


THE IMPACT OF STRATEGY IMPLEMENTATION PRACTICES ON ENTREPRENEURIAL ORIENTATION THROUGH EMOTIONAL INTELLIGENCE / AN APPLIED STUDY AT THE UNIVERSITY OF INFORMATION AND COMMUNICATION TECHNOLOGY – BAGHDAD

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 01 September 2023</p> <p>Accepted 19 December 2023</p> <p>Keywords:</p> <p>Strategic Implementation Practices; Emotional Intelligence; Entrepreneurial Orientation.</p> <div data-bbox="172 994 480 1240" style="text-align: center;">  </div>	<p>Purpose: The current paper aims to reach to verify the existence of the impact of strategic implementation practices and emotional intelligence in the entrepreneurial orientation of the University of Information and Communication Technology in Baghdad.</p> <p>Theoretical Framework: The main purpose of the theoretical framework is to identify all dimensions and variables of strategy implementation practices, entrepreneurship, and emotional intelligence, and thus form a deep scientific vision of the study and its variables.</p> <p>Design/Methodology/Approach: The main tool was to distribute a questionnaire to a sample of (50) of the advanced, intermediate and lower leadership cadres in order to conduct statistical analysis according to the (SPSS v25) program on it.</p> <p>Findings: The results of the statistical analysis of the data that there is an impact relationship between the implementation of the strategy by its exclusion (stakeholder participation, resource mobilization, knowledge development, and culture management), in the entrepreneurial orientation, which confirms that the leadership of the organization in question depends clearly on its capabilities in the correct implementation of the strategies formulated by it.</p> <p>Research, Practical & Social Implications: Three basic variables used in the paper fore dimension used to implementation practices, fore dimensions used for emotional intelligence and one dimension for entrepreneurial orientation.</p> <p>Originality/Value: The contribution of the paper lies in the possibility of implementing Strategies that serve organizations in formulating their entrepreneurial orientation, whose reflection contributes to the success of the research community directly or through different concepts such as emotional intelligence.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i12.4188</p>

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IMPACTO DAS PRÁTICAS DE EXECUÇÃO DA ESTRATÉGIA NA ORIENTAÇÃO DAS EMPRESAS ATRAVÉS DE UM ESTUDO DE INTELIGÊNCIA EMOCIONAL APLICADO NA UNIVERSIDADE DAS TECNOLOGIAS DA INFORMAÇÃO E DA COMUNICAÇÃO – BAGDAD

RESUMO

Objetivo: Este documento visa verificar a existência do impacto das práticas estratégicas de implementação e da inteligência emocional na orientação empresarial da Universidade de Tecnologias da Informação e da Comunicação em Bagdade.

Quadro Teórico: O principal objetivo do quadro teórico é identificar todas as dimensões e variáveis das práticas de implementação de estratégias, empreendedorismo e inteligência emocional, formando assim uma visão científica aprofundada do estudo e das suas variáveis.

Design/Metodologia/Abordagem: O principal instrumento consistia em distribuir um questionário a uma amostra de (50) categorias de gestão avançadas, intermediárias e inferiores para efetuar a análise estatística de acordo com o programa (SPSS v25) do programa.

Conclusões: Os resultados da análise estatística dos dados indicam que existe uma relação de impacto entre a aplicação da estratégia pela sua exclusão (participação de grupos de interesses, mobilização de recursos, desenvolvimento de conhecimentos e gestão cultural) na orientação empresarial, o que confirma que a liderança da organização em questão depende claramente das suas capacidades na correta aplicação das estratégias por ela formuladas.

Implicações Práticas, Sociais e de Investigação: três variáveis básicas utilizadas na dimensão da mão de obra utilizada para práticas de execução, dimensões da força utilizada para a inteligência emocional e uma dimensão para a orientação empresarial.

Originalidade/Valor: A contribuição do trabalho é a possibilidade de implementar estratégias que sirvam organizações na formulação de sua orientação empresarial, cuja reflexão contribua para o sucesso da comunidade de pesquisa diretamente ou através de diferentes conceitos como inteligência emocional.

Palavras-chave: Práticas Estratégicas de Implementação, Inteligência Emocional, Orientação Comercial.

EL IMPACTO DE LAS PRÁCTICAS DE IMPLEMENTACIÓN DE ESTRATEGIAS EN LA ORIENTACIÓN EMPRESARIAL A TRAVÉS DE LA INTELIGENCIA EMOCIONAL/UN ESTUDIO APLICADO EN LA UNIVERSIDAD DE TECNOLOGÍAS DE LA INFORMACIÓN Y LA COMUNICACIÓN – BAGDAD

RESUMEN

Propósito: El presente trabajo tiene como objetivo verificar la existencia del impacto de las prácticas de implementación estratégica y la inteligencia emocional en la orientación empresarial de la Universidad de Tecnologías de la Información y la Comunicación en Bagdad.

Marco Teórico: El objetivo principal del marco teórico es identificar todas las dimensiones y variables de las prácticas de implementación de estrategias, emprendimiento e inteligencia emocional, y así formar una visión científica profunda del estudio y sus variables.

