

## THE ROLE OF ENTREPRENEURIAL STRATEGIES IN ACHIEVING ORGANIZATIONAL EXCELLENCE

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<b>ABSTRACT</b>	<b>KEYWORDS</b>
<p>The research mainly aims to know the role of entrepreneurial strategies with its sub-dimensions in achieving organizational excellence, and the research was applied to a sample of (52) individuals that included directors of scientific departments and rapporteurs in the faculties of the University of Misan. The research is a set of statistical methods for analyzing, interpreting and processing data through the statistical package (SPSS V.24), and the research started from a major problem that states (What is the role of applying entrepreneurial strategies in achieving organizational excellence), and the research reached a set of conclusions, the most prominent of which were (with The surveyed sample has absolute confidence that the application of entrepreneurial strategies allows the exploitation of all critical opportunities using effective strategic planning that depends on a common organizational vision and the adequacy of available resources, by increasing the orientation towards a strategy of creativity, and facilitating the processes of readiness for initiative and aggressive competition), and in light of the conclusions, a set of The most important recommendations were (that the university is considered to be organizationally distinct, the senior management must make deliberate efforts to Engaging employees with leadership competencies and skills in order to support the vision of quality and service delivery).</p>	<p>Entrepreneurial Strategies (ES) - Organizational Excellence (OE) .</p>

## **Introduction**

The wide scientific and technological development in the business environment leads to an increase in competition between organizations, and this undoubtedly pushes the organization to search for organizational and administrative practices that can help it achieve excellence, which leads to prosperity and growth in the business world. Excellence in organizational business is considered It is one of the main administrative successes and strategic performance, as well as one of the most important goals of business organizations, as the great expansion of the Iraqi higher education and scientific research system, the intellectual orientation towards the privatization mechanism of higher education, and the great increase in universities and governmental and private colleges, it has become a duty to distinguish other organizations And its effectiveness through the use of effective entrepreneurial strategies through which proactive decisions are taken with regard to the follow-up and development of innovative products / services in order to meet customer needs and gain a competitive advantage. Therefore, knowledge and intellectual progress forced organizations to strive for comprehensive development through strategic vision and strategic implementation of the entrepreneurial direction, From this point of view, this research addresses a problem that is not insignificant, which is the lack of interest in Striving towards achieving excellence in organizational work and not focusing on effective entrepreneurial strategies that contribute to achieving organizational excellence.

## **The first topic / research methodology**

### **First: the research problem**

The faculties of the University of Maysan seek to sustain their competitive advantage through the organizational capabilities that these faculties possess in order to sustain these capabilities, and based on the objectives of the faculties of the University of Maysan to reach leadership in all its fields, it is necessary to employ effective leadership strategies in order to build their capabilities to reach Outstanding organizational work.

In light of the above, this research raises the following main questions:

- 1- What is the role of entrepreneurial strategies in achieving organizational excellence for the sample surveyed?
- 2- Does the University of Maysan apply the research sample leadership strategies?
- 3- Is there a correlation between the entrepreneurial strategies and organizational excellence in the sample studied?

### **Second: Research objectives**

The main objective of the research is clarified through the role of pioneering strategies in achieving organizational excellence by building a statistical and applied framework based on philosophical and methodological ideas. The main objective of the research is divided into two secondary objectives, namely:

- 1- Ensuring the impact, effectiveness and efficiency of the pioneering strategies used in achieving organizational excellence.
- 2- Contribute to providing a scientific variety of philosophical recommendations that are approved in the light of the conclusions reached, which contribute to completing the perspective on the areas of application of leadership strategies in the faculties of the University of Maysan.

