

-RESEARCH ARTICLE-

THE ROLE OF ENTREPRENEURIAL ORIENTATION IN ACHIEVING STRATEGIC ENTREPRENEURSHIP WITH THE MEDIATING OF ORGANIZATIONAL AGILITY: AN ANALYTICAL STUDY ON SOME COMPANIES AFFILIATED TO THE IRAQI MINISTRY OF AGRICULTURE

Ahmed Ameen Salim Alborathy

Ministry of Agriculture, Planning and Follow-up Department, Baghdad, Iraq

Email: tshxcyk@gmail.com

ORCID: <http://orcid.org/0009-0001-3059-1919>

Fauzi Masmoudi

Professor of National School of Engineers, University of Sfax, Tunisia

Email: fauzi.masmoudi@enis.tn

ORCID: <https://orcid.org/0009-0002-6013-1873>

Firas Mohammed Ismael

Assistant Prof. Dr. Department of Business Administration, College of Administration and Economics, University of Baghdad, Iraq.

Email: ferasalamiry@gmail.com

ORCID: <https://orcid.org/0000-0003-2011-6919>

—Abstract—

Recently, there has been a notable surge in interest surrounding entrepreneurial orientation and strategic entrepreneurship. These concepts are particularly relevant due to their modern characteristics that aid in adapting to the environment. They also play a crucial role in improving production, service, and technological processes to sustain value, minimize competition, and drive ongoing enhancements, ultimately leading to a position of leadership within public companies. Therefore, the primary focus of this research was to examine the influence of entrepreneurial orientation on achieving strategic entrepreneurship. This influence is further mediated by the presence of organizational agility. The study was conducted within companies associated with the

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Iraqi Ministry of Agriculture. Employing a descriptive-analytical approach, a series of hypotheses were developed. Information was gathered from a sample of 93 participants, chosen using a random stratified sampling technique within the same level. The findings confirmed the validity of the connections and their effects, both in terms of the overall framework and the sub-variables. These outcomes underscore the fundamental significance of entrepreneurial orientation in attaining strategic entrepreneurship, facilitated by the intermediary role of organizational agility. This dynamic was observed in companies associated with the Iraqi Ministry of Agriculture (IMA). The research outcomes make a significant empirical contribution by showcasing that entrepreneurial orientation plays a vital role in effectively promoting strategic entrepreneurship within the realm of companies affiliated with the Iraqi Ministry of Agriculture. Furthermore, this connection is influenced by the intermediary factor of organizational agility. These findings hold valuable implications. Considering these contributions, it is advisable for companies to comprehensively adopt the various facets of entrepreneurial orientation practices. This should be executed through a systematic and strategic approach that focuses on the formulation of public policies. This strategy aims to position these companies as leaders within their sector, based on a foundation of scientific and well-informed decision-making.

Keywords: Companies, Entrepreneurial orientation, Iraq, Organizational agility, Ministry of Agriculture, Strategic Entrepreneurship.

INTRODUCTION

In the ever evolving and dynamic business landscape, the significance of swift adaptation is escalating, driven by intense competition and rapid transformations. Therefore, it becomes imperative to devise optimal strategies that empower organizations to effectively confront these challenges. This entails fostering a proactive stance, nurturing competitiveness, and cultivating preparedness to effectively tackle global challenges ([Herlinawati, Ahman, & Machmud, 2019](#)). This scenario encapsulates both the present and future landscape across various economic endeavors, progressing from a state of vulnerability to achieving heightened performance levels. This progression entails striving for excellence, ascending to the vanguard of success, and attaining sustainable economic growth to proactively meet future demands. Within this context, the agricultural sector stands as a pivotal determinant in realizing sustainable development objectives ([Soeryanto Soegoto et al., 2022](#)). During times of economic upheaval, regulatory interventions can be employed to effectively respond to shifting environmental pressures ([Laskovaia et al., 2019](#)). Enterprises might actively address enduring challenges, alter prevailing circumstances, and assume a leadership role in generating prosperity. However, the essence of entrepreneurship pertains to the capacity and inclination to orchestrate business endeavors ([Khan et al., 2020](#)).

The notion of entrepreneurial orientation finds extensive utilization within the domain of

entrepreneurship literature, serving to elucidate the diverse discoveries within the entrepreneurial process. Contemporary principles of management and strategy can be effectively applied within a strategic framework to successfully realize objectives, including the attainment of strategic leadership. This has evolved into a cornerstone and a fundamental pivot for advancement within the economic sphere (Ruzzier et al., 2020). As strategies take shape, it has become evident that managers must adopt strategic entrepreneurship. This recognition underscores its role as a conduit to sustaining competitiveness. Consequently, in the face of today's tumultuous environments, enterprises are compelled to continually innovate as a means of upholding competitiveness (Dhliwayo, 2014).

As established in the preceding discourse, entrepreneurial orientation and organizational agility stand as pivotal elements in the realm of strategic entrepreneurship. Consequently, these factors demand careful consideration. However, a remarkable void is observed within the Iraqi agricultural sector regarding the comprehensive comprehension of the pivotal role played by entrepreneurial orientation in proficiently attaining strategic entrepreneurship. This observation is particularly noteworthy when accounting for the mediating impact of organizational agility. Despite the recognized significance of entrepreneurial orientation in nurturing strategic endeavors, a noticeable gap emerges in the empirical exploration of how this orientation effectively translates into tangible outcomes of strategic entrepreneurship within the context of Iraq's agricultural domain (Kennedy, 2011). Furthermore, the possible mediating role played by organizational agility, encompassing an organization's capacity to promptly adjust and react to evolving environmental circumstances, has received inadequate attention within this framework (Li et al., 2021). Closing this void becomes imperative for comprehending the complex interaction among entrepreneurial orientation, organizational agility, and strategic entrepreneurship.

