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The Role of Strategic Entrepreneurship in Promoting Strategic Innovation: Exploratory Research in Private Universities and Colleges in the Middle Euphrates Region

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Abstract

The research aims to identify the role of strategic entrepreneurship in promoting strategic innovation among a sample of private universities and colleges in the Middle Euphrates region. In order for this to happen, The dimensions of strategic entrepreneurship have been adopted (continuous innovation, entrepreneurial mentality, proactive behaviour, risk taking, value creation), and the dimensions of strategic innovation were adopted. (Organizational readiness, managing the innovation process, disciplined implementation, strategic paving), and private universities and colleges (Wareth, Al-Safwa, Al-Zahraa, Al-Taf, Al-Mustaqbal, Al-Hillah Al-Dini) operating in the Middle Euphrates region were chosen as an exploratory and analytical field for research. By distributing a questionnaire that included (100) respondents from the deans and heads of departments and divisions and their units to private universities and colleges, the research sample, and the statistical program Smart PLS was used, One of the most important conclusions reached by the research is that the dimensions of strategic entrepreneurship have an effective impact on promoting strategic innovation among the universities and colleges of the research sample in light of the great competition in the educational sector in Iraq. The research concluded with a number of recommendations, the most prominent of which was the need to employ the dimensions of strategic entrepreneurship in strengthening the positive impact relationship between it and the dimensions of strategic innovation within the educational sector, in line with continuing to create services of strategic value for educational institutions and their educational and functional staff. By keeping abreast of developments and seizing opportunities to ensure continuity, growth and survival in the labour market.

Keywords: Strategic Entrepreneurship, Strategic Innovation.



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Introduction

The continuity of scientific progress and technical development in various fields of life requires a renewed look, continuous generation of ideas, and encouragement of innovation, especially in developing countries. In the third millennium, innovation is seen as inevitable; Because of the progress and development it entails in all fields, and strategic entrepreneurship is one of the most important activities and pillars for building and flowing innovative ideas; Because it is a means through which organizations can invest their current competitive advantages and at the same time explore future opportunities. Sustainable competitive advantage; It is achieving strategic entrepreneurship leading to strategic innovation at work and looking into the future with an in-depth strategic vision to build a new experience that witnesses a presence among its competitors. As the research dealt first with the methodology of the research, and the first section devoted the theoretical framework of the research to explaining the independent variable strategic entrepreneurship and explaining the dependent variable strategic innovation.

Research Methodology

1- Research problem

The current research problem can be formulated in the form of questions as follows:
What is the level of availability of the dimensions of strategic entrepreneurship and strategic innovation in the surveyed organizations?

- What is the nature of the relationship between the current research variables strategic entrepreneurship and strategic innovation?
- What is the nature of the impact of strategic entrepreneurship and strategic innovation?

2- Importance Of Research

The importance of the research follows from the nature of the variables dealt with in the current research, namely strategic entrepreneurship and strategic innovation, both of which represent two variables; Contemporary and necessary for any organization seeking renewal and keeping pace with the rapid developments in today's world, as well as its quest for growth, development and continuity of existence in a competitive environment shrouded in a lot of uncertainty and instability, The main problem of the research lies in the extent to which the surveyed organizations are aware of the importance and role of strategic entrepreneurship and how they can invest and employ their output of ideas in promoting strategic innovation for their tasks and enable the problem to be solved by answering the following questions:

- What is the nature of the relationship between strategic entrepreneurship and strategic innovation within the work of the researched organizations?
- Is there an impact of strategic leadership in achieving strategic innovation?

3 - Research Objectives

The current research seeks to achieve the following:

- Identifying the interest of the research sample organizations in the dimensions of strategic leadership.
- Determining the level of interest of the departments of the research sample organizations in achieving strategic innovation.
- Identifying the type of relationship between the two research variables.



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- Measuring the level of impact of strategic entrepreneurship on strategic innovation.

4-Research hypothesis

According to what was mentioned in the research problem and in order to achieve the objectives envisaged by it, the following main hypothesis was formulated: (There is no significant effect of strategic leadership in strategic innovation). Five sub-hypotheses branch out from it:

- There is no significant effect of the continuous innovation dimension in strategic innovation.
- There is no significant effect of the entrepreneurial mentality dimension in strategic innovation.
- There is no significant effect of the dimension of proactive behavior in strategic innovation.
- There is no significant effect of risk perception dimension in strategic innovation.
- There is no significant effect of the value creation dimension in strategic innovation.

5- Research Limits

Temporal limits: The time limits of the research extended from January 2022 to May 2023.

Spatial borders: represented by private universities and colleges (Warth ALanbeaa, Al-Safwa, Al-Zahraa, Al-Taf, Al-Mustaqbal, Al-Hilla Al-Dini) operating in the Middle Euphrates region.

Human limits: The research sample included (a random sample) of deans, heads of departments, divisions and their units for private colleges, universities, the research sample, and (120) questionnaires were distributed, while the number of retrieved and valid forms for analysis reached (100) forms, i.e. with a retrieval rate of 83%

6- Description Of The Research Sample

Private universities and colleges were selected in the Middle Euphrates region as a research community. The sample size was (100) teachers distributed among (11) colleges in the two governorates (Karbala and Babil). As (120) questionnaires were distributed, and the number of retrieved forms was (100).

Table (1) description of the research sample

No.	Variants	Categories	Issue	Percentage ratio
1	Social gender	Male	61	%61
		Female	39	%39
		Total	100	%100
2	Age group	years old 30 - 18	2	%2
		years old 39-30	50	%50
		years old 49-40	43	%43
		years old 59-50	3	%3
		years and over 60	2	%2
	Total	100	%100	
3	Academic qualification	Ph. D. in	10	%10
		Masters	20	%20
		Higher diploma	5	%5
		Bachelor	50	%50
		Institute	10	%10
	Junior high and above	5	%5	



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4	Service life	Total	100	%100
		Less than 10 years	46	%46
		years 15 – 10	41	%41
		years old 20 – 16	10	%10
		years old 25 – 21	3	%3
		more and more-26	0	%0
		Total	100	%100

Source: Prepared by the researcher

From the outputs of Table (1), it is clear that the characteristics of the sample members of the research sample are as follows:

- **Social Gender:** The statistical results presented in Table (1) showed that the majority of the sample were males, as it reached (61%), which is equivalent to (61) individuals, while the percentage of females was (39%), which is equivalent to (39) of the total sample, which means that the percentage of males is more than half compared to females.
- **The age group:** The statistical results contained in Table (1) showed that the percentage (50%) was for the age group (30-39 years) and (43%) was for the age group ranging from (40-49 years). (3%) was for the age group ranging from (50-59 years) and (2%) was for the age groups (18-30 years) and (60 years and over), which indicates that the strength of the organization's tendency is the research sample to rely on Ages whose categories are in their twenties, thirties, and forties, which is a good percentage to work in private colleges and universities because it requires high effort and activity, and this category also reflects the level of awareness, awareness, and maturity.
- **Academic qualification:** Table (1) shows the distribution of the respondents according to their educational attainment, and the largest percentage of respondents who hold a bachelor's degree was (50%), and then the percentage of respondents who hold a master's degree, as their percentage reached (20%) As for the third place, it was occupied by the percentage of respondents holding a PhD and an institute certificate, which amounted to (10%), and then in the fourth and final place was the holders of a high diploma and a preparatory certificate, which amounted to (5%), as it was the lowest percentage of respondents who hold these Testimonials. By looking at the above percentages, it is clear that the majority of the sample are holders of degrees and have academic and practical experience, and this indicates the ability to accomplish business in a distinct and innovative manner in order to achieve strategic innovation.
- **Duration of service:** - Through the results of table (1), it is clear to us that the largest percentage of the research sample was for the category (less than 10 years), as they reached (46%), while those whose years of service ranged from (10-15 years) reached Their percentage is (41%), then for the category (16-20 years), with a rate of (10%), and then for the category (21-25 years), with a rate of (3%). As for the category (26-and over), their percentage was zero. These percentages indicate that the majority of the respondents have functional service that qualifies them to gain long experience in the organization.