### **Third: The importance of research**

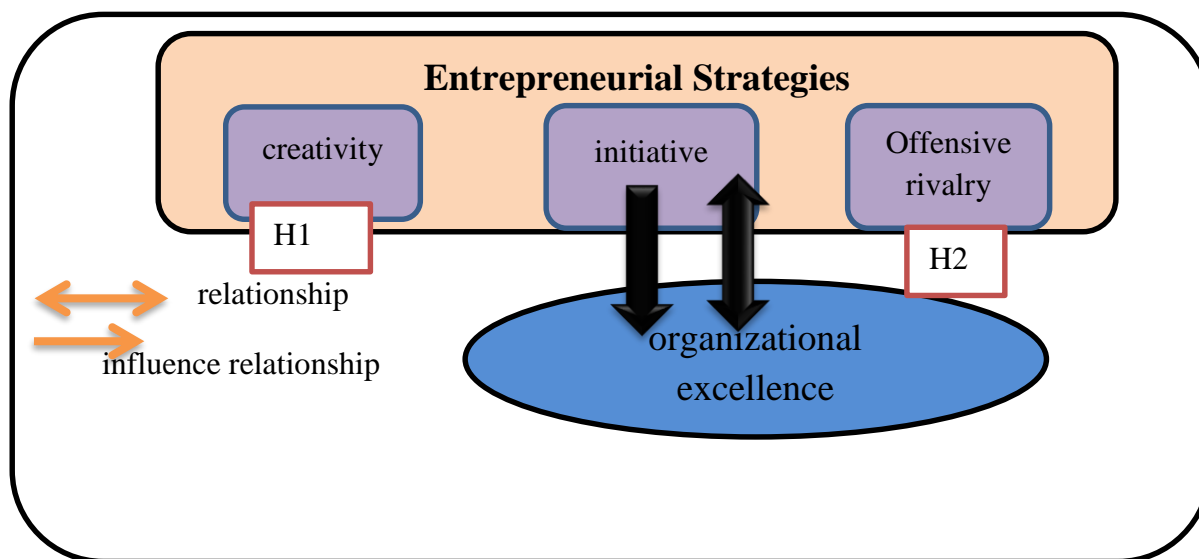
- 1- Provide a description and scientific diagnosis of the research variables, and provide a hypothetical chart showing the type of intellectual and statistical relationship between those variables.

2- This research is a response to the dynamic environment variables, and the most important issue of leadership and excellence in organizational work in Arab and foreign countries.

3- Providing sound intellectual foundations that help the researched colleges to identify the dimensions of entrepreneurial strategies and their role in achieving distinguished organizational work.

#### Fourth: The hypothetical research scheme

In this research, the researcher relied on only two variables, namely the independent variable and the dependent variable, as the independent variable represented the entrepreneurial strategies, while the dependent variable represented organizational excellence. Figure (1) shows the research scheme:



#### Fifth: Research hypotheses

The research hypotheses were formulated as follows:

The first main hypothesis: There is a significant correlation between the entrepreneurial strategies and the achievement of organizational excellence, from which the following sub-hypotheses are branched:

A- There is a significant correlation between the creativity strategy and the achievement of organizational excellence.

B - There is a significant correlation between the initiative strategy and the achievement of organizational excellence.

C- There is a significant correlation between the offensive strategy of competition and the achievement of organizational excellence.

The second main hypothesis: There is a significant influence relationship between the entrepreneurial strategies and the achievement of organizational excellence, from which the following sub-hypotheses are branched:

A- There is a positive and significant influence relationship for the creativity strategy in achieving organizational excellence.

B - There is a positive and significant influence relationship for the initiative strategy in achieving organizational excellence.

C- There is a positive, significant effect relationship of the offensive strategy of competition in achieving organizational excellence.

**Sixth: Research Measurement Tool**

In the applied framework, or the so called field framework, the researchers relied on the questionnaire research tool, and Table (1) presents the components of this tool, the measurement tool, and the number of paragraphs for each variable.

