.

Seventh: research approach

The study relied on the analytical descriptive approach, which is one of the most used approaches in administrative and social studies, which can produce logical and acceptable results and reach conclusions and recommendations.

Eighth: the research community and its sample.

In the light of the research problem, and in order to test and apply its hypotheses and achieve the analytical goals of the research, the research sample was tested from the general manager and heads of departments and divisions in Ibn Majid Company, whose number is (80) single in a comprehensive inventory method.

Ninth: Statistical tools for research.

The data is analyzed through the use of the program (spss v.22), which is one of the statistical programs that can be relied upon in analyzing the study data.

(The second topic. The theoretical aspect)

First - strategic entrepreneurship orientation

1. The concept of strategic entrepreneurship orientation

or entrepreneurship is an old concept used for the first time in the French language at the beginning of the sixteenth century.

Management and organization theory is a phenomenon that emerges at the level of the organization and is particularly concerned with growth, innovation and the spirit of risk and is considered a means to enhance competitiveness at the global level and is often attributed to the behaviors of individuals and groups within the organization rather than just looking at it as actions issued by individuals who possess certain characteristics and attributes (qunce & whittakers: 2003-1-25)

the entrepreneurial orientation is that organizations focus on the concept in the field of entrepreneurship and focus on the theoretical and experimental aspects and spread the philosophy of entrepreneurship at various administrative levels to face risks, anticipation and creativity by adopting the entrepreneurial approach (Slevin & Green: 2006:1-35)

Strategic entrepreneurship is also viewed as a group of opportunities that the organization is trying to obtain, as well as a group of opportunities that the management team is trying to realize and its convictions of the opportunities that it can seize (Kygidon & Hughs: 2010:46) and we find that most companies that have an entrepreneurial orientation It is the one that supports and clarifies entrepreneurial behavior with sufficient regularity for this behavior to become a specific organizational feature or characteristic (corin & wales: 2010:55).

Others believe that the entrepreneurial orientation is an organizational feature that permeates the company's management philosophies, decision-making practice, and its formation of organizational elements in addition to its strategic behavior. (welas & korem,2019:1-45)

And based on the foregoing, it is possible to define strategic entrepreneurship as a strategic management philosophy adopted by departments through which you can seize opportunities that help the success of the organization and achieve its goals.

2- Dimensions of the strategic entrepreneurship orientation.

There is a difference in the views of researchers and those interested in the dimensions of the strategic entrepreneurship(Lumpkim & Doss, 1996) identified several dimensions of resources and capabilities, strategic capabilities, entrepreneurship, the environment, and the organizational structure As for (Kyrgidon & Hughos,2010:46) they assert that it is (innovation, risk-taking, initiative), while (Corin & Wales, 2019:60) considers that they are two dimensions of independence and competitive aggressiveness, but we find that dependence on the three dimensions is on a large scale, as most points of view agree on the dimensions of Corin & Wales.

A- Creativity

The adoption of creative activities by organizations leads to the creation of value for the organization and helps in finding non-traditional solutions to problems and needs and creating meaningful changes in the capabilities and energies of the organization (Coruona,2002:45) It can also be described as a set of methods for developing or adopting new activities, services or products (rere&etal :2012:3-40).

B- Risks.

It refers to that activity that aims to prevent losses that organizations may face, as risk represents a framework for the entrepreneurial approach that refers to venturing into the unknown without knowing the potential results, which involves investing in technology or entering unknown or pre-tested markets in addition to the financial risk that may affect the organization (Alderman: 2011:15-88) as it is described as venturing into the unknown, the possibility of loss, or enduring uncertainty (Gunawan 2015:40).

C- proactive (initiative)

It is the tendency of the organization to anticipate future needs and environmental changes through the use of new methods and modern technologies, and there are those who see it as the ability to anticipate and prepare in advance for the future.

Second: business competitiveness

1- The concept of business competitiveness.