Diseño/Metodología/Enfoque: La herramienta principal fue distribuir un cuestionario a una muestra de (50) cuadros directivos avanzados, intermedios e inferiores para realizar análisis estadísticos de acuerdo al programa (SPSS v25) sobre el mismo.

Hallazgos: Los resultados del análisis estadístico de los datos indican que existe una relación de impacto entre la implementación de la estrategia por su exclusión (participación de los grupos de interés, movilización de recursos, desarrollo de conocimiento y gestión de la cultura), en la orientación empresarial, lo que confirma que el liderazgo de la organización en cuestión depende claramente de sus capacidades en la correcta implementación de las estrategias formuladas por ella.

Implicaciones Prácticas, Sociales y de Investigación: Tres variables básicas utilizadas en la dimensión de la fuerza de trabajo utilizada para las prácticas de implementación, dimensiones de la fuerza utilizadas para la inteligencia emocional y una dimensión para la orientación empresarial.

Originalidad/Valor: El aporte del trabajo radica en la posibilidad de implementar Estrategias que sirvan a las organizaciones en la formulación de su orientación emprendedora, cuya reflexión contribuya al éxito de la comunidad investigadora directamente o a través de diferentes conceptos como la inteligencia emocional.

Palabras clave: Prácticas de Implementación Estratégica, Inteligencia Emocional, Orientación Empresarial.

INTRODUCTION

Organizations are currently seeking to achieve success in all the practices and processes they undertake when implementing their formulated strategies to achieve their goals and to help them survive and reach the stage of leadership over their peers, and this will only be achieved by addressing weaknesses and facing challenges that may prevent the implementation of strategies and lead to its failure. These goals are what strategic managers seek, who must have a high degree of awareness, science, scientific knowledge, applied skills, and high administrative capabilities and competencies to deal with strategic practices. interconnection and integration. In order to achieve the effective implementation of the strategy, researchers and administrators tend to the need to know and identify the challenges and problems that organizations suffer and focus on the practices of implementing the strategy and how to develop it. (Al-Salem, 2014:222). Which is one of the most important stages of strategy formulation (Abdul Latif, 31: 2017). The researchers focused on the practices of (stakeholder participation, resource mobilization, knowledge development, culture management), each of which is an important requirement for the implementation of the strategy. On the other hand, the subject of emotional intelligence has emerged as an important component for managers in implementing the strategy of their organizations, as feeling plays a major role in the lives of individuals, that is, it helps them to respond adaptively to environmental demands and opportunities, deal with persistent challenges, and adapt to the environment (Koole & Aldao, 2015: 2-3).). Emotional intelligence contributes to improving relationships with people and gaining their respect by acting with integrity (Sfetcu, 2020:6). This means that emotional intelligence has an active role in influencing employees in the organization and thus in achieving the organization's entrepreneurial direction, which the current research is concerned with verifying the impact of each of the strategy implementation practices and emotional intelligence in it, where the research is done in four entrepreneurial directions agreed upon by the researchers, namely (creativity, accepting risk , competitive offensive, proactive) to reach a number of conclusions and recommendations related to the subject of the research.

LITERATURE REVIEW

Implementation of the Strategy

The implementation of the strategy is the stage in which the strategic management is prepared administratively and functionally through coordination and integration between functions and the various organizational units to draw a general framework for the

implementation of the strategy and provide an appropriate structure to ensure that the planned plan is put into practice (Al-Galbi and Hoshan, 2018: 63). The implementation of the strategy for the organization is as critical as or even more important than the formulation of the strategy itself (Lavu & Maina, 2019:33). Therefore, the implementation of the strategy requires preparing the process in terms of planning, coordinating and monitoring the actions taken by the employees, and it also requires that the management of the organization be able to Resolve emerging problems quickly and make necessary changes in strategy (Bilgin et al, 2016:411). There is no doubt that strategic planning is important, but the formulated strategies must also be implemented, otherwise the entire planning phase becomes worthless, and although formulating the strategy is difficult, making it work (i.e. 'implementing it') throughout the organization is even more difficult (Cater &, Danijel, 2010:208).

The concept of strategy implementation

The strategy implementation process is one of the important stages of strategic management in translating the general visions and objectives into practical reality. While the implementation of the strategy refers to the task of considering what is required to make the strategy work in order to reach the target performance that achieves the desired goals of the organization (Hosseiny et al., 2016: 269). The strategy implementation process has been defined as a set of practices, activities and events that are practiced to put strategies into practice through executive programs, budgets, and procedures (Samuel, & Peter, 1997, p139).

Strategy implementation is also defined as a multifaceted, changing and iterative process in which managers and employees carry out a number of decisions and tasks, which are influenced by different organizational and environmental factors and designed to achieve strategic objectives (Alharthy, 2017: 36). Others defined it as the process in which management is able to translate the formulated strategy into action procedures within the framework of building planning systems, allocating material and human resources, personnel and incentive systems, organizational structure, management information systems, leadership and strategic performance evaluation systems (Al-Salem, 2005: 222).

