
The role of entrepreneurial orientation in adopting creative strategies: An analytical study in the General Company for Petroleum Products in Nineveh Governorate

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Abstract

The study aimed to test the role of entrepreneurial orientation in terms of its dimensions (proactiveness, initiative, risk tolerance, independence) in adopting Creative strategies in terms of its dimensions (first mover strategy, alliance strategy, and technology leadership strategy), within the framework of testing the relationships of correlation and impact between them in the field investigated. The study adopted the descriptive analytical approach, and adopted the questionnaire as the main tool in collecting data from a sample of (56) respondents. It used statistical

analysis tools according to statistical programming (SPSS.26), and reached several results that confirmed the existence of correlations and influence between entrepreneurial orientation and Creative strategies in the researched field.

Keywords: Entrepreneurial orientation, Creative strategies, Creative, The General Company for Petroleum Products in Nineveh Governorate.

Introduction

Our organizations today must provide a service that distinguishes them from their competitors in their labor market in terms of being high-quality and distinguished services, by adopting entrepreneurial approach that helps them achieve development, whether at the organization level in particular or at the economic level in general, through which organizations can implement economic transformation and create wealth and increasing their ability to exploit and invest in opportunities, achieving greater profitability and growth than similar organizations that do not adopt business systems as a entrepreneurship. On the other hand, organizations can reach their goal of entrepreneurship by employing modern creative strategies, which are a map of their path detailing all the conditions that possible to enable it to achieve its goals, and a guide that helps it keep pace with developments in its field of business, by thinking about new and creative ways to address problems, and in an organization such as the General Company for Petroleum Products as one of the most important service sectors, which prompted researchers to study the relationship between the variables of entrepreneurial orientation and creative strategies to enable it to achieve its future goals, the study included four sections, the first devoted to presenting its methodology, the second dealt with its theoretical aspect, the third included the applied aspect, and the fourth section included the conclusions and proposals that were reached.

The First Section: Methodology of the Study

First: the problem of the study:

Organizations seek to achieve adaptation and harmonization with the changes that occur in their external environment in a way that guarantees them superiority over their counterparts and achieves growth, survival and continuity. Thus, they search for opportunities available in their environment and try to seize and exploit them within the framework of adopting appropriate strategies for creative, expressed as (first mover strategy, alliance strategy, and the technology leadership strategy). This also requires the presence of leaders who possess an entrepreneurial orientation by embodying its dimensions represented by (proactiveness, initiative, risk-taking, independence). By reviewing the literature that dealt with the two variables of the study (entrepreneurial orientation and creative strategies), it became clear that the limited studies, especially those that dealt with linked them directly, which led the researchers to study it within a new local environment represented by the General Company for Petroleum Products in Nineveh Governorate, and to express the treatment of a research problem framed by a main question that states, “Does the adoption of creative strategies in the organization under study depend on its leaders’ possession of the dimensions that embody the entrepreneurial orientation?” The problem of the study can also be expressed by asking the following questions:

1. What is the nature of the correlation between the dimensions of entrepreneurial orientation at the macro and micro levels and the creative strategies in the researched organization?
2. What is the nature of the relationship of influence of the dimensions of entrepreneurial orientation at the macro and micro levels on creative strategies in the researched organization?

Second: The importance of the study:

The importance is evident through its focus on two topics of great importance at the level of academic and field studies, as the study of entrepreneurial orientation focuses on paying great attention to the need for organizations to be proactive and take the initiative in exploiting opportunities and adopting everything that is new in order to reach the competitive position that they seek in the future. An environment characterized by the rapidity of its changes, in addition to the presence of limited studies that dealt with the relationship between entrepreneurial orientation and the adoption of creative strategies, especially in the environment of our organizations. The importance of the study lies in its application to one of the important sectors and the need to know the implications of the two topics, and in a way that enhances the perceptions of its administrative leaders, It stimulates their motivations and interests, and urges them to adopt the dimensions of entrepreneurial orientation, enabling them to adopt appropriate strategies for creative.

