

## The Role of Entrepreneurial Orientations in Achieving Strategic Status- an Empirical Study in Private Commercial Banks in Baghdad

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### ABSTRACT

**Purpose** –The research aims to form comprehensive intellectual visions and clear perceptions about the relationship between entrepreneurial orientations and achieving strategic status in light of the major changes in the business environment and the knowledge-based economy, in an attempt to generalize the model and the extent of its applicability in the Iraqi environment

**Methodology/approach** – The research relied on the descriptive analytical approach by deriving hypotheses and testing them based on a questionnaire distributed to (92) senior management, employees, and managers of departments and divisions in a sample of private commercial banks in Baghdad. To analyze the data, statistical means and tools were used to analyze the data through statistical programs (SPSS), (AMOS 23).

**Findings** – The results showed the validity of all the main and sub-hypotheses of the research. Based on that, a set of conclusions were formulated that recommend the necessity for private commercial banks to increase investment in entrepreneurial trends, renew ideas, and develop banking services provided to customers, as well as keep pace with developments in global banking services provided in developed countries.

**Novelty/value** – The research is original in its attempt to generalize the proposed model and assess its applicability to the Iraqi private banking sector, an area that has received limited attention in previous studies. By investigating the role of entrepreneurial orientations in enhancing strategic status, the study addresses a gap in the literature regarding how such orientations can be effectively utilized within the specific socio-economic and cultural context of Iraq.

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### INTRODUCTION

Entrepreneurial orientation has become an important topic in the field of management, which has been developed as a strategic orientation for the organization, helping it overcome the problems it may

face and improve its current performance (Karacoglu et al., 2012). Today's business environment requires organizations to be entrepreneurial if they want to survive and grow, as many studies and research have proven that entrepreneurial orientation is a key element for organizational success and reaching superior performance levels. Organizations with a strong entrepreneurial orientation have better performance than their counterparts in the same industry. This orientation is a means that enables the organization to employ changes in products and market mechanisms to benefit from emerging opportunities that other organizations do not seek to exploit. Therefore, higher levels of entrepreneurial orientation allow organizations and give them the ability to discover and seize opportunities proactively, which enhances their performance and achieves superiority over competitors (Gathungu et al., 2014). Today's dynamic business environment requires an organization that is able to innovate regularly, that allows for independence and risk-taking, that is proactive, and that competes strongly to maintain or create a new position in the market (Omisakin et al, 2016). In contrast, the most successful organizations are those that are able to achieve a strategic status in the competitive market. These organizations distinguish themselves by making adjustments to the characteristics of their products or services to achieve a competitive position in their favor. The strategic status supports new technological paths that are able to penetrate the prevailing socio-technical systems, and destabilize or replace unsustainable technologies (Rantala et al., 2020). As a result of the above, the following questions emerged to determine the general framework of the study problem:

1. What is meant by entrepreneurial orientations and strategic status ? What are their dimensions in light of the intellectual proposals of researchers?
2. What is the nature of the relationship between entrepreneurial orientations and strategic status? What is its moral strength?

## LITERATURE REVIEW

### Entrepreneurial orientations

The roots of entrepreneurial orientation go back to the writings of (Mintzberg, 1973) by identifying three types of strategies, namely (entrepreneurial, planning and adaptive), as well as the writings of (Miller, 1983) when he explained that the entrepreneurial organization is the one that engages in proactivity, creativity and risk-taking (Covin & Wales, 2019; Rua & Francam, 2018; Alubadi et al., 2020). Therefore, it is believed that (Miller, 1983) was the first to introduce this term into administrative thought. (Zehir et al., 2015) indicated that entrepreneurial orientation reflects the extent of organizational readiness to find and invest opportunities as well as bear responsibility for creating positive changes. It was also defined as the effective strategic position of the organization, linked to proactivity, creativity and the desire to invest in high-risk projects (Shirokova et al., 2015). In the same context, (Apell Karlsson & Wibery, 2017) Entrepreneurial orientation is an organizational behavior that develops in strategic decisions and forms the basis for all entrepreneurial processes. While (Covin & Wales, 2019) indicated that entrepreneurial orientation is an organizational characteristic that affects how entrepreneurship is embodied in organizations or business units with an understanding of the areas of entrepreneurship that include creativity, proactivity and competitiveness, or it is the organization's ability to innovate and take the initiative in marketing products and entering into risky projects (Hoque, 2018). According to (Shah & Bhutta, 2013), there are a number of reasons that have encouraged organizations to focus on the trend towards leadership, most notably enhancing the value of creativity in the work environment, providing opportunities for employees to benefit from their skills, promoting a culture that encourages improving performance, highlighting the knowledge gap in administrative thought through the relationship between the concept of leadership and competition, and helping organizations know how to deal with threats and risks of other organizations in a competitive environment. The importance and success of the leadership trend is evident in organizations operating