**Table (1) The main variables and their sub-dimensions included in the questionnaire**

Axles	main variables	sub-dimensions	number of paragraphs
The first axis	Personal data	Gender, age, educational attainment, scientific title	4
second axis	Entrepreneurial Strategies	Creativity	5
		Initiative	5
		Offensive rivalry	5
the total			15
The third axis	organizational excellence	organizational excellence	10
the total			10
total summation			25

Source: Prepared by the two researchers based on the outputs of the questionnaire

**Seventh: Measuring the stability of the tool**

The statistical tool Alpha-Cronbach was relied upon; In order to measure the internal consistency or the level of stability of the main variables, and Table (2) illustrates this.

**Table (2) The reliability coefficient (Cronbach's Alpha) for the search scale**

Entrepreneurial Strategies	(Cronbach's Alpha) coefficient	Stability rating
(independent variable)	0,889	Very well
Creativity	0,888	Very well
Initiative	0.862	Very well
Offensive rivalry	0.869	Very well

Source: Prepared by the two researchers based on the outputs of the program (SPSS V.24)

**Eighth: The research community and its sample**

The current research community test took place on one of the universities of the Iraqi Ministry of Higher Education, which is the University of Misan. The intentional sample was relied upon. The test was conducted on an intentional academic sample represented by the heads or directors of the scientific departments and the rapporteurs of the scientific departments. Thus, the target sample reached (56) individuals. As the researchers distributed (56) questionnaires to the target sample, and (52) valid forms for analysis were retrieved, and thus the statistical sample that enters the field of statistical analysis became (52) forms.

## **The second topic / the theoretical side**

### **First: Entrepreneurial Strategies:**

#### **1- The concept of entrepreneurial strategies:**

Many business organizations have realized that the only way to achieve permanence, growth and expansion in competitive advantage in an environment of uncertainty is to achieve effective strategic leadership, and take the future into a strategic in-depth view in order to build contemporary sophistication; Therefore, recent years have witnessed intense competition between organizations in order to search for what distinguishes them from other competitors, using effective entrepreneurial strategies, as these strategies are represented by creativity, innovation and initiative, as these strategies are intellectual and philosophical paths in the light of which organizations are launched in order to reach organizational success. In general, and access to distinguished organizations in particular.

It has been defined as that effective strategy that contributes substantially to creativity, creative innovation, and optimal excellence, as well as helping employees to participate in decision-making and take responsibility for them (Keuper et al, 2006: p390), and (Kurtako, 2014: p4) sees that the strategies Entrepreneurship is the strategic tool that is based on in order to achieve the objective vision of organizations, and it is the main key to achieving optimal value at the strategic level, while (Al-Sultani et al., 2018: 284) defines it as the intellectual method that is based on identifying and exploiting possible opportunities, and then adapting to Strategic and environmental changes, based on generating competitive advantage and then maintaining it as much as possible.

The researchers believe that a general concept of entrepreneurial strategies can be given as contemporary strategies that depend on leadership in their results, in coordination between strategy and entrepreneurial businesses, and focus on pivotal and flexible business, depending on available opportunities, owning speed and access to organizations that apply them to leadership in their businesses, creativity and advanced innovation, as well as being organizations Proactive in its work, and its application leads to growth and long-term survival.

#### **2- Dimensions of entrepreneurial strategies:**

##### **• Creativity Strategy:**

The linguistic origin of the term creativity in the Arabic language is the one who innovated or innovated something, and the word “badee” means hadith or newness in everything, while in terms of the English language, the word “innovation” came from the Latin word “Innovare” and linguistically means by that to renew, and administratively it means Creativity is the tendency to adopt creative ideas, knowledge and experiences, by distinguishing something that has an existence, adding creativity to it, and then entering the markets with a balanced and high confidence (Mohammed, 2013: p. 273), while he sees (Osman et al, 2015: p597) that Creativity is defined as a perceived organizational culture, or philosophical ideas at work that are adopted through new ideas and knowledge, which lead to the expansion of productive horizons for products and technological methods. (Al-Tawil et al., 2012: p.9) explains that creativity is the method by which the organization reaches to present New products or new technologies to satisfy customers' requirements.

The researchers believe that the concept of creativity is the beating heart of the leadership process, so it can be said that the creativity strategy is the important component on which business organizations depend to maintain their market position and enhance their leadership position among competing organizations. Achieving excellence in organizations.