Success factors for implementing the strategy

Implementation of the strategy is not attained once the administration determines how the objectives will be accomplished, as the implementation of the strategy is related to several factors, including the organizational structure, the implementation methods used and the

availability of human resources (Abu Qahf, 2002: 320). Researchers have argued that the main reason for strategy implementation failure is that executives and supervisors do not have practical models to guide their actions during implementation. Without appropriate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed simultaneously to make implementation effective. 10% of well formulated strategies are executed effectively and it is better to adopt a less than excellent strategy that is fully executed than to formulate an excellent strategy that is never or only partially implemented (Hosseiny & et all, 2016: 268).

Studies have shown that 70% of the failures of executives were not the result of a weak strategy, but to its ineffective implementation, and if the formulation of the strategy is more determined by environmental conditions, then the implementation of the strategy depends on the environment of the organization, the quality of management, the efficiency of business operations, the culture of the organization and others Therefore, the question of how to effectively implement a strategy to achieve the planned objectives is what must be asked (Boiko, 2013: 73).

Through the foregoing, the implementation of the strategy, no matter how tightly formulated, requires the achievement of multiple factors by taking into account several considerations to avoid implementation failure, especially with the internal and external environmental complexities facing the organization, as mentioned by the researchers as below:

- Preparing the organization: to implement the strategic plan, the most important requirements for the success of this stage are achieved by providing the main ingredients represented in matching the organizational structures of the institution with the requirements of implementing the strategy, developing the prevailing culture in the organization and developing leadership methods in a way that contributes to the success of the strategic implementation and finally ensuring From the efficiency of the information in force between the parts of the organization for the good implementation of the strategy (Bouzidi, 2005: 197).
- Information and knowledge of the strategic plan: The commitment of managers and their assistants to the strategic planning process means that they have a high degree of awareness and knowledge of the importance of planning. The Organization (Maher, 2002: 212).
- Organizational efficiency: Despite the importance of good design of the strategy for its success, mere good design alone is not sufficient to ensure success without a high

efficiency of the organization in the implementation process. The organization may come up with a suitable strategy design, but poor implementation of the strategy leads to failure. Just as bad implementation may lead to the failure of an appropriate strategy, good implementation will not only lead to the success of an appropriate strategy, but may lead to the implementation of an inappropriate strategy (Sulaitin, 2007: 82).

- Preparation of specialized functional policies: One of the basic keys to transforming the strategy that was chosen in ideas and plans into an operational reality is for the organization to define specialized functional policies. which relates to their field of work (Al-Sayyid, 2004, 224).
- Readiness for implementation: The implementation of the strategy requires what the organization can achieve through its readiness for implementation plans that are designed, including a set of activities to achieve a specific goal, and the program ends once this goal is achieved. Programs are a temporary plan that is used for one time. The readiness of budgets considers translating programs into monetary values, and includes making lists of detailed costs for each program for planning and follow-up purposes, such as setting a budget for advertising, another for incentives, and a third for research and development (Al-Abed, 2003: 126).

Strategy implementation practices

The wide-ranging challenges faced by organizations are a natural state given the details of the nature of society and the operating environment, and most of the challenges require actions or practices in four common strategic areas: stakeholder participation, resource mobilization, knowledge development, and culture management. One of the common strategic questions (Dawans and Alter, 2009:9).

Strategy practices distinguish themselves from other areas of strategic management by advocating a shift in focus, i.e., that strategy is not something the company has, or exists in itself, but something strategic managers do (Lowstedt, 2012:9). Managers at all administrative levels of the organization are directly and early in the strategy implementation practices, and also use consultants in strategic management when needed to assist in the implementation process in order to achieve the greatest support for the implementation of the strategy (Yasin, 2002: 154). Implementation requires translating the theoretical orientations and foundations contained in the plan into a specific and accurate vision of the required tasks, their coordination mechanisms, the level of workers' participation, and many other necessary and necessary work

items for the purpose of effective implementation (Al-Galbi and Hoshan, 2018: 63). The strategy implementation practices can be identified in some detail as follows:

- Stakeholder participation: The modern view of the stakeholders in the organization came that they are individuals or groups who have direct contact with the organization and have sufficient bargaining power to directly influence its activities, they are customers, employees, suppliers, shareholders and creditors (Wheelen & et.all, 2018: 108).

Stakeholders represent one of the most important pivots of administrative work through the relationships, work effects and mutual benefits among them on the one hand, and between them and the business organization on the other hand, as well as the repercussions on the business process and its orientation as an integrated whole towards the implementation of the organization's strategy (Al-Anzi, 2007:3). The following figure represents the stakeholders in the organization according to the strategists' point of view:

One of the most important tasks during strategy development is to manage the contradictory (and often competing) demands of the organization's many stakeholders in ways that meet their strategic goals. The organization, which requires the presence of stakeholders for strategic management if the robustness of the strategy is to be ensured, by anticipating and managing stakeholder responses to organizational strategies, actions can be put in place that either benefit from potential positive responses or reduce or eliminate negative responses (Ackermann & Eden, 2011 :180).

