

The Effect of Intrinsic Capabilities on Organisation Entrepreneurship-Orientation: An Analytical Study in the Iraqi Co. for Dates Manufacturing and Marketing Mixed Contribution

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The present research aims to diagnose and explain the nature of linking relations and the effect between (Intrinsic Capabilities and the Organisation Entrepreneurship-Orientation) on the dimensions level. The research seeks to test a number of major and minor hypotheses concerning the linking relations and effects among the research variables in order to answer the inquiries related to the research problem. The latter stems from the following question "What is the orientation followed by the organisation to make use of the Intrinsic Capabilities available in order to obtain Organisational Entrepreneurship?" The research has come to a number of conclusions, chief among them is that there is an entrepreneurship-marketing process in the Iraqi Company for Dates Manufacturing and marketing, under study. This marketing process is the result of the attention given by the company to innovation, concentrating on the customer, proactivity and making use of opportunities. It has also been shown that there are good levels for supporting the competitive ability in the company understudy. These levels have appeared as the result of the company attention to innovation, product quality, flexibility, cost control and authenticity of delivery. Depending on the results of the research, a number of recommendations have been formed, chief among them is that it is necessary for the company to emphasise the continuity of the attention paid to Intrinsic Capabilities found in the company to obtain Entrepreneurship-Orientation and to creating the opportunities that support the competitive ability; and to maximise proactivity before competitors to obtain the opportunities available to

increase returns and follow competitive policies that increase its success and distinction.

Key words: *Intrinsic capabilities, Entrepreneurship.*

Introduction

The change which the competitive workenvironment has witnessed since the nineteen-nineties has become a concrete phenomenon that cannot be changed. Nowadays, among the most important changes faced by companies are the expansion of the globalization phenomenon, the appearance of new manners of competition, advanced information technology systems, forward markets, the new forms of strategic alliances and needed products. These have led organisations to look for new procedures with which to face the rapid changes.

The dependence on the traditional entrances is considered a very dangerous thing. This has been a crucial reason for the appearance of new trends and applications that concentrate on the core competencies. Accordingly, the Iraqi Co. for Datesmanufacturing and marketing, under study, is in urgent need of adopting an entrance for the Intrinsic Capabilities due to the economic, political and social changes the Iraqi economic environment witnesses, and the reflections of these changes on the competitive environment locally and internationally now and in the coming future.

The Iraqi Co. for Dates manufacturing and marketing is in need of providing and supporting the core competencies to develop the required services in a way that leads to entrepreneurship, and the resulting innovations in order to revive the company and endure the risks via testing new products, services and markets. What is more is the proactivity spirit towards the market encourages a chance of success to establish an advantage other competitors.

Depending on what has been presented before, and to fulfil the research objectives, the research has been divided into four parts. The first is devoted to the research methodology. The next tackles the conceptual framework of the research. The penultimate one deals with the practical aspect. The last one is devoted to the conclusions and recommendations.

Research Methodical Framework

In this part, the research methodology is presented through introducing the research problem, importance and objectives, and also through introducing the hypothetical research type, the society and research sample, data collection and the finally the research hypotheses.

Research Problem

Nowadays, business organisations generally face great challenges and difficulties in the work environment, that is distinguished by its dynamic conditions and status of uncertainty . This has compelled the organisations to search for thorough philosophies and visions that depend on selecting suitable fields through which they can continue and successfully fulfil their work to an exceptional standard. Dependence on the organisational Intrinsic Capabilities allows organisations to obtain the Entrepreneurship-Oriented, which is regarded as a basic resource for obtaining the standard competitive characteristics.

The research problem is clearly stated through raising the following questions:

- 1-What is the orientation followed by the organisation in making use of the available Intrinsic Capabilities?
- 2-Does the organisation entrepreneurially orientate to increase its uniqueness over its competitors?
- 3-Are the orientations reflected to make use of the organisation's Intrinsic Capabilities in fulfilling entrepreneurship and success?

Research Objectives

The basic objective of the research is to explore the concept of Intrinsic Capabilities and identify their effect on organisational Entrepreneurship-Oriented. To fulfil this aim, a group of minor objectives can be stated as follows:

- 1-Being acquainted with the theoretical concepts related to the major and minor research variables.
- 2-Being acquainted with the effect of the Intrinsic Capabilities and their dimensions (empowerment, teamwork, personal skills) at the level of the organisation's Entrepreneurship-Oriented and its dimensions (innovation, risk, proactivity) in the organisation.
- 3-Introducing suggestions and recommendations that may help the organisation (the Iraqi Co. for Dates manufacturing and marketing incorporated contribution) and those who work in this sector improve the standard of services offered to customers.

Research Importance

- a- Showing the applied dimension that helps, through concentrating on the Intrinsic Capabilities, in reinforcing the success of the organisation Entrepreneurship-Oriented.

b-The research importance stems from the importance the Intrinsic Capabilities have in the light of the rapid changes, the conversion towards the knowledge economy and the endeavour to adopt the strategies that help the organisation to continue.

