

Strategic Innovation, Entrepreneurial Orientation and Strategic Success in a Ministry of Water Resources

Shehenaz Fadhil Ahmed^a, ^aMustansiriya University / College of Business and Economics - Department of Business Administration, Email: shahinaz1974@uomustansiriyah.edu.iq

The present research aims to test the relationship between strategic innovation as a first respondent variable in the entrepreneurial orientation as a second responsive variable in achieving strategic success as a dependent variable. The research was applied to a purposive sample of managers working in the headquarters of the Iraqi Ministry of Water Resources of officials of sections and divisions, including 30 managers. The questionnaire was used as a fundamental tool for data collection. The collected data were processed and analysed using one of the statistical methods, which is in a correlation of the ranks of Spearman and the simple and multiple linear regression coefficients. Adoption of the statistical program (STATE 15) was employed in the data analysis processes. Strategic success is achieved in the light of compatibility between the two independent variables adopted in the study. The most prominent recommendations that came out of the research is to give renewal capabilities possessed by the researcher, which has a significant impact on achieving strategic success. This could orient the capacity to exploit the opportunities available by defining the Organisation's attitudes towards strategic success, so that be able to combine them with future trends.

Key words: *strategic innovation, entrepreneurial orientation, organisational success, strategic success*

Introduction

Administrative concepts have evolved in the last century significantly and emerged many of the concepts of modern science. This has brought a large transfer in organisations and a significant impact in giving bright images of the field of administrative science. A new term was emerged, called "strategic innovation", which is terminology. It is the most prominent in the literature of modern strategic management linked to promotion and adaptation. Strategic

innovation is a pioneering process practised by the organisation to bridge the gap between the current future opportunities and work to seize it. This is an evolutionary process associated with the promotion, adaptation and use of new knowledge and innovative behaviour to bring change to the core capabilities of the organisation within its labour market (Floyd & Lane, 2000, p. 155). There has been reinforced by several previous studies, including the leadership role in achieving strategic innovation. Hadrawi (2015) studies on "the impact of the role of real leadership on strategic innovation through political skills" and the study (Karani & Gachunga, 2018) in determining "the impact of value-based management on the strategic renewal of insurance companies in Kenya". He called for the current research sample to be represented by the leader and director for their prominent role in the process of renewal. The topic of leadership is one of the topics reached by modern management thought, it does not guarantee the success of organisations only, but how to sustain that success strategically, reinforced by previous studies (e.g., Al-Taie, 2015), linking the entrepreneurial orientation with the organisational success titled "The success of business organisations according to the pioneering direction of information technology".

Theoretical framework

First: Strategic Success

There are several concepts of strategic success, including the results of the activity for employees, owners and customers with all stakeholders from the perspective of the external public and private environment and from the perspective of the internal environment (Kenny, 2001, p. 10) and the ability to face failure and disclose organisational capacity to challenge the difficulties and develop the internal environment of the organisation. To support the development by providing the necessary funds to purchase the necessary and advanced equipment and keep pace with the rapid technological developments and the ability to develop training programs with the adoption of a fair and encouraging incentive system to acquire new skills and expertise and the development of regulations, policies and education. Flexible modules contribute to the process of sustainable success attribute (Vayyavur, 2015, pp. 2-3).

According to Shehab (2016, p. 71), the idea of success is based on two basic ideas as follows.

- i) The tendency to merge between more than one entrance to measure the effectiveness of systems such as the entrance of systems and the entrance of internal processes or the entrance of objectives, which gives a holistic picture of the organisation.
- ii) Combining indicators of success in the light of the Organisation's achievement of its objectives and its use of resources in a better and available manner.

Therefore, some confuse the two concepts of excellence and success because excellence is an important advantage in the business world. Employees and managers consider it as an appropriate gateway to create competitive advantages. That gives high-quality products and services to customers by building skills and following the policy of motivation because of its importance in increasing Innovation. Performance Strategic success can be measured by several indicators as follows.

1. Survival means the ability to continue in the business environment.
2. Adaptation means the ability to predict internal and external problems that can be faced in the future and the means to control them. nce Improvement (Mashhadani & Zubaidi, 2016, p. 278).
3. Growth means increasing the size of the organisation in a direction that serves the purposes of the relevant stakeholders (Daoudi & Mahboub, 2007, p. 37).
4. The strategic success is linked to several issues and criteria as follows (Hammoud, 2018, p. 50).
 - i) Survival, response and adaptation are the criteria and essence of strategic success;
 - ii) The success of the Australian is the effective implementation of the plans of the Organisation; and
 - iii) The maintenance of customers and beneficiaries and the market is the one that achieves strategic success.

Second: Strategic Innovation

The concept of strategic innovation has emerged to address more precise and reactive applications of environmental variables, although viewed as an organisational variable (Snow & Hambrich, 1980, p. 527). It is seen as an organisation's simulation of its environment in content and quality continuously (Vandeven & Poole, 1995, p. 510) because the change of technology and globalisation has put great pressure on organisations to adapt to the major transformations. Those organisations are constantly renewing themselves in gradual ways in the hope of keeping up with the leading external environmental changes (Ayarwal & Helfat, 2009, p. 283). Therefore, it is a dynamic concept that calls for change in the policies and strategies of the organisation (Aibert, 2013, p. 62). Also, it is seen as a simulation of organisations to their environments to coincide with the meaning of organisational change in content and meaning (Stienstra, 2008, p. 30).

With its potential to significantly affect the long-term prospects of the organisation.

1. Includes process, content and results of regeneration;
2. Involves recovery or replacement in the characteristics of the organisation;
3. Such substitution aims to provide the basis for future growth or development;

4. To some extent specialises in tactical activities which are at their operational levels for the; and
5. Purpose of activating their operations. Views vary on who is responsible for the renewal process, but the two most comprehensive views are (Milicevic, 2018, p.8).

