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Dimensions of the Entrepreneurial Orientation of Business Organizations and its Impact on Achieving Competitive Advantages

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ABSTRACT

The current research seeks to determine the nature of the relationship between the dimensions of entrepreneurial orientation in business organizations and their impact on achieving competitive advantage. The research started from a basic problem: the extent to which the dimensions of the entrepreneurial orientation are applied in the surveyed sample and its impact on achieving competitive advantage. The research community is the private hospitals in Baghdad (Al-Qimma National Hospital, Al-Masara National Hospital, Al-Jarrah National Hospital, and International National Hospital), and the main tool for data collection is the (resolution) that was distributed to the sample of (80) doctors. Statistician (SPSS) and the research reached a set of conclusions and recommendations.

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1. Introduction

Most business organizations seek to go towards new business through planning and making appropriate decisions in order to achieve leadership for their organizations. The word "entrepreneurship" is one of the contemporary concepts in the administrative literature that drew the attention of researchers and specialists due to its role in achieving growth and prosperity and keeping pace with economic and technological changes and others.

The entrepreneur can be defined as someone who has a high skill level and awareness of the factors that lead to success and has unconventional ideas (Baron, 2004). Innovates and generates new

business and has the advantage, knowledge, and independence to express his new ideas within the stimulus of the organization to promote those ideas (Nystrom, 2012). The deteriorating health situation that the whole world suffers from as a result of its exposure to the Corona pandemic (COVID-19) has led to the suffering of many organizations, especially business organizations at this stage that the world is going through in general, and Iraq in particular, as a result of the rapid economic changes and fluctuations left behind as a result of this The pandemic, from which you need to keep pace with developments in order to achieve profits and survive and continue in the market.

The dimensions of the entrepreneurial orientation of business organizations have become one of the important features that organizations seek to achieve, which is reflected in the achievement of competitive advantage. The problem is defined by how to apply the dimensions of the pioneering orientation in the above hospitals and the extent of their reflection on achieving competitive advantage. The importance of the current research lies in addressing a vital topic in business organizations represented in the removal of the entrepreneurial orientation in its dimensions (the orientation towards creativity, the orientation toward taking risks, the orientation toward proactivity or initiative, and the orientation toward exploiting opportunities), as well as its application in important business organizations at the present time.

In Iraq, there are private hospitals, which are a result of the obvious shortcomings in government health institutions that do not meet all the needs of the patients. The objectives of the research were built on the basis of the problem that was identified, so the main objective of the current research is to determine the impact of leadership dimensions in the sample surveyed in private hospitals and their impact on achieving competitive advantage, as well as the following other objectives that it seeks to achieve.

2. Literature review

2.1. Removing the entrepreneurial trend

2.1.1. The concept of entrepreneurial orientation

Entrepreneurship has been defined in various definitions, but there is almost agreement that entrepreneurship is those processes that focus on exclusivity and excellence by generating innovations, developing markets and introducing advanced technology by relying on new models and not habits in order to obtain products and services in a diverse way, conquer markets and confront competition either through a new or existing organization (Zaghmar, 2017). In other words, it is the process of creating value by taking advantage of opportunities and investing them through unique resources (Dornelas et al., 2003).

After defining the entrepreneurial person and leadership, we define the concept of entrepreneurial orientation as a work strategy and preparation of business practices that the organization adopts to achieve excellence and introduce new projects to the market. As (Sen, 2014) defined, the

entrepreneurial approach is to demonstrate the organizations' ability to take risks, innovate, adopt the tasks of generating opportunities, make the required improvements, and maintain the social value that qualifies the organization to innovate, learn and gain competitive advantage (Ali et al., 2019).

2.1.2. The importance of entrepreneurship

Entrepreneurship in business organizations is a phenomenon that deserves attention because of its importance in the growth and distinction of organizations, and its importance in contemporary societies lies in the following (Youssef et al., 2018) and (Abdullah et al., 2014).

1. It focuses on establishing an organization with new business and risks, as it is transforming the organization's path for the better.
2. Pushing the organization to accept the complete change by focusing on finding and modifying its new ideas.
3. Finding many projects to develop and develop the economy.
4. Bringing about changes in the structure of the market and work by adopting organizational creativity and modern technologies.
5. The great diversity in quality and quality, as new projects offer new ideas and economic innovation.
6. Increasing efficiency through competition, as the entry of new competitors motivates others to respond efficiently and effectively, develops managers, and provides what is new and better than competitors.