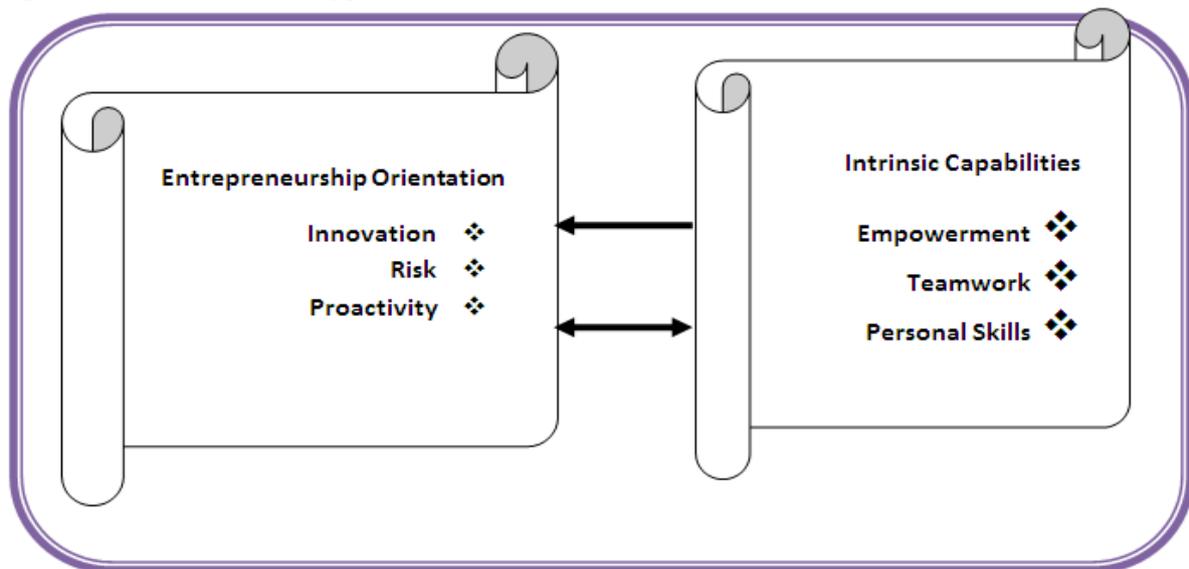
c-The importance of the research is derived from the results that have been reached and which identify the nature of the relation and effect between the Intrinsic Capabilities and the Organisational Entrepreneurship-orientation and how much Iraqi organisations can make a benefit out of these results, particularly the Co. under study, in building up their strategic plans and increasing the theoretical and practical knowledge and the information concerning this field.

The Hypothetical Research Model

The research scheme introduces a valid picture of its idea. It clarifies the relationship between its variables. In light of the research problem and its requirements, a suggested scheme has been formed and presented. Figure (1) clarifies this scheme, which aims to measure the effect of research variables. The illustrative variable is expressed by the Intrinsic Competencies with their sub-variables (empowerment, teamwork, personal skills), whereas the responsive variable is represented by the Entrepreneurship-Orientation with its sub-variables (innovation, risk, proactive).

Research Model

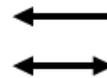
Figure 1. The Research Hypothesised Model



المصدر : من تصميم الباحثه

شكل (1) مخطط البحث الفرضي

- ☒ Trace Relation
- ☒ Linkage Relation



Research Hypotheses

The research manipulates two main hypotheses out of which a number of sub-hypotheses have emerged. They have been stated as follows:

First Main Hypothesis: there is a correlation with a significant indication between the dimensions of the Intrinsic Capabilities (empowerment, teamwork, personal skills) and the Organisational Entrepreneurship-orientation.

1-There is a correlation with a significant indication between the dimensions of Intrinsic Capabilities (empowerment, teamwork, personal skills) and innovation.

2-There is a correlation with a significant indication between the dimensions of Intrinsic Competencies (empowerment, teamwork, personal skills) and risk.

3-There is a correlation with a significant indication between the dimensions of Intrinsic Competencies (empowerment, teamwork, personal skills) and proactivity.

Second Main Hypothesis: the dimensions of Intrinsic Capabilities (empowerment, teamwork, and personal skills) have a significant correlation on the organisation Entrepreneurship-Orientation.

1-The dimensions of Intrinsic Capabilities mentioned above have a correlation with a significant indication on innovation.

2-The dimensions of Intrinsic Capabilities mentioned above have a correlation with a significant indication on risk.

3- The dimensions of Intrinsic Capabilities mentioned above have a correlation with a significant indication on proactivity.

Research Methodology

The descriptive analytic method has been followed here. This method is not built on collecting data only for describing the phenomenon, instead, it focuses on studying the facts concerning the phenomena and events. This is done through collecting the data and information, then analysing and explaining them in order to find out their actual indications.

Research Sample and Society

The research society is represented by the Iraqi Co. for Dates manufacturing and Marketing, Incorporated Contribution. The sample is made up of 50 individuals representing (the Co. general manager, factory managers, heads of departments and branches and the administrators who work in the Co.). They represent about 40% of the total number of the sample.