The First Topic - The Theoretical Framework Of The Research

- **Strategic Entrepreneurship**



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1- Concept Of Strategic Entrepreneurship

Recent years have witnessed a tremendous development in administrative thought in general, and strategic thinking of business in particular, which has led to the accumulation of knowledge and extensive practical experience of business organizations, as entrepreneurial organizations play a prominent and important role in economic life at the global level, and because of this impact on public life, developments And the changes that are taking place today and in light of the intense competition and the increase in risks that affected the performance of many business organizations, many of them realized that the only way to achieve competitive advantage in light of the changing work environment is to achieve strategic entrepreneurship, and to look into the future with an in-depth strategic vision to build a new experience that is present Among its competitors (Alayoubi et al, 2020:1), on the other hand, organizations with a low entrepreneurial strategic orientation, although they may also benefit minimally from the process of creating knowledge for their organization, innovative and risk-taking behaviors are rare, which leads to Weak innovation capabilities, and that cultural and other environmental forces may be the reason why the strategic orientation of entrepreneurship reduces the impact of building knowledge on innovation (Alshanty & Emeagwali, 2019:176), the researchers called for a better clarification, definition and development of strategic entrepreneurship as a theoretical construct, I shed light on what it means to combine entrepreneurial logic and strategy; An important insight is drawn: no logic is complete without the other, and any given strategy may be biased towards one of the other. The literature on action-based theories of strategy and strategic entrepreneurship may be biased towards imbalance and uncertainty, and against the feasibility of sustainable competitive advantage (Keyhani, 2022:10). Entrepreneurship is viewed from a strategic perspective as recognizing opportunities (discovered or created).) and investing resources to seize opportunities based on the interaction between product market innovation, financial intermediation, and financial innovation (Toms et al, 2020:106), with entrepreneurship in organizations, innovation can be found in any of the five areas - organization strategy, product offerings, markets served, and internal organization (i.e., structure, processes and capabilities) or business model, and this innovation can constitute the primary differentiation of the organization from its competitors in the industry. Hence, there are two possible reference points that can be considered when the organization offers strategic entrepreneurship; The first: the extent to which the organization has transformed into what it was before (transforming its products, markets, and internal processes); The second: To what extent does the organization transform itself with respect to industry conventions or standards (in terms of product offerings, market definitions, and internal processes) (Victor & Godwin, 2022:4).

The researcher believes that strategic entrepreneurship is: a series of pioneering procedures through which organizations can identify and seek to seize entrepreneurial opportunities that have not been discovered before or those that have not been invested by competing organizations. It is a process of exploration, interpretation, and evaluation; The ideas, plans, and policies of the entrepreneur in a systematic manner before entering the market, and developing a strategy that contributes to obtaining a sustainable competitive advantage and achieving long-term goals.

2- Importance Of Strategic Entrepreneurship

Strategic management and entrepreneurship are mainly concerned with building value and wealth. Entrepreneurship contributes to the organization's efforts to build value and thus wealth in



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the first place by identifying opportunities that can be seized in the market, while strategic management contributes to evaluating wealth-building efforts mainly through the formation of competitive advantages. which are the basis upon which an organization competes in the market, therefore; Entrepreneurship lies in identifying and seizing opportunities, and strategic management lies in establishing and sustaining one or more competitive advantages as the path through which opportunities are seized, and thus; Both strategic management and entrepreneurship are “concerned with growth, building value for the customer, and thus creating wealth for the owners” (Hitt et al, 2011:59). Wealth creation, and highlights the importance of strategic entrepreneurship that it cannot be limited to large organizations, as "both new organizations and existing organizations must be in the field of entrepreneurship and strategy at the same time" and "small and large organizations must learn how to develop entrepreneurial integration strategy and collaborative innovation in order to create wealth” (Dogan, 2015: 1292), strategic entrepreneurship is related to organizational events that represent the ability to achieve success for the organization and its importance has been confirmed in market-based economies, in emerging economies such as China and Russia and in organizations that tend to lead Strategic business to gain a competitive advantage, and it can be considered a way to increase value creation through financial returns, and these benefits should be seen as dependent on the context and aspects of the development stage and management of environmental change, and strategic entrepreneurship helps organizations through careful assessment of risks and economic output in order to extract opportunities The exciting market for entrepreneurship and the assessment of potential risks that may lead to loss and bankruptcy, and its role in achieving competitive advantage by consolidating continuous innovation (Naeiji & Siadat, 2019: 7-8), and the implementation of strategic entrepreneurship is important for the organization in light of a volatile environment such as Today, it should be able to be smart and adaptive (El Shiffa et al, 2022:253).

3- Strategic Entrepreneurship Objectives

Strategic entrepreneurship that includes the behaviours of seeking opportunities and competitive advantages contributes to how organizations create wealth, as all organizations should; New and existing ones, small and large, engaging in behaviours seeking opportunities and advantages, strategic entrepreneurship facilitates the efforts of organizations to identify the best opportunities and then invest them through the discipline of a strategic business plan, the goal of strategic entrepreneurship is to create competitive advantages that lead to the creation of maximum wealth (Tülüce & Yurtkur, 2015:727), it is a phenomenon that deserves attention and care, because of its great importance in the development that different societies seek, and to produce generations that realize opportunities, take the initiative to adopt them, possess the spirit of innovation and innovation, and invest the available materials in an organized manner In order to come up with successful projects that achieve their goals of profit and growth (Alayoubi et al, 2020:6), strategic entrepreneurship is entrepreneurial behaviour from a strategic perspective that focuses more on organizational behaviour in which the organization identifies market opportunities, invests them, achieves profit, and obtains a sustainable competitive advantage, As it benefits from organizational learning, innovative perception, human capital and social capital, as well as the application of innovation and the development of innovation are important aspects of strategic leadership. And proactivity are two essential elements in evaluating strategic entrepreneurship (Wijaya, 2023:54).



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4-Dimensions Of Strategic Entrepreneurship

The model (Naeiji & Siadat, 2019) dealt with the dimensions of strategic entrepreneurship into five dimensions that included (continuous innovation, entrepreneurial mindset, proactive behavior, risk perception, value creation), which was adopted by the researcher in his current research, which will be addressed as follows:

- **Continuous Innovation:** Continuous innovation is one of the main factors for an organization's competitiveness and success in a dynamic and ever-changing business environment and industries, it is the engine that drives highly successful organizations, and it is defined as "the basic mission of an organization that exists in dynamic and unstable environments and requires constant monitoring of organizational policies and technologies and the ability to quickly achieve changes with success and stay in the market", also referred to as the ability to innovate and continuously renew an organization to develop new products and business models (Lianto et al, 2022:67), as a result of the rapid development of science and technology, the purpose of innovation presented in all areas is ultimately aimed at increasing The economic and social well-being of the country, and the application of innovation in industries requires new approaches to current ways of working. There are general aspects and natural conditions in the development of society (Abdubanapovich, 2022,96), that environmental constraints create a competitive advantage by stimulating innovation, and therefore entrepreneurship and knowledge-based innovation New technologies are associated with environmental connotations and innovation is linked, in the context of environment-oriented creators, to new technologies, knowledge and savings from effective production, which promotes the transfer of best practices and technologies, the search and sharing of information, the development of technical skills quickly and efficiently, and the economic, social and environmental goals that are important in all sectors can be met Business, and promotes technological development and knowledge transfer. Continuous innovation is based on several principles represented by knowledge of the market, continuous search for new opportunities, enhancement of performance, implementation of modern human resources management trends, and development of an effective transfer of knowledge between the current employee as well as the future employee (knowledge management and knowledge continuity management), the art of overcoming obstacles, risk management, guidance to clients and other stakeholders, and effective cost management (Vrabcová & Urbancová, 2023:2)
- **Entrepreneurial Mindset:** There are different aspects of the entrepreneurial mindset, which provided insight into its traits, qualities, and operations. However, different viewpoints have led to a variety of definitions; We find that three distinct aspects have emerged over the years: the first: the cognitive aspect of entrepreneurship - how entrepreneurs use mental models to think; the second: the behavioural aspect of entrepreneurship - how entrepreneurs engage or act on opportunity; And the third: the emotional aspect of entrepreneurship - what entrepreneurs feel in entrepreneurship (Kuratko et al, 2021:1681), the entrepreneurial mindset is rare because it requires a willingness to seize opportunities and build the possibility of failure through innovation, openness, and exceptional activity, and requires an innovative mindset that tries to benefit from Unknown events in business and the ability to recognize any



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possibility and interact with it and prepare for it, that possessing an entrepreneurial mindset contributes to success and implementation when combined with a creative attitude (Malik et al, 2023:1665) The need for entrepreneurial mindsets is a critical component of social and economic development and can An entrepreneurial attitude is useful in a range of non-profit and social endeavors to workforce development and academic achievement, and it is not just about establishing a business, it deals with the ability to identify opportunities to solve problems, without the need for unique skills, or extensive access to Financing projects, or developing pioneering technologies, so the entrepreneurial mindset begins when the individual links his interests and skills with the primary goal of improving himself or his immediate surroundings, which in turn motivates such behaviour (Khan et al, 2023:2).

