

EFFECT OF STRATEGIC AGILITY ACHIEVING ORGANIZATIONAL ENTREPRENEURSHIP/ FIELD STUDY IN THE OIL COMPANIES OF DHI QAR GOVERNORATE

Nibras eyad alkhairalla

Supervisor: Nada abdulkader

University of Summer, Faculty of Management and Economics

ABSTRACT

The objective of the study was to identify the role of strategic agility in achieving organizational entrepreneurship. The dimensions of the independent variable (strategic agility) were used (strategic sensitivity, resource fluidity, clarity of vision , leadership unity) while the dimensions of the dependent variable (organizational entrepreneurship) (innovativeness ,structural flexibility, proactiveness, risk taking). The analytical method was used on the basis of the five-dimensional Likert scale. A comprehensive inventory method was used for the members of the study society represented by managers in the oil companies of Dhi Qar Governorate. 103 questionnaires were distributed.

Keywords: *Strategic agility, Organizational entrepreneurship.*

INTRODUCTION

It is no longer appropriate to accept traditional classical strategies that are not compatible with the reality of environmental transformations and technological changes. What is important to us is to study the role and impact of these aspects on the organization's ability to achieve strategic agility, which in turn leads to the organization's transformation into organizational entrepreneurship. , The first axis deals with the theoretical aspect of the variables of the study, while the second axis presents the methodology of the study, the third axis presents the practical side and statistical analysis, and then view the results of the study.

LITERARY REVIEWS

A- Strategic Agility

Business Dictionary defines strategic agility as "the ability of companies to remain competitive in their business by modifying and adapting new innovative ideas and using these ideas to create new products and services as well as new business models (Mavengere ,2013 :2)(Brannen et al., 2010:5)

Doz & Kosonen defines strategic agility as the ability to think and act differently, and the constant adaptation and strategic direction of business (Doz & Kosonen, 2008: 6).

The Dimensions of Strategic agility

1. **strategic sensitivity:** The ability to be open to a lot of information, intelligence and innovations offered by multiple relationships with organizations and other people (**Santala, 2009: 46**). To benefit from the environment and interpret and analyze it in order to acquire knowledge and then reveal opportunities and potential threats in the business environment (**Mavengere, 2014: 102**).
2. **Resource fluidity:** The ability to quickly reconfigure processes after the redistribution of resources, and the liquidity of resources can be seen as a distinct organizational and coordinating capacity arising from regulatory processes controlled by management (**Junni et al., 2015: 7**).
3. **Leadership Unity :**The strategic agility requires a leadership unity so that the company can benefit from emerging opportunities. The leadership unity includes building a common interest and developing confidence to increase the participation of the members (**Junni et al., 2015: 9**).
4. **Clarity of vision:** The clarity of vision provides the organization with the combination of (speed and stability) required for strategic agility, and if the company does not have an understanding of its core capabilities, it will continue to be unprepared for exploitation (**Abu-Radi, 2013: 21**).

B- Organizational Entrepreneurship

Leadership is an organized and coordinated process that targets individuals and organizations to access and seize opportunities for value creation (**Drucker, 1984: 28**)

Organizational entrepreneurship is defined as the ability to take advantage of opportunities in a clear and pioneering way to achieve the benefits of the organization and to seize opportunities with ease and agility and speed than other competitors. It is more than a leadership style (**Hjorth et al., 2016: 2**).

The Dimensions of Organizational Entrepreneurship

1. **Innovativeness:** is a set of inventions that are marketed and exploited by developing new products and forms (**Kroeger, 2004: 24**). Entrepreneurs'innovation is reflected in their willingness and ability to make a paradigm shift in technological science (**Jun, Deschoolmeester , 2003: 4**).
2. **Structural flexibility:**Is the development and improvement of the skills and continuous changes in the organizational structure of the Organization in order to keep abreast of developments and changes in surrounding environments (**Oshima et al., 2008: 2**).
3. **Risk taking:** The willingness of the management and its ability to bear significant and expected losses on the impact of entering a project or production of new products in order to obtain opportunities in uncertain environments (**K. Foss et al., 2007: 1177**). There is also individual risk and risk at the organization level (**M. Fox, 2005: 52**).
4. **Proactiveness:** Consider the creation of firm strategy and continuous research on market opportunities and experiences while responding to changing environmental trends (**M. Fox, 2005: 52**).