While others Mubarak (2009), Al-Hakim et al. (2020), and Johnson et al. (2017) identified the importance of leadership by achieving revenues and profits that are achieved by the following:

1. Organizational leadership includes a set of attitudes that enhance their capabilities to adopt risk-taking.
2. Developing new products and adding new value to the organization.
3. Achieving high investment returns, especially if the new products are successful.
4. Discovering the unsatisfied needs of customers and the markets in which the organization does not provide its services or that the organization does not deal with.
5. Motivating internal talents to stay in the organization and continue to work in it and not leave work in existing projects.
6. Establishing strategic alliances with other organizations.
7. Essential not only for customer value creation, organizational growth and prosperity, but generally for the economy.
8. Employing the entrepreneurial mindset and exercising leadership in managing the organization's resources to generate innovation that achieves competitive advantage.

2.1.3. Dimensions of entrepreneurial orientation

Determining the appropriate dimensions for any variable and its consistency with the research community, sample, and environment in which it is tested is one of the basics that are addressed in academic research. Relying on studies and research that dealt with the concept of entrepreneurial orientation (Al-Hadrawi, 2013; Youssef et al., 2018).

1. **Orientation towards creativity:** It is one of the basic elements and dimensions of the entrepreneurial orientation of business organizations, as he defined it as an essential component of the entrepreneur's strategy, and that it faces the risks of imitation by others, so vigilance and investment in good ways in creating and acquiring value are among the basic characteristics of organizations that pursue an entrepreneurial strategy (Abuya, 2016). It can be defined as a source of competitive advantage in organizations by achieving a positive reputation in the market and adapting to environmental changes and independence of opportunities, as the sustainability of competitive advantage is important, and creativity is one of the important sources in that because the environment and markets are changing very quickly (Bhardwaj et al., 2006). Or the ability to find new ideas and methods that contribute to the operations of organizations and change them in a way that enhances their leadership (Dahi, 2020).
2. **Orientation towards proactivity (initiative):** Proactivity refers to the organization's ability to discover new opportunities and take the initiative to exploit them. This allows the organization to present new offers to the markets and outperform the competitors (Mohammed, 2013). Alternatively, the autonomy of organizations to develop their ideas to find and invest in new opportunities, as well as represent the revenues and practices carried out by a group of individuals through which it aims to adopt strategic decisions to provide the full resources required to face the competing forces (Beliaeva, 2014). In organizational efforts to discover new opportunities, the manager. The entrepreneurial and proactive strategist focuses.
3. **Orientation towards risk tolerance:** It means the ability of management to take risks in order to achieve performance within its basic activity in which it operates, and it seeks to achieve organizational goals, as the management must possess some informational advantages concerning the variables that arise from risks in order to achieve its objectives (Dahi, 2020). Alternatively, it is the organization's willingness to make the decision-making boldly and responsibly, whether at the level of individuals or groups and to confront the environmental changes that occur in uncertain conditions. Creative activities often accompany this through their entry into confrontations, whether voluntary or forced, which are the challenges of uncertainty in the future and potential social and financial losses while managing their businesses (Al-Rifai, 2012).

4. **Orientation towards exploiting opportunities:** Business organizations can achieve entrepreneurial orientation by investing and exploiting opportunities. It resorts to its own technology in order to be able to respond to and exploit any available market opportunity (Miles et al., 2012). A process of follow-up activities that begins with identifying opportunities and ends with exploiting opportunities (Alegro et al., 2009).

Through the foregoing, organizations can lead a pioneering approach towards creativity, proactiveness, risk-taking, and exploitation of opportunities in an effort to excel and excel over other competitors and increase their growth.

2.2. Competitive advantage

2.2.1. The concept of competitive advantage

Competitive advantage means finding a unique advantage that makes the organization excel over competitors; that is, the competitive advantage makes the organization unique and distinct from other competitors (Heizer and Render, 1999). As (Evans and Collier, 2007) explained, the competitive advantage is declaring the company's ability to excel in the areas of marketing and finance above all its priority, which in turn requires understanding the general framework of the organization through the senior management must determine the needs and desires of the customer and how to deliver them to the customer through the Supply chain in order to meet the customer in the delivery and delivery of the commodity or service in a timely manner. Or the concept that is used in general to describe the relative performance of competitors in a particular environment. It is said that an organization has a competitive advantage if it has the ability to create more economic value than its competitors in the same market (Poth, 2014).