• **Initiative strategy:**

The initiative strategy, or as it is called proactive, is one of the most important pioneering components, which expresses the aspirations of the senior management to be proactive in winning what is successful, and proactive in satisfying the needs of its customers with what is contemporary and modern. (Pharaoh and others, 2015: p. 125), while (Al-Nusairi and Abu Hussein, 2017: p. 174) explains the concept of the initiative strategy as a proactive process based on sharing events and changes, monitoring and adapting to changes in the dynamic environment, and accessing and exploiting benefits, and the concept of this strategy is associated with Many entrepreneurial concepts in any organization, which relate to the optimal exploitation of the available opportunities and the competition with other competitors to provide what is new and different from its competitors, and (Ahlbrog, 2019: p150) shows that the entrepreneurial organizations seek as much as possible to work effectively quickly in order to make the most of the The market is ahead of any competing organization, and this puts the organization at risk because of the unstable dynamic environment, and this creative strategy helps in enabling business organizations to have the ability to provide flexible and creative products in the market, with high recommendations that outweigh competitors. (Mohamed and Fathi, 2011: pg. 53)

Others have argued that a initiative strategy is the ability to take a higher risk more than the environmental conditions surrounding the organization, and it includes three main elements:

A- Prosecuting or not prosecuting competitors with creativity.

B - The comparison between the real attempts.

C- Attempting to cooperate with competitors in order to contain them by establishing strategic alliances with them.

The researchers believe that this strategy is an effective tool that contributes to building and strengthening the entrepreneurial processes in the organizations, and enhances their leadership and competitive position in the competitive environment surrounding them, through their acceleration in entering the markets or providing proactive products, and this distinguishes them from other competitors.

• **Rivalry Offensive Strategy:**

By aggressive competitive strategy, it means that organizations face difficulties and challenges in front of other competing organizations, with the aim of controlling, leading, and dominating the market in front of its competitors (Lumpkin & Dess, 1996: p148), and (Alipour et al., 2013: p142) explains that this strategy represents a standard that is Judging the extent of the organization's aggressive attacks on its competitors in the market, and in this regard, this strategy reflects the strength of the endeavors of other organizations in order to reach more achievements. Responding to the available opportunities, while the offensive competition strategy is a subjective reaction to the totality of threats. (Farahmand et al.,2011:1226).

The researchers believe that the competitive offensive strategy represents a group of business efforts that work better than its competitors in providing other services, and often it provides a set of measures in order to combat its competitors. Market opportunities, while the aggressive competitive strategy focuses directly on the totality of market opportunities.

**Second: organizational excellence:**

**1- The concept of organizational excellence:**

By reviewing the management literature for the term Organizational Excellence (OE), there are different definitions and opinions about organizational excellence that differ according to the evolution of the number of models of excellence, as it can be used as a reference for organizations and quality specialists, and this difference in the OE can lead to an ambiguous perception of the level of performance Required to



achieve organizational goals and standards (Al-Weshah , 2019 : 115). Excellence is the result of a continuous journey of hard work based on correct planning, correct vision, and clear goals that the organization aspires to achieve, as no organization can achieve excellence without exerting efforts and work Continuous improvement and development in organizational performance, where achieving the highest possible level of quality, mastery and excellence has become an urgent and vital requirement. In addition, it cannot be excluded or neglected due to the rapid development, change and technological progress in the environment (AlHalaseh & Ayoub, 2021: 22). The European Foundation for Quality Management Excellence Model (EFQM, 2017) states that excellence is a way of life that can occur in organizations, whether small or large, governmental or non-governmental, Provide a service or produce a commodity by building partnerships and taking responsibility in order to achieve a sustainable future. Organizational excellence is defined as the ability of organizations to pursue their goals by adopting and using modern methods to reach different goals, for example, providing high quality products and services and generating more profits to achieve a sustainable competitive advantage (Al-Ma'aitah et al, 2020: 6930). He also defined organizational excellence as a dynamic process that seeks to enhance the performance of organizations and improve or increase the level of quality of goods and services (Durrah et al, 2014: 21). Either (Al-Thaqafi, 2019: 10) he defined it as a qualitative process in which all departments work in order to better understand the activities and operations of the organization, work to address errors and improve its operations, which leads to improving its effectiveness. Increasing its competitive strength and excellence in its performance. According to (Hijjawi, 2021:59) organizational excellence is an organizational commitment to sustainable development through improving organizational culture, work environment, human resources and innovation.