Considering the rationale and significance of the research variables, companies associated with the Iraqi Ministry of Agriculture (IMA) were selected as the focal point of study and application. These entities confront a multitude of challenges, including external factors, and are tasked with addressing the imperative of food security. This mandate necessitates advancements within the agricultural sector to ensure its enhancement and contribution to food security efforts. One noteworthy avenue of improvement revolves around optimizing the agricultural model through the provision of superior seed varieties. This subject has garnered global attention, encompassing diverse dimensions such as economic, financial, operational, service-related, administrative, organizational, environmental, and marketing considerations. Building upon the groundwork laid in the preceding discussions, the central objective of the research is to delve into the role played by entrepreneurial orientation in the attainment of strategic entrepreneurship. This exploration is complemented by the mediation effect of organizational agility, shedding light on the intricate dynamics within this framework. The research made a substantial contribution to the existing body of literature in the following areas. The research findings suggest that the agriculture sector

has the potential to be a significant driver of economic growth. Hence, the objective of this study was to identify and evaluate agricultural sector companies that play a significant role in the IMA as crucial service providers, while also addressing challenges through their ability to adapt to advancements in agricultural practices. This study also highlights the need to recognize potential hazards that can impact firms as a proactive step to mitigate their potential consequences. The research factors examined in this study include entrepreneurial orientation. Furthermore, research has posited that the removal of barriers and provision of support to farmers, including access to latent resources, can serve as catalysts for promoting agriculture and enhancing crop yields in cultivated regions. This, in turn, can contribute to the attainment of sustainable development in Iraq by bolstering the economic wheel and maximizing state revenues. Thus, the exclusion of enterprises associated with the IMA holds significant implications for safeguarding public welfare in many high-risk settings. Therefore, the present circumstances were considered to examine the current research factors inside organizations associated with the IMA. The study is structured into five distinct components, including the introduction, literature review, research methods, data analysis and interpretation, and the discussion and conclusion.

LITERATURE REVIEW

The literature review encompasses both theoretical and empirical perspectives. The preceding section provided a theoretical explanation, while the subsequent portion addressed the formulation of research hypotheses and framework.

THEORETICAL REVIEW

Entrepreneurial orientation

The concept of entrepreneurial orientation, initially proposed by [Miller \(1983\)](#), is grounded in the qualities of innovation, risk-taking, and proactiveness. The notion in question has been extensively examined and analyzed by researchers such as [Covin and Slevin \(1989\)](#), along with numerous other researchers in the field. Entrepreneurs [Parsian and Mobaraki \(2016\)](#) made further advancements in the development of entrepreneurial orientation in the year 1996. The authors ([Beshr et al., 2023](#)) introduced two additional aspects, namely competitive intensity, and autonomy, to enhance the comprehensiveness of entrepreneurial orientation as a significant orientation for organizations striving for business success in the field of entrepreneurship. According to [Al-Kubaisi and Hatem \(2018\)](#), entrepreneurial orientation can be characterized as a set of practices and processes encompassing risk-taking, creativity, and proactiveness. It entails a strategic commitment to fostering an entrepreneurial mindset within organizations, with the goal of attaining superior performance. [Karami, Ojala, and Saarenketo \(2023\)](#) provided a definition of entrepreneurial orientation as the set of decision-making processes and practices employed by an organization to generate value through proactive engagement in emerging job markets or

the provision of innovative and high-risk services at the organizational level, all aimed at achieving desired objectives. According to [Hunt \(2021\)](#), the author perceives the practices associated with strategy-making as a cognitive framework and entrepreneurial perspective that is manifested in the continuous activities of the firm and its organizational culture.

The importance of entrepreneurial orientation for organizations

The close association between an entrepreneurial mindset and the success of modern businesses has been found to have a favorable impact ([Bui et al., 2023](#)). The concept of entrepreneurial orientation plays a crucial role in expediting economic development. It encompasses the strategic decision-making processes of entrepreneurship, as well as the degree to which organizations exhibit a propensity for innovation, risk-taking, and proactiveness. As stated by [Manzano-Garcia and Ayala-Calvo \(2020\)](#), the entrepreneurial approach serves as the principal asset for organizations in acquiring a competitive edge. The significance of entrepreneurial orientation is in its ability to stimulate organizations to embrace a forward-thinking, inventive, and venturesome mindset while confronting novel challenges within the present-day context ([Cuevas-Vargas, Parga-Montoya, & Fernández-Escobedo, 2022](#)). This implies that entrepreneurial-focused organizations entail a certain level of risk, yet they yield inventive and new ideas by virtue of their emphasis on innovation ([Saddam, 2017](#)).

Entrepreneurial orientation dimensions

Innovation

The pursuit of innovation is an essential undertaking for organizations, as it is crucial for their success and the ongoing development of novel concepts, procedures, goods, regulations, tools, and technologies within their respective contexts ([Beshr et al., 2023](#)). This indicates the organization's proclivity for producing novel ideas and engaging in experimental endeavors ([Al-Tabbaa, Ciulli, & Kolk, 2022](#)). The concept of innovation encompasses the facilitation and stimulation of original ideas, research endeavors, and creative thinking ([Anwar & Shah, 2021](#)). The examination of creativity and invention should be approached from a unique perspective that diverges from conventional viewpoints and encompasses the ability to perceive what others may overlook. The act of generating novel ideas and approaches can be characterized as imaginative thinking ([Mohammed, 2018](#)). In light of the fact that innovation encompasses the implementation of valuable concepts and procedures within an organization, as well as the effective management thereof ([Manzano-Garcia & Ayala-Calvo, 2020](#)). The capacity of entrepreneurs to engage in innovation and demonstrate creativity plays a crucial role in the identification of possibilities and the assessment of strengths and shortcomings ([Al-Jourani & Al-Sudani, 2021](#)).