Data Collecting Method and the Statistical Tools Employed

To fulfil the research objectives and test its hypotheses, the data have been collected using questionnaire forms. The latter has been designed as a main tool for collecting and measuring data and information related to the field aspect of the research. This has been carried out depending on the available methodologies related to the current subject and selecting the suitable measures and adapting them for the present research.

Intrinsic Capabilities

The Concept of Intrinsic Capabilities

Strategic administration scientists have tackled this concept from various aspects. But all these views stem from one ideological concept i.e. they all stem from the organisation and help it compete, continue and resist. Table (1), which is the researcher's own preparation with reference to the authors mentioned in the table below, shows some of the researchers' views concerning the concept of Intrinsic Capabilities:

Table 1: Views Concerning the Concept of Core Capabilities

No.	Researcher	Concept Explanation
1	Wheelen and Hunger (2010)	It is the backbone of the organisation which includes all the resources (concrete and abstract assets, and the Co. capability to utilise them all
2	Jacops (2011)	It is what the organisation performs in a way better than its competitors in order to gain long term revenues for the organisation and then obtain competitive value
3	Rasheed (2018)	It is a group of skills, information and internal abilities of the organisation that help it achieve distinction and superiority in performance
4	Al-Bidhany (2019)	It is a group of skills, information and talents that distinguish the personnel and which The organisation makes use of to offer its distinguishable services for its targeted public

Table (1) shows that the *ability* is the tool that the organisation utilises to fulfil its objectives concerning continuity. This is performed via building up this ability, which has been the focus of many researchers and authors in their various views that lead to permanence and continuity.

Emergence and Development of the Intrinsic Capabilities Concept

The intrinsic capabilities have an ancient history, since they have been used in language, religion and administrative sciences. The term of "intrinsic capabilities" has been used in language to mean enthronement and power by (Al-Razi,1978), as in the Holy Quran, "They did not appreciate Allah as He deserves," which means they did not enthrone Allah as parallel to His enthronement.

Another meaning is given to this term, i.e. puissance, the ability to do exceptional things. In language, ability has been defined to mean reality and richness. Ibn Mandhoor says, "He has an ability over something," to mean that he has possessed it. In the Holy Quran, Allah says in the Sorah of the Moon, " Al-Qamar", Aya 55" With a Capable Owner." In their superior study on the Intrinsic capability, Prahalad and Hamel (1990), have clarified that the organisations have the ability to develop their abilities and support these capabilities with activities inside the organisations and also develop the central activities that add exceptional value for the product.

The real resources of value are built through administrating the ability to combine the wide skills and techniques of the organisation towards the abilities that strengthen the separate jobs of rapid adaptation towards rapid opportunities. Mintzberg (1998:50), declares that the first researcher to use the term of Competencies is Ansoff in 1965. The latter has developed a testing list and since then the term of "intrinsic competency" has been the focus of attention of administration and organisations as well. At the present time, organisations are in need of building up sustainable competitive characteristics that depends on identifying their intrinsic capabilities and then developing them, mainly those that are related to human capital for building the intrinsic capability (Cardy and Candzk,2007:31).

Importance of Intrinsic Competency

Intrinsic Capabilities allow organisations to build and form strategies in new markets through investing the capabilities, since customers highly appreciate the intrinsic features, quick delivery and product quality. The capability supports opportunity creation in the new fields, and a certain commodity will be preferred more than the other commodities. Intrinsic Competency is the source of competitive characteristics, since it pays attention to identifying weaknesses in order to avoid or prevent them, and identifying the strength points of the organisation to make it more distinguished and exceptional than the others (Al-Khafagy, 2008:215).

Intrinsic capabilities enable the organisation to introduce a unique and exceptional value for the clients, administer the various productive skills, mix the various technologies and create

sustainable competitive characteristics(Bain, 2010:67). They also help in appreciating the organisational resources. This can be tested through the strength-points experience that helps in identifying the organisation's future and comparing the measures of these factors with the measures of the previous organisation performance and also with the competitors of the organisation and industry as well (Wheelen and Hunger,2010:241). Jayan (2018:34), adds that the intrinsic capabilities the Co. possesses are strength points through which a new thing or criterion is presented to reinforce its competitive position in the markets.

Dimensions of Intrinsic Capabilities

1-Empowerment

This is one of the work-design entrances that depends on behavioural methods. It is also the ability to make changes in work and how to perform it. It represents the diversities among the methods used in work design through making a balance between control and collaboration (Slak et al.,1998:298). Later Barnoty (2008:42), add that the administrative position requires qualifications, knowledge and special skills to perform this job.

2-Communication

Contact is the leader's ability to communicate and clarify what he/she wants staff to do concerning the objectives and expectations for their roles. Since the leader's job is essentially dependent on serial processes of communication, he/she must possess the required skills that help him/her to communicate. Al-Ajmy (2010:216), states that this is the oral or semi-oral interaction of an individual delivering a meaningful message hoped to be received and understood by the other party. Al-Adiby (2012:82), confirms that the communication media or methods refer to the components of the qualitative fineness of services. The concept of Quality in Processes has emerged as the result of the processes that are employed in order to deliver the information for customers.