- Resource mobilization: The process of resource mobilization has been defined as the process of obtaining resources by using various mechanisms to carry out the work of the organization and to achieve organizational goals. It deals with the necessary resources in a cost-effective manner at the right time. Proper use of acquired resources and thus ensuring their optimal use (Al-Janabi, 2019:47).
- Knowledge development: Knowledge development is considered one of the most important processes that help organizations identify, select, arrange, deliver and transfer important information and specialized knowledge, as knowledge development is a vision-driven business strategy that transformations based on the products and processes of business organizations and is a key factor in the performance of business organizations and their achievement of competitive advantage (Hussain). And knowledge development in organizations needs to be reformulated and enriched in order to become applicable for value generation, and knowledge management practices work

sequentially and integrate among themselves, each of which depends on its predecessor and supports the practice that follows, so most researchers have been working on Drawing these practices in the form of a circle, researchers and theorists in knowledge management differed in the number, arrangement and nomenclature of these practices, although most of them point out that they are the essential processes of sharing knowledge (knowledge production, knowledge storage, knowledge transfer, knowledge application) (Al-Mallah and Saleh, 2012: 188).

- Managing organizational culture: Managing cultures means the ability to change them to suit the data and developments required by changing economic, social and technological conditions, and that the mechanisms for controlling the quality of organizational culture begin with the processes of appointment, administrative practice and various normalization processes, as well as the formation of stories, rituals, symbols and vocabulary for the organization, through these mechanisms employees can be changed who are unable to keep pace with the new culture with others who believe in it, are able or are willing to adhere to it (Al-Qaryouti, 2008:383). In the case of formulating new strategies, there is often an incompatibility between them and the prevailing culture in the organization, so researchers pointed out that Organizations must try to manage the change in the prevailing culture to become more compatible with promising strategic alternatives and with its organizational structure, and they must establish an organizational culture that will achieve the success of the organization (Sulaiten, 2007: 84).

Emotional Intelligence

Despite the important role that technology and technology have in the efficiency and effectiveness of organizations, humanitarian considerations remain a basic pillar for organizations towards success and excellence. Among these human facts was the emergence of the concept of emotional intelligence (Al-Ta'i, 2007: 43).

The concept of emotional intelligence

The concept of intelligence (intelligence) is one of the most psychological concepts around which a discussion revolves between psychologists and users of the results of psychologists studies, such as those responsible for making decisions in various fields. The philosopher (Sheshron) presented the term intelligence as a designation of mental activity on

the basis that the mind or mind is the common characteristic of man (Sachit & Al himyari, 2022) (Al-Zubaidi, 31:2010). 2014: 37).

The writers and researchers have presented multiple definitions of the concept of emotional intelligence since its appearance until now, and the aspects of agreement between them are almost more than the aspects of difference, but some of them focused on being a set of abilities, while the other focused on being a set of personal traits and social and emotional skills (Bazazo, 9). 2010). The term emotional intelligence was defined as the stability of self-efficacy in the emotional context to derive its results in social interactions. It is the ability to have a deep understanding of personal feelings, the ability to express these feelings accurately, to take into account the feelings of others and to accurately predict their reactions, to control emotions and emotions, and to use personal feelings and emotions to facilitate job performance towards constructive activities that will improve the performance of the individual (Madi, 2014: 48).). It is the ability to recognize our own feelings and the feelings of others, to motivate ourselves, and to deal with our emotions well to get the best for ourselves and our relationships (Drigas & Papoutsi, 2018: 4) .. It is also known as the ability to observe the feelings and emotions of individuals and others, distinguish between them and use this information to guide thinking The individual and his actions (Leal & et all, 2021: 2).

It remains to point out the difference between emotional intelligence and mental intelligence. Behavioral scientists in America have noticed that a person's success and happiness in life does not depend on mental intelligence only, but on qualities and skills that may or may not exist in intelligent people. Hence, the scientists called these traits and skills Emotional Intelligence, which is a set of personal qualities, social skills, and emotional skills that enable a person to understand the feelings and emotions of others, so he is more able to rationalize his psychological and social life based on these skills (Al-Zubaidi). , 2010: 55).

The manager's emotional intelligence scale

The subject of measuring emotional intelligence is one of the most prominent and thorny issues around which there has been great controversy and extensive discussion in the scientific research community. As there are different ways to measure or test that concept, and the difference of those methods is due to the difference in its interpretation and how it is defined. What is meant by the difference is whether it is interpreted as a personal trait, mental ability (cognitive) or competence (adequacy), and one of the methods of measuring this concept is the Emotional Competency Test. Competence Inventory (ECI), which is a multi-ranking tool, to

evaluate the performance of managers and leaders and was tested under the supervision of a group of experts at the (Makleland) Center for Research and Innovation in the United States of America. It included (110) questions to measure four basic dimensions (self-understanding, management Self, relationship management, emotional management) which combines two different methods of measurement (self-evaluation), as this scale depends on people's understanding of themselves. (Evaluation of others) The one who evaluates the behavior of the participant is another person who knows and is sufficiently familiar with it (A et al., 2022) (Zahir, 2014: 61).