Proactive

The degree of proactiveness has a significant role in shaping entrepreneurial attitude, particularly in relation to fostering innovation and risk-taking. Proactiveness entails actively seeking out new opportunities that may align with or diverge from the existing operational framework. The use of proactive strategies facilitates the identification and capitalization of emerging possibilities, hence conferring a competitive advantage over rivals (Jan & Anwar, 2022). According to Al-Mamary et al. (2020), proactiveness can be defined as the inclination to generate novel ideas by exploring and evaluating prevailing opportunities. This proactive approach enables organizations to gain a competitive edge by compelling competitors to respond to their proactive initiatives. Proactiveness is considered a key aspect of entrepreneurial orientation.

Risk-taking

Risk-taking involves making bold decisions in uncertain circumstances when allocating an organization's resources to projects with uncertain outcomes (Kohtamäki et al., 2020). The propensity to engage in risk-taking is contingent upon the preparedness of business proprietors and managers to assume risks and allocate substantial resources (Shoba, Hock, & Yeop Ali, 2021). Risk-taking entails the inclusion of ventures that pose potential dangers to the organization's resources and long-term viability (Escamilla-Fajardo, Núñez-Pomar, & Calabuig, 2022). The dedication of organizations and enterprises to allocate substantial resources is driven by the objective of attaining greater returns through the exploitation of favorable circumstances (Ato Sarsah et al., 2020).

Intensity of competition

The concept of the intensity of competition pertains to the way corporations engage with prevailing competitive patterns and market needs. The concept of competitive intensity pertains to a company's endeavors to surpass its rivals, which are distinguished by a deeply interactive stance and a robust response to the acts undertaken by its competitors (Al-Mamary et al., 2020). According to Palalić, Nurković, and Riđić (2023) and Dess and Lumpkin (2005), the concept under discussion pertains to the company's inclination to directly and extensively confront its competitors in order to either enter the market or enhance its current standing. To achieve a competitive advantage in the realm of production and service operations, organizations strive to distinguish themselves from their rivals. This differentiation is particularly evident in companies that actively pursue their target markets, as opposed to those that opt to avoid direct competition with other entities. This signifies the organization's endeavors to outperform its competitors in the labor market through the adoption of a hostile stance (Aljanabi, 2018).

Autonomy

Independence is considered a fundamental aspect of entrepreneurial orientation since it enables individuals to engage in the exploration of new ideas and opportunities (Bui et al., 2023). The term "intrapreneurship" pertains to the practice of operating either individually or collaboratively within an organization yet possessing the freedom to develop and implement entrepreneurial ideas with a significant degree of autonomy. Individuals are granted the necessary autonomy to successfully realize a fresh concept that yields positive outcomes. Independence, as viewed through the lens of entrepreneurial orientation, principally pertains to strategic autonomy (Al-Mamary et al., 2020).

Strategic entrepreneurship

The subject under discussion is a current notion that falls within the purview of entrepreneurship and strategic management. Strategic management is a crucial term in the contemporary era, applicable to organizations of varying sizes. It encompasses the organization's endeavors to sustain its existing competitive advantages while simultaneously exploring novel chances (Naeiji & Siadat, 2019). The notion of strategic entrepreneurship has been identified as a significant determinant in the advancement of organizations (Gancarczyk, 2020). Strategic entrepreneurship can be considered as an integral component of organizational entrepreneurship, alongside entrepreneurial orientation (Abadi, 2019). According to Ireland et al. (2023), Strategic entrepreneurship can be defined as a proactive approach that involves the identification and pursuit of opportunities, the implementation of strategic practices, and the relentless pursuit of advantages in order to enhance performance and generate wealth. According to Omotosho and Anyigba (2019), the concept under consideration is the convergence of organizational strategy and entrepreneurship. This convergence primarily revolves around the strategic orientation and entrepreneurial concepts that empower entrepreneurial organizations to achieve enhanced performance, exploit competitive advantages, and generate wealth for the organization. In conclusion, strategic entrepreneurship may be conceptually characterized as an entrepreneurial process viewed through a strategic lens. It entails the integration of identifying various entrepreneurial opportunities and leveraging strategic advantages through deliberate actions.

The importance of strategic entrepreneurship for organizations

The importance of strategic entrepreneurship for business organizations lies in its capacity to place them within the global competitive landscape by employing a contemporary approach that emphasizes the ability to identify and capitalize on possibilities to optimize benefits. Entrepreneurial activity and organizational flexibility are fundamental components. The inclusion of strategic entrepreneurship within an entrepreneurial orientation is crucial for organizations. In this context, we will delve into the topic of strategic entrepreneurship specifically within the realm of business organizations.

Entrepreneurial organizations are responsible for the examination of potential prospects and devising strategies to effectively incorporate them with competitive exploitation advantages, leading to significant and remarkable outcomes (Ireland, Hitt, & Sirmon, 2003; Omotosho & Anyigba, 2019). Organizations that adopt a strategic entrepreneurship orientation engage in a dual pursuit of identifying opportunities and leveraging advantages to establish and sustain a competitive edge within volatile and unpredictable circumstances characterized by heightened tensions (Zhao, Ishihara, & Jennings, 2020).