3-Teamwork

Huffmire (2006:11), says that teamwork provides a good chance for reaping the benefits of all skills and experiences held by the workers in the organisation. This is chorally performed, a matter that creates harmony among these skills and abilities and provides the organisation with the ability to face the challenges in work. The administration must listen to the workers as a group before making any decision, since teamwork represents a good chance for effectively exploiting human resources found in organisations. The researcher believes that the group must be looked at as an important resource among the organisational resources. Since teamwork is one of the essential variables of the intrinsic capability, the organisation must pay close attention to it and consider it as one of the common tasks the organisation uses to facilitate strong work performances.

4-Personal Skills

Personal skills are represented by the workers and leadership. The leader forms a future vision and then communicates it to the workers and encourages them to avoid difficulties. Katsioloudes (2006:328), states that the managers face additional challenges for the sake of competition and success. The organisations are in need of managers who possess the necessary skills and cultures that empower organisations and change the routine ideas into positive aspects to help strategic leaders develop their skills, fulfil the tasks accompanying active strategic leadership, invest the intrinsic capabilities of the organisation, keep its continuance and build human capital (Al-Khafagy,2008:195).

Entrepreneurship-Orientation of the Organisation

The Concept and Origin of Organisation Entrepreneurship

The concept of Entrepreneurship appeared in French literature in the 18th century, and has since been used in English (Baumol, 1993:13). Strategic Entrepreneurship has many facets, the most important of them is that clarified by Wiklund and Shepherd (2005:72) and their colleagues. They define Entrepreneurship as the wish for creation to revive the organisation and endure risks via testing the products, services, new markets and the competitive orientation towards marketing opportunities at a higher level than any other competitors.

Salih (2007:3), refers to the association of the concept of Entrepreneurship with that of invention at the beginning of the 20th century, mainly in the Japanese business world. Later, entrepreneurship has been defined as meaning precedence through courage, designing, success risk-endurance and distinction achievement. Al-Ghaliby (2009:34), states that Entrepreneurship is the ability and wish for arranging, organising and managing works, in addition to its inclusion in some concept definitions such as Innovation, creation and the ability to endure risk. It requires a long period of time, because entrepreneurial activities require such a long period to make their real effects noticeable. Risks must be endured and environmental challenges be faced, and as a result, all its aspects must be made use of in order to earn fortune for the organisation (Al-Juboury, 2019:37).

Entrepreneurship Importance

1-Entrepreneurship is a phenomenon that is worthy of attention due to its great importance and its role in development that the societies are after (Al-Sheikh et al., 2007:497), (Al-Ani et al., 2010:28-9).

2-Making changes and evolution and creation is among the most important characteristics of Entrepreneurship. Entrepreneurial organisations work as an agent for change through practicing entrepreneurial activities.

3-Entrepreneurship provides many important projects for developing economies.

4-Entrepreneurship provides work opportunities distinguished by their long-term importance for the sake of developing economies.

5-Entrepreneurship increases efficiency for organisations through increasing competition. The existence of new competitors efficiently and effectively stimulates response.

6-Entrepreneurship makes changes in the market structure and increases the adaptation of organisational creation and recent technology.

7-Entrepreneurship increases the probability of making radical inventions, a matter that leads to creating a positive effect in the economy due to the commencement of creating new companies.

8-Entrepreneurship encourages great variety in quality and grade. The new projects introduce new ideas and economical creation.

Dimensions of Entrepreneurship-Orientation

Many researchers have tackled the different dimensions of entrepreneurship-orientation. Al-Sheikhly (2013:33), emphasises that the concepts of entrepreneurship-orientation include three dimensions. Also, Al-Nasiry (2015:64), describes them as the patterns of entrepreneurial behaviour, and they are the risk that is represented by the organisation's desire to adopt projects with a high-risk scale that result in great revenues, and the creative behaviour which is represented by the organisation's endeavour to be the first as far as offering goods and modern services and prior behaviour are concerned.

A-Innovation

Shneiter (2013:60), defines innovation as the dependence and application of new, useful ideas through the use of certain ways such as the ability to make decisions, the wide ability to communicate, a spirit of risk and the ability for creative change that all lead the organisation to future success. Innovation is the essential element of entrepreneurship in the general company or new project presented by an individual.

Innovation provides new resources or keeps the same resources and improves their productive possibilities. Some other researchers have dealt with this concept of innovation as "finding new things whether they are (commodities, service, an idea) distinguished by rarity and performing economic and social utility through finding solutions for the various problems that impede the organisation, whether these problems are internal or external, and need remedies from various aspects (Al-Nasiry,2015:65).

B-Risk

Risk represents the organisation's desire for obtaining opportunities, regardless of the uncertainty that surrounds it. This means undertaking courageous work without knowing the

results. The organisation with entrepreneurial orientation must often find risky alternatives that indicate the possibility of requiring the organisation's leadership to endure the outcomes that result from the behavioural practices in work to reduce losses when behaving in a way that leads to risk. It must also manipulate all its ability to comprise all uncertain and complex cases (Al-Nawfal,2011:19).