Dimensions of Strategic Renewal

Many researchers (e.g., Glaser PlFourne, 2015; Saez-Martinez Francisco, 2011; Kearney & Michael, 2015) agreed that the dimensions of strategic renewal fall into three categories including exploration, entrepreneurship, and investment opportunities.

- Encouraging Entrepreneurship/interest has emerged as a means to enhance the innovative capabilities of its employees and increase the chances of success of the organisation through the establishment of entrepreneurial projects. He stressed (Mirrahimi, 2013, p. 40) that entrepreneurship is a source of strategic behaviour and organisational context and is a driving force for economic development. It is linked to strong motivations in the competitive process, and a competitive weapon to formulate a competitive strategy of the business. It is also closely linked to innovation and needs a network of exchanges and relationships. To participate in all activities of the organisation's strategies (Frank, 2015, p. 202).
- Investment Opportunities: The main objective of an industrial organisation is to successfully experiment with products that embody the roots of the new design philosophy. The ability to move paths for strategic renewal, enhance strategic confidence and encourage investment opportunities and discover new ones to increase efficiency is based on core capabilities (Rarasi & Lajacono, 2005, p. 70). Therefore, organisations that know their internal and external climate allow thinking about the practices that drive investment to opportunities in the organisation or lose many of its customers because they do not have sustainable flexibility in investing opportunities (Gilbert, 2016, p. 2)

Third: Pioneering Orientation

Entrepreneurship is defined as "generating value by time, effort, other resources and risks, leading to outputs and satisfaction" (Rauch & Fress, 2000, p. 13), precedence in a given area, and the determination to succeed to achieve excellence. Growth by identifying important opportunities and access to resources (Zimmerer & Scarborough, 2005, p. 3) helps keep organisations alert to competitors' and market trends (Lumpkin et al., 2009, p. 48).

Dimensions of Entrepreneurial Orientation

Several previous studies (Osman et al., 2011; Lumpkin & Dess, 1996; and Yildirim & Saygin, 2011), which dealt with the theme of entrepreneurial orientation, agreed that its composition falls into three basic dimensions including creativity, anticipation, and risk.

Research Methodology

First: The Intellectual Dilemma

The business environment witnessed in the light of the development of the free economy, the transformation of the knowledge economy and the globalisation of markets. The organisations were obliged to expand in their philosophy and to seek ways towards entrepreneurship, which is now imposed and not chosen at all types and levels of large and small organisations. A pioneering approach ensures its sustainability and sustainability, which can only be achieved through entering new markets, acquiring knowledge, refining ideas and freeing them from their rigidity. This approach also ensures their continuity and non-stop or decline, through renewal in their structure and operations and a strategic framework to enhance its objectives. It is this sense of the research problem focused on the industrial sector, which has become facing major challenges in Iraq for economic and security set apart and political conditions in the environment prevented without experiencing progress and development. On the foregoing can be asked the following question:

To what extent does strategic innovation correspond to organisational entrepreneurial orientation? How can they together influence the strategic success of organisations?

Second: The Importance of Research

The importance of research is as follows:

1. The possibility of taking advantage of the interdependent nature of scientific and skill between strategic innovation and entrepreneurial orientation, so that the essential point about the possibility and the need to seek by the organisations to respond to environmental changes and situational and contemplation in the future to determine their fate and achieve organisational success.
2. The importance of this research comes from the importance of the sector in which it will be applied, which is the industrial sector and what it constitutes of great importance to the national economy by focusing on two fundamental points in the development. The organisations are the strategic renewal of its dimensions (exploration,

entrepreneurship, investment opportunities) and the pioneering approach of its dimensions (entrepreneurship, accept risk, proactive) and the relationship between them and their role together to achieve organisational success.

3. The results of this research can contribute significantly to the benefit of the administrative leaders to create a state of balance between the reorganisation of its structure and procedures through strategic organisational renewal and trends towards the leadership of the organisation and to achieve a positive performance and an important role of society.

Third: Research Objectives

The present research seeks to achieve a number of basic objectives as follows:

1. Presentation, study and interpretation of the correlative and influential relations between the research variables in the researched company, and benefit in the results for reliance on them and come up with a number of recommendations to serve the Iraqi industrial sector.
2. Constructing a conceptual framework of knowledge that provides a knowledge base for the field of business administration represented in the current research variables (strategic innovation, entrepreneurial orientation and strategic success), and the resulting sub-variables by looking at the modern organisational and strategic management thought—the success of organisations.
3. Diagnosing the reality of the work of the Ministry of Water Resources in the field of research variables and the extent of its readiness to adopt and invest the leading directions to serve the purpose and purpose of the organisation and the contribution of renewal and restructuring in its structure and procedures in that direction.

Fourth: Society and Sample Research

A deliberate sample was chosen from the directors working in the headquarters of the Ministry of Water Resources, including 30 managers represented by general managers and directors of departments and divisions, to be a research community.