Third: Objectives of the study:

The main objective of the study is to determine the role of entrepreneurial orientation in adopting creative strategies in the researched organization through the following sub-objectives:

- 1- Revealing the nature of the correlations between the dimensions of entrepreneurial orientation at the macro and micro levels and the creative strategies in the researched organization.
- 2- Verifying the impact of the dimensions of entrepreneurial orientation at the macro and micro levels on the creative strategies of the researched organization.
- 3- Reaching some conclusions related to the two variables of the study, as well as presenting some necessary proposals for the organizations in general and the researched organizations in particular.

Fourth: Hypothetical model of the study

For the purpose of achieving the objectives of the study and testing its hypotheses, a hypothetical model was prepared that reflects the nature of the hypothetical correlation and impact relationships between the two variables of the study, as shown in Figure (1).

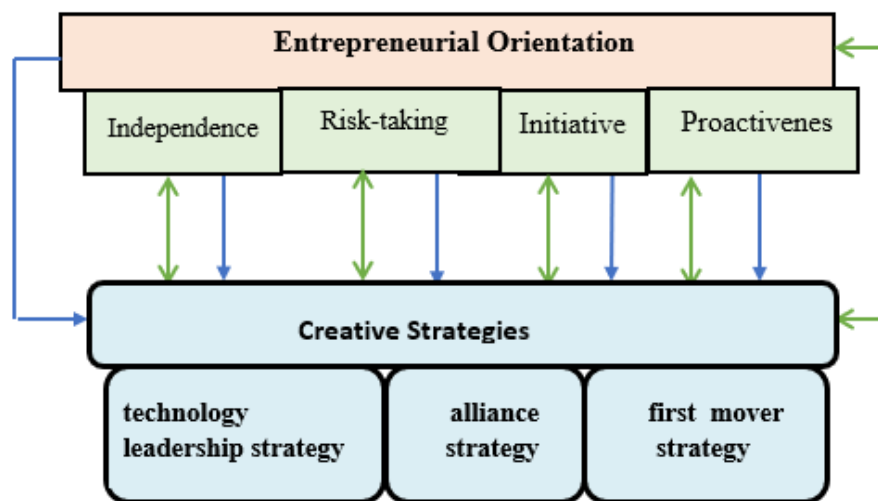


Figure (1). : Hypothetical model of the study – (Source: Prepared by researchers)

↔
impact

→
Correlation

Fifth: Study hypotheses:

The study adopted the following two main hypotheses:

- 1- First: There is a statistically significant correlation between the dimensions of entrepreneurial orientation (combined and individually) and the creative strategies in the researched organization.
- 2- Second: There is a statistically significant effect of the dimensions of entrepreneurial orientation (combined and individually) on the creative strategies of the researched organization.

Sixth: Study Methodology:

The descriptive analytical approach was adopted to complete the analysis requirements and test the hypotheses.

Seventh: The study population and its sample:

The study chose the General Company for Petroleum Products as a field for the study, and its administrative leaders as population, who numbered (75), as (60) questionnaires were distributed, from which (56) were retrieved, suitable for analysis, with a percentage of (93%), and the percentage of the sample is approximately (75%) representative.

Eighth: Methods of data collection and analysis:

In its theoretical aspect, the study was based on Arab and foreign sources and the Internet, and in the field aspect, the questionnaire was adopted as a main tool in collecting data, as it was prepared and Paragraphs for the dimensions of the variables of the study were formulated by taking advantage of some of the sources of previous studies that dealt with the two variables and which were presented in the theoretical aspect. A three-point Likert scale was used to monitor the answers to the content of the form, and the program (SPSS V. 26) was used to analyze the data within the framework of the correlation coefficient and simple and multiple linear regression.