Other researchers refer to risk as "the organisation's ability to create courageous steps through the adventure in the unknown and using great resources in projects found in uncertain environments (Muchiri, 2013:4).

C-Proactivity

Proactivity represents a strategy that looks forward and looks for new market opportunities and practices rapid response to environmental directions that are in a permanent state of change, and practicing the activities which are influential in the environment. It also includes concentrating on the future through creating ideas, expecting problems and preventing their occurrence(Fox,2005:51).

The proactive dimension is related to entrepreneurship since it emphasises the organisation's endeavour to take initiative concerning the control over new opportunities and entering new markets before its competitors. Singer et al. (2009:3), describe proactivity as the preparation to tackle new environmental events and try to control them to predict the future and work on changing and renewing. Proactivity is a continuous process for developing new services and offering the best solutions for the beneficiaries to obtain their satisfaction. As a result, the organisation will be the first precedent among its competitors(Dawood and Al-A'rajy,2012:432).

D-Autonomy

Autonomy means that the individuals in the entrepreneurial organisation are in need of liberty in their work to discover new opportunities and move away from organisational obstacles. Autonomy has a great effect on entrepreneurship-orientation, because the individuals' work within the boundaries of the organisation requires feeling of autonomy. It must be acceptable to the organisation's entrepreneurial leaders to find new adventures. The higher the autonomy level is, the greater and higher the innovation level in organisations (Al-Mahmood,2007:126) and (Al-Nasiry,2015:66).

Description and Identification of Research Variables, Analysis of Respondents' Answers and Results Explanation

Description and Identification of the Items and Standards of Intrinsic Capabilities

Table 2: The Means, Standard Deviations and the Relative Importance of the intrinsic capabilities and their sub-variables N=50

No.	Items	Mean	Standard Deviation	Relative Importance
A-Empowerment				
1	The workers are encouraged to practice things and take into account the initiatives concerning good noticeable efforts	4.38	0.72	87.6%
2	Make the workers know their strengths and weaknesses and provide them with progressing opportunities	4.37	0.63	87.4%
3	Directing the workers to develop their skills, experiences, ambitions and knowledge	4.40	0.61	88%
4	Using policies and procedures depending on logical managerial bases	4.40	0.70	88%
5	Administration must document the workers' superior achievements and must reward them from time to time	4.42	0.88	88.4%
	Total Empowerment	4.40	0.71	88%
B-Teamwork				
6	Administration must confess the value of teamwork and group work	4.10	0.84	82%
7	Administration must encourage teamwork and learning of the workers	4.02	0.65	80%
8	Work groups have freedom to moderate their objectives as parallel to the events-development	3.66	0.98	73%
9	Participating with others regarding experience, knowledge and skills	4.22	0.84	84%
10	The common team objectives will be understood and workers will collaborate with others to fulfil them	4.30	0.86	86%
	Total of Teamwork	4.10	0.83	82%

C-Personal Skills				
11	Companies have managerial qualifications superior to those of their competitors	4.00	0.88	80%
12	The company provides efficient skills and experiences in the field of services offerings	3.92	0.72	79%
13	The administration applies its plans and programs within the time expectations prepared for them	3.82	0.98	76%
14	The company promotes learning and development and practicing new skills	3.81	1.069	76%
15	The authority of the organisation works to fulfil the customers' desires and interests	4.26	0.82	85%
	Total of Personal Skills	4.00	0.89	80%
	Total of Intrinsic Capabilities	4.2	0.81	84%

The source of this table is the result of the statistical analysis using the SPSS V.25 Program.

A-Empowerment: Table (2) reflects a general Mean which is higher than the standard Mean which is (3), it is about (4,40). The item that states "Administration must document the workers' superior achievements and must reward them from time to time" has got the highest Mean which is about (4,42) with a standard deviation (0.88) and Relative Importance of (88.4%). This reflects that there is a high homogeneity among the respondents' answers.

B-Teamwork: Table (2) also reflects a higher general Mean than the Standard Mean, which is (3). It has been (4,1) with a standard deviation (0.83) and relative importance (82%). This also indicates that there is a high homogeneity and agreement among the respondents' answers. Item No. (8) that states " Work groups have freedom to moderate their objectives as parallel to the events-development" has got the lowest Mean, namely (3,66) as far as this dimension is concerned, with a standard deviation (0,98) and relative importance of (73%). This indicates that there is a middling agreement among the respondents' answers, a matter that indicates that "the company administration does not give freedom for the work groups in order to accommodate their objectives in accordance with the events-progressing."

D-Personal Skills: Table (2) also reflects a higher general Mean than the standard one which has been (3). It has been (4) with a standard deviation (0.89) and relative importance of (80%). This indicates that there is a concordance among the sample-respondents' answers.

Description and Identification of Intrinsic Capabilities-Variable "Totally Scaled"

Table (2) reveals that the level of answers concerning Intrinsic Capabilities has been recorded as follows:

1-Depending on the values of the Means of the three Intrinsic Capabilities-Dimensions, the variable "Intrinsic Capabilities" has a total level of Mean about (4,2) with a standard deviation of (0,81), a matter that indicates that there is a concordance among the sample-respondents' answers concerning the items of Intrinsic Capabilities.