in environments with highly competitive capabilities and characterized by dynamism, so it is possible to achieve high profits with the availability of resources that help in innovating new products and services aimed at obtaining a large market share, searching for new markets, and investing in opportunities that arise from changes in the competitive environment (Ofem, 2014). Researchers and writers differed in defining the dimensions of entrepreneurial orientations, as they were divided into two main teams. The first believes that the dimensions of entrepreneurial orientations are three dimensions: creativity, risk-taking, and proactivity (Miller, 2014; Amin, 2015; Brettle, 2015). The second team believes that they are five dimensions, with the addition of two dimensions, which are aggressiveness and independence (Nazri et al, 2015; Linton, 2016; Alembummah, 2016; Martens et.al, 2018).

### **Strategic status**

The strategic status of the organization has gone through stages of development that can be explained through two levels, the first internal and the other external, as the internal level relates to the organization's capabilities, resources and the extent of its practice of new technology, while the external level relates to several matters. The organization should take into account values in its actions and its work should be in a professional form to create the appropriate climate for customers to accept dealing with it and attract the best elements to work in it, which increases its success and grows its operations and activities to become able to face any current or future competition (Kemp et al., 1998; Alabadi, & Alsomaidadee, 2020). The concept of strategic status originally came from the concept of social position, which means the status that an individual acquires in the society in which he lives through the personal identity he possesses and the collective identity to which he belongs (Tyler & Blader, 2003; Al Somaidadee, & AL-Zubaidi, 2021).

Strategic status is defined as a marketing strategy used to differentiate products or services provided to a limited group of customers, which is characterized by focusing on a set of needs that distinguish the organization by meeting those needs in a better way (Toften & Hammervoll, 2010). It is also defined as a method that carries a basic idea represented in introducing radical innovations socially, economically and environmentally, which is a long and complex process that includes a high possibility of failure, although the new technology may appear promising (Karama, 2013). The strategic status is a mechanism to limit competition between banks, which requires them to provide many resources in order to maintain sustainability (Cuthbert, 2011). In the same context, (Santini et al., 2014) confirmed that the strategic status is the optimal solution to avoid major competition in the market and find a protected place where consumers are willing to pay a higher price. The current research will depend on the model (Vanheule, 2012) based on (Mourik & Raven, 2006) for strategic status because the dimensions of this model, represented by (forming expectations, building networks, learning processes) represent the comprehensive, integrated view of the reality of strategic status, in addition to the proven ability of these dimensions and the possibility of measuring them in banks.

## **METHOD**

### **Research Design**

The research relied on the descriptive analytical approach to address the research, in order to suit the approach with the purpose of the study, and because it provides appropriate data on the reality of these phenomena, and shows their causes, analyses and results through the answers of the sample members about the behavior of the research variables, in a sample of private commercial banks in Baghdad through a questionnaire that was designed and distributed for this purpose. It does not need to present

any research method for conceptual article/ literature study, it is only result and discussion right after introduction.

### Data Collection

The method of data collection and analysis was represented by a questionnaire which included (32) paragraphs and was formulated according to the five-point Likert scale. Five private commercial banks in Baghdad were chosen as a field for testing the research hypotheses and the research sample represented (92) senior management and department and division managers in the banks as the research sample, because they are the most familiar with the research variables.