Researchers define organizational excellence as basically achieving high levels of performance by providing services to others in an innovative and distinct way in order to outperform competitors, creating an organizational environment that supports creativity and independence at work and thus achieve better chances of success in the business environment.

## **2- The importance of organizational excellence:**

Achieving a continuous level of performance and success is critical and specific in the vision and plans of the organization, as no organization can achieve comprehensive excellence in its goals and objectives without continuous efforts and studied strategic entrepreneurship, and accordingly organizational goals and the push towards product quality, customer satisfaction and excellence in sales and profit growth have become A vital requirement for innovation, proactive thinking and a strategy to search for opportunities (Osemudiamen et al,2022: 234 ). The importance of organizational excellence stems from the ability of organizations to crystallize the forces supporting excellence in organizations by achieving rapid rates of change in addition to achieving unlimited competition and preserving organizational status (human power, organizational structure and organizational culture), and then increasing the sense of quality and the possibility of employing technology in Information and innovations, and the importance of organizational excellence (Belkabir , 2016 : 168 ), can be clarified through the following:

- 1 . Organizations need ways and means to know the obstacles they face as they arise.
- 2 . Organizations need means to gather information in order to be able to make the necessary decisions regarding human resources, for example (who should be promoted, which employee is characterized by initiative and excellence in performance).
3. The organization needs to continuously develop its members, whether managers or employees, so that they can help in making the organization more distinguished in its performance compared to competing organizations.

4 . Also, the organization needs to provide the necessary skills for the decision maker, whether they are individuals or a group, and to focus on the sensitivity of the role he plays and the importance of achieving creativity and excellence in organizations.

### The third topic / the practical side

**First:** a statistical description of the responses of the research sample

This description is used in order to analyze and interpret the results of the responses of the research sample, in order to know the degree of agreement among the sample members on the paragraphs of the questionnaire and the overall dimensions of the research, and to achieve this statistical goal, a set of statistical tools was relied on, represented by the arithmetic mean, standard deviation, and coefficient of variation, using the statistical program SPSS V.24)), as shown in Table (4).

1- a statistical description of the entrepreneurial strategies

For the purpose of testing and diagnosing the answers of the research sample towards the independent variable, towards each of the dimensions of the entrepreneurial strategies, the arithmetic means, the standard deviation and the coefficient of variation were calculated for the answers of the research sample, as follows:

A - Creativity strategy: It was found that the arithmetic mean of the total first dimension represented by the creativity strategy is (3,676), while the standard deviation and the coefficient of variation were (0.712) and (0.193), respectively. This statistical description indicates that the faculties of Maysan University are interested in the concept of creativity, and are trying to keep pace with Scientific and technological development in all Iraqi, Arab and foreign universities.

B- The initiative strategy: The arithmetic mean of the total second dimension represented by the initiative strategy was (3,842), while the standard deviation and the coefficient of variation, respectively, amounted to (0.786), (0.204), and the above results indicate that the colleges of Maysan University are interested in this strategy, and there is agreement among a sample Research that the university tends to obtain advanced positions at the local level first and the Arab second.

C- Competitive offensive strategy: The arithmetic mean of the total third and final dimension represented by the competitive offensive strategy reached (3,776), while the standard deviation and the coefficient of variation, respectively, amounted to (0.694) and (0.184), and this is evidence that the top management at the University of Maysan always seeks to compete. With other universities in general, and in particular private universities and at the level of evening studies, where they provide services related to education first and costs second, which is reflected positively for both parties, namely the student and the university.