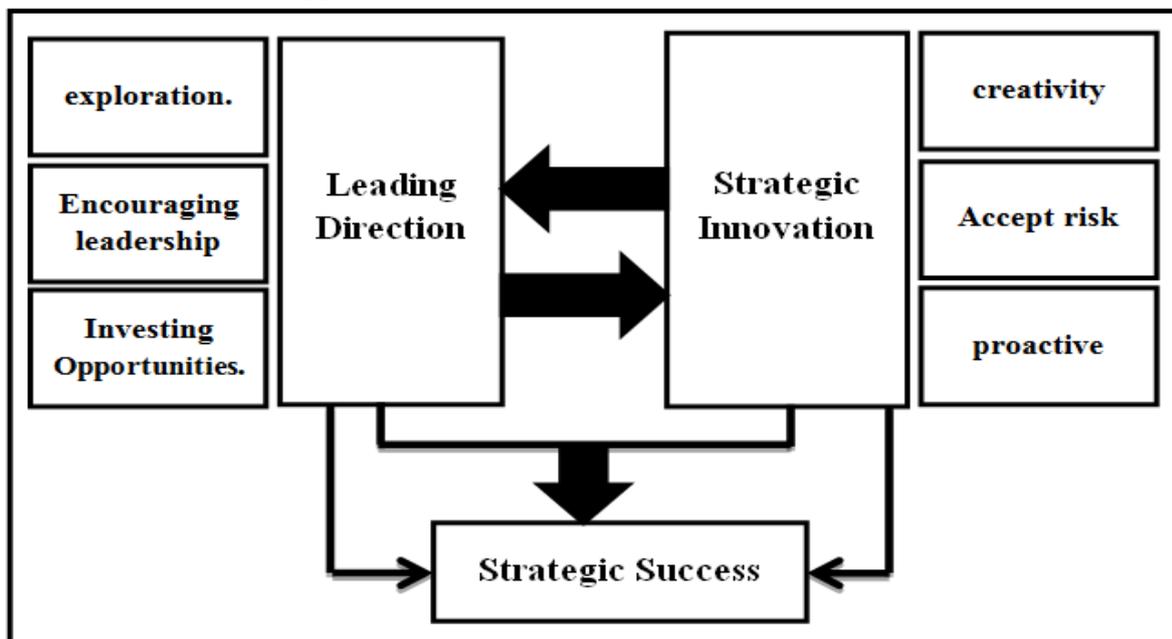
Fifth: Research Hypothesis

Key hypothesis: Achieving strategic success is significantly influenced by the level of alignment of strategic innovation capabilities and entrepreneurial orientation.

The main hypothesis is subdivided into the following sub-hypotheses as follows.

1. There is a significant correlation of statistical significance between the capabilities of strategic innovation (creativity, acceptance of risk and proactive) and pioneering orientation dimensions (exploration, encouraging entrepreneurship and investment opportunities); and
2. There is a significant statistically significant effect between the capabilities of strategic innovation (creative, risk-taking and proactive) and its pioneering approach (exploration, encouraging entrepreneurship and investing opportunities).

Sixth: The Research Hypothesis



Seventh: Research Method

The research adopted the descriptive-analytical method in testing hypotheses, where data were collected from the sample using the questionnaire as a tool to measure according to the five-way Likert, through the formation of 33 paragraphs. Table 1 shows the procedural definitions of research variables and studies adopted. These include metrics and the number of paragraphs for each major and sub variable.

Table 1: Major and sub - research variables, their procedural definitions and approved measures

Para-graphs	the scale	Bilingual definitions	Sub variable	The main variable
1-13	Drakopoulou, 2010 Martinez, 2011 Kearney, 2015	The ability of the organisation to change and develop assets And strategic capabilities to respond Environmental challenges while maintaining success factors And build a future power.		Strategic Innovation
1-4		. Is trying out a new product with new specifications or Create new markets and potential customers and absorb all new	Exploration	
5-8		Increase jobs and new projects to increase Opportunities for organisations' success	Encourage entrepreneurship	
9-13		Discover new and think about all possible practices And take advantage of them to distinguish them from other competitors In a competitive environment.	Investment opportunities	
14-25	Royal, 2011 Lumpkin& Dess,1996 Hughes Morgan,2007	. The organisation's commitment to present and follow up new business All that is related to seizing opportunities By offering creative, proactive and risk-taking actions Calculated to create value for the organisation.		Entrepreneurial orientation
14-17		It is a factor of competition and the key to success through research About changes, innovative solutions and service delivery And distinct processes to make the organisation more vibrant in its activity	Creative	

18-21		Expect the risk associated with any project viz Another bold activities that accompany it A great deal of risk with a perceived non - state Check the results.	Accept risk	
22-25		. The organisation's efforts to be proactive in discovering New opportunities from their external environment and desire Working according to a vision ahead of competitors.	Proactive	
26-33	Katz&Green, 2007) ,2013 Dulaimi	The ability of the organisation to reach its objectives through exploitation Their potential and internal energies and what contributes to The process of sustainable success.		Strategic Success

Practical Side

Theme I: Description of the research sample:

The data provided by the sample of the 30 respondents shows as follows.

1. Distribution of sample members by sex variable (Sex of Participants):

The research sample included 21 males (70%) and nine (9) females (30%), which resulted in a total of 30 respondents, as shown in Table 2.

Table 2: Frequencies and Percentages by Gender (Gender)

percentage	Repetition		Gender
70%	21		male
30%	9		female
	100%	100%	30 Total
	100%	100%	30 Total

Source: Results of statistical analysis of the questionnaire using STATA 15.

2. Distribution of sample members according to the academic achievement variable:

From Table 3, the largest percentage of respondents are holders of a bachelor's degree (40%), followed by the percentage of respondents with a diploma (23.33%), and the percentage of respondents with a doctorate (3.33%), which represents the smallest percentage in Table 2.

Table 3: Repeat and Percentages by Variable of Achievement.

percentage	Repetition	Academic achievement	S
13.33%	4	Prep	1-
%23.33	7	Diploma	2-
%40.00	12	BA	3-
%13.33	4	Higher Diploma	4-
6.67%	2	M.A.	5-
%3.33	1	Ph.D.	6-
%100	30	Total	

Source: Results of statistical analysis of the questionnaire using STATA 15.

3. Distribution of sample members according to age variable:

Table 4 shows that the largest percentage of respondents tended to be in the age group (31-40) years, where the number of respondents indicated that they belong to 12 respondents (40%), followed by age group of (20-30). This means that a large percentage of the respondents are young and experienced and knowledgeable. At the same time, the age group 60 years old and above has a percentage of 6.67% and represents the lowest percentage in Table 3.