### Research model and hypotheses

Figure 1. shows the study model, the nature of the relationships between the study variables, and the directions of influence between the main variables and the sub-dimensions.

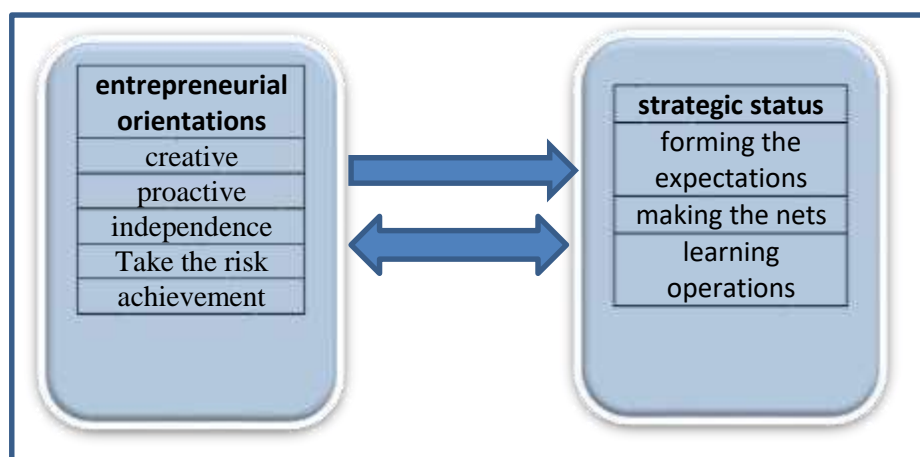


Figure 1. Study model

### RESULT

Table (1) shows the results of the descriptive analysis of the dimensions of the Entrepreneurial Orientations variable, where the independence dimension achieved the first relative importance with an arithmetic mean (3.634) which is the highest compared to the rest of the variable paragraphs with a standard deviation of (0.887) and a coefficient of variation (0.244). On the other hand, the fifth and last relative importance was for the creative dimension with the lowest arithmetic mean (3.111) compared to the rest of the paragraphs of the Entrepreneurial Orientations variable against the highest standard deviation (1.034) and a coefficient of variation (0.331). As for the rest of the variable dimensions, they were graded in the results of the statistical description for each paragraph between these two limits of the description according to the values of the coefficient of variation.

Table (1) Statistical description of the dimensions of the variable Entrepreneurial Orientations

| No. | Dimension     | Mean  | SD    | CV    | RI |
|-----|---------------|-------|-------|-------|----|
| 1   | creative      | 3.111 | 1.034 | 0.331 | 5  |
| 2   | proactive     | 3.439 | 0.959 | 0.278 | 3  |
| 3   | independence  | 3.634 | 0.887 | 0.244 | 1  |
| 4   | Take the risk | 3.624 | 0.907 | 0.250 | 2  |
| 5   | achievement   | 3.270 | 1.012 | 0.310 | 4  |

The results of the descriptive analysis of the Strategic Status variable, which are shown in Table (2), showed that the learning operations dimension achieved the first relative importance with an arithmetic mean of (3.664), which is the highest compared to the rest of the variable dimensions, with a standard deviation of (0.813) and a coefficient of variation of (0.222). On the other hand, the second relative importance was for the forming the expectations dimension with an arithmetic mean of (3.429), a standard deviation of (0.883), and a dispersion coefficient of (0.257), while the third and final relative importance was in the learning operations dimension with an arithmetic mean of (3.418), a standard deviation of (0.997), and a coefficient of variation of (0.286).

Table (2) Statistical description of the dimensions of the strategic status variable

| No. | Dimension                | Mean  | SD    | CV    | RI |
|-----|--------------------------|-------|-------|-------|----|
| 1   | forming the expectations | 3.429 | 0.883 | 0.257 | 2  |
| 2   | making the nets          | 3.664 | 0.813 | 0.222 | 1  |
| 3   | learning operations      | 3.418 | 0.977 | 0.286 | 3  |