2-Empowerment Dimension has got the highest mean among the other dimensions of Intrinsic Capabilities depending on the research-sample views. What comes next is that of Teamwork and finally comes that of Personal Skills.

Description and Identification of the Items and Standards of the Organisation Entrepreneurship-Oriented "Responsive Variable"

Table 3: Calculations of Means, Standard Deviations and Relative Importance of Entrepreneurship and its sub-variables N=50

No.		Mean	Standard Deviation	Relative Importance
	A-Innovation			
16	The managers in the Co. prefer concentrating on marketing the experienced or tested services	4.06	0.79	81%
17	The Co. managers highly prefer the attention given to research and development, entrepreneurship and innovations	3.98	0.71	80%
18	The Co. managers prefer adding new technological services	3.88	0.98	78%
19	The changes that the Co. experiences concerning the methods of technological service-offerings are always radical or basic	3.58	0.79	72%
20	Managers seek to spread technological innovative culture among the Co. sectors and work- groups and individuals	3.80	1.03	76%
	Total of Innovation	3.86	0.86	77%
	B-Risk			
21	The managers in the Co. have a strong tendency towards the highly-risky technological projects	3.32	0.99	66%

22	The Co. is the first to have new technological ideas and are ready for a high level of risk	3.52	0.89	70%
23	The Co. is heading towards new methods of fulfilling jobs and works before the others	3.80	0.86	76%
24	The Co. makes use of new technological opportunities even in case of uncertainty	3.50	0.95	70%
25	The Co. believes that new initiatives are necessary for fulfilling objectives	3.94	0.82	79%
	Total of Risk	3.61	0.90	72%
	C-Proactivity			
26	When dealing with competitors, the Co. responds to the procedures the competitors make, particularly in the technological aspect	3.60	0.82	72%
27	The Co. possesses a unique criterion in manipulating new technological and managerial techniques	3.76	1.04	75%
28	The Co. has modern technological techniques to anticipate the competitors	3.66	1.04	73%
29	When dealing with competitors, the Co. possesses a unique criterion concerning the utilisation of new services and recent technological techniques	3.72	1.01	74%
30	The managers in the Co. have a strong desire to be the first among the other competitors	3.96	0.88	79%
	Total of Proactivity	3.74	0.96	76%
	Total of Entrepreneurship	3.74	0.91	75%

The source of the information in Table (3) is the results of statistical analysis using SPSS V.25

Depending on the statistical analytic aspect-results, table (3) shows the following:

A-Innovation: the table has reflected a higher general Mean than the standard Mean, which is (3). It has been (3,86), with a standard deviation (0.86) and relative importance at about (77%). This indicates that there is a middling homogeneity and agreement among the sample respondents' answers.

B-Risk: the table has reflected a higher general Mean than the standard Mean, which is (3). It has been (3,61) with a standard deviation (0,90) and relative importance at about (72%). This indicates that there is a homogeneity and agreement among the respondents' answers.

C-Proactivity: the table has also reflected a higher general Mean than the standard one which is (3). It has been (3,74), with a standard deviation about (0,96) and relative importance (75%), a matter that indicates there is a concordance among the respondents' answers.

Description and Identification of the Organisation Entrepreneurship-Orientation Variable "Totally Scaled"

Table (3) shows that the level of answers concerning Entrepreneurship has been recorded as follows: depending on the values of the Means for the three dimensions of entrepreneurship orientation, the responsive variable of "organisation entrepreneurship has a Mean at about (3,74), with a standard deviation about (0,91), a matter that indicates that there is a concordance among the respondents' answers concerning the entrepreneurship items.

It is worth mentioning here that the dimension of Innovation has the highest Mean among the other dimensions of Entrepreneurship-Orientation according to the research sample- views. What comes next is the dimension of Proactivity and the dimension of Risk has ranked the last.

Testing the Research Hypotheses

Testing the Correlations between the Research Variables

Analysing the research scheme requires testing its major and minor hypotheses depending on their occurrence in research methodology. This step aims at identifying the nature of the relations between the independent variable (Intrinsic Capabilities) and the responsive variable (Organisation Entrepreneurship-Orientation), and also knowing whether the first major hypotheses and their sub-hypotheses have been accepted or rejected. This is carried out through the use of the Simple Coefficient (Spearman) which is regarded as one of the statistical methods used to measure the relation-strength and its direction between two variables through the use of the ready (SPSS), issue No. (25). Table (4) below shows the values of Spearman Coefficients between Intrinsic Capabilities and the Organisation Entrepreneurship-Orientation N=50.