The Second Section: The Theoretical Aspects of the Study

The first axis: entrepreneurial orientation:

First: The concept of entrepreneurial orientation:

The past three decades have witnessed the emergence of entrepreneurial orientation (EO) as a concept that has been widely discussed in management literature. It is

considered a strategy to anticipate increasingly intense and fierce competition in today's turbulent business environment, and in various sectors through its characteristics (innovation, proactiveness, and risk-taking) and an important element for generating innovation. Through creative behavior in gaining competitive advantage. (Usman & Mat, 2017, 37) and (Al-Harayza et al., 2018, 7) indicate that it represents a contribution to the organization's survival and transforming it in to entrepreneurial entity by adopting innovative and creative practices and behaviors, and raising the organization's ability to exploit opportunities, enter new markets, and adopt calculated risks. In a way that helps the organization improve its competitive ability and thus achieve its entrepreneurial goals, and (Marghani et al., 2021, 7) confirm that it is the strategic advantage in the entrepreneurial process or any entrepreneurial work in the organization, which is the set of methods, and decision-making processes that falls within innovation, proactiveness, and bearing the various risks facing Organizations enter the market or a new markets in order to achieve a competitive advantage that enables the organization to obtain its place in the market and in the minds of consumers, and (Al-Ghamdi and Taiba, 2024, 2) believe that the entrepreneurial orientation reflects the desire of administrative leaders to give and generate new ideas and the processes of creating job opportunities and carrying Risks, and achieving proactiveness in creative and development, which is an organizational phenomenon that reflects the administrative ability of the organization.

In line with the above, researchers define a procedural definition of entrepreneurial orientation as a set of processes and practices that enable organizations' leaders to formulate appropriate strategies to detect opportunities available in their environment and work to exploit them within the framework of initiative, anticipating others, and bearing a state of calculated risk while enjoying independence.

Second: The importance of entrepreneurial orientation:

(Al-Ghamdi and Taiba, 2024, 13) (Retnawati & Retnaningsih, 2020, 70) indicate that entrepreneurial orientation has a significant positive impact on competitive advantage, as the importance of dynamic movement in entrepreneurial orientation helps maintain the sustainability of current businesses, and enables administrative leaders to produce Leading creative activities, it also represents an important contribution to the internationalization of companies from the perspective of international entrepreneurship.

Both (Al-Azzawi and Mohsen, 2017, 285) believe that the entrepreneurial orientation contributes to enabling the organization to keep pace with the development and modernity taking place in the environment, not being closed off to its environment, and increasing its ability to adapt to the environmental changes that occur by adopting proactive strategies, and increasing the ability of its administrative leaders. To create entrepreneurial organizations, enhance their competitive position, and raise their organizational performance. Thus, it can be said that the importance of entrepreneurial orientation lies in strengthening management methods, organizational formation, and new entry initiatives related to organizational entrepreneurship. It is a strategic approach that greatly enhances various creations in the organization, as well as being a driver. Important for facilitating information related to creation and superior business performance.

Third: Dimensions of entrepreneurial orientation:

Entrepreneurial orientation is a multi-dimensional phenomenon, as writers and researchers differed in their determination of the number of these dimensions, and the discrepancy may be due to the organizational contexts adopted by each of them and the nature of their studies and backgrounds, as well as the environmental conditions and changes surrounding the organizations. Despite this, the literature in

this field somewhat agrees what are the dimensions represented by (proactiveness, initiative, risk-taking, independence), and in a way that led us to adopt them in our current study, and we present through the following an explanation of each of them:

1- Proactiveness: It represents the organization's possibility and ability to introduce a new product to the market before competitors and thus be the first to improve its competitive position, by possessing sufficient market information and seeing the opportunity possessed by the organization's entrepreneurial leadership, which helps it build trust between it and its customers (Zaghmar and Ayyash, 2017, 24), and there are those who see it as having the opposite meaning to negativity, which refers to the inability to exploit the opportunities provided by the organization's external environment or its leadership of the market in a different way that enables it to confront its competitors and take risks in the work, which leads to considering proactiveness as an integrated and continuous series of work. And the processes that the organization uses to conduct its work and exploit opportunities (Cantaleano, et al., 2018, 6).

