Technology Journal of Management , Accounting and Economics (TECH)
ISSN: 2311-3995

Vol. 11 No. 2 (2023)

THE IMPACT OF STRATEGIC ENTREPRENEURSHIP IN BUILDING SMART ORGANIZATIONS: AN ANALYTICAL STUDY AT MINISTRY OF COMMUNICATIONS IN IRAQ

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Abstract

This study aims to identify the role of strategic entrepreneurship and its dimensions (strategic vision, shared fate, desire for change) in building smart organizations in the Iraqi Ministry of Communications. The study was applied through a sample of leaders in the Ministry of Communications in Iraq. The study relied on a questionnaire as a means of collecting data and was analyzed using correlation and regression analysis. The study reached a set of conclusions, the most important of which is that strategic entrepreneurship helps the organization better understand customer needs and develop solutions that meet those needs effectively, which increases customer satisfaction and loyalty.

Keywords : Strategic Entrepreneurship, Strategic Vision, Shared Fate, Desire For Change, Smart Organizations.

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Introduction

Current organizations suffer from great challenges that push them to work on introducing new ideas, innovations and creativity that contribute to enhancing the organizations ability to respond to the changes (Kouzes & Posner,2023) that occur in their external environment and contribute to building smart organizations through pioneering ideas, innovations and creativity, which increases their ability to respond quickly to the requirements of their customers. (Eggers,2020) This has created an urgent need to adopt strategic entrepreneurship between pioneering thought and strategic thought to take mechanisms and strategic alternatives to develop and build smart organizations and reach a distinguished position.(Ireland et al., 2003) With the emergence of the great changes that have affected the world of business, including the emergence of globalization and technological competition, which have developed from time to time in conjunction with them, global sustainability has emerged, which was an integral part of It is the strategy of organizations to maintain their competitive capabilities in the business environment (Flores, 2022). At the forefront of these components is the use of dynamic, comprehensive and permanent strategic methods. It has the ability to adapt and is based on the natural boundaries of business, which is strategic entrepreneurship, in addition to the foundations and principles that the information technology revolution has produced that have contributed greatly to consolidating the work of this strategy, as it has become a cornerstone in achieving competitive advantage (Carroll, 2020). Specifically in the environment of commodity and service organizations led by a type of Among the strategies that enable organizations to move towards the era of competition with sustainability,(Lleshi, 2019) leading to building an organization capable of

adapting all its capabilities, until these organizations reach their reality and contemporary capabilities with natural and unnatural changes. And building a work environment that encourages innovation, strategic thinking, and building smart and innovative organizations

Accordingly, this study aims to identify the role of strategic entrepreneurship in building smart organizations.

Literature Review

Strategic Entrepreneurship

The concept of entrepreneurship takes an economic and social dimension and the first to use the term entrepreneurship in the economic field is (Richard Cantilon), who believes that the concept of the entrepreneur is the initiator who leads exchanges in the market, buying from producers and selling to consumers. He buys at a specific price and sells at an uncertain price in the future, and thus reflects the spirit of adventure. Among entrepreneurs (Thornton, 2018). The concept of entrepreneurship refers to the process of creating something new of value, allocating the time, effort and money necessary for the project, bearing the associated risks and receiving the resulting reward. Some researchers believe that the concept of entrepreneurship relates to the entrepreneurial individual. The entrepreneur is the person who creates a new business and faces risks with uncertainty in order to achieve profit and growth by exploring opportunities and building the necessary resources to invest in them. (Merlo & Auh, 2009) states that the organization tends to accept entrepreneurial processes, practices, decision-making and characteristics that lead to To creativity, risk tolerance and initiative, many researchers believe that there is an overlap between small organizations and entrepreneurship as two synonymous terms. McGuinness (2008) believes that the concept of entrepreneurship has

expanded and instead of focusing on the individual owner of the organization, it focused on the entrepreneurial orientation of the processes, practices and activities in decision-making that Leads to entering new markets. Accordingly, the current study will use on the dimensions of strategic entrepreneurship as (strategic vision, shared fate, desire for change).

Smart Organizations

The concept of smart organizations is considered one of the new ideas in the field of management and organization that aims to improve work efficiency and increase productivity and innovation using modern technologies such as artificial intelligence, robotics and big data analytics,(Nisar et al.,2019) which are characterized by their ability to collect data from various sources and analyze them to extract patterns and expectations and make smart decisions. They also have high flexibility in Deal with changes and adapt to them quickly and easily. (Vance & Vaiman, 2020). The emergence of the smart organization as a contemporary concept emphasized the processes of research and development in various organizations (Adamik et al., 2021). Then this concept began to gradually progress from within the organization to the internal environment. This means that development starts from the inside out to then include the development of the organization as a whole. Therefore, this concept developed until it came to comprehensively represent the smart organization that it has become. It contributes to improving business by providing modern technologies that make the administrative process more effective and smooth, which leads to increased productivity and reduced costs (Flores, 2022). A smart organization is an organization that achieves integration between its various organizational processes, especially its strategies, structure, and individuals

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ISSN: 2311-3995

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working within its conceptual framework . It is an organization that acts effectively in the present and has the ability to deal effectively with the challenges of the future. It is greatly concerned with its success and how to reach performance. Sustainable in the long term. (Marjani, 2011).