Table 4: The values of Spearman Coefficients between Intrinsic Capabilities and the Organisation Entrepreneurship-Orientation N=50

		Variables		Spearman	Sig.(2-tailed)	Relation-Strength and its Directions
		Independent	Responsive			
Minor	1-1	Intrinsic Capabilities	Innovation	0,68**	(0,01)	Medium Direct
	1-2		Risk	0,41**	(0,01)	Strong direct
	1-3		Proactivity	0,46**	(0,01)	Strong direct
First major one		Intrinsic Capabilities	Organisation Entrepreneurship	0,566 **	(0,01)	Medium direct
Accepted Hypotheses			Number	Four abstract Hypotheses out of Four Ones		

Source: Results of the statistical analysis using SPSS V.25.

Table (4) indicates that there is a medium correlation at a significant level of (Sig.2-tailed) (0,01),i.e. with a trust limit of about (99%) between intrinsic Capabilities and Organisation Entrepreneurship-Orientation. The value of Spearman Coefficient has been (0,566), which indicates that there is a direct correlation between Intrinsic Capabilities and Organisation Entrepreneurship-Orientation on the total level. Accordingly, the first main hypothesis, which states, "There is a significant correlation with a statistical indication between Intrinsic Capabilities and Organisation Entrepreneurship-Orientation" is accepted.

Below is the analysis of the sub-relations between Intrinsic Capabilities and the Organisation Entrepreneurship-Orientation. Each one is tackled separately as far as the minor hypotheses are concerned:

Analysis of the relationship between Intrinsic Capabilities and Innovation

In table (4), it is noticed that the value of the coefficient between Intrinsic Capabilities and Innovation has been (0,681) and it is a medium significant direct relation with a significant level Sig.(2-tailed) (0,01),i.e. with a trust limit at about (99%). This result indicates that there is a mid-strength relationship between Intrinsic Capabilities and Innovation. This result supports the research paper's first-minor hypothesis derived from the first major one, a matter

that leads to accepting this hypothesis. In other words, there is a correlation with a significant indication between Intrinsic Capabilities and Innovation.

Analysing the Relationship between Intrinsic Capabilities and Risk

In table (4), it is noticed that the value of the coefficient between Intrinsic Capabilities and Risk is (0,41). It is a medium significant and direct relation at a significant level Sig.(2-tailed) (0,01), i.e. at a trust limit about (99%). This result indicates that there is a mid-strength relationship between Intrinsic Capabilities and Risk. This result supports the second minor research hypothesis derived from the first major hypothesis, and this means the hypothesis is accepted. In other words, there is a correlation with a significant indication between Intrinsic Capabilities and Risk.

Analysis of the Relationship between Intrinsic Capabilities and Proactivity

It is noted in table (4) that the value of the coefficient between Intrinsic Capabilities and Proactivity is (0,46). It is a medium significant and direct relation at a significant level Sig.(2-tailed) (0,01), i.e. at a trust limit about (99%). This result indicates that there is a mid-strength relationship between Intrinsic Capabilities and Proactivity. This result supports the second minor research hypothesis derived from the first major hypothesis, and this means the hypothesis is accepted. In other words, there is a correlation with a significant indication between Intrinsic Capabilities and Proactivity.

Testing the Effect between Research Variables

This part of the research seeks to test the second major hypothesis, which is related to testing the effect between research variables: Intrinsic Capabilities (Independent variable) and Organisation Entrepreneurship-Orientation (Responsive variable) and the sub-hypotheses derived from them through the use of the Simple Linear Deviation. To test the validity of the second main hypothesis and whether there is a significant effect for the Intrinsic Capabilities on the Organisation Entrepreneurship-Orientation, the Simple Linear Deviation has been used and the results are shown in table (5):

Table 5: Analysis of the Difference of the Deviation-Formula of the Intrinsic Capabilities in the Organisation Entrepreneurship-Orientation N=50

		Variables		F-Test	Sig.(2-tailed)	Deviation Factor β	R2 % Explanation ratio
		Independent	Responsive				
Minor	1-1	Intrinsic Capabilities	Innovation	37,666	(0,00)	0,650	44%
	1-2		Risk	9,467	(0,003)	0,557	16.5%
	1-3		Proactivity	12,416	(0,001)	0,619	20.6%
Second major one		Intrinsic Capabilities	Organisation Entrepreneurship	21,165	(0,00)	0,608	30.6%
Accepted Hypotheses			Number	Four abstract Hypotheses out of Four Ones			

Source: Results of the statistical analysis using SPSS V.25

Table (5) shows the values of F-test as a whole. The value of F-test, concerning the effect of Intrinsic Capabilities, is (21,165) with significant level Sig. (2-tailed) (0,00). This means that there is a significant effect of the Intrinsic Capabilities on the Organisation Entrepreneurship-Orientation. The value of β Factor which represents the value of the inclination line is (0,608) which is explained as the change average in the responsive variable value when a change at one unit occurs in the independent variable value. In other words, the increase in the Intrinsic Capabilities variable-value at one unit will lead to a change at about (0,608) in the Organisation Entrepreneurship-Orientation.