2- Initiative: It is preparing the organization for the expectations and demands of the future. The initiative is the most prominent feature of entrepreneurship, as it reflects the desire of the organization and its management to respond to be the first to provide the needs of customers and work to meet them in line with what is new and modern, by achieving the maximum benefit from the opportunities provided by its environment before the competitive organizations (Alderman, 2011, 559), which according to (Zahra, 2017, 14) represents the ability to participate in solving problems and identifying the future, the needs and the changes taking place, and the extent of the organization's ability to provide new products as well as technological and administrative techniques, and to take high risks from the conditions of the external environment. Surrounding.

3-Risk tolerance: It refers to the degree of managers' willingness to use many risky resources in order to produce and offer new products in an effort to enter new markets and open new business horizons, and their great willingness to bear risks for the sake of innovation and creativity (Al-Hadrawi and Al-Kalabi, 2013, 227), and in the same way (Costa & Pita, 2021, 792) represents the organization's great desire to find appropriate solutions to the various problems it faces, while bearing full tolerance for success and failure. This dimension is an integral part of entrepreneurship and the creation of entrepreneurial organizations, and it reflects risk tolerance in all the results it achieves. The results of the decisions it takes or the risks resulting from various natural phenomena. Acceptance of risks comes from having complete knowledge about a specific problem, but it is not sufficient, which requires the organization to quickly make the strategic decision through which it can obtain the highest returns and invest the available opportunity.

4-Independence: Independence refers to the degree of freedom enjoyed by individuals who work independently, in order to adopt ideas, provide a direction forward, and undertake the necessary work in creating entrepreneurship, and in a way that independence has become necessary and takes precedence in any entrepreneurial activity within existing organizations or new projects. (Howver & Pollack, 2011:83), and (Shuaib, 2021, 269) believes that it refers to diversity through knowledge of opportunities, the latest market trends, and identifying strengths and weaknesses, whether at the level of its internal or external environment, and therefore it indicates the organization's great desire and willingness to takes risks and able it to take risks by conducting experiments, taking the offensive initiative, and seeking and seizing opportunities. Independence clearly demonstrates in adopting and implementing new and pioneering ideas and making them executable. It can be said that independence is devoted to granting and delegating more authority and freedom

to divisions and individuals in order to access the entrepreneurial opportunity and exploit it well.

The second axis: Creation Strategies:

First: the concept:

An earlier OECD definition describes creation as: all those scientific, technical, commercial and financial steps necessary for the successful development and commercialization of new or improved manufactured products, the commercial use of new or improved processes or equipment or the introduction of a new approach to a social service (Kotsemir et al, 2013, 4), and (Geschka, 2015, 130) indicates that the creation strategy is applied when the organization always carries out certain activities in a certain way. The concept refers to a long-term goal, applying certain methods or structures and rules of activities in a given situation always in the same way, now and in the future. This applies to the creation process in strategic terms, and creation (Zawaw. et al., 2016.91) is an important element in today's world, where products, services, and technologies move faster to take their place in the hearts of customers, thus generating unbreakable benefits and profits for companies and businesses. Which is usually defined as creating or improving products or services, and has been applied by many successful companies so that they can compete with other existing competitors.

Based on the above, researchers believe that the innovation strategy is a plan used by organizations to encourage and motivate progress in the field of technology or services, by investing money in research and development activities, which is necessary for organizations wishing to achieve competitive advantage.

