



ENTREPRENEURIAL ORIENTATION AND ITS ROLE IN ACHIEVING INSTITUTIONAL EXCELLENCE AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF ADMINISTRATIVE LEADERS AT TIKRI UNIVERSITY

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Article history:		Abstract:
Received:	1 st March 2023	The study aimed to explore the contribution of the entrepreneurial approach as an independent variable through its dimensions (creativity, proactiveness, risk-taking) to institutional excellence as a dimension variable (leadership, human and service provision excellence) at Tikrit University, and researchers used the analytical descriptive approach to interpret data obtained through the questionnaire. The study community is represented and appointed by the administrative leaders of Tikrit University (75) individual representatives (the rector, his assistants, deans of colleges, their collaborators, the duration of departments and administrative centers of the university). An electronic questionnaire was distributed to the study sample and obtained an answer percentage (100%), The study's comprehensive accounting method was used. The study reached a set of conclusions, most notably the increasing importance of leadership in achieving institutional excellence at Tikrit University through its role in building creative and innovative capabilities that will strengthen the university's orientation towards adopting an initiative and proactive approach and seizing market opportunities that will enhance scientific and academic advancement. The study also recommends that the University should encourage its administrative and academic associates to initiate and engage in bold activities that are of a degree of risk and acquire and benefit from the experience of scientific experiments in the future.
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Keywords: entrepreneurial orientation(EO), institutional excellence(IE), Tikrit University(TU).

INTRODUCTION

Universities are one of the most important components of the social, cultural and economic development of States whose future and development are essentially determined.

Because universities throughout the ages have been and continue to play their leading role in the advancement of human civilization as the true nucleus of pioneering and excellence, achieving such goals, especially at the university level, is an arduous and difficult requirement that requires organizations to provide leaders and human resources with creative characteristics and attributes capable of adapting to their complex and constantly changing environments. Achieving IE and leadership in Iraqi universities is a complex and thorny issue. Iraqi universities continue to suffer from traditional bureaucratic systems and complex and inflexible organizational structures that shackle their movement and orientation to a real foothold in the world of excellence and

entrepreneurship. TU may not be better off than the rest of Iraqi University.

Despite ISIS criminal gangs occupied of the University in 2014 , doing systematic sabotage actions to destroy their physical and human potential, the University was able to rebuild its structure and human systems and returned to complete its path of leadership and excellence despite its lack of material and human capabilities. Recent environmental changes, intense competition and university entry into the business world need to adopt a turn in entrepreneurship and shift to a pilot university model as an engine of innovation, leadership and proactive activities while taking the risks of these trends in order to continuously interact with their environment to facilitate economic and social growth in order to meet accelerated environmental challenges and changes. Achieving IE is an ongoing effort that all organizations strive to achieve from leadership that plays the central and fundamental role in this endeavor to the lowest level of management. On this basis, the study of IE in



universities was a requirement and central focus for academics and researchers.

STUDY METHODOLOGY

First: The problem of study is the intense competition imposed on universities by the labour market, which requires universities to adopt EO with creative and proactive activities to ensure excellence in global competition. Due to the novelty of the concept of IE and leadership in higher education in Iraqi universities, it is natural that these institutions face significant challenges to their proper application or accreditation. Thus, their achievement of IE at the local as well as global level is delayed. (Does leadership contribute to IE at TU?) The study also sought to answer the following sub-questions:

Question 1: How are the leading orientations available at the researched university ?

Question 2: What are the ingredients of IE at the researched university ?

Question 3: What is the nature of the interactive relationship between the dimensions of leadership orientation and the dimension of IE?

Question 3: Does the adoption of EOs serve to achieve IE at the researched university ?

Second: The Importance of the Study: Study Signification

1-Scientific significance: The scientific importance of the study lies in the importance of the main variables that I have addressed. Leadership and IE are modern administrative topics that need to be enriched and further presented in scientific studies. The present study is a scientific attempt to close the knowledge gap experienced by previous academic studies, especially in the field of EOs and its role in achieving IE.