Table 4: Frequencies and Percentages by Age Group Variable

percentage	Repetition	Age group	S
%30	9	20-30	1
%40	12	31-40	2
%13.33	4	41-50	3
%10	3	51-60	4
%6.67	2	60-	5
%100	30	Total	
%100	30	Total	

Source: Results of statistical analysis of the questionnaire using STATA 15.

4. Distribution of sample members according to categories of variable years of service:

From Table 5, the fourth category (16 - 20) years is the most frequent category where the number of respondents who referred to their belonging to ten respondents and it is the highest percentage with a percentage (33.33%); followed by the category (11 - 15). The percentage of

the category (26) years and above and the category (5-10) years has reached (6.67%) each, which represents the smallest percentage in Table 5.

Table 5: Frequencies and Percentages of Years of Service Variable Categories

percentage	Repetition	Years of service	S
%10	3	Less than 5 years	1
%6.67	2		2
%26.67	8	15-11	3
%33.33	10	20-16	4
%16.67	5	25-21	5
%6.67	2	26 years than more	6
%100	30	Total	

Source: Results of statistical analysis of the questionnaire using STATA 15.

Axis II: Description and diagnosis of research variables and analysis of sample answers.

First: Description and diagnosis of the dimensions of strategic innovation:

Table 6 shows the percentages, arithmetic media, standard deviations, difference coefficients and the relative importance of the paragraphs after the strategic renewal. 76.67% of the respondents fully agree with the senior management support for the strategic renewal dimension. The relative importance (80.6%), which is a good percentage to motivate the top management of the organisation to support this dimension, and the standard deviation (0.809), a value that reflects the lack of dispersion and agreement of the respondents in the answer, and the value of the standard difference coefficient (0.200) to Homogeneity in the answers of the sample examined this dimension, and to return to the paragraphs after (strategic renewal).

Table 6: Statistical Measurements of the Dimensions of Strategic Innovation

Paragraphs	Totally agree	Agree	neutral	I don't Agree	Not quite agreed	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance
Exploration	50	30	10	10	0	4.2	0.997	0.237	84
leading businesses	26.67	40	20	6.67	6.67	3.73	1.143	0.306	74.6
Investment opportunities	40	33.33	20	6.67	0	4.07	0.944	0.232	81.4
Strategic Innovation	30	46.76	20	3.33	0	4.3	0.809	0.2	80.6

Source: Results of statistical analysis of the questionnaire using STATA 15.

1. From Table 6, we note that the sample responses to the exploration dimension tended towards an agreement, where (80%) of the respondents believe that the organisation is interested in balancing the exploration of new capabilities with investment in its current capabilities. The standard deviation was (0.997), indicating that there was no dispersion in the responses of the sample respondents, the value of the coefficient of the standard difference (0.237), and the relative importance of this paragraph was very good (84%).
2. The respondents' responses to the dimension of entrepreneurship were oriented towards the agreement, where 66.67% of the respondents agree that the organisation seeks to encourage entrepreneurial initiatives to bring about a change in the competitive situation. The standard deviation was 1.143, and the value of the standard difference coefficient (0.306) indicates a weak dispersion in the study sample responses regarding this dimension.
3. The respondents of the sample in the dimension of investment opportunities tended towards the agreement, where 73.33% of the respondents believe that the organisation is keen to invest the current opportunities before the competitors to enhance its strategic policy. The standard deviation (0.944) indicates that there is no dispersion in the responses of the sample members. The value of the standard difference coefficient was 0.232. What is the relative importance has reached 81.4%, a very good percentage supports this dimension?

Table 7: Statistical Measurements of Dimensions of Entrepreneurial Orientation.

Paragraphs	Percentage of the answer scale					Descriptive statistics							
	Totally agree	Agree	neutral	I DON'T AGREE	Not quite agreed	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance				
Creative	16,67	60	10	6,67	6.67	3.73	1.05	0.28	74.6				
Proactive	30	40	16.67	6,67	6.67	3.8	1.16	0.304	76				
Accept risk	36.67	33.33			13.33		10	6.67	3.83	1.23	0.233	76.6	
Entrepreneurial orientation	20	50	20	6.67	3.33	3,76	0.79	0,258	75,2				

Source: Results of statistical analysis of the questionnaire using STATA 15.

1. From Table 7, we note that the answers of the sample to the creative dimension tended towards the agreement, where 76.67% of the respondents believe that the organisation is seeking to develop and present creative works. The hypothetical mean was 3, and the standard deviation was 1.05, which indicates a weak dispersion in the responses of the sample

respondents. The value of the standard difference coefficient (0.28), and the relative importance of this paragraph was good (74.6%).

2. Respondents of the sample concerning the proactive dimension tended towards the agreement, where 70% of the respondents agree that the organisation is seeking to initiate in the field of developing new production units. The standard deviation of 0.304 indicates a weak dispersion in the study sample responses regarding this dimension, and the relative importance (76%) is a good percentage that supports this dimension.

3. The sample responses to the dimension of risk reduction were oriented towards the agreement, where 70% of the respondents believe that the organisation encourages new initiatives and that it is making fundamental changes in its programs (1.23), which indicates a weak dispersion in the responses of the respondents.

Third: Description and diagnosis after the strategic success

Table 8 shows the percentages, arithmetic circles, standard deviations, difference coefficients and the relative importance of the strategic success dimension. It is higher than the hypothetical mean of 3. The relative importance is 84.6%, which is good to motivate the top management of the organisation to support this dimension. The standard deviation is 0.774, a value that reflects the lack of dispersion and agreement of the respondents in the answer. The value of the coefficient of standard variation indicates which GT (0.183) indicates a homogeneity in the responses of the sample to this dimension. The following table shows the statistical indicators and measures of the paragraphs after the strategic success.