2.2.2. The importance of competitive advantage

Many researchers and specialists agree on the importance of competitive advantage. The points through which the importance of competitive advantage can be determined and its great role in achieving the organization's strategy and basic objectives, the most important of which are the following:

1. Achieving market power through controlling the market share of the goods and services or the brands that you put on the market.
2. Developing new goods and services and developing strong financial centers for the organization.
3. Finding new specialized markets and new distribution outlets.
4. It is considered as the basic weapon to face the challenges of the market and competitors.
5. It represents an important criterion for determining a successful organization over others.
6. It represents a positive indicator of the organization's tendency to possess a strong position in the market by obtaining a larger market share than its competitors.

2.2.3. Dimensions of competitive advantage

1. Cost dimension: Cost is the important competitive dimension that the organization seeks to achieve by providing services and goods to the customer at prices lower than other competitors and obtaining profits that exceed what others achieve. It can be defined as the organization's ability to produce and distribute products at the lowest possible costs compared to competitors in the same specialty and field (Al Bakri, 2008). Or the organization's ability to design, manufacture and market a service or product at the lowest cost compared to other organizations and to achieve it is necessary to understand the critical activities in the value chain of the organization, which is an important source of cost advantage (Al-Akhdar, 2011). Slack et al. (2004) considered the primary operational objective of organizations that compete through cost, and even organizations that compete through competitive advantages other than cost seek to achieve low costs for the products they produce.
2. The quality dimension is defined as the set of characteristics that determine the ability of products to meet customers' explicit and implicit expectations (Abdul Karim et al., 2017). Or the specifications and good performance of the products or the function provided by the organization to obtain high-quality design and production processes (Al-Hamdani et al., 2016). Thus, quality is the decisive success factor for many organizations and the basis for them to achieve competitive advantage, and the customer seeks to obtain goods of higher quality depending on the trade-off between price and quality, as price alone no longer achieves excellence for business organizations (Al-Wataifi et al., 2019).
3. Delivery dimension: In the modern era, time is one of the main sources of competitive advantage due to the customer's desire to respond to their requests on time (Al-Rabiawi and Abbas, 2015). Delivery is linked to the speed of shipping and delivery. As long as the market is an important determinant in purchasing decisions, the organization's ability to provide consistent and fast shipping or delivery processes allows it to impose additional price increases on the price of its products.
4. Flexibility dimension: It means the organization's ability to provide different and varied levels in the target market, which is the basis for the organization's competitive advantage by responding to and keeping pace with changes that may occur in product design (Al-Hamdani et al., 2016). Or the organization's ability to respond quickly and adapt to meet market demands in terms of quantity and quality and according to customer requirements (Ghali, 2009). In its definition (Mohsen and Al-Najjar, 2009), the organization can speed up or slow down the rate of production quickly to deal with large fluctuations in demand provided that the organization remains operating in a profitable economic manner, especially when slowing down or reducing the rate of production at a significant level (Khalaf, 2019).

3. Research framework

3.1. Hypothesis research model

The hypothetical model of the research was designed based on some studies and literature that dealt with the variables of the current research, and as in Fig. 1, which shows the correlation between the independent variable (dimensions of entrepreneurial orientation: orientation toward creativity, orientation toward risk-taking, orientation toward proactivity, and orientation toward exploitation of the hypothesis), which was adopted by the scale (Al-Hadrawi, 2013) in its measurement, and the adopted variable competitive advantage by its dimensions (cost, quality, flexibility, and delivery), which was measured by adopting the scale (Al-Taweel et al., 2008).