2-Field Importance: The field importance of the study is through its application in a vital field no less

important than the rest of the fields. Universities are the cornerstones of culture and the reason why societies progress. Through this study, researchers try to identify the best necessary improvements that will achieve IE. The study may also contribute to raising the culture of excellence in education associated with sustainable competitive advantages. Researchers hope that the results of the study will contribute to drawing the attention of university officials to the need to focus on promoting the dimensions of entrepreneurial trends and IE in order to raise the university's level locally and globally.

Third: Study Objectives

1-Reveal the level of availability of the elements of the leading direction in its dimensions at the researched university

2-Reveal the level of IE in its dimensions at the researched university .

3-Examine the nature of the interactive relationship between entrepreneurial trends and IE at the researched university .

4-Test the strength of the impact relationship to lead by dimensions in the dimensions of IE at the researched university .

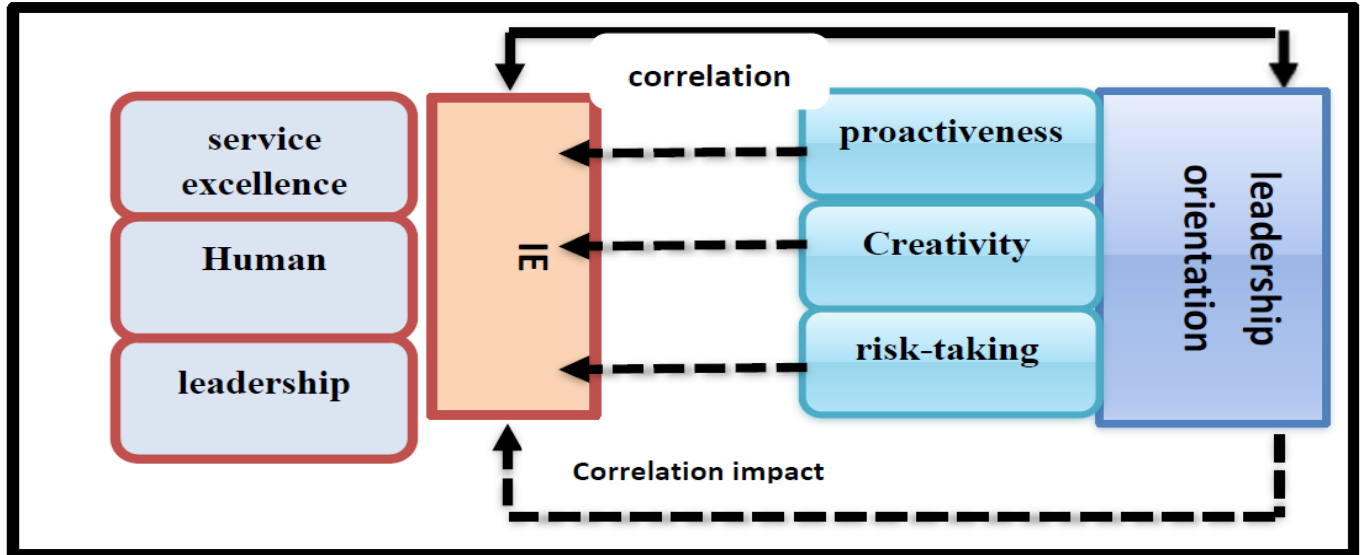
Fourth: Study hypotheses:

The first main hypothesis: There is a morally significant correlation of leadership orientation in its dimensions (creativity, proactiveness, risk-taking) in IE with its dimensions (leadership, human and service excellence) at the researched university.

The second main hypothesis: There is a morally significant impact of leadership in its dimensions (creativity, proactiveness, risk) on IE in its dimensions (leadership, human and service excellence) at the researched university.

Fifth: Study Model: Study Model

Figure (1) Hypothetical study chart



Sources Dimension of Leadership Orientation: (Vij and Bedi,2012), (Rashid and Zayadi, 2013), (Hamad, 2019), (Khan et al, 2021), (Dal-Soto et al, 2021.)