Table 8: Statistical Measures of Paragraphs after Strategic Success.

Descriptive statistics				Percentages of the response scale					Paragraphs
Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Not quite agreed	I do not agree	neutral	Agree	Totally agree	
74.6	0.272	1.01	3,73	-	10	36.67	23.33	30	Y1
73.4	0.280	1.03	3.67	-	13.33	33.33	26.67	26.67	Y2
78	0.232	1.29	3.9	6.67	13.33	6.67	30	43.33	Y3
81.4	0.266	1.08	4.07	3.33	6.67	13.33	33.33	43.33	Y4
74.6	0.280	1.05	3,73	-	13.33	30	26.67	30	Y5
80	0.197	0.788	4	-	6.67	10	60	23.33	Y6
72.6	0.335	1.22	3.63	3.33	20	16.67	30	30	Y7
80	0.246	0.983	4	-	10	16.67	36.67	36.67	Y8
84.6	0.183	0,774	4,23	0,00	3.33	10	46.67	40	Strategic Success

Source: Results of statistical analysis of the questionnaire using STATA 15.

1. From Table 8, we note that the answers of the sample to the first paragraph went towards the agreement, where 53.33% of the respondents believe that the organisation seeks to serve the community through the opening of new productive sections that meet the market needs. The standard deviation was 1.01, indicating a weak dispersion in the responses of the respondents,

the value of the coefficient of difference was 0.272, and the relative importance of this paragraph was very good 74.6%.

2- From Table 8, we note that the responses of the sample to the second paragraph tended towards the agreement. The standard deviation was 1.03, indicating a weak dispersion in the responses of the respondents. The value of the coefficient of difference was 0.280. The relative importance of this paragraph was very good 73.4%.

3. From Table 8, we note that the answers of the sample to the third paragraph went towards the agreement, where 73.33% of the respondents believe that the organisation can adapt to the environmental conditions and developments to prepare the necessary plans to face them. The standard deviation was 1.29, indicating the presence.. The value of the standard difference coefficient was 0.332, and the relative importance of this paragraph was very good (78%).

4. The answers of the fourth paragraph went towards the agreement, where 76.66% of the respondents believe that the organisation adopts new training programs that keep pace with the accelerating changes. The value of the standard difference coefficient was 0.266, while the relative importance of this paragraph was very good (81.4%).

5. The answers of the fifth paragraph went towards the agreement, where 56.67% of the respondents believe that the organisation uses technological techniques as tools to achieve adaptation to the environment. This indicator has an arithmetic mean (3.73). The value of the standard difference coefficient was 0.28, while the relative importance of this paragraph was very good (74.6%), which is a good percentage that supports this paragraph.

6. The answers of the sixth paragraph went towards the agreement, where 83.33% of the respondents believe that the organisation provides all the new services for its growth. There was no dispersion in the responses of the respondents. The value of the standard difference coefficient was (0.197). The relative importance of this paragraph was very good (80%).

7. From Table 8, we note that the responses of the sample to the seventh paragraph went towards the agreement, where 60% of the respondents believe that the organisation is coordinating among its divisions to diversify its services. The value of the standard coefficient of difference was 0.335, and the relative importance of this paragraph was very good (72.6%).

8. From Table 8, we note that the responses of the sample to the eighth paragraph went towards the agreement, where 73.34% of the respondents believe that the organisation adopts renewable mechanisms to enhance the loyalty of its employees. The value of the standard difference coefficient was 0.246, while the relative importance of this paragraph was very good (80%).

Fourth: Testing the research hypotheses

Key Hypothesis: Achieving strategic success is significantly influenced by the level of alignment of strategic innovation capabilities and entrepreneurial orientation.

To identify the extent to which strategic success is enhanced by matching the capabilities of the strategic innovation dimensions and the entrepreneurial orientation, the Spearman grade correlation coefficients were calculated to examine the existence of the relationship.

Table 9: Spearman correlation coefficients and t

Strategic Success			Dimensions
Sig	t	r	
0.004	2.09	0.504	Creative Proactive
0.003	2.18	0.516	Accept risk
0.015	2.01	0.440	
0.05	2.58	0,534	Entrepreneurial orientation
0.001	4.01	0,608	Exploration
0.001	3,18	0.580	leading businesses
0.003	2.70	0,497	Investment opportunities
0.001	4.31	0.759	Strategic Innovation

Source: Results of statistical analysis of the questionnaire using STATA 15.

Table 9 indicates that there is a positive correlation at the level of significance less than 0.05 between the overall leadership direction and strategic success. The value of Spearman correlation coefficient is 0.534. This indicates that the more the organisation's commitment to present and follow-up new business. The value of the statistical laboratory (t) was 2.58 which is significant at a level of significance less than 0.05, which indicates the significance of the correlation between the two dimensions in general, and this supports the hypothesis. First Home.

We also note that there is a significant correlation at the level of significance less than 0.01 between the overall strategic renewal and strategic success, where the value of the correlation coefficient of Spearman (0.759). This indicates that the greater the interest of the organisation in the development of assets and strategic capabilities, the greater the ability to survive, grow and adapt and the achievement of strategic goals, and vice versa. The value of the statistical laboratory (t) was 4.31 which is significant at the level of significance less than 0.01, which indicates the significance of the correlation between the two dimensions in general, i.e. there

are significant correlations between each of (Estrati renewal capabilities) orientation and leadership and strategic success.

At the level of paragraphs:

To demonstrate a significant correlation between creativity and strategic success.

From Table 9, we notice that there is a significant correlation at the level of significance less than 0.01 between creativity and strategic success. (t) reached 2.09, which is significant at the level of significance less than 0.01, so accept the first sub-hypothesis and the differences are significant, i.e. there is a significant correlation between creativity and strategic success.

To demonstrate a significant correlation between proactive and strategic success.