Material and Methods

Conceptual Framework

Based on the hypothesis, the model is illustrated in Figure 1. Exogenous variables are the human capital (X), (X1,X2,X3) , Endogenous variables are Smart organizations (Y). are based on the components contained in the three theories applied in the literature.

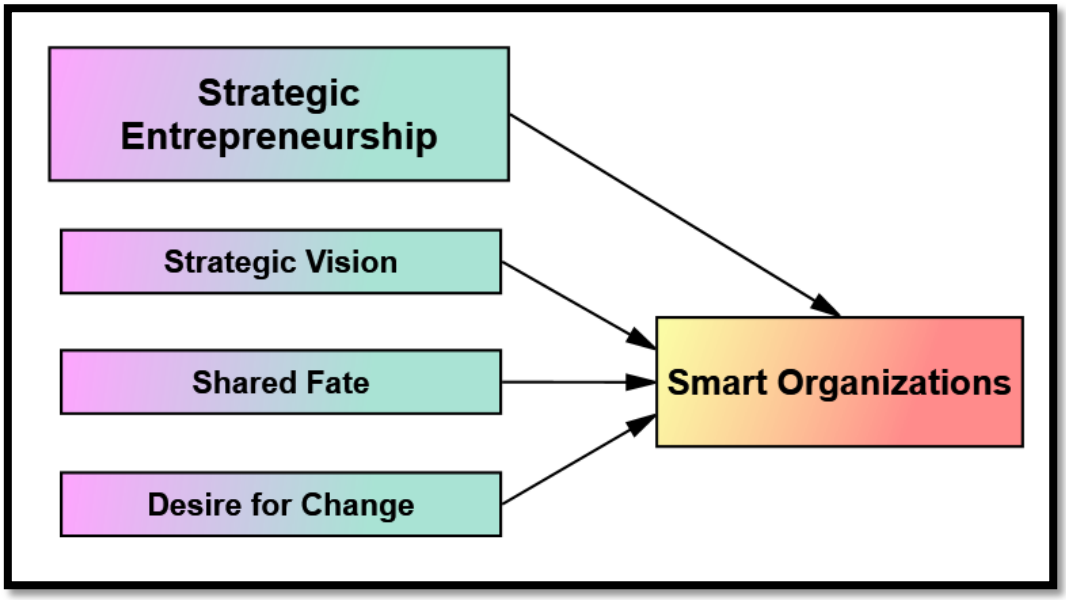

Figure 1: Conceptual Framework

Normal Distribution

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ISSN: 2311-3995

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The results of Table 1,2 indicate that the normal probability distribution of the data dependent on the variable is that it follows a normal distribution, as the results of the Kurtosis and Skewness tests were confined within the acceptance zone (+1.96) (-1.96).

Table 1 : Normal Distribution For M Data

Variable	min	max	skew	kurtosis
m15	1.000	5.000	-.619	-.331
m14	1.000	5.000	-.618	-.466
m13	1.000	5.000	-.754	.068
m12	1.000	5.000	-.473	-.417
m11	1.000	5.000	-.607	-.147
m10	1.000	5.000	-.277	-.548
m9	1.000	5.000	-.395	-.579
m8	1.000	5.000	-.488	-.250
m7	1.000	5.000	-.506	-.177
m6	1.000	5.000	-.319	-.287
m5	1.000	5.000	-.488	-.393
m4	1.000	5.000	-.315	-.570
m3	1.000	5.000	-.704	-.141
m2	1.000	5.000	-.434	-.586
m1	1.000	5.000	-.411	-.453
Multivariate				61.105

Table 2 : Normal Distribution For Y Data

Variable	**min**	**max**	**skew**	**kurtosis**
y15	1.000	5.000	-.354	-.674

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y14	1.000	5.000	.009	-.811
y13	1.000	5.000	-.177	-.929
y12	1.000	5.000	-.591	.086
y11	1.000	5.000	-.803	.237
y10	1.000	5.000	-.529	-.303
y9	1.000	5.000	-.445	-.184
y8	1.000	5.000	-.705	.239
y7	1.000	5.000	-.541	-.494
y6	1.000	5.000	-.210	-.785
y5	1.000	5.000	-.351	-.457
y4	1.000	5.000	-.474	-.078
y3	1.000	5.000	-.618	.400
y2	1.000	5.000	-.585	-.087
y1	1.000	5.000	-.616	-.127
Multivariate				38.437