-Sources of dimensions of institutional excellence: (Al-Naimi and others, 2016), (Zozal, 2015), (Aljamal,2018), (Hashemi, 2019 (, Salim, 2020), (Abu Zeid, 2021).

Sixth: Limits of study:

1-Spatial limits: The spatial boundaries of the study were represented by TU.

2-Time limits: The time boundaries for both researchers were the preparation of the study, which began on 15/1/2022 to 25/4/2022.

Seventh. Study tools:

1-Secondary sources: The contributions of researchers and specialists from books, papers,

previous studies and office sources collected and reviewed to enrich the study's theoretical framework have been relied upon.

2-Primary sources: The two researchers basically relied on the questionnaire for the purpose of collecting preliminary data on study variables in preparation for their statistical analysis for the purpose of testing hypotheses. The measurements and questionnaires were used by experts and specialists. They consisted of three parts. (creativity, proactiveness, risk-taking), and part III on a set of questions related to the subordinate variable IE in its three dimensions (Leadership, human and service excellence).

Table (1) Approved metrics

No	Variables	Dimensions	number of paragraphs	Approved metrics
1	Entrepreneurial orientation	Creativity	10	- Scale of study (Rashid and Zayadi, 2013). - Study Scale (Abu Dawood, 2021)
		Proactiveness	10	
		Risk- taking	10	
2	IE	Leadership Excellence	10	- Scale of study (Al Qawasma et al., 2013) - Study scale (Abu Nasser and Al Shobaki,2017)
		Human excellence	10	
		Excellence in Service Delivery	10	
Total identification paragraphs			60	



(Done by the researcher based on previous studies).

Second Research: The Theoretical Framework

I. The EO concept: The emergence of entrepreneurship was initiated by Miller (1983), who described EO as "a company that creates the product market and undertakes somewhat risky projects", the first to use dimensions (creativity, proactiveness and risk-taking) to measure entrepreneurship (Lee and Lim, 2009:3). EO is the decision-making process, activities, practices and processes that lead to new actions or developments. "The Organization is said to be leading when it provides technological products, services, innovations, markets, innovations or new business models that were not present by (Al- Swidi and Mahmood,2012: 4720), as the EO is defined as the organization's tendency to engage in and invest in creative processes and accept income risk in markets or to introduce new products or services (Rashid and Zayadi, 2013: 13). EO is also defined as the company's position to pursue new opportunities through a range of internal resources and work to reformulate its strategy and shape its strategic position that shows an innovative, proactive and bold position (Dewi et al, 2017:240). Abusharekh, et al., 2020:36) considers EO is the process of creating new ideas to provide distinctive services and products or a new, more efficient production method based on risk element by developing an old product or offering a new product or service. This meaning was confirmed (Abu Jabbara, 2020:42) by describing EO as the organization's orientation towards innovation and excellence in its work through what it does and proactive measures to obtain opportunities offered by the external environment and risk sustainability in order to achieve its objectives. Finally, its EO is a form of strategic competitive trends through which organizations aim to take many unique actions, activities and decisions based on nurturing and embracing modern creative ideas that enable them to seize opportunities and risk proactiveness in their labour market (Abu Daoud, 2021:9).

Second: The importance of EO: the importance of EO through the positive impact it has on performance over time. EO is an important organizational resource that distinguishes the company's performance from that of other competitors and results in economic dynamism and the creation of wealth in the competitive process under undefined environment . Companies with EO have dynamic capabilities to counter competition in an uncertain environment. (Li, et al., 2009:442) EO also adds value to organizations because of its focus on identifying reasons for

customer dissatisfaction to develop appropriate solutions to build a strong relationship between the customer and the organization's products. In addition, it emphasizes that entrepreneurship can improve an organization's competitive strategic position within the market by taking advantage of available business opportunities. More importantly, entrepreneurship guidance is critical to public performance because it involves the adoption of a set of new strategies that ensure the full utilization of the trading opportunities available(Al- Swidi and Mahmood,2012:) In this light, EO is the most important input into decision-making regarding the best use of available resources to access new methods of operations and is responsible for stimulating and encouraging creativity by seizing and implementing new opportunities and exploiting and acquiring resources to produce new goods and services (Zaghmar, 2017:5). Indeed, the importance of EO is evident through its role in the direct relationship between EO activities and economic growth , EO ensures that organizations achieve the following:

- 1-Independence: EO allows for independence and achievement of their goals.
- 2-Opportunity for excellence: EO allows the achievement of distinctive goals different from others.
- 3-Realizing ambitions: Entrepreneurs find fun in their business and investments by expressing their hobbies. They know well that the limits of their success are their creativity, enthusiasm, insight and investment that give them a sense of strength and empowerment.