From Table 9, there is a positive correlation at the level of significance less than 0.01 between proactive and strategic success. The value of the Spearman correlation coefficient is 0.516. Statistical (t) has reached 2.18 which is significant at the level of significance less than 0.01, so accept the second sub-hypothesis and significant differences, i.e. there is a significant correlation between the proactive and strategic success.

To demonstrate a significant correlation between risk acceptance and strategic success.

From Table 9, we note that there is a significant correlation at a significant level of less than 0.05 between risk acceptance and strategic success. The value of the Spearman correlation coefficient is 0.440. The value of the statistical laboratory (t) was 2.01, which is significant at a significant level of less than 0.05.

To prove the existence of a significant correlation between exploration and strategic success.

From Table 9, we note that there is a significant correlation at the level of significance less than 0.01 between exploration and strategic success. Statistical laboratory (t) reached 4.01 and is significant at a level of significance less than 0.01. Therefore, the fourth hypothesis is accepted and significant differences, i.e. there is a significant correlation between exploration and strategic success.

To demonstrate a significant correlation between entrepreneurship and strategic success.

Refer to Table 9, we note that there is a significant correlation at the level of significance less than 0.01 between entrepreneurship and strategic success. The value of the statistical laboratory (t) was (3.18), which is significant at a level of less than 0.01.

To demonstrate a significant correlation between investment opportunities and strategic success.

Referring to Table 9, we note that there is a significant correlation at the level of significance less than (0.01) between investment opportunities and strategic success. The value of the statistical laboratory (t) was 2.70 and is significant at a level of significance less than 0.01.

To test the validity of the first sub-hypothesis, whether there is a significant correlation to strategic innovation and entrepreneurial orientation, regression analysis method was employed, and the results are shown as in Table 10 as follows.

Table 10: Spearman correlation coefficients and the t-test between pioneer orientation and strategic innovation

Strategic Renewal Capabilities			Dimensions
Sig	t	r	
0.001	3.67	0.447	Entrepreneurial orientation

From Table 10, there is a significant correlation at the level of significance less than 0.05 between the strategic renewal in general and the pioneering orientation in general. Significant at a significant level of less than 0.05.

To test the validity of the main hypothesis, whether there is a significant effect of the dimensions of strategic innovation and leadership direction in strategic success, regression analysis method was employed, and the results are shown as in Table 11.

Table 11: The impact of the pioneering direction and strategic innovation in strategic success.

Strategic Success					Dimensions
Sig.	β	α	R ²	F	
	0,201			4.457	Creative
0,05	0.159	2.443	0.339		Proactive
	0.113				Accept risk
	0,386				Exploration
0,001	0,220	0,949	0.616	13.391	leading businesses
	0.204				Strategic Innovation
0.001	0.134	1,286	0.567	18.388	Entrepreneurial orientation
	0.695				Strategic Innovation

Source: Results of statistical analysis of the questionnaire using STATA 15.

Table 11 shows the values of the F-test, the values of the coefficient of determination (R^2), the slope values of the regression equation (β) and the values of (p-value), the values of the regression constant (α), and the value of the test F (18.388) and the level of significance (0.001). The value of the coefficient was 761, which was 0.134, indicates that the change in the trend of one unit leads to a change in strategic success by 0.134. The value of the coefficient (β_2) which amounted to 0.695, indicates that the change of strategic renewal by one unit leads to the change of strategic success by 0.695, while the value of the regression constant (α) was 1.286. The result supports the second major hypothesis of the research, i.e. there is a significant effect of the harmony between the capabilities of strategic renewal and the leadership direction in strategic success.

Demonstrate a significant impact of the combined dimensions of entrepreneurial orientation (creative, proactive, risk-taking) on strategic success.

From Table 11, we note that there is a significant influence of the dimensions of the pioneering trend in the strategic success at a significant level less than 0.05, where the value of test F (4.457) and the level of significance (0.05). The value of the coefficient of determination was 0.339, (β_1) which was 0.201, indicates that the change of creativity by one unit leads to a change of strategic success by 0.201, and the value of the coefficient (β_2) of 0.159, indicates that a proactive change by one unit leads to a change of strategic success. The value of the coefficient (β_3), which was 0.113, indicates that a change of risk acceptance by one unit leads to a change in success. By the strategic (0.113), while the value of a constant gradient (α) amounted to 2.443. This finding supports the first sub-hypothesis; that is, there is a significant effect of the combined dimensions of the entrepreneurial orientation (creative, proactive, risk-taking) on strategic success.

Demonstrate a significant impact of the dimensions of strategic innovation combined (exploration, entrepreneurship, investment opportunities) in strategic success.

From Table 11, we note that there is a significant effect of the dimensions of strategic renewal combined in the strategic success at a significant level less than 0.01, where the value of test F (13.391) and the level of significance (0.001). The value of the coefficient of determination was 0.616. The coefficient (β_1), which amounted to (0.386), that the change of exploration by one unit leads to a change of strategic success by 0.386. The value of the coefficient (β_2), which amounted to (0.220) indicates that the change of entrepreneurship by one unit leads to a change of strategic success. The value of the coefficient (β_3), which was 0.204, indicates that changing the investment opportunity by one unit leads to change T strategic success by 0.204, while the value of a constant gradient (α) amounted to 0.949. This hypothesis supports a significant impact of the combined dimensions of strategic innovation in strategic success.