Senior management in the industrial sectors work to achieve competitiveness in their work through the foregoing operations, and we try to achieve the customer's needs or the value that the customer wishes to obtain by giving the customer everything he desires better than any other sectors, where competitiveness is defined as a process that companies seek from through it to excel in its business environment by owning and maintaining a competitive advantage, and This requires understanding the general framework of the company through the senior management that defines the needs and desires of the customer and how to deliver them, taking into account the rate of operational capabilities.

2- Dimensions of business competitiveness.

Senior management in industrial companies works to achieve their competitiveness through the products they provide that meet the needs and desires of customers or the value that customers wish to obtain from these products. Therefore, with regard to the dimensions of business competitiveness, we find a kind of coincidence in the opinions of a number of writers about the most common dimensions that are Each of them is an essential dimension for achieving competitive excellence for companies. Therefore, the dimensions have been identified as follows:

A. Cost

The main operational goal for companies is the lowest cost that compete through cost, and even companies that compete through competitive advantages other than cost, as they seek to achieve low cost for the products they produce, From standing in front of competing companies and helping them reach competitive prices that enhance the competitive advantage of the company's products in the market, and that the company's lack of interest in reducing its cost may be the reason behind its deterioration or withdrawal from existing products and markets.

B. Quality

Companies always try to obtain the expected value that is commensurate with their message, and this requires defining customers' expectations and desires for quality. Customers want quality products that

meet the characteristics required by them, which are the characteristics that they expect or see in advertisements.

Companies do not provide quality products that meet the needs and desires of customers.

C. Flexibility

It is the company's ability to change operations to other methods, and this may mean changing the performance of operations, as well as changing the method and time of performing operations. The customer needs to change operations to provide requirements that are:

- 1- Product Flexibility
- 2- Mix Flexibility
- 3- Volume Flexibility
- 4- Delivery Flexibility.

D. Delivery

Explains that delivery is the basic basis for competition between companies in the markets by focusing on reducing lead times and speed in designing new products and presenting them to customers in the shortest possible time. It also confirms on three priorities for the post-delivery deal with time is:

- 1- Speed of delivery
- 2- Delivery on time
- 3- Rapid delivery.

Some prior knowledge efforts

In this topic, we seek to present a number of previous studies, both Arab and foreign, as previous knowledge efforts help in crystallizing the foundations for building the structural aspect of scientific research methodology, and at least some of these efforts in this field are presented.

First - Arab studies

The previous Arabic studies that we were able to obtain, which are related to the research variables, are:

1- Entrepreneurship Strategies and their Role in Achieving Competitive Advantage A field study on the telecommunications company in Jordan: Al-Sakarna 2008 A model was developed in order to test the relationships between the independent and dependent study variable. The sample consisted of 140 department managers. The study concluded with several results, the most important of which is the existence of a statistically significant relationship between Applying entrepreneurship strategies and achieving competitive advantage for telecom companies, and the existence of an influence relationship between the variables that occur in entrepreneurship strategies and competitive advantage, and the most important recommendations were the existence of a relationship between the dimensions of entrepreneurship and competitive advantage that must be relied upon by organizations.

2- Strategic Entrepreneurship and its Role in Achieving Competitiveness in Industrial Facilities A field study in the Bashir Siksik and partners Company for the manufacture of sanitary ware: Mahmoud 2021 The study reached a set of results, including the emergence of a clear interest from the industrial

facilities of the study sample in the dimensions of strategic entrepreneurship in the field of finding available job opportunities and investing them in The market and the endeavor to take advantage of the conditions surrounding the establishment and its most important recommendations is the need for the establishment to pay attention to the dimensions of leadership.

Second - foreign studies

1- Requirements for applying the strategic Entrepreneurship as an entry point to Enhana technical innovation: case study – Palestine technical college – Deiral – Balah international journal of Business and management inrention(ALayoubi & ALshbaki, 2020:1-17).

The study, titled “Requirements for the Application of Strategic Entrepreneurship as an Introduction to Promoting Technical Innovation, targeted an analytical study for the Palestine Technical College, Deir al-Balah”.