- **Proactive Behaviour:** In a world where rapid adaptation to changing conditions is important to the survival of the organization, working individuals who display proactive behaviour are of great value, as an individual's proactive behaviour leads to better task performance, more job success and more innovation, and can proactively seize opportunities to acquire New knowledge and learning new skills, and proactively taking advantage of new opportunities and ideas to improve work methods, cooperation and improve production (Hendrikx et al, 2022:644), the concept and nature of proactive behaviour were defined, measured and understood differently, as it is seen as proactive behaviour and controls the achievement of things, and it is becoming increasingly important in today's workplace because it is essential to be flexible in a dynamic and unpredictable work environment that is associated with many positive outcomes in an organizational environment, such as innovation, individual career success, adaptability, effective problem solving, and innovative ideas (James, 2022:430 - 431), and proactivity is a concept that has many definitions and basic behaviours, "personal initiative" is used as an umbrella term for various proactive behaviours in the workplace, such as being vocal, taking responsibility, and preventing problems that proactivity requires "proactive goal setting (proactive goal generation) and striving to achieve this Proactive goal (proactive goal pursuit) Proactive goals include striving for a better personal and organizational future as well as changing aspects of self, others and one's own situation. Proactive activity requires self-organizing and energetic resources (that is, resources that provide opportunities to carry out tasks or activities that require mental energy) beyond those required for basic work tasks (Schleupner et al, 2023:4-5).
- **Risk:** Risk is not an expression of a single personality trait, and the individual's attitude to risk cannot be deduced directly from the degree of risk he has in one situation, as risk is affected by the characteristics of the (who? - age and gender) and the situation (when? - decision domain, whether the influence is involved) (Figner & Weber, 2011:214), the interactive effect of risk in organizations has a significant negative impact on the performance of the organization, and that management executives with extensive experience in high-level leadership tend to bear Less risks to organizations, management with extensive experience tends to take less risks, continuous development of executives and goal setting are important to ensure motivation for longer periods (Atayah et al, 2022:118), risk is characterized by low sensitivity to negative results and risk takers underestimate negative results , exaggerated rewards, rate risk as lower, and anticipate lower levels of anxiety while taking a risk The tendency to take risks is also



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negatively associated with the neural response to negative outcomes, and the risk lies in motivating approach and bias towards the magnitude of positive outcomes (above negative) (Leota et al, 2023:84), to maximize communication about risk can be achieved by 1) increasing perception of risk by emphasizing potential risks, 2) personalizing information about risk, 3) addressing the perceived benefits of engaging in risky behaviours, and 4) enhancing self-efficacy (Akritidis, 2023: 5).

- **Value Creation:** Value creation has become a central concept in CE research, and requires radical changes in existing value propositions and creation processes for organizations as well as within supply chains. Value proposition refers to what is offered to customers. Value creation and transfer refers to activities related to products, services, processes, resources, energy efficiency, and management. waste, and it is necessary to rethink value creation beyond the traditional and dominant focus on a single organization and on its profitability and competitiveness, as stakeholder collaboration represents a fruitful perspective for shifting attention from a single organization to creating shared value (Tapaninaho & Heikkinen, 2022: 2729), creating creation Value as activities related to products, processes, services, resources, energy efficiency, and waste management that enable economic, environmental, and social benefits. Logistics organizations can generate value. Education for citizenship, environmental conservation, developing centers, and social welfare practices contribute to the creation of economic value. The environment contributes to the creation of environmental value, the creation of social value, and that the creation of economic value is the primary benefit that follows from the creation of environmental and social value (Jayarathna et el, 2023:717), that the integration of sustainability with projects as a major strategy for economic growth reduces the impact on future resources, and that The project environment determines the constraints, and that the generation or creation of value must be built strategically, maintains, and improves collective conditions through achieving results, defining the benefit, usefulness, or importance, as well as how it contributes to achieving a set of goals, as value can be defined as Products or services derived from the implemented projects, which are perceived as desirable by potential beneficiaries, and therefore, the value is not created through individual efforts, but on the contrary, it is the joint actions that become relevant, as well as taking time and relying on variables The quality of the project is related to its ability to generate value, and the concept of quality is related to the expectations that are held about the results, and this highlights the importance of proper management of stakeholders, and positively insisting on Creating current and future value, promising projects as entities for change and achieving results, based on their planning, organization, implementation and management (Moreno et al, 2023:2-3)

Strategic Innovation

1- Concept Of Strategic Innovation

A business not only has the capital and the ability to do business, but also has the ability to create strategic creativity that attracts customers and maintains its business in order to increase profits. , This is also a challenge for business representatives in running their business, especially in the face of the age of advanced technology at this time, technological progress is something that cannot be avoided in life today, because technological progress will go in line with the progress of science, every innovation is created to provide positive benefits, and provide many In the field of



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technology in particular (Maulana & Patimah,2022: 1), and as a new way to carry out activities of one's life, the existence of formal systems of intellectual property (i.e. patents, trademarks and / or copyrights) is a key indicator of the strategy Innovation, which is the product of the organizations' creativity processes, and the possession of patents indicates that the organization has developed an invention that may serve as a basis for marketable products and services, enhance performance, ensure its survival, and protect its innovative work, which may increase customer loyalty and enhance marketing effectiveness, as well as trademarks. Also as signals of the quality of the organization that distinguishes it from competitors, as the strategy of the organization represents an important potential source with the innovation strategy that uses formal intellectual property systems that are likely to contribute to the growth of the organization, therefore, the successful implementation of strategic innovation depends on the creation of the founding team of the organization (Huang & Battisti,2023:6), no concept is defined about the term "strategic innovation" and this is reflected due to the fact that very few organizations have a clear and documented innovation strategy. Organizations, which include innovation in their overall business strategyIt either includes it as its value or a pillar of its overall strategy or as an important characteristic of its business, and that it is a plan designed to achieve a long-term goal, and helps organizations to decide in a cumulative and sustainable way about the type of innovation that best suits their goals, as well as, providing value and building a competitive advantage, and can Defining the overarching definition of "strategic innovation" as "an incremental, functional, and predetermined plan that governs the allocation of resources for different types of innovations in order to achieve the overall strategic goals of the organization, and a decision framework that guides the organization on when and how it should selectively abandon the past and/or change the organization's strategy and goals In order to focus on the business of the future (Katz et al, 2010:69), "strategic innovation" refers to the creation of new value in terms of technologies and markets emerging from new changes, including the continuous strategic creation of a new product and new service, to gain a long-term, sustainable and competitive advantage. , and it adopts the radical reform of traditional products and services and the creation of new business models that change the current business rules (Kodama & Shibata, 2014:77), so innovation becomes strategic when it is an intended and repeatable process that creates a significant difference in the value provided to customers (Dinesh & Sushil, 2019 :465-466), the organization's ability to adapt to environmental change is critical to its success in such an environment and (strategic innovation) indicates that it is a strategic tool that can be used to match the organization's resources and skills with external opportunities in order to improve the survival of the organization and maintain the quality of service on In the long run, it helps organizations gain a competitive advantage while improving their performance and effectiveness, as strategic innovation is seen as being able to give organizational direction by defining the organization's course of action, focus effort by increasing coordination, facilitating workers' understanding of the organization, and eliminating ambiguity (Akpa et al, 2022:17).

The researcher believes that the concept of strategic innovation is an organized approach that focuses on the future, and a framework for business development, to which the organization is subject to reinventing or redesigning its strategy to adapt to a rapidly changing environment to ensure business growth, value creation and building a competitive advantage over its competitors.

2- Importance Of Strategic Innovation



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Organizations, whether product-based or service-based, believe in the importance of strategic innovation and its main role in the success of their business, and all working individuals have their own importance, and they have mutual ties that mutually enhance the process of innovation in their specializations, as innovation depends on the latest tools and technologies of the utmost importance at the time Present to ensure competitiveness and meet the evolving needs of increasingly tech-savvy customers, is of crucial importance in organizations due to their need to survive and sustain growth. Hence, it is imperative that they focus on innovation and allow flawless flow of feasible entrepreneurial ideas (Dinesh & Sushil, 2019: 466), it also emphasizes the importance of developing a relevant innovation strategy to compete successfully with competitors, and the success of the organization lies in creating a platform that hosts innovation to create a network effect for manufacturers and increase its quality while reducing its costs (Schmuck & Benke, 2020: 1265), and to increase the importance of absorptive capacity for successful innovation strategies Focus on information systems and create a common awareness and understanding of the members of the organization and its environment. Organizations can encourage innovation strategies, exploratory investment opportunities, and obtain knowledge of information technology from outside their environment to improve the efficiency of their operations (Müller et al, 2021: 335). In the era of globalization, knowledge and technology have become It is one of the decisive factors that determine the fate of organizations, and it has become the main source of sustainable competitiveness, and highlights the importance of innovative strategies in that it affects the country's position in the international economy, and is a strong source of competitiveness for the country or organizations in the global market (Liu et al, 2023: 1893).