Conclusions

1. The positive values shown by the results of the research between its main independent variables and their dimensions are considered an integral and reciprocal relationship and explain the relationship between strategic innovation and entrepreneurial orientation. The assumptions made in the theoretical framework confirm that renewal is one of the pioneering and pioneering aspects of renewal.
2. The results of the research confirm the existence of signs of achieving strategic success in the researched ministry reflected by the answers of the members of the research sample. This means that there is a perception among the sample that they have special beliefs about how their organisation is ready to develop plans necessary to achieve success. It adopts strategic management for its growth and continuity.
3. The strategic renewal of contemporary topics and is still in the process of analysis and interpretation of its dimensions, but it did not receive sufficient attention from the study and analysis in the field of strategic management, to know the extent of the potential of organisations to carry out the processes of strategic innovation and in line with external variables. Studies have proven that it represents an effective intellectual framework in the development of the organisation's activities and regard it as an urgent necessity and a vital indicator that contributes to the strengthening of the organisation among competitors while ensuring long-term success strategically.
4. Strategic innovation is a set of strategic qualities for the revitalisation, replacement and modernisation of atypical products that achieve strategic proportionality of resources and capabilities to enter new markets and increase market share, growth and profits in the future.
5. A clear role has emerged for the leading direction in the researched organisation, which is considered as an effective strategy that drives organisations to achieve their goals through creativity, accept the risk, respond to their external environment and monitor all changes as they are proactive and initiative to seize opportunities.
6. The results of the study showed that the ministry's management focused primarily on the exploration dimension within the dimensions of strategic renewal and then came after entrepreneurship and investment opportunities in terms of importance, to indicate that the ministry seeks to make strategic decisions on the adoption of strategic innovation within its objectives as well as its belief in the importance Explore as an effective and effective tool in solving the problems you face.



7. There is an impact of the capabilities of strategic innovation on the leadership direction, but not the expected strength. This may be because the management of the ministry faced a weak balance in the exploration of new capabilities as opportunities and the trend towards achieving investment in those capabilities.

8. Alignment between the capabilities of strategic renewal with the pioneer orientation in promoting strategic success as a result of the impact of morale success in these two dimensions together. This conclusion explained the questions and assumptions of research and proved the idea from which the research began. Exploration, investment opportunities, and encourage entrepreneurship are ensured to be proactive and creative while accepting a degree of risk. All strategic mechanisms must seek to correct the course of the organisation and renewal to preserve its position and reputation in the environment and achieve strategic success and build a force of competition Futurism.

REFERENCES

- Agarwal Rajshree Constance and Helfat, E. (2009). Strategic renewal of organizations. *Organization*. Vol. 20, No. 2, pp. 134-139.
- Aimar, M. E. and Milicevic, A. (2018). Strategic Renewal in the banking industry: A middle managerial perspective with the focus on dynamic managerial capabilities in the swedish banking industry. Thesis, Jonkoping University.
- Albert D. (2013). Strategic renewal of activity systems an interdependency perspective. dissertation from germany difo- druck gmbh. Bamberg.
- Alderman, D. (2011). Entrepreneurial orientation of eastern white pine primary producers and secondary manufacturers: A regional phenomenon? 17th Central Hardwood Forest Conference.
- Al-Sultani, Ali E. L. (2011). Leadership orientation in high performance organizations - an analytical study at the United Arab Emirates University. University of Qadisiyah, unpublished master thesis.
- Al-Taie, A. Z. S. (2015). The success of business organizations according to the pioneering direction of information technology - a field research for a sample of private Iraqi banks. Master Thesis, College of Management and Economics, University of Baghdad and Business Administration, Baghdad, Iraq.
- Anderson, B. S. Kraser, P. M. Kuratko, D. F. Hornsby, J. S. and Eshima, Y. (2015). Reconceptualizing entrepreneurial orientation. *Strategic Management Journal*, John Wiley & Sons.LTD., Start.
- Basso, O. Alain, F. and Véronique, B. (2016) Entrepreneurial orientation: The making of a concept, *International Journal of Entrepreneurship And Innovation* Vol. 10, No 4, pp. 121-137
- Caruana, A. Ewing, M. T. and Ramaseshan, B. (2001). Effects of some environmental challenges and centralization on the entrepreneurial orientation and performance of public sector entities. *The Service Industries Journal*, Vol. 22, No. 2, pp 140-156
- Dess, G. G. Lumpkin, G. T. and Eisner, A. B. (2007). Strategic management creating competitive advantages. 3th Edition, McGraw- Hill Companies, Inc, United States.
- Drakopoulou, S. D. and Vasilis, T. (2010). Which aspects of, familiness, influence continuous strategic renewal in family firms. *Frontiers of Entrepreneurship Research. Family Enterprise*, University UK. Vol. 30, No. 13, pp 181-192
- Floyel, S. W. and Lane, P. J. (2002). Strategizing throughout the organization: Managing role conflict in strategic renewal *Academy of anagement Review*, VOL.25, NO.1.