To identify the impact of the requirements for implementing strategic entrepreneurship in achieving innovation from the perspective of workers. The analytical descriptive approach was used. The study population included the academic and administrative staff in the college. The study used a questionnaire as a tool for the study; the study reached several results, the most prominent of which was the presence of a statistically significant effect between the requirements of implementing strategic entrepreneurship and achieving innovation for college.

2- Strategic entrepreneurship and performance of small and medium scale enterprises in metropolis archives of Business Research 6(9) 49-69 Makinde &agu: 2018

The study came to strategic entrepreneurship and the performance of small and medium-sized companies in Aba Metropolis to confirm that strategic entrepreneurship has become the dominant one in the contemporary world. One of these problems, so the study came with the aim of identifying the impact of the entrance to strategic entrepreneurship on the performance of companies and adopted the survey approach. The study population included 231 owners / managers of small and medium companies, and a questionnaire was used. Effective role on the performance of those companies and recommended obliging companies to adopt strategic leadership.

(The third topic is the procedural framework)

Procedural framework (field): Procedural Framework

A set of statistical tests will be used to analyze the data obtained from the research sample, including ensuring that the data is distributed normally, measuring the stability of the scale that was used by the researcher, leading to conducting descriptive statistics for the research variables, and finally using path analysis for the purpose of testing research hypotheses. As explained below:

1- Normal Distribution of Data

The normal distribution, is also called the Gaussian probability distribution, relative to its author, the German scientist Carl Goss, and it is a probability distribution used to describe random data, most of which tend to center around the average value of the variables, which appears in the probability density graph on The shape of a bell, according to the Gaussian function, which is thus called the bell curve. The purpose of this analysis is to ensure that the data is normally distributed and not dispersed, as the (One-Sample Kolmogorov-Smirnov Test) test was used to ensure that the variables were subject to a

normal distribution. As this, the procedure is a statistical test that compares the distribution of a statistical population through two independent samples taken from this population. It can be used to see if the data distribution is normal or not, and generally we conclude that the variable is not normally distributed in the “Sig” state. <0.05 . When analyzing the data, the paragraphs were normally distributed as shown below

Table (1): normal distribution test (one sample Kolmogorov-Smirnov test)

Variables	strategic entrepreneurship	Business competitiveness
Test statistics	.221	.411
Asymp. Sig (2-tailed)	0.025	0.030

2- Reliability of the Study Scale

Consistency refers to how consistent a method is in measuring something. If the same result can be achieved consistently using the same methods under the same conditions, the measurement is considered reliable i.e. stable. This test was used for the purpose of ensuring the stability of the questionnaire through the use of (Cronbach's Alpha) analysis, which means that the questionnaire carries understandable and accurate information, and this is what makes the individuals' answers have little variation. One of the conditions for this test is that the results should be greater than 70% to be considered internally consistent and stable (Pallant, 2011:100), as shown in the table below:

Cronbach's Alpha variants.

Table (2): the factor of the reliability of study scale (source: made by the researcher using outouts of SPSS V.22)

Variables	Cronbach's Alpha
strategic entrepreneurship	.884
Business competitiveness	.892

3- Descriptive Statistics and Correlation: Coefficients

Descriptive statistics is a brief description of a large set of data or a group of methods used to facilitate the quantitative description of the main characteristics of the data by using tables and charts to facilitate their understanding by the user. Describing, organizing, classifying, summarizing and displaying a set of data in a clear manner in the form of tables or graphic figures, and calculating the various statistical measures to describe a variable (or more) in a given population. Thus, the arithmetic mean and correlation coefficients were extracted between the two variables shown in Table No. (3), which It was tested on a sample of employees at Ibn Majid Company. At the level of significant significance (0.01).