3- Objectives Strategic Innovation

Organizations that adopt strategic innovation in their performance, aiming to focus on strategy, systems, culture and cooperation, and identifying the interrelationships between them and other organizations as a comprehensive transformation process whose goal is to identify priority areas related to the organization's mission and objectives and are consistent with its basic purpose, value creation, avoiding wasting time and resources, and allocating resources The necessary formal responsibilities and responsibilities for each stage of the innovation process, and ensuring the provision of the necessary infrastructure, skills and experience within the organization or through cooperation with other organizations (Schroeder, 2013:12), strategic innovation adopted by organizations is absolutely necessary in any business and must be put in place at any cost Because it helps the organization achieve its goals, as far as strategy analysis is concerned, the adoption of strategies (whether collaborative or competitive strategies) is important in managing innovation and in making it possible to occur, especially with the advent of globalization, as organizations had to improve their ways of doing business in order to attract Existing customers and maintaining them. Strategic innovation contributes to all aspects of the organization's operations, ranging from customer care and technological advancement to better products and services in the market (Shisia et al, 2014: 264). It also aims to address environmental challenges and emergency conditions to use the necessary resources. and to promote access to knowledge and exchange of experiences at the global level, and to generate value and effective participation between organizations (Spoladore et al, 2023:6)

4- Dimensions Of Strategic Innovation



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The model (Kamal and Lazhar, 2022) dealt with strategic innovation into four dimensions that included (organizational readiness, managing the innovation process, disciplined implementation, and strategic paving), which was adopted by the researcher in this research, which will be addressed according to the following:

- **Organizational Readiness:** Organizational readiness for change refers to the psychological and behavioral readiness of the organization's members to implement change, and it is one of the important indicators of decision-making and the success of its implementation. (Van Houtven et al, 2023:4), and the organization's ability to strategically change depends on management's capabilities and to integrate, build and transform its resource base, innovate and implement new processes, products or services, or modify or re-create existing processes that are better suited to the environment. There are many factors that enhance organizational readiness, including: (the role of executive managers, their commitment to change, their ability to deliver a vision and a persuasive message, teamwork, the existence of appropriate regulations and policies, strategic planning, the role of organizational culture with open communication, cohesion and morale, making The participatory decision is one of the main factors for creativity and transformation (Mergel & Guenduez, 2022:3). Understanding the areas in which organizations are fully ready, partially ready, or not fully ready for change is essential to conducting a sound and systematic assessment of organizational change readiness. The focus is on readiness for change at the level of organization, and commitment to change is viewed as a joint decision by the organization's members to implement change and their shared belief in their shared competence to do so, as the organization is more flexible and sustainable in the current dynamic environment (Inuwa et al, 2023:2), and organizational readiness plays a role important during all stages of implementing the organization's programmes, and reflects the organizations' commitment, motivation and ability to adapt over time. This idea of readiness emerged from the Internal Security Forces; Known by the Internal Security Forces and previous research that determines the importance of organizational capacity and motivation and that organizational readiness consists of three distinct components that included: (a) the organization's motivation to implement innovation, (b) general organizational capabilities, and (c) specific capabilities for creativity (McClam et al, 2023 :2).
- **Managing The Innovation Process:** What successful innovators have in common is “a rigorous innovation management process, including a phase-by-step disciplined process along with regular measurement of every critical factor, from time and money spent to the success of new products in the marketplace” (Louw & Preez, 2008:564), innovation has gone through different stages of development; Starting from simple linear models to interconnected models and up to the current network models of mutual cooperation between organizations, as organizations create creativity networks and thus greatly enhance their competitive positions in a rapidly changing environment, allowing open cooperation with other organizations in order to expand innovative activity. The twenty-first century economies are knowledge, information, and innovation based on knowledge, experience, innovative work, and qualification. Education, research, and development play an important role by changing from industrial models to knowledge-based models (Zižlavský, 2013:7). The managed innovation



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process helps the organization and its members to be more aware of facing challenges, and adopting a proactive approach to overcome them, and thus the survival of innovation in the long term, and there are difficulties facing the management of the entire innovation process identified by (Cinar et al, 2019: 279-280) according to the following:

- Recognizing that managing the innovation process has a critical impact on the success of an organization and that managing ineffective processes may hinder new initiatives.
- It should be seen as a collaborative process that promotes initiatives.
- The content of innovation must be carefully considered and tailored to the needs of organizations and customers.
- The need to focus on organizational difficulties and design challenges in the case of ICT innovations, while social and administrative process innovations require a focus on collaborators.
- Identify problems and overcome them as soon as possible because they may develop into more serious obstacles during the process.

Information processing is a major component of creativity in organizations, and the decision-making process is one of the central activities in innovation management; Which requires processing information by the individuals involved in the innovation process, and the role of management is to collect data, knowledge, and information and analyse them, and once processed, management bears the responsibility for making decisions (Haefner et al, 2021:2).

- **Disciplined Implementation:** Disciplined application is an effective approach to generalize problem-solving skills, helps to reduce undesirable behaviours and increase the sense of safety among the organization's members and increase their morale, and helps the working individuals in formulating the values of the organization and achieving higher achievement (Sorell, 2013:27), and to improve the cultures of the organization, it remains The strategies and practices that have been implemented are an important part of the image of managing discipline and behaviour at the level of the organization, and that systemic factors, such as administrative support, participatory problem-solving and decision-making have more importance at the level of the organization (Sugai & Horner, 2014:29), and management is a vital component It cannot be separated from the learning process, since it is difficult to create perfect and effective learning without management, as the administrative function must consist of planning, organizing, implementing and supervising, and management and organizations cannot be separated because they are interrelated, and the organization is seen as managing the participating individuals in order to achieve specific goals, as well as that management is a science; It is also a cycle that consists of organizing, classifying, activating, and organizing processes to create and achieve predetermined goals through the use of human resources and other resources, and the driving force for an organization is its management, as without it the organization cannot function efficiently and be successful (Nugraha et al, 2023:57), as The growth of today's growing business world requires good and effective management of human resources, especially in dealing with competition and change. Talented individuals with high efficiency and discipline at work, as the higher the individual's discipline leads to his ability to perform his duties better, while individuals who lack discipline at work make it difficult for the organization to achieve its goals (Salim et al, 2023:5).



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- **Strategic Paving:** Paving is a broad topic, It arose from the idea that organizations should strive to 'match', 'align' or 'fit' their organizational resources to the competitive context in which the organization is located. Defined as “the degree to which the needs, demands, goals, objectives, and/or structure of one component align with the needs, demands, objectives, and/or structure of another component,” strategic alignment is a type of alignment that examines the link between an IT strategy and an IT strategy. Work, which is the degree that supports the mission, goals and plans of information technology, and supports the mission, goals and plans of work (Baker et al, 2011:301), The increasing technological developments and the complexity of the market require all organizations to take advantage of the strategic alignment, and to emphasize in particular the importance of aligning work priorities and functional priorities with the organization's various strategies, as the internal alignment refers to the link and consistency between practices and tasks, while the external alignment indicates the importance of aligning functional strategies with the strategy the organization's general purpose, which in turn leads to focus and striving to achieve the organization's goals (Al-Surmi et al, 2022:4464), The concept of aligning is related to integrating human capital investment, building knowledge, and external innovation, which enables higher performance and productivity, and achieving large profits. Strategic aligning between knowledge and capital helps in achieving the goals of the organization in two important ways: (a) It increases the competitive advantage of the organization by improving its ability to compete successfully with other organizations, (b) providing direction and flexibility, as organizations become more able to respond to new market opportunities (Audretsch & Belitskim, 2022:393), Strategic alignment also refers to the balance between the organization's strategy and its environmental context that has significant impacts on performance. This context is represented in both the external and internal environments of the organization. Therefore, organizations operate in a specific context by enhancing synergy and interdependence between strategy, operations, organizational resources and technological capabilities. Integrating the mission, goals and plans of the organization and synchronizing it with business strategies, as it is a dynamic process to bring about adaptation to environmental change (Ghonim et al, 2022:200).

The Second Topic: The Practical Framework For The Research (Analysis And Discussion Of The Research Results)

1. Evaluation of the quality and conformity of the criteria used in the research

a. Evaluation of the quality and conformity of questions of the strategic entrepreneurship variable

We notice in Table (2) and Figure (1) the external ramifications and the Vakronbach coefficient for the questions of the strategic entrepreneurship variable, which consists of five basic dimensions consisting of (19) items, as the model will be tested within the following indicators:

- Through Table (2), we see the CR composite stability values for the strategic leadership variable, which are all within acceptable limits, as they ranged between (0.8307-0.9027). It is a good indicator and indicates the stability of the scale, as the results showed a high stability of the strategic leadership variable.