- Frank, H. Kessler, A. and Fink, M. (2010). Entrepreneurial orientation and business performance: A replication study. *SBR*. Vol.62.
- Frese, M. and Krauss, S. Friedrich, C. and Unger, J. (2005). Entrepreneurial orientation: A psychological model of success among southern African small business owners. *Journal of European Work and Organizational Psychology*, Vol. 14, No. 3, pp. 147-151
- Gabriella, (2005). *Managing design and designers for strategic renewal*. Elsevier Ltd. 55- Ravasi Davide and Lojacono. Aurights Reserved, Long Range Planning No. 3.
- Glaser L. S Fourne, P.L and Tom, E. (2015). Achieving strategic renewal: The multi –level in fluencies of top and middle managers, boundary- spanning. *Small Bus Econ*. Vol. 45, Vol. 2, No. 305-327
- Gomez-Mejia, L. R. Balkin, D. B. and Cardy, R.L. (2008). *Management: People performance change*. 3rd .ed, Irwin McGraw-Hill, U.S.A.
- Hammoud, A. A. (2018), The effect of business continuity management system (iso22301: 2012) on strategic success - an analytical study of the opinions of a sample of managers of the general establishment of civil aviation" and the college of administrative technology, Baghdad. Unpublished Master Thesis.
- Hughes, M. and Morgan, R. E. (2007), Deconstructing the relationship between entrepreneurial orientation and business performance at the embryonic stage of firm growth. *Industrial Marketing Management*. (36).
- Hughes, M. H. P. and Morganz, E. R. (2007). Exploitative learning and entrepreneurial orientation alignment in emerging young firms: implications for market and response performance. *Journal of British Management*. Vol. 18, No. 4, pp. 359-375.
- Jones, G. R. George, J. M. (2008). *Contemporary management*. 5th ed, McGraw-Hill Irwin
- Gupta, K. and Gupta, A. (2015). Relationship between entrepreneurial orientation and firm performance in large organizations over time. *Journal of International Entrepreneurship*, In Press.
- Karani, F.W. and Gachunga, H. (2018). Influence of value based management on strategic renewal of insurance firms in Kenya. *The Strategic Journal of Business and Change Management*, Issn, Vol.5, No. 3, pp 144-151
- Katz, J. and Green, R. p. (2007). *Entrepreneurial small business*. Mc Graw-Hill Irwin, New York, NY.
- Kearney C. and Morris M. (2015). Strategic renewal as a mediator of environmental effects on public sector performance small business economics. Vol. 45, No.2, pp. 425-445
- Kenny, G. (2001). *Strategic factors: Developing and measure winning strategy*. 1st Published, President Press, National Library of Australia.



- Kyrgidou, L. P. and Hughes, M. (2010), Strategic entrepreneurship: origins, core elements and research directions. *European Business Review*, Vol.22, No. 1, pp. 43-63
- Lu S.S. (2018). Strategic renewal of sme in mature manufacturing industry-the case of Hangon. Jonkoping International Business School, Sweden.
- Lumpkin, G. T. and Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Journal of Academy of Management Review*, Vol. 21, No, 1, pp. 135-172
- Lumpkin, G. T. Coyliser, C., C. and Schneider, D. R. (2009). Understanding and measuring autonomy: an entrepreneurial orientation perspective. *Entrepreneurship Theory and Practice*, Vol. 33, No. 1, pp. 47-69
- Miller, C. and P. Friesen (2002), "International entrepreneurship: the intersection of two research paths", *Academy of Management Journal*, Vol. 43, No. 5, pp. 902-906
- Mirrahimi S. E. (2013). Blue ocean strategy as revolution in the field of strategic management. *Interdisciplinary Journal of Contemporary Research in Business*. Vol. 4, No. 9, pp. 39-41
- Moreno, A. M. and Casillas, J. C. (2008). Entrepreneurial orientation and growth of SMEs: A causal model. *Entrepreneurship Theory and Practice*, Vol. 32, No. 3, pp. 507-528.
- Ngek, N. B. and Van, Z. J., (2017). Entrepreneurial orientation and its impact on firm growth amongst SMEs in South Africa. *Problems and Perspectives in Management*, Vol. 15, No. 3, pp. 166-178.
- Nisula, A-M. (2013). Building organizational creativity- a multi theory and multi-level approach for understanding and stimulating organizational creativity. Lappeenranta University of Technology.
- Osman, M. H. Rashid, M. A. Ahmad, F. S. and Hussain, G. (2011). Entrepreneurial orientation: An overview of theory and insinuations for Women owned SMBs to Model Business performance in Developing Countries", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, No.3, pp.329-340.
- Rauch, A. and Frese, M. (2000). Psychological approaches to entrepreneurial success: a general model and an overview of findings. In C.L. Cooper and I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* Chi Chester: Wiley.
- Rauch, A. Wiklund, J. Lumpkin, G. T. and Frese, M. (2009). Entrepreneurial orientation and business performance: an assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*. Vol. 33, No. 3, pp. 761-781
- Saez - Martinez Francisco J. (2011), "Strategic Renewal, Cooperation, and Performance: A Contingency Approach", *Journal of Management and Strategy*, Vol. 2, No. 4, pp. 43



- Shihab, S. M. I. (2016). The role of performance management in achieving organizational success - an analytical research, University of Baghdad - College of Management and Economics, an unpublished Master Thesis.
- Slevin, P. D. and Green, M. K. Slevin, P. Dennis and Covin, (2006). Strategic process effects on the entrepreneurial g. Jeffrey. Journal of Sales Growth Rate Relationship – Orientation Entrepreneurship Theory And Practice, Vol. 22, No. 3, pp. 57-81
- Snow, C. C. and Donald C. H. (1980). Measuring organizational strategies: Some theoretical and methodological problems. Academy of Management Review Vol. 5, No. 4, pp. 527-538.
- Stienstra M. (2008). Strategic renewal in regulatory environments how inter- and intra-organizational institutional forces influence European Incumbent Energy Firms. Strategist Renewal in Regulated: The Influence of Inter- And Intra-Organizational Institutional Forces on Large Established Europe's Energy Float
- Van, d. V. Andrew, H. and Marshall, S. P. (1995). Explaining development and change in organizations. Academy of Management Review Vol. 20, No. 3, pp. 510-540.
- Vayyavur, R. (2015). ERP implementation challenges and critical organizational success factors. International Journal of Current Engineering and Technology. Vol.5, No.4, pp. 2347-5161
- Volberda, H. W. Charles B-F. and Frans A. J. V. D. B. (2001). Mastering strategic renewal: Mobilising renewal journeys in multi-unit firms." Long Range Planning 34.2 159-178.
- Yildirim, H. and Saygin, S. (2011). Effects of owners leadership style on manufacturing family firms' entrepreneurial orientation in the emerging economies: An empirical investigation in Turkey. European Journal of Economics, Finance and Administrative Sciences, Vol.33 .No. 22, 177-208
- Zimmerer, T. w. and Scarborough, N. M. (2005). Essentials of Entrapreneurship and small business management. 4th ed., Pearson prentice Hall, New Jersey.