Strategic entrepreneurship dimensions

Exploration stratégie

According to Volberda et al. (2011), exploration refers to the systematic processes that are directed toward the creation of new job prospects and the enhancement of diversity. Organisationnel exploratory activities facilitate the identification of opportunities, the acquisition of new knowledge, and the development of essential talents for long-term survival and success inside organizations (Estrada-Cruz et al., 2020). The act of exploration has the potential to challenge the cognitive processes employed by an organization, hence fostering innovations that possess the capability to improve its overall performance (Kraus, Kauranen, & Reschke, 2011).

Exploitation strategy

Post-exploitation is widely recognized as a strategic endeavor characterized by the identification of opportunities, assessment of organizational resources, and their acquisition with the intention of capitalizing on emergent circumstances. This practice enhances the entrepreneurial nature of organizations (Bayiley & Hailegiyorgis Behaylu, 2022). In order to attain reliability and sustainability, it is imperative for the organization to incorporate operational efficiency, process improvement, and value generation (Hodgkinson et al., 2023).

Organizational agility

Organizational agility refers to the capacity of an entity to adapt and respond to changes in its environment swiftly and effortlessly. The notion of organizational agility is derived from two preceding notions, namely organizational adaptability, which pertains to the reactive aspect, and organizational flexibility, which pertains to the proactive aspect. Organizational agility is a contemporary management concept that holds significant importance in enabling organizations to achieve survival and progress within a competitive environment characterized by unpredictable and continuous change. This is accomplished through the proactive and effective response to alterations in environmental factors (Al-Taii, Ismael, & Khudhur, 2020). As defined by Thathsara and Sutha (2021), organizational agility refers to the capacity of an organization to effectively navigate unforeseen challenges and confront

unanticipated threats. This ability enables organizations to capitalize on changes as opportunities for growth and advancement in the modern context. Similarly, the concept of organizational agility, as expounded by [Alamsjah and Asrol \(2023\)](#), pertains to a company's capacity to swiftly and innovatively respond to frequent or unforeseen changes within the realm of business. Organizational agility is commonly understood as an administrative strategy encompassing a set of organizational capabilities. These capabilities enable an organization to proactively sense its environment and facilitate swift decision-making, effectively address both opportunities and threats, closely monitor practices and activities, and adapt to the rapid changes in the knowledge landscape.

The benefits of organization agility for organizations

Organizational agility is a crucial organizational capability that empowers companies to effectively and efficiently manage their resources in order to generate value in response to a wide range of internal and external conditions ([Elazhary et al., 2023](#)). The concept of organizational agility encompasses the ability to effectively adapt to the demands of the labor market and quick technology advancements. Additionally, it plays a crucial role in recognizing and leveraging the organization's skills and competitive landscape. Furthermore, it facilitates the administration, surveillance, and influence over ongoing internal and exterior transformations through the creation of novel possibilities and alternatives, as well as the cultivation of proficient abilities to enhance adaptability ([Qtairi & Alshoraty, 2022](#)).

The ability to adapt and respond quickly to changing circumstances has become an essential requirement for organizations operating in the contemporary entrepreneurial business landscape, which is marked by constant change and complexity. Organizations that exhibit agility in their operations have enhanced efficacy in managing dynamic shifts and interwoven associations, hence yielding superior business outcomes ([Joiner, 2019](#)).

Organizational agility dimensions

Sensing agility

The sensing mission encompasses endeavors intended for acquiring data pertaining to alterations in the environment, as well as refining the gathered information in accordance with predetermined guidelines. The commencement of this mission involves engaging in decision-making tasks and implementing practices that facilitate the organizational adaptation to environmental changes or the presence of new and unfamiliar environmental circumstances. As stated by [Mahdi \(2023\)](#), sensing agility is defined as the organizational capacity to actively acquire accurate and relevant facts and statistics, which are then utilized for the purposes of processing, exhibiting, and analyzing their impacts in order to derive advantageous outcomes. Additionally, it entails the proactive identification and assessment of opportunities and threats within the organizational environment ([Nsaif, Dawood, & Khalaf, 2021](#)).

Decision-making agility

The decision-making process encompasses a series of interrelated actions that involve the interpretation of events and the identification of opportunities and dangers (Park, El Sawy, & Fiss, 2017). The process involves the systematic gathering and consolidation of pertinent data from diverse sources, followed by a prompt assessment for the purpose of interpretation and analysis. This is accompanied by the identification of potential opportunities and threats, the reallocation of resources, and the formulation of strategies to effectively address the challenges inherent in the given tasks. The significance of decision-making resides in its capacity to effectively accomplish necessary tasks and activities within the most expedient timeframe, given this notion (Nsaif, Dawood, & Khalaf, 2021).

Practice agility

The concept of practice agility refers to a distinct set of activities outlined in a business plan, which elucidates the process of reconfiguring resources or modifying operations in order to instigate novel competitive initiatives within the market (Park, El Sawy, & Fiss, 2017). Hamdan and Rahman (2020) propose the development of an organizational structure that prioritizes the execution of work tasks, as well as the timely introduction of new products and services to the market. This approach aims to address the fundamental challenge of maintaining high-quality service in the services sector (Al-Ameri, 2021).

Research Framework and Hypothesis Development

The preceding section of the discourse has revealed that there exists a correlation between entrepreneurship orientation, organizational agility, and strategic entrepreneurship. Similarly, several scholars have underscored the significance of the association. In their study, Criado-Gomis et al. (2020) sought to investigate the relationship between sustainable entrepreneurial approach and the generation of functional value for consumers, with a focus on its impact on a company's success. The study employed a survey methodology to gather data from a sample of managers representing various sectors across 210 organizations. The sample was selected randomly and allocated proportionally depending on the production sector (agriculture-animal husbandry, industry, construction, and services) in the region of Valencia. The results of the study indicate that there exists a significant and positive correlation between sustainable entrepreneurial orientation and corporate performance. The study proposes the inclusion of large publicly traded corporations in the research, along with the incorporation of environmental and social performance indicators that can offer insights into the tangible sustainable practices exhibited by these organizations.