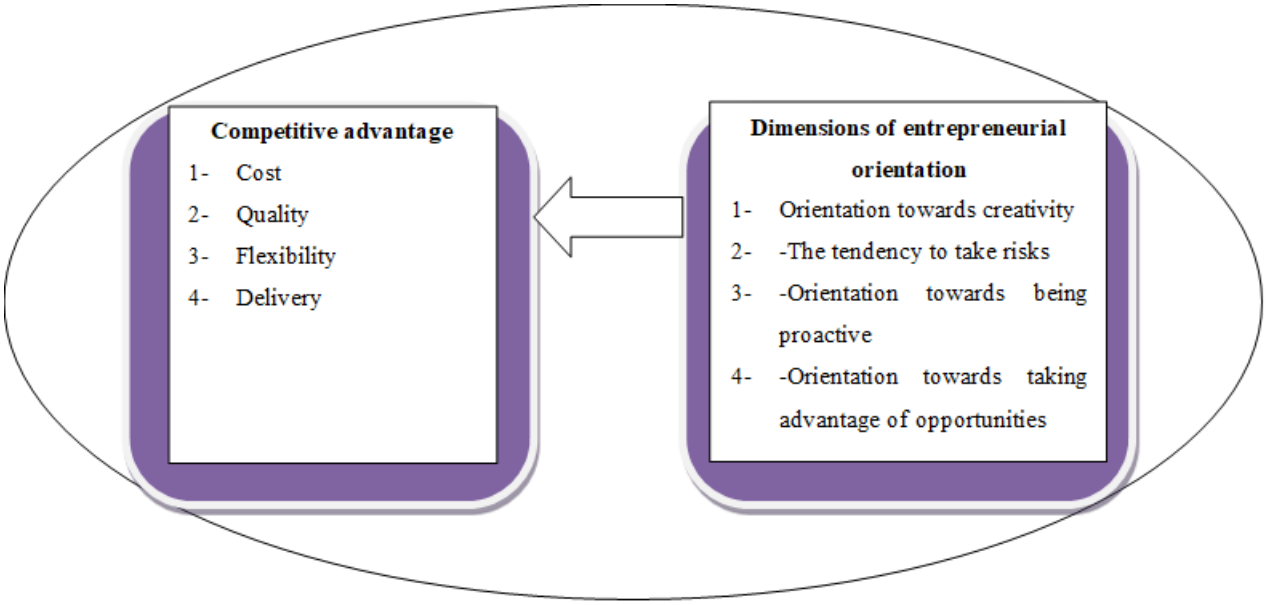


Fig. 1. The hypothetical model of the study.

3.2. Research hypotheses

1. The first main hypothesis: There is a significant correlation between the dimensions of entrepreneurial orientation and its dimensions of competitive advantage.
2. The second main hypothesis is the existence of a significant effect of the dimensions of the entrepreneurial orientation in the competitive advantage.

4. Research Methodology

This paragraph presents a description of the research variables and their diagnosis according to the awareness of the sample approved in the research based on the answers contained in the questionnaire and inference through arithmetic means, standard deviations, frequencies, percentages, the ratio of the answer to the area of the scale and the coefficient of variation, and therefore this topic included the following:

4.1. Describing the entrepreneurial orientation and diagnosing its dimensions

The data in Table 1 indicates that there is an agreement between the sample's answers about the paragraphs of the dimensions of entrepreneurial orientation. Entrepreneurial orientation, and the orientation toward creativity, orientation toward proactiveness, toward risk taking, and orientation toward exploiting opportunities had the greatest role in enriching the percentage of agreement on this variable, at a rate of 66%, 64%, 68%, 65% respectively and with an arithmetic average 3.66, 3.75, 3.94, 3.79, and a standard deviation 0.98, 0.95, 0.83, 0.73, and this indicates that the surveyed hospitals are concerned with the importance of entrepreneurial orientation, especially in the process of searching for opportunities and encouraging creativity among their workers in line with the size of competition in the Iraqi market, which began to increase the importance of the entrepreneurial orientation in general and its constituent dimensions, and from here the importance of these dimensions increased for managers in the surveyed hospitals, with regard to the lack of consistency for this variable on the part of the sample towards its paragraphs, as it reached 14.2% as was the percentage of neutral answers 26%, and on the other hand, the arithmetic mean of the paragraphs of this variable was 3.7 which is higher than the hypothetical mean of 3, and a standard deviation 0.85, while the value of the coefficient of variation was 18.6 and the ratio of response to the scale area 65.9%, which means that the respondents' level of awareness reached the second level of the scale area (average The level of the perceived case), which indicates the importance of the dimensions of leadership orientation for the company under study.

4.2. Description of the competitive advantage, its dimensions and the diagnosis of its levels

Table 2 shows that there is an agreement between the answers of the sample members towards the paragraphs of competitive advantage (X17-x31) at a rate of 51%, which is less than the percentage of agreement in the sample answers at the level of the dimensions of the entrepreneurial orientation, which is 60%, but this does not reduce the presence of consistency in the respondents' answers about the paragraphs of this variable, with regard to the techniques that contributed more to support the percentage of agreement, so the best luck was for flexibility, at a rate of 55.6%, 51.6%, respectively, while the value of The arithmetic mean for each of them is 3.2, 2.8, and the standard deviation is 1.03, 1.01, and this indicates that the surveyed hospitals are working to enhance flexibility as a strategy they adopt and as a competitive advantage that fights other competing companies. As for the degree of inconsistency on the part of the sample members, it reached 27.9%, while the percentage of neutral answers was 24%, while the arithmetic mean value of the paragraphs of this variable in general was 3.1, which is higher than the hypothetical mean value of 3, with a deviation of 1.0, while the value of the coefficient of variation was 31, and the ratio of response to scale area 62%, which means that the respondents' level of awareness has It reached the second level of the scale space (average perceived

condition), which indicates the importance of improving the surveyed hospitals for their competitive advantage in the surrounding environment.