Findings

Hypothesis 1

Table 3 of the correlation matrix indicates a direct, statistically significant correlation relationship at a level of significance (0.01) between M and Y, where the value of the correlation coefficient is (0.935 **), and among the significance values (P) is the significance of the correlation relationship between the two variables depending on the significance of the (P) value. The significance level value was smaller than (0.05), which is within the limit, and this supports the H1 hypothesis.

Also, direct, statistically significant correlation relationship at a level of significance (0.01) between M1 and Y, where the value of the correlation coefficient is (0.883 **), and among the significance values (P) is the significance of the correlation relationship between the two variables depending

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on the significance of the (P) value. The significance level value was smaller than (0.05), which is within the limit, and this supports the H1-1 hypothesis.

and direct, statistically significant correlation relationship at a level of significance (0.01) between M2 and Y, where the value of the correlation coefficient is (0.868 **), and among the significance values (P) is the significance of the correlation relationship between the two variables depending on the significance of the (P) value. The significance level value was smaller than (0.05), which is within the limit, and this supports the H1-2 hypothesis.

and direct, statistically significant correlation relationship at a level of significance (0.01) between M3 and Y, where the value of the correlation coefficient is (0.900 **), and among the significance values (P) is the significance of the correlation relationship between the two variables depending on the significance of the (P) value. The significance level value was smaller than (0.05), which is within the limit, and this supports the H1-3 hypothesis.

Table 3: Correlation Matrix

	M1	M2	M3	M	Y1	Y2	Y3	Y
M1	1	.849**	.810**	.940**	.831**	.863**	.845**	.883**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
N	101	101	101	101	101	101	101	101
M2	.849**	1	.860**	.953**	.812**	.846**	.837**	.868**
Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
N	101	101	101	101	101	101	101	101
M3	.810**	.860**	1	.943**	.864**	.867**	.859**	.900**
Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
N	101	101	101	101	101	101	101	101
M	.940**	.953**	.943**	1	.885**	.909**	.897**	.935**

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Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
N	101	101	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).								

Hypothesis 2

Table 4 for regression analysis indicates a statistically significant direct effect at a significance level (0.01) between M and Y, the value of (a) (0.019), while the value of (B) was (0.981) and the model explains (87.5%) of Variation in the dependent variable depending on the value of the coefficient of determination. The calculated value of (F) was greater than the tabulated value, which supports H2 hypothesis. Also, there is direct effect at a significance level (0.01) between M1 and Y, the value of (a) (0.439), while the value of (B) was (0.847) and the model explains (779%) of Variation in the dependent variable depending on the value of the coefficient of determination. The calculated value of (F) was greater than the tabulated value, which supports H2-1 hypothesis. And there is direct effect at a significance level (0.01) between M2 and Y, the value of (a) (0.317), while the value of (B) was (0.914) and the model explains (75.3%) of Variation in the dependent variable depending on the value of the coefficient of determination. The calculated value of (F) was greater than the tabulated value, which supports H2-2 hypothesis. Also, there is direct effect at a significance level (0.01) between M3 and Y, the value of (a) (0.392), while the value of (B) was (0.869) and the model explains (81%) of Variation in the dependent variable depending on the value of the coefficient of determination. The calculated value of (F) was greater than the tabulated value, which supports H2-3 hypothesis.

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Table 4 : Regression Analysis

v.	α	β	R2	P	F
M1	0.439	0.847	0.779	0.000	**349.15**
M2	0.317	0.914	0.753	0.000	**301.41**
M3	0.392	0.869	0.810	0.000	**422.31**
M	0.019	0.981	0.875	0.000	**690**

Discussion and Conclusions

The study proved that there is a positive effect of strategic entrepreneurship in smart organizations. Strategic entrepreneurship encourages innovation and enables the organization to develop new and innovative ideas in all aspects of its business. This contributes to the development of new and improved products and services. There is also a positive effect of the strategic vision in smart organizations, as the strategic vision directs all efforts and activities towards the long-term strategic goal. This increases focus and effectiveness in implementing the strategy. There is a positive impact of shared fate in smart organizations. It encourages interaction and cooperation between individuals and departments within the organization. This can improve coordination and effectiveness in achieving goals. There is a positive effect of the desire for change in smart organizations, as it pushes the organization towards improving performance and

efficiency in various aspects of its work. This involves improving quality and reducing waste and costs.

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