Moreover, the study carried out by Estrada-Cruz et al. (2020) sought to operationalize strategic initiatives that yield favorable outcomes within the organization, while also examining the favorable association that emerges from heightened levels of competitive

proWess. The study involved the administration of a questionnaire to a sample group of 376 managers from various firms. The results of the study indicate that organizations see notable and favorable impacts on their business outcomes when they enhance their exploration and utilization strategies separately. The study suggests that it is crucial to prioritize the development of exploration or exploitation activities in order to enhance firm performance. However, the primary objective of the study conducted by [Alikhani and Shahriari \(2022\)](#) was to examine the impact of entrepreneurial orientation and leadership management on organizational agility, with a specific emphasis on customers as a mediator variable. A total of 350 employees currently employed in Thailand were invited to participate in the study by completing a questionnaire. The results of the study indicate that there is a positive relationship between entrepreneurial attitude and organizational agility. Additionally, the findings suggest that both customer stress and leadership management also have a good influence on organizational agility. The study suggests that it would be beneficial for hotels in Thailand to prioritize their attention toward customers.

However, it is worth noting that organizational agility has also demonstrated a correlation between entrepreneurial attitude and strategic entrepreneurship. Organizational agility pertains to the capacity of an entity to adapt to alterations promptly and efficiently in the commercial landscape. The concept pertains to the ability of an organization to effectively redistribute resources, adjust operational procedures, and flexibly shift strategic approaches within a suitable timeframe. The mediating impact has been substantiated by empirical studies, highlighting its importance. Covin and Kuratko's (2009) study shows that there is a positive correlation between entrepreneurial orientation and strategic entrepreneurship. Furthermore, they found that this association is strengthened by the presence of organizational agility. Furthermore, research conducted by [Rauch et al. \(2009\)](#) has shown that organizations that possess a combination of entrepreneurial orientation and a high degree of agility are more adept at recognizing potential opportunities, capitalizing on competitive advantages, and sustaining long-term performance. The empirical findings presented in this study highlight the significant interdependence between entrepreneurial orientation, organizational agility, and strategic entrepreneurship in facilitating innovation and ensuring sustained success within a dynamic and evolving business environment.

Therefore, by a comprehensive examination of pertinent scholarly works, the study's conceptual framework highlights the significance of entrepreneurial orientation (EO) in enabling strategic entrepreneurship (SE), while organizational agility (OA) serves as a mediating component. The aforementioned factors are depicted in [Figure 1](#) below.

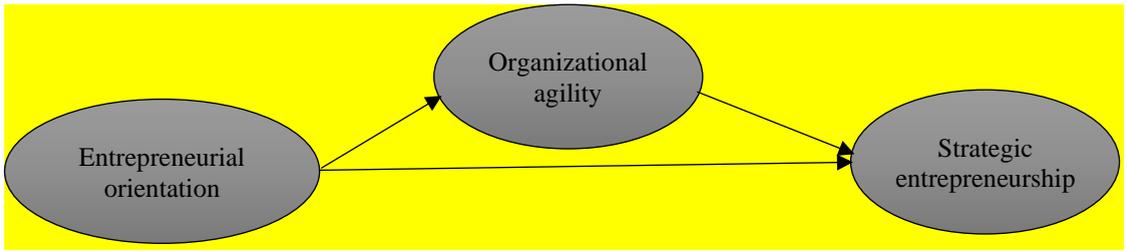


Figure 1. Conceptual Framework

The research aims to test the following main hypotheses:

- H1:** *Entrepreneurial orientation correlates significantly with strategic entrepreneurship dimensions.*
- H2:** *Entrepreneurial orientation correlates significantly with organizational agility dimensions.*
- H3:** *Organizational agility correlates significantly with entrepreneurial orientation dimensions.*
- H4:** *Entrepreneurial orientation has a significant impact on strategic entrepreneurship dimensions.*
- H5:** *Entrepreneurial orientation has a significant impact on organizational agility dimensions.*
- H6:** *Organizational agility has a significant effect on strategic entrepreneurship dimensions.*
- H7:** *The entrepreneurial orientation has statistically significant impact on achieving strategic entrepreneurship with the intervening of organizational agility dimensions.*

METHODOLOGY

Research design

The research objective of this study was to examine the function of entrepreneurial orientation in the attainment of strategic entrepreneurship while considering the mediating effect of organizational agility. This investigation aimed to analyze and evaluate the linkages and connections among the variables. To achieve the intended objectives, the study employed a descriptive and correlation analytical approach. Multiple hypotheses were formulated, encompassing the examination of the relationship and influence of entrepreneurial orientation and its dimensions on strategic entrepreneurship, along with the assessment of organizational agility and its dimensions on strategic entrepreneurship.

Sample

Data were collected from 93 respondents, representing a stratified sample at random level within the same level (deputy) general manager, (deputy) department manager, and section head).

Tool and data analysis

Data was collected from the participants using a questionnaire comprising of 10 items. The questionnaire is assessed on a scale ranging from strongly agree (SA) to strongly disagree (SD). The data was analyzed using SPSS, a statistical software package, including both descriptive and inferential statistical techniques (percentages,

frequencies, relative importance, mean, standard deviation, Person correlation coefficient, simple linear regression to test the validity of hypotheses, constant factor, and difference coefficient for sample description).