Second: The importance of creation strategies:

The importance of creation and its strategies in all areas of life cannot be ignored, as without it may be difficult for societies to achieve all the progress they have reached

in the various aspects of life. Research and studies agree on this importance for organizations and industry as a whole because of the advantages and benefits it brings to the entire economic activity. It provides a suitable entry point to save organizations from disappearing through implementing projects and producing new products that are distinguished by quality, or developing existing products and presenting them to the market with new specifications and new uses, and helping to reduce the costs of the production cycle. Creation can also stimulate operations and save time by seizing the opportunities available to them, as well as It enables organizations to improve consumer service, through flexibility and adaptation to their needs on the basis of what is known as customer customing, and it helps in the accumulation of personal skills in thinking and group interaction by the brainstorming team that the organization uses to generate new creative ideas, which helps in raising the quality of the decisions that are made and used to address problems, whether at the organization level or at the level of different sectors. (Kogabayev & Maziliauskas, 2017, 70) (Al-Saber et al., 2008, 53) (Tarshani, 2020, 10). Therefore, the importance of creation strategies can be summarized as follows:

- 1- Promoting consensus among diverse groups within the organization, clarifying goals and priorities, and helping to focus efforts around them.
- 2-It helps organizations define their overall business (scope and location) and determine how they will support different functions in achieving their goals, such as marketing, operations, finance, and research and development.
- 3-It enables organizations to enhance and improve their performance and productivity by introducing information technology equipment and automation systems in the processing of products that will further enhance the organization's efficiency and effectiveness.

Third: Dimensions of Creation strategies:

1- First mover strategies:

Lieberman (2016, 4) emphasizes that this strategy indicates the benefit and advantage that the organization enjoys as a result of its early entry into a new market. And what is related to achieving benefit through economic profit. Although the term suggests that early entry is desirable, the advantages of pioneering in a new market are often offset by disadvantages, and the question of whether a “first mover advantage” is generally possible in any specific context depends on the characteristics of the emerging market and the entrant firm. (Tsuchihashi & Hamada, 2016, 4) point out that there is a benefit for the first movers to their business environment, as the creations of the first movers are often imitated at a lower cost, and they in turn inadvertently work to reduce the state of technological and market uncertainty for the subsequent movers after they are introduced creation, which then helps them benefit from the stability of changes in technology or customer demand led by other creators.

2-Alliance strategy:

Strategic alliances have proven to be one of the most efficient means of developing new technologies, entering new markets, overcoming government restrictions, and learning from leading organizations in a particular field. Adopting a well-managed strategic alliance enables organizations to achieve profits as well as confront failures committed by management due to tactical errors. Creating a prosperous alliance requires a great deal of time and energy from both sides. Therefore, organizations participating in a strategic alliance must use a comprehensive plan, in which all expectations are described in detail, and requirements and expected profits are determined before entering in to it (Teymouri et al., 2012: 28), and (Mgaaa, 2018, 3) indicates that the alliance is an agreed-upon association between two or more parties in order to promote the common interest of the parties. It is “a formal or informal

agreement between two or more people or two entities to achieve a common goal. It includes two partner companies, not less. Alliances between organizations are increasingly changing the way that businesses was managed, as organizations combine their capabilities to achieve success in these complex and rapidly changing businesses. It becomes understood that the creative strategic alliance between companies and institutions makes them more able to compete and impose their own brands and conditions. Without such creative alliances, many companies would not have been able to compete in this global market and survive and continue when they are able to enhance their creations in their environment.

3-Technology leadership strategy:

It refers to the process of influencing working individuals, encouraging, urging and pushing them towards implementing and achieving specific goals through the use of technology. Here, the leader is able to make wise, quick and immediate decisions in necessary situations and what is required of him at the right time and in the right place, which contributes to achieving the organization's goals (Al-Ammar, 2008, 202), and there are those who believe that technology leadership and its strategies do not differ significantly from the conventional concept of traditional leadership, but the fundamental difference between them is that technology leadership is reflected in the practice of traditional leadership skills through digital technologies.(Al-Raqab and Abu Jama',2022,7).