The researchers have developed the four basic dimensions of emotional intelligence and considered them as a dimension of it, as follows (Drigas & Papoutsis, 2018: 4):

- Self-understanding: It is a person's ability to understand and be aware of his feelings and includes: a) emotional self-understanding (leaders with a high degree of emotional self-understanding often have intuition toward the best choices), and b) self-evaluation (leaders with a high degree of self-understanding , often know their strengths and weaknesses and have accurate self-evaluation, which allows them to seek help (c) self-confidence (which leads to the utilization of strengths and the ability to do difficult tasks).
- Self-management: A person's ability to display and express his feelings in a socially acceptable manner and to control these feelings, including: a) Self-control: (leaders who have the ability to self-control find ways to manage their disturbing feelings and emotions, and direct them in useful ways), b) Transparency (i.e. genuine openness to others regarding their beliefs, feelings and actions, transparent leaders who admit their mistakes and are not afraid to confront others), c) Adaptation: (i.e. the ability to integrate and work in new environments and face challenges).
- Relationship management: This dimension includes: a) Inspiration: (leaders' efficiency in inspiring others, creating responsiveness, and motivating others with a convincing vision towards a common mission), and b) Influencing: (leaders' efficiency in obtaining the participation of those they want, and following the appropriate method of persuasion), and c) the development of others: (the competence of leaders in developing the capabilities of others, and a real interest in understanding their goals, strengths and weaknesses, and providing constructive feedback in a timely manner).
- Emotions management: includes: a) empathy (leaders who have empathy are more likely to feel the feelings of others, whether tangible or intangible, which makes them able to understand well with people of diverse backgrounds and cultures), b)

organizational awareness: (a leader who has that competency , be able to organize a network of social relations, and to read the main power relations, and the unspoken values and rules guiding the behavior of people), c) service orientation: (leaders who enjoy a high degree of service efficiency, create an emotional atmosphere that motivates subordinates who are in contact direct with the client to maintain a good relationship with him and monitor his satisfaction).

Entrepreneurial Orientation

Entrepreneurial orientation is an essential component of the field of entrepreneurship and is used to assess the tendency of an organization to create, change and improve (Roberts, 2010:5). Entrepreneurship is the path of the organization directed to create superior value in the marketplace by increasing creativity to create products and processes that meet the needs of customers better than competitors (Daoud, 2011: 98). In other words, entrepreneurship answers the question of how entrepreneurs can ensure the success of their business, while entrepreneurial orientation refers to the process (Rasheed, 2013: 12). Recognizing the opportunities in which others see chaos or confusion, entrepreneurs consider the entrepreneur the offensive catalyst for change in the business world, the independent thinker who dares to be different in the background of common events (Abas, 2018:683). Also, the entrepreneur is the person who is most aware of the factors that guarantee his success, as he is more skilled than others for having unusual ideas (Mutib and Radhi, 2017: 41). Therefore, the entrepreneurial manager is proactive and looks for opportunities and anticipates the introduction of new products and services before the competitor does so, as he is forward-looking and ready to meet the demands of the future to shape and change the environment (Kumar & et all, 2018: 143).

The concept of entrepreneurial orientation

The concept of the entrepreneurial approach was referred to through different directions. The study (Al-Yasiri and Kamel, 2013: 100) indicated that it is a work strategy and the preparation of practices for those businesses that the organization uses in distinguishing and introducing new projects to the market. As for the study (Al-Hadrawi and Al-Kalabi, 2013: 227), it is a strategy that pushes organizations to achieve a competitive advantage by relying on special activities such as creativity, risk-taking and initiative to enter new markets, seize opportunities and meet the needs and desires of customers. And the study (Arshi, 2016: 2)

considered it as the processes for making an entrepreneurial strategy that the main decision makers use to enact the organizational purpose of their company and to maintain its vision and create a competitive advantage (advantages). The study (Montoya & et all, 2017: 13) considered it as representing the possibility of a high trend of change, innovation, risk tolerance, and competition to achieve competitive advantages, and that all of these are positions of the leadership strategy.

Practices of entrepreneurial orientation in the organization

Entrepreneurial orientation is closely related to the field of strategic management and strategic decision-making processes and is considered a reflection of the company's strategic direction. It deals with the exploitation of internal strengths (strategic management) that result from continuous efforts to explore opportunities (entrepreneurship) (Pieter, 2013: 2). The entrepreneurial organization is often described as the product of operations (risk, creativity, proactiveness and competitive offensive (HUGHES & MORGAN, 2007:3). The entrepreneurial orientation is considered a measure of its entrepreneurial behavior and explains the behavioral pattern of those operations. (Nwachuko & et al, 2017: 5) In the competitive environment of managing In business, creativity, proactivity, risk-taking and competitiveness can be the driving force for business success and survival. Together, these elements have often been used together to define the structure of entrepreneurial orientation, and therefore the concept of entrepreneurial orientation should be adopted from the processes, structures and behaviors that can be described as Aggressive in a competitive manner, being creative, proactive, and taking risks, holds the key to organizational success (Venter, 2014:13).