RESULTS AND DISCUSSION

The questionnaire items presented in Table 1 were found to be the most effective in evaluating the statistical outcomes in relation to the level of agreement among the participants. The responses obtained for these items yielded an arithmetic mean (M) within the range of 4.2-3.4, indicating a high level of agreement among the respondents. This suggests that the participants were in good alignment with the options provided (Agree - Strongly agree). The value of the standard deviation (Std) and the coefficient of variance, as presented in Table 1, were utilized to uphold this assertion. The obtained results demonstrate a statistically significant degree of significance for both the sample and its organization. This finding is further supported by the relative relevance of the sample's interest in the items, as well as the observed order of importance.

Table 1. Participants' responses to the questionnaire items

Statement	SA	A	U	D	SD	M	Std	Coefficient of variance	Relative importance	Rank
The company's management spends on new product and service development activities.	32	46	10	4	1	4.1	0.84	0.20	%82	1
	34.4 %	49.5 %	10.8 %	4.3 %	1.1 %					
The company's management is working on the appropriate handling of the environment by introducing new products (services).	20	51	16	5	1	3.9	0.83	0.21	78%	1
	21.5 %	54.8 %	17.2 %	5.4 %	1.1 %					
The company's management supports many experimental projects.	8	39	34	10	2	3.4	0.87	0.25	6%8	1
	8.6 %	41.9 %	36.6 %	10.8 %	2.2 %					
Company management supports employees who make suggestions on new	13	54	23	2	1	3.8	0.73	0.19	%76	1
	14.0 %	58.1 %	24.7 %	2.2 %	1.1 %					

products, services and technologies.										
The company's management presents at the right time and in the appropriate place about new products, services or technologies.	21	56	15	1	0	4.0	0.65	0.16	%80	1
	22.6 %	60.2 %	16.1 %	1.1 %						
The company's management seeks to meet the customers' needs creatively.	27	53	6	6	1	4.0	0.84	0.21	%80	1
	29.0 %	57.0 %	6.5 %	6.5 %	1.1 %					
The company's management adjusts its position as much as possible to maintain the satisfaction of its existing customers.	27	57	9	0	0	4.1	0.59	0.14	%82	1
	29.0 %	61.3 %	9.7 %							
The company is often slow to spot evolving technological changes.	26	36	20	9	2	3.8	1.0	0.26	%76	1
	28.0 %	38.0 %	21.5 %	9.75%	2.2 %					
The company's management is implementing a new business plan to meet the needs of customers without any delay.	22	57	8	5	1	4.0	0.80	0.2	%80	1
	23.7 %	61.3 %	8.6 %	5.4 %	1.1 %					
The company's management can restructure or reshape its resources in a timely manner.	23	55	13	2	0	4.0	0.68	0.17	%80	1
	24.7 %	59.1%	14.0 %	2.2 %						

Correlation analysis

This content establishes the connection necessary to confirm the validity of the main hypothesis H1, which states (Entrepreneurial orientation correlates significantly with strategic entrepreneurship dimensions). The correlation coefficient of (0.714**) at the level of statistical significance (0.00) indicates that there is a strong direct statistically positive correlation between entrepreneurial orientation and strategic leadership in companies affiliated with the IMA at the macro level. This result indicates that the main hypothesis H1 is true, which implies that entrepreneurial orientation plays a significant

role in achieving strategic leadership in the companies surveyed.

Table 2. Correlation between entrepreneurial and strategic entrepreneurship

Dependent variable Independent variable	Strategic entrepreneurship
Entrepreneurial orientation	0.714**

**Significant correlation at the significance level (0.01)

To verify the validity of hypothesis H2, which states that entrepreneurial orientation correlates significantly with organizational agility dimensions), the data in Table 3 indicate a strong direct statistically positive correlation between entrepreneurial orientation and organizational agility at the macro level in IMA-affiliated companies, with a correlation coefficient of (0.693**) at a significance level of (0.00). This result indicates that the second hypothesis H2 is supported, which implies that entrepreneurial orientation has a strong and positive relationship with organizational agility.

Table 3. Correlation among entrepreneurial orientation and organizational agility

Intervening variable Independent variable	Organizational agility
Entrepreneurial orientation	0.693**

For the purpose of validating the third hypothesis (H3), which states, "Organisational agility correlates significantly with entrepreneurial orientation dimensions," Table 4 demonstrates that there is a strong direct positive statistical correlation between organizational agility and entrepreneurial orientation in IMA-affiliated firms. Table 4 displays a correlation coefficient of (0.714**) at a significance level of (0.00), supporting the hypothesis that organizational agility has a strong positive relationship with entrepreneurial orientation.

Table 4. Correlation between organizational agility and entrepreneurial orientation

Dependent variable Intervening variable	Entrepreneurial orientation (Y)
Organizational agility (M)	0.714**

Testing the influence relationships between the main research variables

Hypothesis (H4)

Entrepreneurial orientation has a significant impact on strategic entrepreneurship

dimensions, according to Hypothesis H4. The entrepreneurial orientation influences the success of strategic entrepreneurship at the macro- and sub-levels: The calculated (F) value has reached (94.384), which is greater than the tabular (F) value of (3.95), at a significance level of (0.01), at a level of significance of (.000). This indicates that entrepreneurial orientation has a substantial impact on the responsive variable of strategic entrepreneurial orientation in the studied companies. Referring to [Table 5](#), establishes the hard limit ($a = 1.244$), which indicates that there is an entrepreneurial trend of (1.244) even if the amount of strategic entrepreneurship is equal to zero, whereas the value of ($=714$) indicates that a change of one unit in the entrepreneurial orientation will result in a change of (.714) in the amount of strategic entrepreneurship. The descriptive coefficient of determination R squared (R²) has been attained (.509). This indicates that entrepreneurial orientation explains 50.9% of the variance in strategic entrepreneurship, while factors not included in the regression model account for 49.1% of the variance. These results could provide sufficient support for accepting the fourth hypothesis (H4).