Table 3: means, standard deviations, and relations between variables

Variables	Mean	S.D.	strategic entrepreneurship	Business competitiveness
strategic entrepreneurship	3.28	0.434	1	
Business competitiveness	3.93	0.511	0.676	1

It is clear from the above table that there is a linear correlation between the variables of the study, as we conclude that increasing the level of using strategic entrepreneurship has a significant positive impact on increasing the level of business competitiveness, which plays a vital role in spreading the sustainability of the company and improving its organizational image.

4- Hypothesis testing

Hypothesis testing in scientific research is one of the inferential statistical methods, where sample data representing the study population is used in order to test the hypothesis, evaluate its reasonableness, and issue a specific judgment. Hypothesis testing in scientific research depends on the experiment or sample being studied, and the test result is statistically significant. Hypothesis testing in scientific research aims to analyze the sample in order to deduce information that reflects the community, and then helps in making correct decisions. For the purpose of testing the previously formulated hypotheses, path analysis was chosen, which aims to find the direct and indirect effect between variables and linear relationships, as shown in Table (4) and Figure (2) below:

Table (4): testing the hypothesis of the study

Direct effect hypothesis						
		Estimate	S.E.	C.R	P	Label
strategic entrepreneurship	→ Business competitiveness	.859	.011	36.27	0.001	Accepted

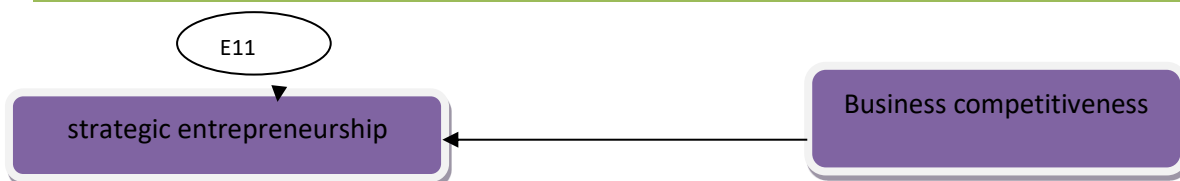


Figure (2) the relationship of the direct effect of the main hypothesis

Based on what was mentioned in the above table and figure, it is clear that the first hypothesis between strategic entrepreneurship and business competitiveness, which is estimated at (.859), has been accepted, as the results show that there is a direct impact of strategic entrepreneurship towards business competitiveness, and this is what makes the hypotheses acceptable.

(The fourth topic is the conclusions and recommendations)

Conclusions:

- 1- The presence of interest from the research sample company in terms of its support for the development of its capabilities that support its entrepreneurial ability in a manner that is reflected in its competitive position.
- 2-The ability of the researched company to avoid the problems it faces in various fields of work, by constantly renewing its ideas, keeping abreast of all developments in its surrounding environment, and keeping abreast of what is new in its field of work.

3-The results of the research proved that the researched company lacks the two dimensions of creativity and risk as basic foundations for the independent variable (Strategic entrepreneurship), and this is reflected negatively on its competitiveness.

4-The results of the research showed the existence of a positive statistically significant influence and correlation between strategic entrepreneurship and the competitiveness of the researched company, as the value of this correlation between the two variables reached (0.68), while the impact relationship of strategic entrepreneurship in competitiveness reached (0.86), and this indicates that an increase in Strategic entrepreneurship in the amount of one unit leads to an increase in the competitiveness of the business according to the relationship of influence and connection.

Recommendations:

- 1- The need to increase the level of focus of the researched company on areas related to strategic entrepreneurship in a way that enables it to maintain and increase its competitiveness.
- 2- The need for the company in question to be interested in the field of research and development, which is reflected in its keeping pace with modern ideas and continuous developments in the environment in which it operates.
- 3- Increasing the level of interest of the researched company in the aspects of creativity and creating a level of importance among the employees of the company regarding the importance of the risk element in a way that supports its strategic entrepreneurship position, which ultimately leads to improving its competitive position
- 4- Invite the researched company to make more efforts and pay attention to adopting modern practices of strategic entrepreneurship in order to increase its competitive position in the environment in which it operates.

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