- From Table (2), we see that the value of the Alpha Cronbach coefficient for all dimensions has a coefficient greater than (0.70), and this indicates that the reliability and reliability coefficient of the measurement tool has a high degree of stability.
- It appears through the values of the external bifurcations of the scale questions for the strategic entrepreneurship variable that are close to greater than the acceptable minimum limits of (0.70), as the external bifurcation values ranged between (0.496-0.961), which indicates that the data on the strategic entrepreneurship variable are characterized by stability and reliability. Suitable for conducting subsequent statistical analyses, as all of them exceeded the significant values of the ramifications, which is a good indicator. It should be noted here that some of the questions had ramifications less than (0.70), and because they were significant, when deleting them, the researcher found that they did not affect the validity of the model. Based on this result, they were kept within the form.
- Table (2) shows the values of the extracted average variance (AVE) for the strategic entrepreneurship variable, as it is clear that all of them are acceptable because all dimensions are greater than (0.50), as they all indicate asymptotic validity, which is a good indicator.

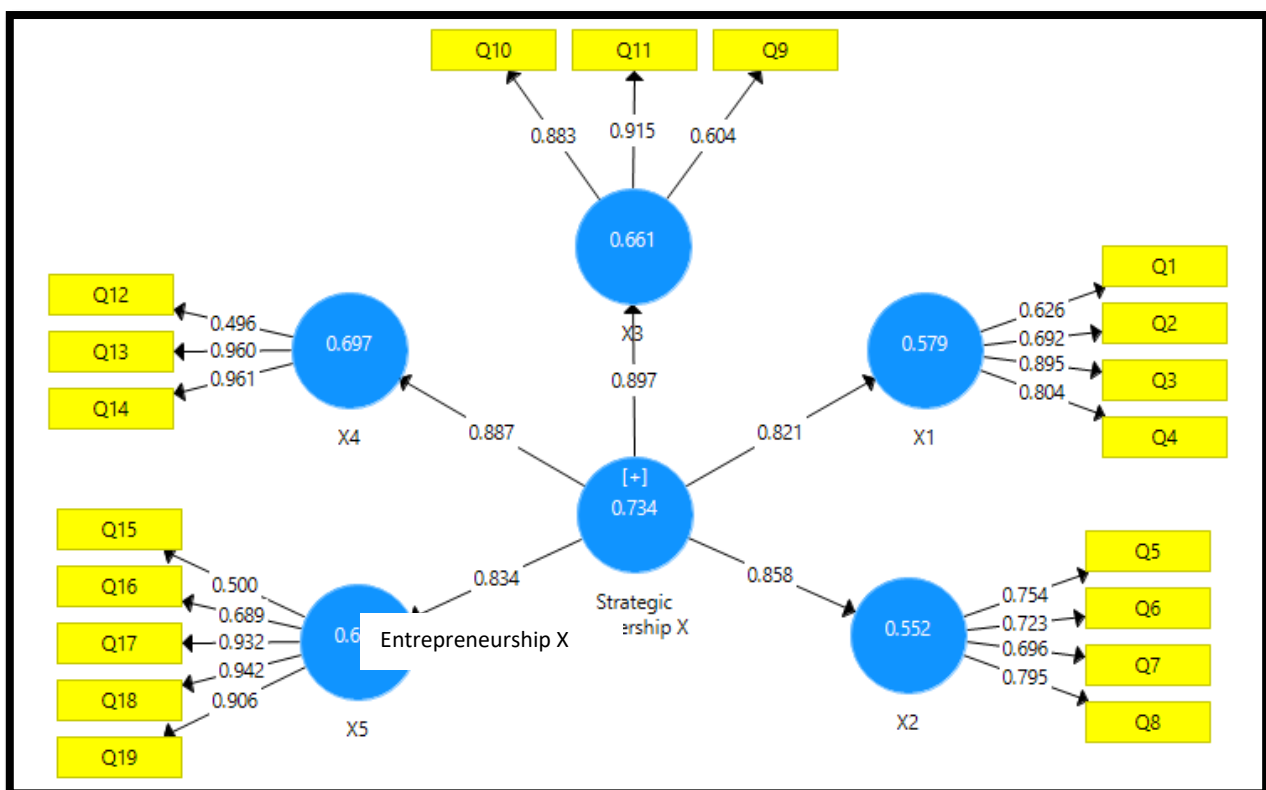


Figure (1) The measurement model for the strategic entrepreneurship variable



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Note: The numbers in the arrows represent the outer dendrites, while the numbers in the circles represent the extracted mean variance (AVE) values.

Table (2) statistical indicators of the strategic entrepreneurship variable

No.	Dimensions	Paragraphs	Bifurcations	Cronbach Alpha	Composite stability CR	AVE
1	Continuous innovation X	Q1	0.626	0.7500	0.8440	0.579
		Q2	0.692			
		Q3	0.895			
		Q4	0.804			
2	Entrepreneurial mindset X2	Q5	0.754	0.7280	0.8307	0.552
		Q6	0.723			
		Q7	0.696			
		Q8	0.795			
3	Proactive behaviorx3	Q9	0.604	0.7304	0.8502	0.661
		Q10	0.883			
		Q11	0.915			
4	RISKX4	Q12	0.496	0.7449	0.8652	0.697
		Q13	0.960			
		Q14	0.961			
5	Creating VALUEX5	Q15	0.500	0.8555	0.9027	0.660
		Q16	0.689			
		Q17	0.932			
		Q18	0.942			
		Q19	0.906			

Source: Prepared by the researcher based on SmartPLS software

B. Evaluation of the quality and conformity of questions of the strategic innovation variable

We see through Table (3) and Figure (2) the external ramifications and the Vakronbach coefficient for the questions of the strategic innovation variable, which consists of four basic dimensions consisting of (23) items, as the model will be tested within the following indicators:

- Table (3) shows the composite reliability values (CR) for the strategic innovation variable, which are all within acceptable limits, as it ranged between (0.8619-0.9129), which is a good indicator, as the results showed a high reliability of the research scale questions for the strategic innovation variable.

- The results showed that the value of the Alpha Cronbach coefficient ranged between (0.7995-0.8839), as it is clear that it is greater than (0.70), and this indicates that the coefficient of validity and reliability of the measurement tool has a high degree of acceptance and stability.
- It appears through the values of the external bifurcations of the scale questions of the strategic innovation variable, as their values ranged between (0.284-0.909), which indicates that the data for the strategic innovation variable are characterized by stability and reliability and are suitable for conducting subsequent statistical analyzes, as all of them exceeded the significant values of the bifurcation, which is a good indicator, and it should be noted here that some of the questions had ramifications of less than (0.70), and because they were significant, and when deleting them, the researcher found that they did not affect the validity of the form. Based on this result, they were kept within the form.
- We also note the values of the extracted average variance (AVE) for the strategic innovation variable, as it turns out that all of them are acceptable, as they ranged between (0.549-0.715), which is greater than the value (0.50), as they all indicate the convergent validity of the dimensions, which is a good indicator.