Table 1. The general average of frequency distributions, arithmetic means, standard deviations, response ratio and coefficient of variation for the dimensions of entrepreneurial orientation.

Dimensions	Variable symbol	Response Meter					Arithmetic mean	standard deviation	response rate %	Variation coefficient %
		Totally agree	agree	neutral	I do not agree	I do not totally agree				
Orientation towards creativity	X1 – x4	26.4	36	23.1	12.4	2	3.8	0.71	76.8	25.7
The tendency to take risks	X5 – x8	12.5	42.7	30	10.3	3.8	3.5	0.73	71.7	24.6
Orientation towards being proactive	X9 – x12	12.1	30.7	35	20.3	1.8	3.6	0.90	60.9	21.8
The tendency to take advantage of opportunities	X13 – x16	22.6	40.3	24	12.6	0.3	3.8	0.87	76.8	21.7
General indicator		20.2	39.3	25.9	12.3	1.9	3.7	0.85	65.9	18.6

5. Testing and discussing the research hypothesis

5.1. Analysis of the correlation between the entrepreneurial orientation (in the aggregate) with the competitive advantage

The results in Table 3 indicate that there is a significant correlation between the dimensions of the entrepreneurial orientation and the competitive advantage in its dimensions, as the correlation coefficient was 0.69** at the level of significance 0.05 and this indicates the strength of the relationship between the variables. This result also leads to the fact that the more the surveyed hospitals pay attention to the dimensions of the entrepreneurial orientation, the more this contributes to supporting the competitive advantage, and in light of this result, the first main hypothesis will be accepted.

Table 3. Results of the correlation between entrepreneurial orientation and competitive advantage

Independent variable / dependent variable	dimensions of leadership
Competitive advantage	**0.69 = p* (>0.5)

5.2. Analysis of the relationship of the impact of the entrepreneurial orientation on the competitive advantage

The results shown in Table 4 showed a significant effect of the dimensions of the entrepreneurial orientation in the competitive advantage at the level of the surveyed hospitals. The calculated F value was 74.5, which is higher than the tabular value It reached 2.29 at a significant level 0.05, and a degree of freedom 5.7, and the coefficient of determination reached 2R, 0.65, which means that the dimensions of entrepreneurial orientation contributed to explaining 0.65%, of the differences explained in the feature. Competitiveness, while the remaining 0.35%, is due to other variables located outside the current research model. The tabular value of 1.65, at the significance level 0.05, and the degree of freedom 5.79 indicates that the competitive advantage is positively affected when applying the dimensions of entrepreneurial orientation.

Table 4. The relationship of the impact of the dimensions of the entrepreneurial orientation on the competitive advantage.

Dependent variable / **Independent variable**	**dimensions of the entrepreneurial orientation**						**F**	
			T					
Competitive advantage	β0	β1	calculated	tabular	R2	D.f	calculated	tabular
	0.7	0.72	8.63	1.65	0.65	5,7	74.5	2.29

*****N = 80, (0.05 < p*)

6. Conclusions

Hospitals work to encourage their employees to adopt creative ideas and support them in this direction. These hospitals deal with the ideas presented by the workers quickly, and external experts are sought to help implement some of these ideas. The research found the importance of exploiting the opportunities available by the hospital administration as a dimension of the entrepreneurial orientation and the great benefit this dimension achieves for hospitals in their competitive environment. The dimensions of the pioneering orientation also play a major role in enhancing the competitive advantage of the surveyed hospitals, which enhances their position in front of their competitors. It also increases the importance of the dimensions of the pioneering approach by the surveyed hospitals because of their need to develop their competitive capabilities in Iraq. In light of the foregoing, it is necessary to enhance the company's competitive advantage by relying on the dimensions of leadership. We also encourage the surveyed hospitals to apply creativity tools by their employees because it is the mainstay in the development of hospitals, especially in the Iraqi environment. Therefore, we suggest that the surveyed hospitals develop programs to implement the dimensions of pioneering orientation by the senior management and the board of directors of those hospitals. It also

calls on the surveyed hospitals to determine the competitive orientation to ensure that employees understand this and develop the necessary plans.

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