2- Statistical description of organizational excellence:

Table (3) shows that the dependent variable representing organizational excellence reached its mean (3,870), while its standard deviation was (0.811), and the coefficient of variation cycle reached (0.209), and through the above results it is clear that there is a good agreement The respondents of the sample have the idea that the university is concerned with its daily work and strategic plans in an attempt to reach distinguished works and distinct plans to reach the best degrees of organizational excellence.

Table (3) Statistical description of the entrepreneurial strategies variable and the organizational excellence variable

Entrepreneurial strategies variable	Arithmetic mean	standard deviation	Variation coefficient
creativity strategy	3,676	0,712	0,193
Initiative strategy	3,842	0,786	0,204



<b>Offensive rivalry strategy</b>	<b>3,776</b>	<b>0,694</b>	<b>0,184</b>
<b>Organizational Excellence Variable</b>	<b>3,870</b>	<b>0,811</b>	<b>0,209</b>

**Source: Prepared by the researchers based on the outputs of the program (SPSS V.24)**

## **Second: hypothesis testing**

For the purpose of testing the hypotheses that have been developed; The researchers used statistical tools, the first represented by the correlation coefficient (Pearson) for the purpose of testing the correlation hypotheses, while the second tool represented by the simple linear regression coefficient for the purpose of testing the hypotheses of the effect, as follows:

### **1- Correlation test**

The researchers based on the statistical tool the simple correlation coefficient (Pearson), which is one of the most important statistical tools that help measure the direction of the relationship first, and its strength second, between the research variables represented by entrepreneurial strategies and their dimensions and organizational excellence.

The meaning of the first main hypothesis is (there is a significant correlation between the entrepreneurial strategies and the achievement of organizational excellence), the correlation relations will be clarified as in Table (4), and as follows:

**Table (4) Matrix of correlation coefficients of entrepreneurial strategies and organizational excellence**

<b>Entrepreneurial Strategies</b>	<b>organizational excellence Y</b>	<b>morale relationships</b>	
		<b>number of relationships</b>	<b>The relative importance of relationships</b>
<b>Creativity Strategy X1</b>	<b>0,570**</b>	<b>4</b>	<b>%100</b>
<b>Initiative Strategy X2</b>	<b>0.622**</b>	<b>4</b>	<b>%100</b>
<b>Offensive rivalry strategy X3</b>	<b>0.487**</b>	<b>4</b>	<b>%100</b>
<b>Total Entrepreneurial Strategies X</b>	<b>0.620**</b>	<b>4</b>	<b>%100</b>
<b>the total</b>	<b>4</b>	<b>16</b>	<b>%100</b>

**(\*\*) Significant correlation at the level (0.01).**

**(\*) Significant correlation at the (0.05) level.**

1- Table (4) shows that there is a significant correlation between the creativity strategy dimension and the second variable, organizational excellence, the value of the correlation relationship was (\*\*0.570), and at the level of significance (0.01) and (0.05), that is, by (100%), and this indicates that there is a significant correlation between the creativity strategy and the organizational excellence variable, and that any increase in the first dimension, it leads to an increase in the achievement of organizational excellence, and in light of these results, we accept the first sub-hypothesis, which states (there is a significant correlation relationship between the creativity strategy and the achievement of organizational excellence)

2- There is a significant correlation relationship between the second dimension of the entrepreneurial strategies variable, which is the initiative strategy dimension with the second variable, organizational excellence, the value of the correlation relationship was (\*\*0.622), with a significant amount of (0.01) and

(0.05), i.e. at a rate of (100%), and this indicates the existence of a significant correlation relationship between the initiative strategy and the organizational excellence variable. In light of these results, we accept The second sub-hypothesis, which states (there is a significant correlation between the initiative strategy and the achievement of organizational excellence).