### Hypothesis test

Table (3) shows the results of testing this hypothesis about the significance of the effect of only four dimensions of the Entrepreneurial Orientations variable in the dimension of forming the expectations, which are Creative, according to the value of the beta coefficient ( $\beta=.32$ ,  $P=0.000$ ), the dimension of Proactive ( $\beta=.39$ ,  $P=0.000$ ), the dimension of Independence ( $\beta=.29$ ,  $P=0.001$ ), and the dimension of Achievement ( $\beta=.23$ ,  $P=0.007$ ). The test results were not significant for the dimension of Take the risk ( $\beta=.12$ ,  $P>0.05$ ), while the value of the explanatory power of the total model according to the explanation coefficient was ( $R^2=.42$ ) and with complete statistical significance ( $P=0.000$ ). This describes the variance (42%) explained by the Entrepreneurial Orientations variable within the limits of its significant dimensions only, from the variance of the dimension of forming the Expectations, as for the remaining percentage of the coefficient of determination (58%), it is subject to other factors that fall outside the limits of the current research. Which provides sufficient justification for accepting the first sub-hypothesis of the main hypothesis of the research.

Table (3) Results of the relationship test between the dimensions of the variable Entrepreneurial

| Statistical indicators                    | Parameters | Test statistics | Morale level | coefficient of determinat | Test statistics | Morale level |
|---|------------|-----------------|--------------|---------------------------|-----------------|--------------|
|   |            |                 |              | ion                       |                 |              |
|   | B          | t               | P> t         | R <sup>2</sup>            | F               | P>F          |
| Creative ---> making the nets             | .78        | 15.54           | .000         | .69                       | 146.312         | .000         |
| Proactive ---> making the nets            | .62        | 13.15           | .000         |                           |                 |              |
| Independence ---> making the nets         | .08        | 1.947           | .053         |                           |                 |              |
| Take the risk ---> making the nets        | .01        | 1.027           | .114         |                           |                 |              |
| Achievement ---> making the nets          | .26        | 6.422           | .000         |                           |                 |              |
| Orientations and forming the expectations |            |                 |              |                           |                 |              |

Table (4) shows the results of testing this hypothesis about the significance of the effect of only three dimensions of the Entrepreneurial Orientations variable on making the nets, which are Creative, according to the value of the beta coefficient ( $\beta=.78$ ,  $P=0.000$ ), the Proactive dimension ( $\beta=.62$ ,  $P=0.000$ ), and the Achievement dimension ( $\beta=.26$ ,  $P=0.000$ ). The test results were not significant for the Independence dimension ( $\beta=.08$ ,  $P>0.05$ ) and the Take the risk dimension ( $\beta=.01$ ,  $P>0.05$ ), while the value of the explanation coefficient was ( $R^2=.69$ ) with complete statistical significance ( $P=0.000$ ). This describes the variance (69%) explained by the Entrepreneurial Orientations variable within its three significant dimensions only, from the variance of the making the nets dimension. As for the remaining percentage The coefficient of determination (31%) is subject to other variables that fall outside the limits of the current research. Therefore, there is sufficient justification to accept the second sub-hypothesis of the main hypothesis of the research.

Table (4) Results of the relationship test between the dimensions of the variable Entrepreneurial Orientations and making the nets

| Statistical indicators                      | Parameters | Test statistics | Morale level | coefficient of determination | Test statistics | Morale level |
|---|------------|-----------------|--------------|------------------------------|-----------------|--------------|
|   |            |                 |              |                              |                 |              |
|   | B          | t               | P> t         | R <sup>2</sup>               | F               | P>F          |
| Creative ---> forming the expectations      | .32        | 3.441           | .000         | .42                          | 43.41           | .000         |
| Proactive ---> forming the expectations     | .39        | 4.425           | .000         |                              |                 |              |
| Independence ---> forming the expectations  | .29        | 2.986           | .001         |                              |                 |              |
| Take the risk ---> forming the expectations | .12        | 1.365           | .174         |                              |                 |              |
| Achievement ---> forming the expectations   | .23        | 2.714           | .007         |                              |                 |              |