RESEARCH METHODOLOGY

a) Research problem :

There is weakness in the adoption of strategic agility by the oil companies in the province of Dhi Qar and therefore the study seeks to increase attention to the agility of strategic and organizational leadership, which leads to achieving excellence and uniqueness in the performance of business for oil companies.

b) Research Hypotheses:

Formulate the hypotheses of the study as follows

First hypothesis: There is an impact of strategic agility on organizational entrepreneurship, and the following sub-assumptions are derived:

1. There is an impact of strategic agility on innovativeness.
2. There is an impact of strategic agility on structural flexibility.
3. There is a impact of strategic agility on proactiveness.
4. There is an impact of strategic agility on risk taking.

c) Research Sample and Community:

The oil sector in Dhi Qar governorate was selected as a general framework for selecting the study society represented by the managers in a number of oil companies in Dhi Qar Governorate. The comprehensive inventory method was used for the study society. 125 questionnaires were distributed in four companies, (103) Form ready for analysis.

d) Research Tools:

The measurement instrument, which is composed of two parts, was prepared and designed for study purposes. The first section includes the paragraphs of the independent variable (strategic fitness), which is (20) paragraphs divided into four dimensions, and the second section of the form includes the paragraphs of the variable (organizational leadership), which is (20) paragraph, as shown in table (1) Paragraphs for each variable, indicating the sources approved for the creation of paragraphs.

The Likert scale was used to measure the study instrument, which consists of five levels of measurement, and Table (2) shows the scores of the five-dimensional Likert scale. (3) shows the alpha-cronbach coefficient for each axis and the whole study, which was distributed to a preliminary sample consisting of (30) managers in the oil companies, where the total percentage of the scale is 0.858% which is an excellent rate to rely on this study.

Table 1 (Variables, sub-variable, number of paragraphs, the source adopted in the scale.

Variables	Sub-variables	Number of paragraphs	Source
Strategic agility	Strategic Sensitivity	5	(Santala, 2009: 46)
	Resource Fluidity	5	
	Clarity of vision	5	
	Leadership unity	5	
Organizational entrepreneurship	Innovativeness	5	(M. Fox, 2005: 71)
	Structural flexibility	5	
	Proactiveness	5	
	Take risks	5	

Table 2 (Options according to the Likert scale)

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Table 3 (Stability Alpha Cronbach coefficient value)

Questionnaire axes	Alpha Cronbach coefficient value
Strategic Agility	0.754
Organizational Entrepreneurship	0.782
All axes	0.852

DATA ANALYSIS

The results of sample responses from managers in the oil companies of Dhi Qar governorate show interest in strategic agility, while risk tolerance is the most important for the research sample, indicating the availability of organizational entrepreneurship, while the oil companies in Dhi Qar governorate use the strategic agility to achieve. The results of the standard deviation show a decrease in the dispersion of the sample of the study sample.

Table 4 (The results of the statistical analysis of sample responses)

Variables and sub-variables	Arithmetic mean	The standard deviation
Strategic Agility		
Strategic Sensitivity	3.85	0.42
Resource Fluidity	3.72	0.44
Clarity of vision	3.71	0.44
Leadership unity	3.68	0.44
Organizational Entrepreneurship		
Innovativeness	3.95	0.47
Structural flexibility	3.91	0.46
Proactiveness	3.85	0.40
Take risks	4.00	0.36

RESULTS:**Test hypothesis of impact**

The main hypothesis first: There was a statistically significant effect at a significant level (0.05) strategic agility on a organizational entrepreneurship. Table (5) shows the results of the regression analysis, showing that the significance level is 0.00, which is less than 0.05. It means that there is a significant effect at (0.05) This means that any change in the value of the independent variable (X) by one unit leads to a change in the value of the dependent variable (Y) by (0.598). The calculated value of (T) is 7.496, (0.351), meaning that the strategic agility explained the effect of the percentage (35.1%) of the changes on the organizational entrepreneurship, while the calculated (F) (56.192), indicating the significance of the model, and The significance of the calculated F (0.00) is less than the significance level (0.05), which supports the validity of the hypothesis and acceptance. Calculated the following equation.

$$Y = 1.785 + 0.573 X$$

Table (5) the resultsof the main hypothesis test

Independent variable	Regression parameter B	Selection factor R ²	Calculated value.T	Sig.T	Calculated value.F	Sig.F
Strategic agility	0.598	0.354	7.496	0.00	56.911	0.00