The Third Section: The Field Aspect

This section includes verifying the two hypotheses of the study by testing the correlation and impact relationships between its variables (entrepreneurial orientation and innovation strategies), at the macro and micro levels, as follows:

First: Analysis of correlations:

The content of this analysis reflects the testing of the first main hypothesis, which states that there is a statistically significant correlation between the dimensions of entrepreneurial orientation (combined and individually) and creation strategies in the researched organization, the data in Table (1) reveal the following:

1- There is a significant correlation between the dimensions of the entrepreneurial orientation (combined) and the creative strategies in the organization under study, as the value of the correlation coefficient reached (0.76) at a significance level of (0.05), and this is an indication of the strength of the entrepreneurial orientation in terms of its dimensions (combined) represented by (proactivity, initiative, risk tolerance, and independence) in interpreting creative strategies in the researched organization.

2- There is a significant correlation between each dimension of entrepreneurial orientation (individually), represented by (proactiveness, initiative, risk tolerance, independence) and the creative strategy in the researched organization, as the value of the correlation coefficient for each of them reached (0.73, 0.71, 0.68, 0.65). Respectively, at the level of (0.05), which indicates the nature and strength of each dimension of entrepreneurial orientation (individually) and the creative strategy, the highest correlations were between the proactiveness dimension and creative strategies, and the lowest correlations were between the independence dimension and creative strategies.

Based on the above results of the correlation analysis, the first main hypothesis is accepted, which indicates the existence of a statistically significant correlation between the dimensions of entrepreneurial orientation (combined and individually) and the creative strategies in the researched organization.

Table (1): Results of the correlations between Entrepreneurial Orientation and Creative Strategies

Independent Variable dependent Variable	Dimensions of Entrepreneurial Orientation				Overall index
	Proactiveness	Initiative	risk tolerance	independence	
Creative Strategies (Overall index)	0.73 *	0.71 *	0.68 *	0.65*	0.76*

The table prepared in the light of the results of the electronic calculator * $P \leq 0.05$ n=56

Second: Analysis of impact relationships:

The content of this analysis expresses the test of the second main hypothesis, which states that there is a statistically significant effect of the dimensions of entrepreneurial orientation (combined and individually) on the creative strategies of the researched organization. The results of the analysis of the respondents' answers are shown in Table (2) as follows:

1- creative strategies are significantly affected by the dimensions of entrepreneurial orientation, as the value of the coefficient of determination (R^2) indicates that these dimensions explained (58%) of the total differences in creative strategies, and its significance is supported by the calculated F value of (102.622), which is greater than its tabulated value. of (4.04), at a significance level (0.05) and two degrees of freedom (1.54), and the remaining percentage (42%) is due to other variables not included in the study model. The value of the regression coefficient (Beta) also indicates that creative strategies change by (0.76) if Entrepreneurial orientation changed by one unit, and its significance is supported by the T value of (10.53), which is higher than the table (1.66) at a significance level of (0.05). This indicates that the leaders of the researched organization possess the dimensions that embody the entrepreneurial orientation, represented by (proactiveness, initiative, risk tolerance, independence) enable them to adopt creative strategies, meaning that the adoption of creative strategies by the researched organization depends on the availability of the dimensions of entrepreneurial orientation.

2- There is a significant effect for each dimension of entrepreneurial orientation in creative strategies, as the values of the coefficient of determination (R^2) indicate that (53%, 50%, 46%, 42%) of the total differences in creative strategies are caused by the dimensions represented by (proactiveness, Initiative, risk tolerance, and independence) respectively, and they are significant values in terms of the F values calculated for each of them compared to the tabular table at a significance level (0.05). The regression coefficient values (Beta) also reveal that there is a change of one unit in each dimension of entrepreneurship orientation represented by (proactiveness, initiative, risk tolerance, independence) leads to a change in creative strategies by a percentage of (0.73, 0.71, 0.68, 0.65), respectively, which are significant values in terms of the calculated T values compared to the tabular ones at a significance level of (0.05). It is inferred from this that the adoption of creative strategies in the researched organization depends on the availability of each dimension of entrepreneurial orientation among its administrative leaders, meaning that creative strategies derive the elements of their adoption from the leaders of the researched organization's possession of each dimension of entrepreneurial orientation.