The entrepreneurial orientation practices in the economic organization can be clarified as follows:

- Creativity: Entrepreneurs must have the creativity to engage in innovation and innovative activities in order to change and improve their product and service offerings in order to survive in the turbulent economic environment (Kumar & et all, 2018: 143). As for the creative orientation, it is a pre-creative culture that provides the necessary facilities for institutions to develop their ability to innovate and explore new technologies (Al-Sayer, 2017: 431). (Nwachuko & et all, 2017: 5) emphasizes that creativity is about developing new ideas that will add value to the various stakeholders. Creativity is achieved when the organization pledges to support practices of ideas, experimentation, technological excellence and innovation, and to make more research

and development efforts that contribute to the development of products, services and processes for the purpose of finding creative solutions to customer problems and needs (Al-Yasiri and Kamel, 2013: 102).

- **Competitive Offensive:** Firms tend to take a combative attitude toward competitors and employ a high degree of competitive intensity in attempts to outpace competitors (Douglas & et all, 2000: 1056). It means the organization's desire to continuously identify and overcome competitors while exploiting all business opportunities before competitors (Al Mukhtar, 2018: 218). It also indicates the tendency of new companies to outperform competitors by acting more aggressively to gain market share, enter new markets and improve their position (Ali and Abdel Amir, 2019: 114). Competitive offensive can take two forms of confrontation, the first is embodied in the response that may be face to face and direct confrontation with competitors, such as the organization's entry into the market where competitors are already present, while the second form of confrontation is determined by its reaction to the movements of competitors and those present and other developments in the current market Such as lowering prices or sacrificing profitability in order to maintain market share when competitors introduce a new product to the market (Al-Tamimi, 2016:43).
- **Accept Risks:** Business risk is a source of concern that makes it difficult to identify the necessary actions, and it becomes difficult to monitor them, and thus, the risks of major entrepreneurial business make it difficult to determine whether changes in organizational performance are due to low managerial performance or factors outside the manager's control (Hamad, 2018 :87). Risk taking refers to the tendency to engage in courageous decisions and actions. This can include entering into unknown markets, investing heavily in uncertain projects, and borrowing heavily (Kumar & et all, 2018: 143). There are those who see in risk the desire of organizations to seize new opportunities even if they do not know if the new project will be successful, and to act boldly without knowing the results, and for the organization to be successful as a pioneer, it usually has risks and dangerous alternatives even if this means leaving the methods Or products you've been working on in the past. (Al-Yasiri and Kamel, 2013: 103). The risk is represented in several practices such as borrowing heavily, allocating a high percentage of resources to projects with uncertain results, and entering into unknown markets (Douglas & et all, 2000: 1056).

- proactive: The principle of proactiveness refers to the future outlook of business, which includes introducing new products and new services to compete effectively and boldly with other companies in the market, as well as anticipating the future of demands, opportunities and products required in order to create change and establish foundations and plans according to new, modern and environmental developments (Al-Taie, 2015: 55). Therefore, proactiveness represents the organization's efforts in discovering new opportunities. The strategic manager who enjoys the spirit of initiative and proactiveness focuses his eyes on the future and constantly searches for new possibilities for growth and development for entrepreneurial organizations. (Tired and satisfied, 2017:42).

RESEARCH METHODOLOGY

The research methodology constitutes a roadmap or an action plan through which the problem can be diagnosed and an attempt to answer it, as well as determining the importance of the research and the goals it seeks to achieve, and an attempt to build the hypothetical model, and the main hypotheses of the research. Despite the agreement of researchers on the importance of strategy implementation practices carried out by managers in the organization and their role in overcoming obstacles, there is a problem, which is the lack of accurate assessment of the nature of good implementation according to the steps prepared by the strategic leaders, which in turn is reflected in the pioneering orientation of it, and can be raised through the following questions:

1. What makes implementing a strategy as important, if not more important, to formulating it?
2. What is the relationship between the practices of strategy implementation through the emotional intelligence of managers in the entrepreneurial orientation of the organization in question?
3. Did the researchers pay an acceptable attention to the relationship between the main research variables in their studies?

Research Hypotheses

The first hypothesis: The practices of implementing the strategy with its dimensions (stakeholder participation, resource mobilization, knowledge development, and culture