The first main hypothesis is divided into several sub-hypotheses:

- 1. The first sub-hypothesis: There is a significant statistical effect at a significant level (0.05) strategic agilityon ainnovativeness.** Table (6) shows the results of the regression analysis, showing that the significance level was 0.00, which is less than 0.05, meaning that there was a significant effect at the level of (0.05) for the strategic fitness on the creative

dimension. This means that any change in the value of the independent variable (X) by one unit causes a change in the value of the creative dimension of the dependent variable (Y) by 0.600 and the calculated value of (T) is 7.544. (35.4%) on the creative dimension, while the calculated F (56.911), and the significance level of (F calculated) reached (0.00)

$$Y1 = 0.583 + 0.902 X$$

2. **The second sub-hypothesis: There is a statistically significant effect at a significant level (0.05) strategic agility on a structural flexibility.** Table (6) shows the results of the regression analysis, showing that the significance level is (0.00), which is less than (0.05) and means that there is a significant effect at (0.05)). This means that any change in the value of the independent variable (X) by one unit leads to a change in the value of the dependent variable (Y) by 0.384, and the value of calculated T (4.180) The mean value of R2 was 0.139, meaning that the strategic agility explained the effect of the percentage (13.9%) of the changes on the structural flexibility dimension, while the calculated (F) (17.469), Accordingly, the second sub-hypothesis is accepted as follows

$$Y2 = 1.804 + 0.563 X$$

3. **The third sub-hypothesis: There was a statistically significant effect (0.05) strategic agility on a proactiveness.** Table (6) shows the results of linear regression analysis, indicating that the significance level is (0.00), which is less than (0.05) (0.538). This means that any change in the value of the independent variable (X) by one unit leads to a change in the value of the dependent variable Y) by (0.538), and the value of R2 (0.283), that is, strategic agility (28.3%) of the changes on the innovativeness dimension, while the calculated F (41.231), and the significance level (F) calculated at (0.00), which is below the assumed significance level, Accordingly, the third sub-hypothesis is accepted as follows

$$Y3 = 1.270 + 0.691 X$$

4. **Sub-fourth hypothesis: There is a statistically significant effect at the abstract level (0.05) strategic agility on arisk taking,** By looking at Table (6), we can observe that the value of B transactions is 0.119, a change of one unit in the independent variable leads to a change of (0.119%) which is very small compared to the effect of the strategic agility on the other dimensions (T), while the mean T (1.202), while indicating that the level of significance was (0.232), which is higher than the satisfactory level (0.05) and this means that the fourth hypothesis is not achieved. The mean coefficient of R2 was 0.004, meaning that the strategic agility explained the value of (0.004%) of the changes after the risk tolerance, which is a very small percentage is almost nonexistent, while the significance of the model (0.232), which is higher than the acceptable level of the sign (0.05) and thus reject the fourth sub-hypothesis and according to the following equation.

$$Y4 = 3.484 + 0.138 X$$

Table (6) the results of the sub-hypothesis test

Independent variable	Regression parameter B	Selection factor R ²	Calculated value. T	Sig.T	Calculated value.F	Sig.F
Strategic agility						
The first sub-hypothesis	0.600	0.354	7.544	0.00	56.911	0.00
The second sub-hypothesis	0.384	0.139	4.180	0.00	17.469	0.00
The third sub-hypothesis	0.538	0.283	6.421	0.00	41.231	0.00
Sub-fourth hypothesis	0.119	0.004	1.202	0.232	1.444	0.232

RESULTS

The results of the study showed the effect of the independent variable (strategic agility) on the dimensions of the dependent variable (organizational entrepreneurship), namely, innovativeness, structural flexibility, and proactiveness, while there is no effect of strategic agility on risk taking, which is one of the dimensions of organizational entrepreneurship. It also stressed the ability of oil companies operating in the province of Dhi Qar to monitor and sensitize the environmental changes, although these capabilities are limited and need to be refined and supported. The results of the study show the interest of the oil companies operating in Dhi Qar governorate to provide a reasonable amount of initial resources and to maintain enough stocks to ensure the continuity of work and production in times of crisis. This confirms the flexibility and flexibility of resources in these companies, and supporting the departments in the oil companies in the province of Dhi Qar for creativity and embrace new ideas and innovative interest in research and development activities, and this confirms the enjoyment of an acceptable degree of organizational entrepreneurship in the side of its work.

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