Hypothesis H5

The (H5) hypothesis states that entrepreneurial orientation has a significant effect on the dimensions of organizational agility. The entrepreneurial orientation influences macro- and micro-level organizational agility in the following ways: According to [Table 5](#), the calculated (F) value is (83.878), which is greater than the tabular (F) value of (3.95), at a significance level of (0.01), at level (.000). This indicates that entrepreneurial orientation has a substantial effect on the intervening variable of organizational agility. [Table 5](#) establishes the hard limit ($a = 851$), which indicates that there is an entrepreneurial orientation of (851), even if the amount of organizational agility is equal to zero, whereas the value of ($=.693$) indicates that a change of one unit in the entrepreneurial orientation will result in a change of (693) units in the organizational agility. [Table 5](#) displays the decrease in R² errors, which totaled (.480). This indicates that entrepreneurial orientation accounts for 48.0% of the variance in organizational agility, while 52.0% of the variance is attributed to factors not included in the regression model. These results may provide sufficient evidence to adopt the fourth hypothesis (H5).

Hypothesis (H6)

Organizational agility has a significant impact on strategic entrepreneurship dimensions, according to Hypothesis (H6). Strategic entrepreneurship is affected by organizational agility at the macro and micro levels. The calculated (F) value scored (94.714) more than the tabulated (F) value of (3.95), with a significance level of (.000), as shown in [Table 5](#). This confirms that the responsive variable of strategic entrepreneurship has a significant impact on organizational dynamism in the

researched companies. Table 5 establishes the firm limit value ($a = 1.560$), indicating the existence of an estimated organizational agility of 1.560. Even if there is no strategic entrepreneurship, the value of ($= 0.714$) is positive. A change of one unit in organizational agility will result in a change of (.714) units in strategic entrepreneurship, with a value of ($R^2 = .510$). This demonstrates that organizational dynamism explains 51.0% of the variance in strategic leadership, while other factors account for 49.0% of the variance. These findings support the acceptance of the sixth hypothesis (H6).

Table 5. Influence relationships between the main research variables

Variables	SPSS					
	Hard limit (a)	Slope b	R ²	F	Sig	Decision
Y/X	1.244	.714	509.	94.384	.000	Effect
M/X	851	.693	480.	83.420	.000	Effect
Y/M	1.560	.714	.510	94.714	.000	Effect

** The tabular value of (F) at the level of 0.01 = (3.95), N = 93

Hypothesis (H7)

Hypothesis (H7) states (The entrepreneurial orientation has statistically significant effect on achieving strategic entrepreneurship with the intervening of organizational agility dimensions).

The Sobel test is utilized to assess the significance of the intervening variable's impact. The correlation between the independent variable (entrepreneurial orientation) and the dependent variable (strategic entrepreneurship) is assumed to be a result of the influence of the intervening variable (organizational agility). Including the intervening variable in the regression analysis form alongside the explanatory variable does not diminish the effect of the intervening variable. In order to ensure that organizational agility (intervening variable) has an effect on the correlation between (entrepreneurial orientation and strategic entrepreneurship), the Sobel test of significance, which appears to be less than (0.05) and is depicted in Figure 2, will be applied:

1. It is clear that the regression coefficients for the correlation among entrepreneurial orientation and organizational agility ($a = 0.807$), with a standard error ($Sa = 0.088$), and the regression coefficients for the relationship between organizational agility and strategic entrepreneurship ($b = 0.374$, with a standard error ($Sb = 0.082$), The results were as listed in Figure 2.
2. It is shown from the Table 5 and Figure 2 that the mediating role of organizational agility is a real one, as much as the topic is related to the significant relationship (p -Value = 0.000) of the entrepreneurial orientation in

achieving strategic entrepreneurship.

Input:		Test statistic:	Std. Error:	p-value:
a	.807	Sobel test: 4.08377134	0.07390668	0.00004431
b	.374	Aroian test: 4.06444429	0.07425812	0.00004815
s _a	.088	Goodman test: 4.10337674	0.07355357	0.00004072
s _b	.082	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Figure 2. Sobel test of significance

DISCUSSION AND CONCLUSION

The analytical findings offer significant insights into the correlation between entrepreneurial orientation (EO), organizational agility (OA), and strategic entrepreneurship (SE). The results provide substantial evidence in favor of the primary hypothesis H1, demonstrating a significant and consistent positive relationship between entrepreneurial orientation (EO) and the various elements of strategic entrepreneurship. This assertion is consistent with prior scholarly investigations, such as the research conducted by [Wiklund and Shepherd \(2003\)](#), which underscored the significance of entrepreneurial orientation in fostering proactive and inventive behaviors within organizational contexts, hence contributing to strategic entrepreneurship. The inclusion of OA as a mediator, as shown by the acceptance of hypothesis H3, introduces a significant dimension to this association. Hypothesis H2 provides evidence of a positive link between entrepreneurial orientation (EO) and organizational ambidexterity (OA). This shows that EO has a beneficial impact on the organization's capacity to effectively adapt to changes, hence supporting the pursuit of strategic entrepreneurship. The findings indicated above provide support for the research conducted by [Lumpkin and Dess \(2001\)](#), which posited that entrepreneurial orientation (EO) enhances a firm's ability to adapt and respond, hence generating a competitive advantage through strategic initiatives.