3- There is a significant correlation relationship between the offensive rivalry strategy with the second variable of organizational excellence, and the value of the correlation relationship was (\*\*0.487), and at the level of significance (0.01) and (0.05), that is, by (100%), This indicates that there is a significant correlation between the offensive rivalry strategy and the dependent variable, and thus we accept the third sub-hypothesis, which states (there is a significant correlation between the offensive rivalry strategy and the achievement of organizational excellence)

## 2- Impact test

This test aims to determine the extent to which the independent variable (entrepreneurial strategies) have an effect on the dependent variable (organizational excellence), using an important statistical tool, the Linear Regression. In addition, this test aims to estimate the size of the effect performed by The entrepreneurial strategies variable and its dimensions in the organizational excellence variable, as well as determining whether the second main hypothesis is accepted or rejected, which is (there is a significant influence relationship between the entrepreneurial strategies and the achievement of organizational excellence), and it will be explained below and as in Table (5), and through the equation below:

$$Y = \alpha + \beta X$$

**Table (5): The influence relationships between entrepreneurial strategies and organizational excellence**

Entrepreneurial strategies and their dimensions	A	B	R <sup>2</sup>	F	organizational excellence
creativity strategy	0.330	0.510	0.457	11.566	
Initiative strategy	0.300	0.522	0.408	12.543	
Offensive rivalry strategy	0.246	0.447	0.428	9.006	
Total Entrepreneurial Strategies	0.397	0.670	0.606	16.467	
The tabular value of F = 7.170)					and a level of morale (0.01

**Source : prepared by the researchers**

1- We note from Table (5) that the value of (F) tabular is higher than its calculated value between the dimension of creativity strategy and the dependent variable organizational excellence, which amounted to (11,566), and these results indicate that there is an effect of the first dimension of the independent variable on the dependent variable organizational excellence. And an indication that the regression model is significant.

Through the same table, it was found that the value of (a) amounted to (0,330), and this value represents organizational excellence, provided that the value of the creativity strategy is equal to zero, while the value of (B) is (0,510) and an indication that any change in the dimension of the innovation strategy, even if An amount of (1) will lead to a change of (0.510) in achieving organizational excellence, while the value of (R<sup>2</sup> = 0.457) is an indication that the value of (45.7%) of the variance in achieving organizational

excellence is a variation explained by the action of the innovation strategy that The linear model entered, while the remainder represented a variance that the creativity strategy could not yet explain; This is due to factors and influences that did not participate in the model or because of unspecified random errors, and in light of the results obtained, we accept the first sub-hypothesis of the impact hypotheses, which states (there is a positive influence relationship with a moral significance for the creativity strategy in achieving organizational excellence).

2- We note that the tabular value (F) is higher than its calculated value between the dimension of the initiative strategy and the dependent variable organizational excellence, which amounted to (12,543), and these results indicate that there is an effect of the initiative strategy in achieving organizational excellence, and an indication that the regression model is significant.

It was found that the value of (a) amounted to (0,300), and this value represents organizational excellence, a condition if the value of the creativity strategy is equal to zero, while the value of (B) equals (0.522) and an indication that any change in the dimension of the initiative strategy will lead to a change in achieving excellence. organizational excellence, while the value of ( $R^2 = 0.408$ ) is an indication that the value of (40.8%) of the variance in organizational excellence is explained by the action of the initiative strategy dimension that entered the linear model, while the remaining percentage represents a variance that the dimension could not explain; This is due to factors that did not contribute to the model, and in light of the results obtained, we accept the second sub-hypothesis of the impact hypotheses, which states (there is a positive influence relationship with a moral significance for the initiative strategy in achieving organizational excellence).

3- It is clear that the tabular value of (F) is higher than its calculated value between the offensive rivalru strategy and the dependent variable, which amounted to (9,006), these results indicate that there is an effect of the third and final dimension of the independent variable on the dependent variable and an indication that the regression model is significant.