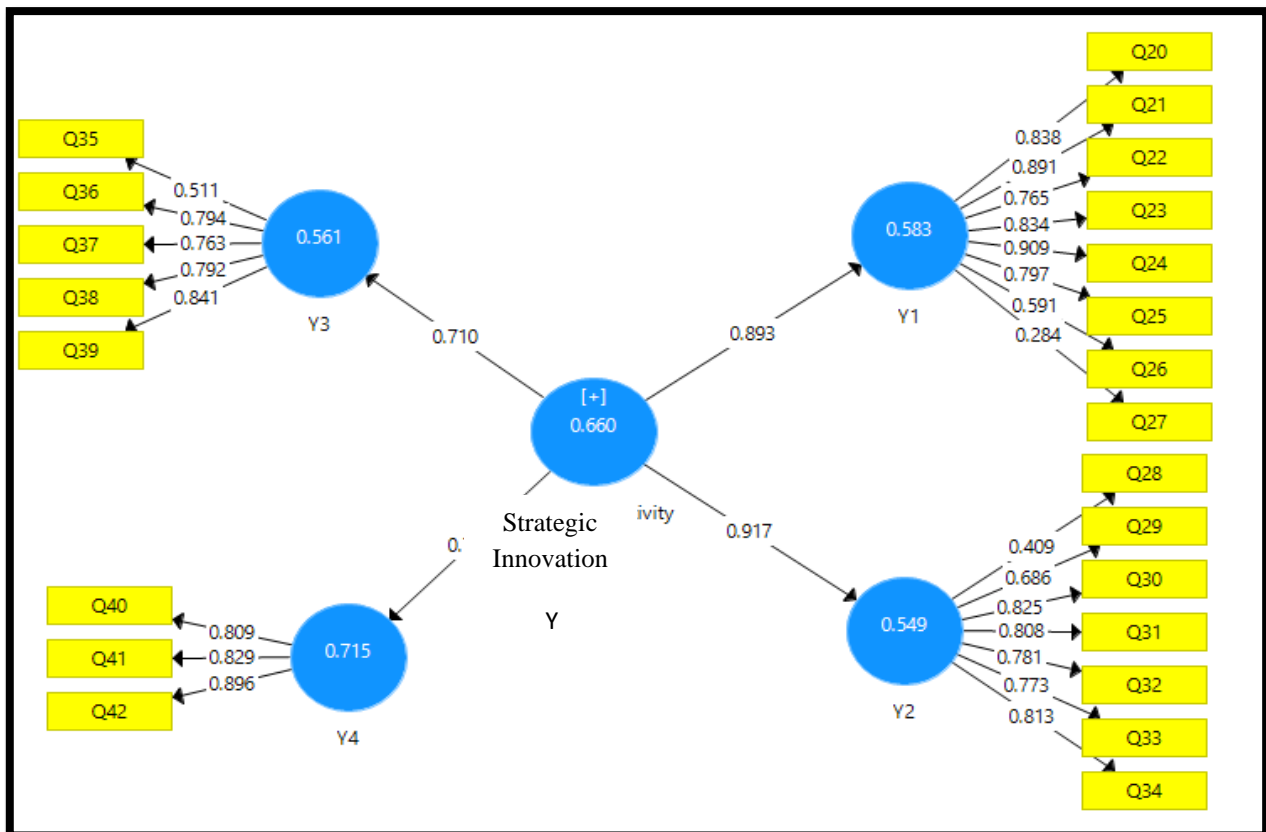


Figure (2) Measurement model for the strategic innovation variable

Source: Prepared by the researcher based on SmartPLS software

Note: The numbers in the arrows represent the outer dendrites, while the numbers in the circles represent the extracted mean variance (AVE) values.



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Table (3) Statistical indicators of the strategic innovation variable

N	Dimensions	Paragraphs	Bifurcations	Cronbach Alpha	Compound stability	AVE
1	Organizational readiness	Q20	0.838	0.8839	0.9129	0.583
		Q21	0.891			
		Q22	0.765			
		Q23	0.834			
		Q24	0.909			
		Q25	0.797			
		Q26	0.591			
	Q27	0.284				
2	Business skills	Q28	0.409	0.8549	0.8915	0.549
		Q29	0.686			
		Q30	0.825			
		Q31	0.808			
		Q32	0.781			
		Q33	0.773			
	Q34	0.813				
3	Disciplined execution	Q35	0.511	0.7995	0.8619	0.561
		Q36	0.794			
		Q37	0.763			
		Q38	0.792			
		Q39	0.841			
4	Strategic paving	Q40	0.809	0.8005	0.8825	0.715
		Q41	0.829			
		Q42	0.896			

Source: Prepared by the researcher based on SmartPLS software

. Descriptive analysis

This research attempts to describe and diagnose the opinions of the research sample about its adopted variables, as well as presenting the data shown by the questionnaire and analyzing the sample responses regarding the independent variable, strategic entrepreneurship and its dimensions (continuous innovation X1, entrepreneurial mindset X2, proactive behaviour X3, risk X4, value creation X5), and the dependent variable, which is strategic innovation and its dimensions (organizational readiness Y 1, work skills Y 2, disciplined implementation Y 3, strategic alignment Y 4). Frequency distribution tables for the research variables were prepared and



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approved for the purposes of the statistical analysis process to obtain the weighted arithmetic means, standard deviations, and percentage weights to find out the intensity of the response achieved from the point of view of the sample members, and the hypothetical arithmetic mean of (3) was relied upon as an average measurement and evaluation tool for the degree obtained and related to the responses of the sample members.

- Description and diagnosis of the independent variable (strategic entrepreneurship X)

We see through table (4) the descriptive statistics of the independent research variable (strategic entrepreneurship), noting that the hypothetical arithmetic mean of the scale of (3) was mainly used to know the extent to which the research sample was aware of the research variables: The following is a detailed explanation of the opinions of the research sample about the dimensions of strategic entrepreneurship:

- **Continuous Innovation X1:** It is noted from the results of Table (4) that the weighted arithmetic mean of the continuous innovation dimension was (3.550) with a standard deviation of (1.14) and a coefficient of difference (0.32). For the research sample (71%), this indicates that after (continuous innovation). We see in this table that the weighted arithmetic mean of all items of continuous innovation is higher than the hypothetical arithmetic mean of (3). Paragraph (2) obtained the highest weighted arithmetic mean, as it reached (3.69), with a standard deviation (1.13), a coefficient of variation (0.30), and the intensity of the answer (70.8%), which indicates the consistency of the research sample's answers to this paragraph, compared to the rest of the dimensions. While paragraph (4) got the lowest weighted arithmetic mean, it reached (3.36), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.16), a coefficient of difference (0.35), and the intensity of the answer (67.2%), which means that the management of the organization encourages workers who provide creative ideas.
- **Entrepreneurial mentality X2:** The weighted arithmetic mean of the entrepreneurial mentality dimension was (3.45). The value of the arithmetic mean is higher than the hypothetical mean, and this indicates possession of the skills that enable identifying opportunities and making use of them to the maximum extent and overcoming failures and learning from them.). It indicates the views of the research sample regarding the aforementioned dimension. The intensity of the answer for the research sample individuals was (69.1%), and this indicates that the entrepreneurial mentality dimension is one of the clear dimensions of the research sample individuals as it is one of the important dimensions of strategic leadership. Through the table, we also see that the weighted arithmetic mean of all items of the entrepreneurial mentality dimension is higher than the hypothetical arithmetic mean of (3). Paragraph (3) obtained the highest weighted arithmetic mean, reaching (3.67), with a standard deviation of (1.11), a coefficient of variation (0.30), and intensity The answer is (73.4%), which indicates the consistency of the research sample's answers to this paragraph. While paragraph (1) got the lowest weighted arithmetic mean, it reached (3.24), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.33), a coefficient of difference (0.32), and the intensity of the answer (64.8%), and this indicates that the ideas of the workers are The foundation of knowledge marketing.



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- **Proactive Behaviour X3:** Respondents were asked three items in this dimension. It appears from Table (4) that the weighted arithmetic mean of all items after the proactive behaviour was higher than the hypothetical arithmetic mean of (3). Paragraph (1) obtained the highest weighted arithmetic mean, reaching (3.92), with a standard deviation of (0.98), and a coefficient of difference (0.98). 0.25) and the intensity of the answer (78.4%), which indicates the consistency of the research sample's answers to this paragraph. The total weighted arithmetic mean of the proactive behaviour dimension was (3.547) with a standard deviation of (1.11) and a coefficient of difference (0.31). Which means the management of the organization seeks through its experience to solve problems before they occur, and act in advance in order to control future situations.
- **risk x4:** The weighted arithmetic mean of the risk dimension was (3.44). The value of the arithmetic mean is higher than the hypothetical mean, and this indicates the strong interest of the organization in the process of identifying, evaluating and experimenting with potential opportunities and strategies that help in building and developing business. This is supported by the value of the standard deviation was (1.20), as It indicates the convergence of the views of the research sample regarding the aforementioned dimension, and the intensity of the answer was (68.7%). It is noted in this table that the weighted arithmetic mean for all paragraphs of the risk dimension is higher than the hypothetical arithmetic mean of (3), and paragraph (1) has the highest mean The arithmetic is weighted, as it reached (3.70), with a standard deviation (1.31), a coefficient of difference (0.36), and the intensity of the answer (74%), which indicates the consistency of the research sample's answers to this paragraph, while paragraph (2) got the lowest weighted arithmetic mean, as it amounted to (3.29), which is higher than the hypothetical arithmetic mean (3), with a standard deviation (1.14), a coefficient of variation (0.35), and the intensity of the answer (65.8%).
- **Value creation x5:** Five paragraphs were presented to the respondents in this dimension. It appears from Table (4) that the weighted arithmetic mean for all paragraphs after value creation was higher than the hypothetical arithmetic mean of (3). Paragraph (1) obtained the highest weighted arithmetic mean, reaching (3.79), with a standard deviation of (1.27), and a coefficient of variation (0.34) and the intensity of the answer (75.8%), which indicates the consistency of the research sample's answers to this paragraph. In paragraph (2), the lowest weighted arithmetic mean was (3.24), which is higher than the hypothetical arithmetic mean (3), with a standard deviation (1.16), a coefficient of variation (0.36), and the intensity of the answer (64.8%), and this indicates that there is a great demand for services new knowledge of the organization. While the total weighted arithmetic mean for the value creation dimension was (3.52) with a standard deviation of (1.19) and a coefficient of difference (0.34). It indicates that the dimension of value creation is one of the clear dimensions of the sample. It signifies that the organization operates on behaviours and standards that lead to superior results.