The value of the identification coefficient R2 which is (0,306), has indicated that this difference mentioned above (0,306) in the Organisation Entrepreneurship-Orientation is an explained difference due to the entrance and existence in the model and the rest of the ratio belongs to other factors out of the score of the research. Accordingly, the second main hypothesis is accepted, i.e. there is a significant effect with a statistical indication of the Intrinsic Capabilities of the Organisation Entrepreneurship-Orientation. Below is the analysis of the minor effects of Intrinsic Capabilities on the Organisation Entrepreneurship-Orientation.

Analysis of the Effect of Intrinsic Capabilities on Innovation

To test the validity of the first minor hypothesis derived from the second major hypothesis, table (5) shows the values of F-test for the Intrinsic Capabilities in Innovation, which is

(37,666), with a significant level Sig. (2-tailed) (0,00). This means that there is a significant effect of the Intrinsic Capabilities on Innovation. The value of β Factor is (0,650), i.e. the increase in the value of Intrinsic Capabilities at one unit will lead to a change at about (0,650) in Innovation. The value of (R2) which is (0,440) which equals (44%) of the difference occurred in Innovation is an explained difference due to the Intrinsic Capabilities entered the model. Thus, the first minor hypothesis located in the second major hypothesis is accepted, i.e. there is a significant effect with statistical indication of Intrinsic Capabilities on Innovation.

Analysing the Effect of Intrinsic Capabilities on Risk

To test the validity of the second minor hypothesis derived from the second major hypothesis, table (5) shows the values of F-test for the Intrinsic Capabilities in Risk which is (9,467), with a significant level Sig. (2-tailed) (0,003). This means that there is a significant effect of the Intrinsic Capabilities on Risk. The value of β Factor is (0,557), i.e. the increase in the value of Intrinsic Capabilities at one unit will lead to a change at about (0,557) in Risk. The value of (R2) is (0,306), which equals (16.5%) of the difference occurred in Risk is an explained difference due to the Intrinsic Capabilities entered in the model. Thus, the second minor hypothesis located in the second major hypothesis is accepted, i.e. there is a significant effect with statistical indication of Intrinsic Capabilities on Risk.

Analysing the Effect of Intrinsic Capabilities on Proactivity

To test the validity of the third minor hypothesis derived from the second major hypothesis, table (5) shows the values of F-test for the Intrinsic Capabilities in Proactivity which is (12,416), with a significant level Sig. (2-tailed) (0,001). This means that there is a significant effect of the Intrinsic Capabilities on Risk. The value of β Factor is (0,619), i.e. the increase in the value of Intrinsic Capabilities at one unit will lead to a change at about (0,619) in Proactivity. The value of (R2) which is (0,306), equals (30.6%) of the difference occurred in Proactivity is an explained difference due to the Intrinsic Capabilities entered in the model. Thus, the third minor hypothesis located in the second major hypothesis is accepted, i.e. there is a significant effect with statistical indication of Intrinsic Capabilities on Proactivity.

Conclusions

- 1-Intrinsic Capability represents the skills and capabilities that fulfil the Organisation Entrepreneurship-Oriented and then allow it to surpass its competitors.
- 2-The Co. administration does not pay close and enough attention to the learning, development and acquisition of new skills.

3-The organisation seeks fulfilling characteristics when offering its services and reinforcing its Intrinsic Capabilities in order to obtain the Entrepreneurship and face its competitors and acquire a good reputation for its administration.

4-The organisation has efficient staff that have the unique ability to offer services for the organisation, a matter that ensures it surpasses the others in the case that these staff are well treated and invested through the use of Intrinsic Capability to build its organisations and fulfil its entrepreneurship in market.

5-The research has proved the validity of its hypotheses between the research variables concerning the existence of an effect and a connection of the Intrinsic Capabilities with the variables of the Organisation Entrepreneurship-Orientation.

6-There are few special managers who hold higher level certificates and are able to make development and innovation.

7-Rarity of training courses and workshops for the managers and workers may lead to improve and increase their experiences.

Recommendations and Suggestions

1-Emphasis must be paid to the skills available, which should be reinforced in managers and workers and establish basic rules that depend on a special Intrinsic Capability. This is performed through higher administration finding suitable opportunities and giving freedom to workers in order to make use of their innate capacities and abilities and previous experiences which will later lead to change, renewing and development.

2-Continuously conveying developments such as trademarks, developing sales, marketing and modern technology to achieve entrepreneurship.

3-Attention must be given to efficient human capital, to employ Intrinsic Capabilities with the efficiencies that have blooming mental capabilities and direct the workers' behaviour towards developing the organisation's future permanently.

4-It is necessary to improve and develop the recent working methods and procedures in services via following training programs for the workers. The organisational administration must provide the necessary budget that guarantees the availability of the requirements of the working process.

5-The organisation's administration must increase the attention for preparing the new officers and acquaint them with the work, systems and policies of the organisation and its objectives in general.

6-The existence of coordination among all departments of the organisation is necessary to obtain the perfect integration through a distinguished level of services of the Capabilities that are related to integration and include (Quality, Time management and product at the time arranged and stocks management) which show the speed of the organisations in fulfilment, with greater flexibility and greater confidence than other competitors.



7-It is necessary to pay close attention to customers and consider them as an important source of information, recognise their views and suggestions and meet their needs and desires.

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