4- It was found that the value of (a) amounted to (0.246), and this value represents organizational excellence, provided that the value of the creativity strategy is equal to zero, while the value of (B) equals (0.447) and an indication that any change in the dimension of the offensive strategy of competition will lead to A change in the achievement of organizational excellence, while the value of ( $R^2 = 0.428$ ) is an indication that the value of (42.8%) of the difference in organizational excellence is an interpreted variance, due to an offensive rivalry strategy, the competition that entered the linear model, while the remaining percentage represents a variance Dimension could not explain it; This is due to factors that are not within the model, and in light of the results obtained, we accept the third sub-hypothesis of the impact hypotheses, which states (there is a positive influence relationship with a morale significance for an offensive rivalry strategy in achieving organizational excellence).

5- We note that the tabular value (F) is higher than its calculated value between the independent variable and the dependent variable, which amounted to (16,467), and these results indicate that there is an effect of the entrepreneurial strategies variable on the dependent variable, and an indication that the regression model is significant.

It was found that the value of (a) amounted to (0.397), and this value represents organizational excellence, provided that the value of the entrepreneurial strategies is equal to zero, while the value of (B) equals (0.670) and an indication that any change in the independent variable will lead to a change in achieving excellence. The organizational excellence, while the value of ( $R^2 = 0.606$ ), is an indication that the value of (60.6%) of the difference in organizational excellence is an explained variation, due to the entrepreneurial strategies variable that entered the linear model, while the remaining percentage represents a variance that the dimension could not explain; This is due to factors not within the model, and in light of

the results obtained, we accept the second main hypothesis, which states (there is a significant significant influence relationship between the entrepreneurial strategies and the achievement of organizational excellence).

## **The fourth topic / conclusions and recommendations**

### **First: the conclusions**

This research presents the most important conclusions reached by the research, as follows:

- 1- It became clear through the statistical description that there is an interest on the part of the researched university in the dimension of creativity strategy, due to the effective role that this strategy plays in effectively employing organizational processes, which contributes to its technological and scientific progress.
- 2- There is interest in the university regarding the dimension of the initiative strategy, as the university desires to speed up the initiative in all its procedures, as well as the initiative in community service, which makes the university among the pioneering universities.
- 3- It was clear from the statistical description that there is a good level agreement on the offensive strategy of competition, and this is evidence of the interest of the university and senior management in this strategy, due to competition between other universities, and the dynamic environmental changes.
- 4- There is a role for entrepreneurial strategies with their dimensions in achieving organizational excellence in a varying manner in relation to the standards within the surveyed sample, and we conclude that the sample surveyed has absolute confidence that the application of entrepreneurial strategies allows the exploitation of all critical opportunities using effective strategic planning that depends on a common organizational vision and the adequacy of available resources, and that By increasing the orientation towards creativity strategy, and facilitating the processes of preparing for initiative and offensive rivalry .
- 5- The university has a strategic vision that helps it achieve its future aspirations in the field of improving the work environment and human resources, and building its future leaders who contribute to making it an organizationally distinct university.

### **Second: Recommendations**

- 1- Attention should be paid to the creativity strategy, as it is one of the essential strategies that support the university in achieving success and leadership, by promoting a culture of creativity and excellence and motivating its human resources towards creative behaviors.
- 2- The university's senior management should move towards leadership and speed in the initiative strategy, by paying attention to creativity and proactiveness, as they contribute to accessing many educational opportunities before other universities.
- 3- Theoretical and field reality dictates that the university adopt the concept of an offensive rivalry strategy, due to the intense competition conditions that the university is experiencing in an increasingly complex environment, and in a manner that enhances its ability to deal with expected developments and make appropriate changes before competitors.
- 4- Considering the university is organizationally distinct, it is imperative for the senior management to make deliberate efforts to engage employees with competencies and leadership skills in order to support the vision of quality and service delivery.
- 5- The necessity of the university's interest in developing its leadership orientation as a strategic element that aims to achieve organizational excellence, taking into account the environment and organizational culture to solve its problems on the basis of innovation and proactive and sustainable measures.

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