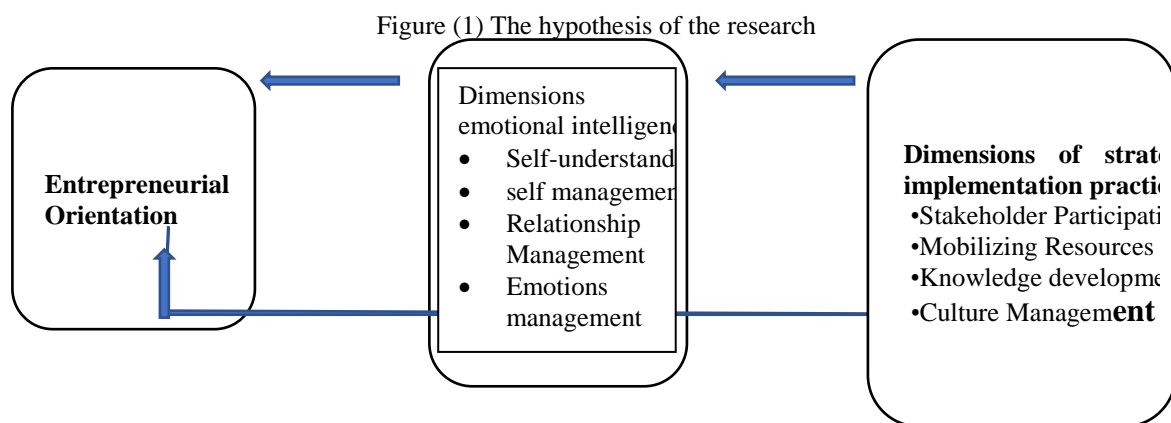
management) have a significant and statistically significant impact on the entrepreneurial orientation.

The second hypothesis: Emotional intelligence in its dimensions (self-understanding, self-management, relationship management, emotional management) has a significant statistically significant effect on the entrepreneurial orientation through the practices of implementing the strategy in its dimensions as a control variable.

Research Community, Sample and Limits

The research community consisted of all employees of the University of Information and Communication Technology in its three faculties (Biomedical Informatics, Engineering, and Business Informatics), who numbered (373). A questionnaire was distributed to (50) members of the advanced, middle and lower leadership cadre at the university, and it was considered a sample. The research, which is of the type of intentional sample, and the field study was conducted between (5/1/2022) until 15/12/2021, in order to deal with the data obtained by conducting statistical analysis according to the program (SPSS v25) on it.

The hypothetical model of the research



Source:

ANALYSIS OF RESEARCH DATA

In this paragraph, we present the analysis of the results of the answers of the research sample through a questionnaire form to verify the two hypotheses of the research, and to achieve its objectives using statistical methods. The practices of implementing the strategy in the entrepreneurial orientation and the indirect effect of the first variable in the entrepreneurial orientation through the influence of emotional intelligence as a mediating variable, and this

required the implementation of a number of statistical processing steps that, in turn, include a number of conditions that must be met in the models of the mediating role test according to the methodology (Baron and Kenny , 1986), which corresponds to the gradual mechanism of building research hypotheses.

Testing the Research Hypotheses

First hypothesis test:

The first main hypothesis of the research hypotheses focuses on testing the relationship between the dimensions of strategy implementation practices and the entrepreneurial trend variable. Entrepreneurship), which is evident from Table (1) of the results of its testing, that three dimensions of strategy implementation practices had a direct impact on the entrepreneurial orientation in a moral sense, and they are each of the dimensions of stakeholder participation ($\beta=.266$, $P<.01$), And mobilizing the resources that followed and approached them with the strength of the effect ($\beta=.259$, $P<.01$), And then developing the knowledge that was the most powerful in influence ($\beta=.303$, $P<.000$), With an expected explanatory power for the model to test this hypothesis in complete morality ($P = 0.000$) according to the coefficient of determination of ($R^2 = .648$) that is statistically significant, which explains the variation in the entrepreneurial orientation in the researched organization with this amount, and this result indicates that the entrepreneurial orientation of the organization depends in A certain amount of its efficiency in the practices of implementing the strategy through the participation of stakeholders in the decisions and problems of the organization in question, mobilizing its resources efficiently, and developing the available knowledge through its efficient means and within the ladder of its three administrative levels.

Table (1) The results of the first main hypothesis test

Statistical indicators tracks regression (hypotheses)	β	t	SE	CR	Sig.	R ²	F	P
Stakeholder Participation → Entrepreneurial Orientation	.266	3.117	.084	3.149	.002	.648	90.817	.000
Resource Mobilization → Entrepreneurial Orientation	.259	2.734	.094	2.761	.006			
Knowledge Development → Entrepreneurial Orientation	.303	3.544	0.85	3.579	.000			
Culture Department → Entrepreneurial Orientation	0.76	1.742	.043	1.760	.078			

Source:

Thus, the validity of the first main hypothesis of the research was achieved at the level of its three dimensions mentioned without its fourth dimension, which was embodied in the management of non-moral culture from a statistical point of view in its relationship with the pioneering orientation of the organization in question.

Testing the second main hypothesis of the research: The second main hypothesis of the research stated in order to test the relationship between the mediating variable, emotional intelligence, and the dependent variable, entrepreneurial orientation, with the presence of the independent variable, strategy implementation practices, as a control variable in the test model according to the structural equation model detailed in Table (3) to implement the steps of testing the variable The mediator, respectively, as for the hypothesis operative, it stated the following (Emotional intelligence affects its dimensions represented by each of the self-understanding, self-management, relationship management, emotional management, a significant effect with a statistical significance in the entrepreneurial orientation through the practices of implementing the strategy in its dimensions as a control variable):