At the macro level, the strategic entrepreneurship variable achieved a weighted arithmetic mean of (3.50). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, which means, in actual terms, the strength of the availability of the dimensions of strategic entrepreneurship in the research community organizations, and what supports this is that the



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standard deviation reached (1.17), which is a small value indicating the convergence of the answers of the research sample regarding strategic leadership. The intensity of the answer was (70%).

Table (4) Description and diagnosis of strategic entrepreneurship

	Questions	Arithmetic mean	Severity of the answer	Standard deviation	Coefficient of variation
1	Q1	3.64	%72.8	1.16	0.32
2	Q2	3.69	%73.8	1.13	0.30
3	Q3	3.51	%70.2	1.12	0.32
4	Q4	3.36	%67.2	1.16	0.35
x1	Continuous innovation X1	3.550	%71.0	1.14	0.32
1	Q5	3.24	%64.8	1.33	0.41
2	Q6	3.55	%71.0	1.15	0.32
3	Q7	3.67	%73.4	1.11	0.30
4	Q8	3.35	%67.0	1.14	0.34
x2	Entrepreneurial mindset X2	3.45	%69.1	1.19	0.35
1	Q9	3.92	%78.4	0.98	0.25
2	Q10	3.45	%69.0	1.11	0.32
3	Q11	3.27	%65.4	1.13	0.34
x3	Proactive behavior X3	3.547	%70.9	1.11	0.31
1	Q12	3.70	%74.0	1.31	0.36
2	Q13	3.29	%65.8	1.14	0.35
3	Q14	3.32	%66.4	1.12	0.34
x4	Risk X4	3.44	%68.7	1.20	0.35
1	Q15	3.79	%75.8	1.27	0.34
2	Q16	3.24	%64.8	1.16	0.36
3	Q17	3.54	%70.8	1.13	0.32
4	Q18	3.54	%70.8	1.11	0.31
5	Q19	3.47	%69.4	1.20	0.35
x5	Value creation X5	3.52	%70.3	1.19	0.34
X	Strategic entrepreneurship	3.50	%70.0	1.17	0.33

Source: Prepared by the researcher based on Excel

Table (5) shows the arrangement of the dimensions of strategic entrepreneurship based on the relative importance. The dimension of continuous innovation, X1, ranked first in terms of relative importance, reaching (71%), and came second after the proactive behavior, as the relative importance reached (70.9%). Continuous, it ranked third with a relative importance of (70.3%), followed by the fourth, after the entrepreneurial mentality X2, with a relative importance of



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(69.1%), and after risk X4, it ranked fifth and last with a relative importance of (68.7%).

Table (5) Ranking the importance of strategic leadership

Dimensions	Weighted arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Rankings
Continuous innovation X1	3.550	1.14	0.32	%71	The first
Entrepreneurial X2 mindset	3.45	1.19	0.35	%69.1	The fourth
Proactive behavior X3	3.547	1.11	0.31	%70.9	The second
Risk X4	3.44	1.20	0.35	%68.7	The fifth
Value creation X5	3.52	1.19	0.34	%70.3	The third
Overall average	3.50	1.17	0.33	%70.0	

Source: Prepared by the researcher based on Excel

• **Description and diagnosis of the dependent variable (strategic innovation Y)**

Through table (6), we see that the descriptive statistics of the adopted research variable (strategic innovation), noting that the hypothetical arithmetic mean of the scale of (3) was relied on mainly to know the extent of the research sample's awareness of the research variables, as shown below:

* **Y1 Organizational Readiness:** Respondents were asked eight items in this dimension. It appears from Table (6) that the weighted arithmetic mean for all paragraphs after organizational readiness was higher than the hypothetical arithmetic mean of (3). Paragraph (2) obtained the highest weighted arithmetic mean, reaching (3.51), with a standard deviation of (1.17), and a coefficient of variation (0.333) and the intensity of the answer (70.2%), which indicates the consistency of the research sample's answers to this paragraph. In paragraph (6), the lowest weighted arithmetic mean was (3.25), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.23), a coefficient of difference (0.38), and the intensity of the answer (0.0%), and this indicates that the organizational structure of the organization It is flexible that supports strategic innovation processes. While the total weighted arithmetic mean of the organizational readiness dimension was (3.36) with a standard deviation of (1.14) and a coefficient of difference (0.34). This indicates that the organizational readiness dimension is one of the clear dimensions for the sample members. This indicates that after organizational readiness, the members of the organization have a psychological and behavioral readiness to implement organizational change.

* **Work skills Y2:** We see from Table (6) that the total weighted arithmetic mean for the work skills dimension was (3.38) with a standard deviation of (1.15) and a coefficient of difference (0.34). It was found that the weighted arithmetic mean is greater than the mean of the measurement tool. The intensity of the answer for the research sample individuals was (67.6%), and this indicates that the work skills dimension is one of the clear dimensions for the research



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sample individuals as it is one of the important dimensions of work skills, as it indicates that the sample is convinced of the interest of those in charge of obtaining new technology related to their fields of work and that they see There is a new direction by the colleges in order to expand their work. It is noted from table (6) that the weighted arithmetic mean for all items after work skills was higher than the hypothetical arithmetic mean of (3). Paragraph (3) obtained the highest weighted arithmetic mean, reaching (3.71), with a standard deviation of (1.15), and a coefficient of variation (0.31) and the intensity of the answer (74.2%), which indicates the consistency of the research sample's answers to this paragraph.

* **Disciplined implementation Y3:** The weighted arithmetic mean of the disciplined implementation dimension was (3.59). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, and this indicates that the organization possesses a set of skills prepared to implement innovative ideas directed towards increasing the chances of success and providing the final solution to meet the needs of workers. The sample answers were distinguished Concerning this dimension with a kind of convergence, this is supported by the value of the standard deviation was (1.17), which indicates the convergence of the views of the research sample regarding the aforementioned dimension. The intensity of the answer was (71.8%). It is noted in this table that the weighted arithmetic mean for all paragraphs after implementation The discipline is higher than the hypothetical arithmetic mean of (3). Paragraph (5) obtained the highest weighted arithmetic mean, as it amounted to (3.73), with a standard deviation of (1.19), a coefficient of difference (0.32), and the intensity of the answer (74.6%), which indicates the consistency of the answers of the research sample. On this paragraph, while paragraph (4) obtained the highest weighted arithmetic mean, it amounted to (67.2%), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.21), a coefficient of difference (0.36), and the intensity of the answer (67.2%), and this indicates The organization is working on preparing training programs that lead to the development of the innovation process.

* **Strategic paving Y4:** The weighted arithmetic mean of the strategic paving dimension was (3.41) with a standard deviation of (1.14) and a coefficient of difference (0.33). This indicates that the dimension of strategic alignment is one of the clear dimensions of the sample, as it indicates the involvement of the senior leadership team and key stakeholders in developing the organization's common vision and moving forward. While the arithmetic mean of all paragraphs after the strategic alignment is higher than the hypothetical arithmetic mean (3), as paragraph (1) obtained the highest weighted arithmetic mean, as it reached (3.67) with a standard deviation (1.13), a coefficient of difference (0.31), and the intensity of the answer (73.4%) in While paragraph (3) obtained the lowest weighted arithmetic mean, it reached (3.09), which is higher than the hypothetical arithmetic mean (3), with a standard deviation (1.12), a coefficient of difference (0.36), and the intensity of the answer (61.8%).

At the macro level, the strategic innovation variable achieved a weighted arithmetic mean of (3.42). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, which means in actual terms the strength of the availability of strategic innovation dimensions in the research community organizations, and what supports this is that the standard deviation amounted to (1.15), which is A small value indicates the convergence of the answers of the research sample regarding the aforementioned variable, and the intensity of the response was (68.5%).

Table (6) Description and diagnosis of Strategic Innovation Y



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	Questions	Arithmetic mean	Severity of the answer	Standard deviation	Coefficient of variation
1	Q20	3.38	%67.6	1.14	0.34
2	Q21	3.51	%70.2	1.17	0.333
3	Q22	3.20	%64.0	1.17	0.37
4	Q23	3.36	%67.2	1.11	0.33
5	Q24	3.45	%69.0	1.19	0.35
6	Q25	3.25	%65.0	1.23	0.38
7	Q26	3.46	%69.2	1.05	0.30
8	Q27	3.26	%65.2	1.08	0.331
Y1	Organizational readiness Y 1	3.36	%67.2	1.14	0.34
1	Q28	3.26	%65.2	1.13	0.35
2	Q29	3.35	%67.0	1.08	0.32
3	Q30	3.71	%74.2	1.15	0.31
4	Q31	3.14	%62.8	1.16	0.37
5	Q32	3.51	%70.2	1.12	0.32
6	Q33	3.22	%64.4	1.18	0.37
7	Q34	3.46	%69.2	1.13	0.33
Y2	Business skills Y 2	3.38	%67.6	1.15	0.34
1	Q35	3.57	%71.4	1.20	0.34
2	Q36	3.60	%72.0	1.12	0.31
3	Q37	3.70	%74.0	1.13	0.31
4	Q38	3.36	%67.2	1.21	0.36
5	Q39	3.73	%74.6	1.19	0.32
Y3	Disciplined execution Y 3	3.59	%71.8	1.17	0.327
1	Q40	3.67	%73.4	1.13	0.31
2	Q41	3.09	%61.8	1.12	0.36
3	Q42	3.48	%69.6	1.11	0.32
Y4	Strategic paving Y 4	3.41	%68.3	1.14	0.335
Y	Strategic innovation Y	3.42	%68.5	1.15	0.34

Source: Prepared by the researcher based on Excel

Table (7) shows the arrangement of the dimensions of strategic innovation based on relative importance. The disciplined implementation dimension ranked first in terms of relative importance, amounting to (71.8%), and came second after the strategic arrangement, as the relative importance reached (68.3%), while the skills dimension Work ranked third in terms of



relative importance, amounting to (67.6%), and after organizational readiness, it ranked fourth and last, with relative importance amounting to (67.2%).