Based on the above results of the analysis, which confirmed the presence of a significant effect of the dimensions of entrepreneurial orientation (combined and individually) on creative strategies, the second main hypothesis is accepted, which states that there is a statistically significant effect of the dimensions of entrepreneurial orientation (combined and individually) on creative strategies in the researched organization.

Table (2): Results of the impact Entrepreneurial Orientation In Creative Strategies

dependent Variable Indicators	Creative Strategies			
	Beta(B)	R ²	F _{cal.}	T _{cal.}
Independent Variable				
Entrepreneurial Orientation (Overall index)	0.76	0.58	102.622	10.53
Proactiveness	0.73	0.53	91.435	8.36
Initiative	0.71	0.50	85.861	7.37
risk tolerance	0.68	0.46	82.215	6.76
Independence	0.65	0.42	79.763	6.36

The table prepared in the light of the results of the electronic calculator * $P \leq 0.05$ $n = 56$

DF=(1,54) F tabulator = 4.04 T tabulator = 1.66

The Fourth Section: Conclusions and Proposals

First: Conclusions:

In the framework of its theoretical and practical treatment of its two variables (entrepreneurial orientation and creative strategies) in the researched organization, the study reached the following conclusions:

- 1- Entrepreneurial orientation is one of the organizational phenomena and administrative issues that have received attention at the academic and field levels, as it enables administrative leaders to formulate strategies that respond to environmental changes within the framework of adopting proactiveness and initiative coupled with risk tolerance and independence.
- 2- Creative strategies are important and necessary for organizations because they help them define their comprehensive work and enhance and improve their performance and productivity by employing information technology and automation

systems in processing products in order to enhance the organization's efficiency and effectiveness.

3-The correlations between entrepreneurial orientation and creative strategies in the researched organization showed the existence of a state of coupling between them in a way that determines their strength in explaining and predicting the adoption of those strategies.

4-There is a discrepancy in the correlations of each dimension of entrepreneurial orientation with creative strategies, as the proactiveness dimension has the strongest correlation, followed by the initiative dimension, then risk tolerance, and finally the independence dimension.

5-The results of the analysis of influence relationships revealed that creative strategies derive the elements for their adoption from the availability of dimensions of entrepreneurial orientation among the leaders of the researched organization. That is, the adoption of these strategies in the researched organization depends to some extent on its leaders' employment of the dimensions that express entrepreneurial orientation, represented by (proactiveness, initiative, risk tolerance, and independence).

6-The dimensions of the entrepreneurial orientation varied in their influence on creative strategies, as the greatest contribution was to the proactiveness dimension, and this is an indication that the more the organization's leaders anticipate others in exploiting the opportunities available in the environment, the more they will be able to adopt appropriate strategies for creative, and the other influence contributions range from the initiative dimension through the dimension of risk tolerance and ending with the dimension of independence, and to reflect that the adoption of creative strategies in the researched organization depends to some extent on its leadership possessing those dimensions.

Second: Proposals:

1- The need to pay attention to the issue of entrepreneurial orientation by the administrative leaders of the organizations in general and the ones under study in particular, and to consider it a basic pillar in formulating their strategies, especially innovation, by having indicators that ensure the dimensions embodied in it are secured.

2-Strengthening the dimensions of proactiveness and initiative in monitoring the external environment, identifying the opportunities available in it, and seeking to exploit them before competitors by creating the appropriate requirements for that.

3-Focus more on the dimension of risk tolerance by revealing threats that may hinder the efforts of the organization's leadership in exploiting those opportunities, especially those that involve some kind of risk within the framework of study, examination, diagnosis, and finding solutions.

4-The organization's leaders should emphasize the dimension of independence and the necessity of resorting to delegation and granting the freedom to present ideas, proposals and initiatives, especially those that enable them to adopt creative strategies.

5-Involving leaders and employees in training programs related to entrepreneurial orientation and creative strategies, in a way that enriches their cognitive and technical skills, and enhances their abilities to achieve effective implementation of both entrepreneurial orientation and creative strategies.

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