The connections between entrepreneurial orientation (EO), organisational ambidexterity (OA), and social entrepreneurship (SE) are made clearer by looking at the links between the effects of the important research variables (H4, H5, and H6). According to H4, there is evidence that EO (entrepreneurial orientation) has a positive impact on SE (strategic effectiveness), which is consistent with earlier research by [Ireland, Covin, and Kuratko \(2009\)](#). This research supports the notion that a firm's strategic objectives can be strengthened through a robust emphasis on entrepreneurship. It is evident that organizational ambidexterity (OA) serves as a mediator in the relationship between entrepreneurial orientation (EO) and strategic entrepreneurship (SE), suggesting that companies with higher levels of EO are more inclined to exhibit enhanced agility in their strategic endeavors. This finding lends empirical support to the

study by Zahra, Sapienza, and Davidsson (2006), which hypothesized that organizational agility facilitates the successful implementation of entrepreneurial tendencies for strategic success. Furthermore, Jafari-Sadeghi et al. (2022) provide data that supports the notion of the significant impact of entrepreneurial orientation (EO) on organizational agility (OA), specifically in relation to the development of dynamic talents. This study makes a significant contribution by examining the mediating role of organizational agility in the relationship between entrepreneurial orientation (EO) and strategic entrepreneurship (SE), as hypothesised in Hypothesis H7. The empirical findings from the Sobel test indicate that organizational agility plays a crucial role as a mediator, strengthening the connection between entrepreneurial orientation (EO) and strategic entrepreneurship (SE). This discovery highlights the notion that entrepreneurial orientation (EO) in isolation is insufficient; rather, its impact is mediated through an organization's adaptive and flexible skills. This viewpoint is consistent with a previous study conducted by Ritala and Sainio (2014), which emphasizes the role of agility as a connecting mechanism that facilitates the transformation of entrepreneurial behaviors into strategic outcomes.

Based on what has been said so far, it can be assumed that the findings show how important it is to encourage an entrepreneurial mindset and use organizational flexibility to achieve strategic entrepreneurship. These findings align with the dynamic capabilities' framework and previous empirical research in the realm of strategic management. The combined empirical results highlight the importance of developing and nurturing an entrepreneurial attitude while also emphasizing the need for organizational adaptability. The integration of these two elements is crucial for effectively navigating the intricate and constantly changing business environment, as well as for proactively capitalizing on opportunities and successfully implementing strategies. The outcomes of the study are in accordance with the principles of the dynamic capabilities' framework, echoing the perspectives advocated by scholars in the field of strategic management. This research makes a significant contribution to the current knowledge base and provides practical insights for organizations seeking to attain strategic entrepreneurship in the contemporary competitive landscape. Hence, the significance of these indicators cannot be disregarded.

IMPLICATION AND RECOMMENDATIONS

The research results have several consequences. The analysis provided highlights the significant impact of entrepreneurial orientation (EO) on the promotion of strategic entrepreneurship (SE), with organizational agility (OA) serving as a mediating factor. The results confirm the existence of a positive relationship between entrepreneurial orientation (EO) and both strategic entrepreneurship (SE) and organizational agility (OA), indicating that a robust entrepreneurial orientation not only has a direct impact on strategic leadership but also indirectly improves organizational agility. This

statement supports the notion that entrepreneurial orientation (EO) plays a crucial role in enhancing an organization's capacity to innovate and capitalize on possibilities. Moreover, when coupled with agility, EO facilitates the pursuit of strategic objectives in a highly effective manner. Also, the influence relationships that were investigated show that entrepreneurial orientation (EO) has a big effect on both strategic entrepreneurship (SE) and organizational ambidexterity (OA), which shows how closely these concepts are linked. The results of the Sobel test provide additional support for the mediating role of organizational attractiveness (OA) in enhancing the link between entrepreneurial orientation (EO) and strategic entrepreneurship (SE). These findings collectively emphasize the significance of developing entrepreneurial orientation (EO) and promoting organizational agility as mutually reinforcing factors in strategic entrepreneurship. They provide significant recommendations to organizations seeking to enhance their competitive advantage through innovation. In addition to the implications, the research presents the following recommendations.

1. The researchers assert that the achievement of strategic entrepreneurship necessitates the inclusion of practices related to the dimensions of entrepreneurial orientation (specifically innovation, proactivity, risk, the intensity of competition, and independence). These practises play a crucial role in enhancing the activities of strategic entrepreneurship, namely exploration and exploitation, by offering mechanisms for their facilitation. The present study focuses on the examination of strategies inside work systems, along with the corresponding procedures that facilitate their attainment. Additionally, it highlights the significance of employing innovative and forward-thinking competitive strategies, hence emphasizing the crucial role of entrepreneurial orientation in the accomplishment of strategic entrepreneurship.
2. The imperative of achieving strategic entrepreneurship in the organizations is widely recognized as a critical factor for propelling them to the forefront of the industry and ensuring their long-term viability amidst intense competition.
3. There is a need for the companies under study to incorporate organizational agility as a strategic component of their organizational behaviour. This is due to its significance as a primary variable and its capacity to effectively perceive and adapt to environmental shifts. Organizational agility is regarded as an intermediary strategy that bridges the gap between entrepreneurial orientation and strategic entrepreneurship, particularly in managing intricate and dynamic transformations.
4. It is imperative for companies to establish a management system that is characterised by organisational processes and procedures that foster the ability to sense and identify environmental changes. This enables companies to effectively respond to these changes and then evaluate, analyse, and analyse their impacts. The goal is to leverage these effects to the advantage of the company.

5. The expansion of managerial authority in strategic decision-making is crucial for organizations to effectively implement cutting-edge technology, cater to client demands, and restrict competitive actions, thereby maximising value creation.
6. There is a growing imperative to reassess the provision of support and attribution in alignment with the agility of practice, to effectively meet customer requirements. This is particularly relevant for companies operating in the agricultural sector, as they possess significant resources and have the potential to drive advancements in production and service operations.

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