Table (3) Results of the second main hypothesis test

Statistical indicators (tracks regression hypotheses)	β	t	SE	CR	Sig.	R^2	F	
Self-understanding → Entrepreneurial Orientation	.238	3.271	.071	3.338	.000	.765	78.528	.000
Self-management → Entrepreneurial Orientation	.079	.960	.081	.979	.327			
Relationship Management → Entrepreneurial Orientation	.169	1.837	.090	1.874	.61			
Emotion management ← Entrepreneurial Orientation	.277	3.766	.072	3.844	.000			
Share owners interest ← Entrepreneurial Orientation	.172	2.394	.071	2.443	.015			
Resource Mobilization → Entrepreneurial Orientation	-.050	-.575	.085	-.586	.558			
Knowledge development → Entrepreneurial Orientation	.050	.656	.074	.670	.503			
Culture Management → Entrepreneurial Orientation	.060	1.651	.036	1.685	.092			

Source:

It is evident from the results that the regression of the entrepreneurial orientation on the emotional intelligence of managers in its four dimensions in light of the supervisory influence of the variable of strategy implementation practices in its four dimensions as well as through the values of beta coefficients confirming the moral impact of a dimensional effect of self-understanding of managers and their relationship management in the entrepreneurial orientation of the researched organization after comparing its critical ratios In Table (3), which amounted to (3.338) and (3.844) for each of them, respectively, with the standard critical ratio (1.96), and on this basis, the validity of the second main research hypothesis was proven and its logicity was confirmed in the research organization in terms of self-understanding of managers and relationship management for them. It received acceptable statistical support at the level of the other two dimensions of emotional intelligence, which are the dimensions of self-management and emotional management, and then partial and incomplete acceptance of this hypothesis as well.

Hypothesis Test Results

The results of hypotheses testing in their entirety indicate the availability of support and partial acceptance of the research hypotheses at the level of dimensions representing the variables and the divergent relationships between them, after the results proved their morale and acceptance at the level of some dimensions, and their lack of morale and rejection at the level of other dimensions, as detailed in the previous paragraphs related to hypothesis testing, and the table (4) Summarize the final results of the test:

The results show that the regression of the entrepreneurial orientation on the emotional intelligence of managers in its four dimensions in light of the supervisory influence of the variable of strategy implementation practices in its four dimensions as well as through the values of beta coefficients confirming the significance of a dimensional effect of the managers' self-understanding and their relationship management on the entrepreneurial orientation of the researched organization after comparing its critical ratios In Table (4), which amounts to (3.338) and (3.844) for each of them, respectively, with the standard critical ratio (1.96), and on this basis, the validity of the second main research hypothesis was proven and its logicity was confirmed in the research organization in terms of self-understanding of managers and managing relationships with them. It received acceptable statistical support at the level of the other two dimensions of emotional intelligence, which are the dimensions of self-management and emotional management, and then partial and incomplete acceptance of this hypothesis as well.

The results of hypotheses testing in their entirety indicate the availability of support and partial acceptance of the research hypotheses at the level of dimensions representing the variables and the divergent relationships between them after the results proved their morale and acceptance at the level of some dimensions, and their lack of morale and rejection at the level of other dimensions as detailed in the previous paragraphs related to hypothesis testing, and the table (4) Summarize the final results of the test:

Table (4) Summary of Hypothesis Test Results

	Hypotheses texts	test result	The number of moral relationships
The first main hypothesis	(The practices of implementing the strategy with its dimensions (stakeholder participation, resource mobilization, and knowledge development) have a direct statistically significant impact on the entrepreneurial trend), while the fourth dimension did not affect the culture management.	partial acceptance	3
The second main hypothesis	Emotional intelligence in its dimensions affects a dimensional effect of managers' self-understanding and relationship management on the entrepreneurial trend, a significant statistically significant effect on the entrepreneurial trend in the presence of strategy implementation practices with its dimensions as a control variable, while the dimensions of self-management and emotional management did not affect it.	partial acceptance	2

Source:

CONCLUSIONS

We note from the results of the statistical analysis of the data that there is an impact relationship between the implementation of the strategy by its exclusion (stakeholder participation, resource mobilization, knowledge development, and culture management), in the entrepreneurial orientation, which confirms that the leadership of the organization in question depends clearly on its capabilities in the correct implementation of the strategies formulated by it, And the investment of stakeholders and their participation in decision-making and solving problems through its various resources, as well as the moderating role of emotional intelligence that contributes to strengthening or partial support for the entrepreneurial approach, as the managers' self-understanding and managing their relationships, while not receiving acceptable support between the dimensions of self-management and management feelings. Through the foregoing, the managers of the organization should avoid failure to implement the strategy and propose practical models to guide their practices during implementation to facilitate the process through participation and belief in the strategy and motivating individuals to implement it in order to achieve innovation, proactiveness, accepting risks and confronting them in order to adopt dimensions of emotional intelligence and training in it in order to ensure Full support for the entrepreneurial trend. We would like to point out to researchers the necessity of studying the entrepreneurial orientation and what are the most important concepts and dimensions that can affect it directly or indirectly in order to ensure leadership for the organizations being researched, as well as studying it with other variables that were not addressed in this research and in another environment and another sector (service , or productive), change the education sector and measure its impact on other organizations.

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