Table (7) Ranking the importance of Strategic Innovation

Dimensions	Weighted arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Rankings
Organizational readiness Y1	3.36	1.14	0.34	%67.2	The fourth
Work skills Y2	3.38	1.15	0.34	%67.6	The third
Disciplined execution Y3	3.59	1.17	0.327	%71.8	The first
Strategic paving Y4	3.41	1.14	0.335	%68.3	The second
Overall average	3.42	1.15	0.34	%68.5	

Source: Prepared by the researcher based on Excel

3- Hypotheses Test:-

- The main hypothesis: **(There is no significant influence relationship for strategic leadership in strategic innovation).**

In Table (8) and Figure (3), we note the statistical indicators for testing hypotheses between strategic entrepreneurship and strategic innovation. The calculated t-value of the estimated model was achieved (40.3004) at a significant level (0.000), and this indicates that the marginal tendency of the strategic entrepreneurship variable is significant. There is a significant influence relationship of strategic leadership in strategic innovation. As we can see from the table, the value of the marginal propensity coefficient for the strategic entrepreneurship variable was (0.864), and this indicates that increasing the strategic entrepreneurship variable by one unit will lead to an increase in strategic innovation by (86.4%). The results also showed that the effect size (f^2) of the variable of strategic entrepreneurship was large, as it recorded a value of (2.9551), which is greater than (0.35), and it is a good indicator evident through the value of the interpretation coefficient, which amounted to (0.7472), meaning that the variable of strategic entrepreneurship is able to explain (74.72%) of the changes that occur in strategic innovation, while the remaining percentage is related to other variables that are not included in the research model.

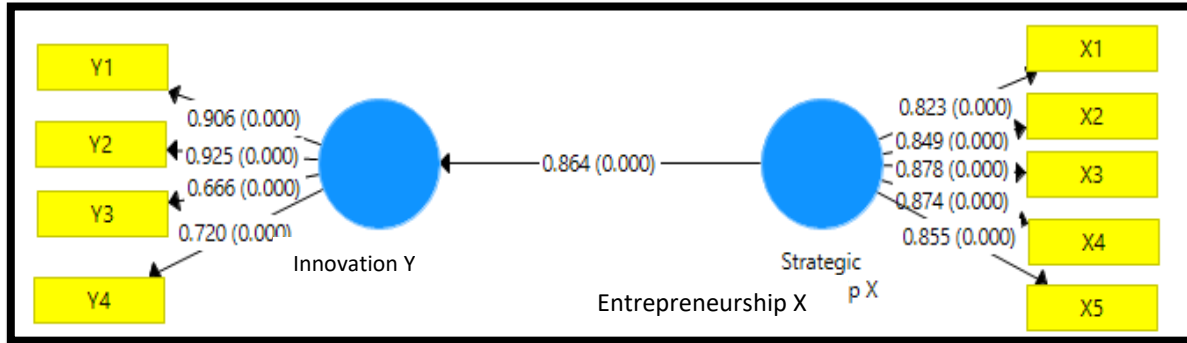


Figure (3) Model Of The Impact Of Strategic Entrepreneurship In Promoting Strategic Innovation

Source: Prepared by the researcher based on SmartPLS software

Table (8) Estimates of the impact model of strategic entrepreneurship in promoting strategic innovation

The independent variable	The dependent variable	Impact value The valueB	Calculated t	Moral level	R^2	F^2
Strategic leadership	Strategic innovation	0.864	40.3004	0.000	0.7472	2.9551

Source: Prepared by the researcher based on SmartPLS software

The Third Topic: Conclusions And Recommendations

A- Conclusions

The most important conclusions reached by the current research in the field, resulting from the statistical analysis, describing the research variables, diagnosing them, and testing its hypotheses, included the following:

- 1- It is clear from the description of the research sample that the researched organizations rely heavily on males in terms of gender because of the masculine nature of societies in developing countries, including the research sample.
- 2- From the description of the research sample, it is clear that the researched organizations rely heavily on youth from the ages of 30-49, as the percentage reached 93%, which gives vitality and activity to perform the tasks assigned to them.
- 3- It appears clearly from the description of the research sample that the organizations surveyed depend heavily on holders of primary university degrees, including a bachelor's degree, as their percentage reached 50%, and the percentage of holders of higher degrees was a low percentage, as the percentage of master's degrees reached 20%, while the percentage of holders of doctoral degrees reached only 20% and this is one of the negative indicators in the surveyed environment



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4- The description of the research sample showed that the surveyed organizations had a period of service confined between less than 10 years and up to 16 years, at a rate of 97%, and this indicates the recent establishment of these organizations.

5- The dimension of continuous innovation, which is one of the dimensions of the independent variable strategic entrepreneurship, obtained the highest percentage of the rest of the dimensions, with a relative importance of 71%, which indicates that the researched organizations attach great importance to this dimension, which is a good indicator. To come after it, successively, in relative importance, after continuous innovation, and after the innovative mentality, respectively.

6- While the disciplined implementation dimension came in the first place within the dimensions of the dependent variable, which is the strategic innovation, as it got 71.8% of the relative importance, while the dimension of the strategic paving came in the second place of relative importance, reaching 68.3%, while the rest of the dimensions came in succession in terms of The relative importance of both the job skills dimension and the organizational readiness dimension, and this is a good indication that the surveyed organizations attach great importance to the strategic innovation variable.

7- The strength of the impact of the strategic entrepreneurship variable, which is the independent variable, was 84.2% on the dependent variable strategic innovation, which indicates the strength of the impact of this variable on strategic innovation among the surveyed organizations.

8- While the influence of the value creation dimension, which is one of the dimensions of the independent variable strategic entrepreneurship, reached 83.9% in the dependent variable strategic innovation, as it came first in influence, which indicates that the organizations surveyed have an excellent value creation.

9- While the rest of the dimensions came, including the entrepreneurial mentality dimension, the risk-taking dimension, the continuous innovation dimension, and the proactive behavior dimension.

B- Recommendations

In light of the conclusions reached by the research, several ideas came together that can be formulated in the form of recommendations through which other organizations operating in the same sector and the rest of the other sectors can benefit from them to ensure that they obtain distinction, excellence and survival in the business world that is characterized by intense competition and continuous change, and to ensure the provision of resources Efficient and effective human beings to achieve the desired goals.

1- The need to expand the participation of women in the fields of work in society in general, and in particular in the organizations examined, in order to achieve a balance between the groups of society

2- Work to increase the proportion of some of the older age groups to ensure the availability of an element of experience, expertise and knowledge accumulation to ensure that the researched organizations achieve their goals.

3- The need to attract holders of higher degrees, especially holders of a PhD, because of its special importance, as well as the rest of the higher degrees in the work of the researched organizations as educational organizations in order to increase reliability and scientific sobriety.



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4- The need to work to increase the percentage of continuous innovation as one of the dimensions of great importance in contemporary times due to technological developments and other fields of knowledge to ensure the adaptation of the researched organizations within their environment in which they operate.

5- The need to strengthen the dimension of proactive behavior because of its great importance in organizations in general and educational organizations in particular in order to achieve sustainable competitive advantage and outperform the rest of the competing organizations.

6- Work to attract competencies who have an innovative mentality, enhance this dimension and give it the importance it deserves, which is growing daily for its great role in the success of organizations.

7- It is good to have disciplined implementation within the dimensions of strategic innovation because it represents a good level of guaranteeing the completion of innovation efficiently and effectively, and attention must be paid to focusing on strengthening the rest of the dimensions to achieve the purpose for which this variable was found.

8- The need to strengthen the dimension of proactive behavior because it is one of the important dimensions in accomplishing the tasks adopted by organizations, especially educational organizations, in the research environment.

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