Table (5) shows the results of testing this hypothesis about the significance of the effect of only four dimensions of the Entrepreneurial Orientations variable on the learning operations dimension, which are Creative, according to the value of the beta coefficient ( $\beta=.37$ ,  $P=0.000$ ), Independence ( $\beta=.24$ ,  $P=0.007$ ), Take the risk ( $\beta=.28$ ,  $P=0.000$ ), and Achievement ( $\beta=.21$ ,  $P=0.032$ ). The test results were not significant for the Proactive dimension ( $\beta=.09$ ,  $P>0.05$ ), while the value of the explanatory power of the total model according to the explanation coefficient was ( $R^2=.51$ ) and with complete statistical significance ( $P=0.000$ ). This describes the variance (51%) explained by the Entrepreneurial Orientations variable within its four significant dimensions only, from the variance of the learning operations dimension, while The remaining percentage of the coefficient of determination (49%) is subject to other factors that fall outside the limits of the current research. Which provides sufficient justification to accept the third sub-hypothesis of the main hypothesis of the research.

Table (5) Results of the relationship test between the dimensions of the variable Entrepreneurial Orientations and learning operations

| Statistical indicators                 | Parameter<br>s | Test<br>statistics | Morale<br>level | coefficient<br>of determinat<br>ion | Test<br>statistics | Morale<br>level |
|--|----------------|--------------------|-----------------|-------------------------------------|--------------------|-----------------|
|  | B              | t                  | P> t            | R <sup>2</sup>                      | F                  | P>F             |
| Creative ---> learning operations      | .37            | 4.674              | .000            |                                     |                    |                 |
| Proactive ---> learning operations     | .09            | 1.055              | .174            |                                     |                    |                 |
| Independence ---> learning operations  | .24            | 2.714              | .007            |                                     |                    |                 |
| Take the risk ---> learning operations | .28            | 3.483              | .000            | .51                                 | 122.39             | .000            |
| Achievement ---> learning operations   | .21            | 2.122              | .032            |                                     |                    |                 |

Therefore, these sub-hypotheses results provide sufficient justification for accepting the main hypothesis of the research (Entrepreneurial Orientations with their dimensions (creative, proactive, independence, Take the risk, achievement) have a statistically significant effect on the dimensions of Strategic Status).

## DISCUSSION

At the outset, the findings of our research paper focus on determining the impact of entrepreneurial practices on enhancing the strategic positioning of Iraqi private banks. In general, an entrepreneurial orientation is well-established within the banks under study. The results of the descriptive statistics indicate a considerable level of attention to entrepreneurial practices. Likewise, strategic positioning also receives significant managerial attention. It is evident that Iraqi banks enhance their entrepreneurial practices to strengthen connections, foster relationships, and expand their communication networks with relevant stakeholders. This is particularly reflected in the impact of creativity, innovation, and autonomy. However, proactiveness alone did not demonstrate a significant effect on relationship-building with others. This may be justified by the need to monitor and respond to competitors' proactive moves, which could initially hinder the development of relationships. The aforementioned results align with the impact of entrepreneurial orientation on forming expectations, with the exception of risk-taking, which appeared to be statistically insignificant. This may indicate the challenges associated with bearing the consequences of risk and the difficulty of making accurate predictions. It is common

for risky moves not always to yield high returns. Once again, all dimensions of entrepreneurial orientation are statistically significant in learning operations as a key aspect of strategic positioning, except for proactiveness. Proactive practices often serve as precursors to experiences with uncertain outcomes. Consequently, learning processes may not proceed optimally in this context.

## CONCLUSION

The managements of private commercial banks in the research sample are aware of the importance of entrepreneurial orientations and their role in achieving strategic position. Banks are interested in the requirements of strategic orientation, which is an important indicator of the success of organizations and is referred to as a process and activity of decision-making used and contributes to making the organization strive to be creative and proactive in seizing opportunities in the market and ready to bear all potential risks. Entrepreneurial orientation is also among the most important means that contribute to helping organizations excel and overcome the challenges they face. Therefore, the success of banks in keeping pace with entrepreneurial orientations affects the Status of the bank in the banking sector and contributes to replacing outdated methods with modern ones in all operations, in addition to openness to the experiences of others and the opinions of customers in order to achieve strategic Status.

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