Fourth: Dimension of EO:

1-Creativity: Creativity and innovation are critical competencies for 21st century organizations through which leadership can adapt to external environmental variables. Creativity is often presented as a key component to facilitating organizational innovation that generally refers to the implementation of creative ideas in an organizational context and is essential for long-term organizational success and survival. (DiLiello and Houghton,2008:2), organizations working in dynamic environments are more likely to benefit from creativity and innovation by providing new products or services than organizations working in stable environments. "Encouraging the development of radically new products and technologies in order to acquire distinct market segments and because lack of innovation results in organizations falling behind in such environments and losing market share (Kreiser and Davis, 2010:42). In this context, both researchers (Rasheed and Zayadi, 2013:207) believe that creativity expresses the organizations' orientation to adopt and



implement new ideas with a view to providing new products, services, processes, systems, practices or techniques or improving existing ones, as well as finding appropriate solutions to current problems.

(Rosso, 2014:553) states that creativity is the production of new ideas or solutions. To be useful to the organization, creativity must employ a potential value for the organization through which it can achieve a competitive advantage. Creativity is a key element in the conceptual heart of the organizations' EO. It is difficult to say that organizations have demonstrated leadership behaviour unless they exhibit creative behaviour in their activities and practices unlike other forms of competitive behaviour. There is no doubt that creativity does not necessarily mean a permanent new innovation, but it may involve reintegrating ideas into new innovations and making improvements or additions to existing products or services (Al-Ba 'ain and others, 2018:153). As such, it is an essential feature of the entrepreneur and his means to enhance his ability to exploit change in order to create new service or jobs by generating useful ways and methods of doing business (Wales et al, 2019:99). Based on these data, creativity helps the organization to provide new products, services or technological processes that may take the organization into a new model of success. Creativity helps to seize opportunities and achieve financial returns as compared to organizations that do not adopt creativity as a competitive method in their activities (vij and Bedi 2013: 19), creativity also helps organizations to produce new ideas, invent valuable things and find solutions to existing problems, thereby guaranteeing them a sustainable competitive advantage (Abu Dawood, 2021:21).

1-Proactiveness: Proactive is an adjunct to EOs. It is also considered a skill and modus operandi for companies and entrepreneurial institutions to deal with sudden and unexpected events (ALoulou and Fayolle, 2005:28). In general, proactiveness indicates how organizations can relate to market opportunities through their ability to seize opportunities and shape the environment for the organization through responsiveness and resilience to competitors' challenges (Lumpkin and Dess, 2001:435). In this sense, proactiveness refers to an opportunity-seeking and forward-looking behaviour that involves working on future needs and trends in front of competitors and thus actively entering new spaces and markets and creating the advantages of the first mobile and seeking leadership positions in the market (Lomberg, et al, 2016:3). (Hamad, 2019:434) also stated that proactiveness is the organization's ability to identify future needs and anticipate changes in demand as well

as challenges that may arise and try to take advantage of them by transforming them into investment opportunities. It should be noted that proactiveness is important through which organizations can exploit new opportunities by providing products or services before competitors and thus can achieve a high competitive advantage so as to ensure that organizations form gaps between them and the closest competitors and be advanced in the market (Hazboun, 2020:17). (Abu Jabbara, 2020:44), said that proactiveness increases organizations' ability to capture opportunities in the business environment, predict the needs and desires of beneficiaries and work to meet them before competitors, which has an impact on improving their competitive timeliness and the mental image around the organization among beneficiaries. (Marghani and Others, 2021:7) said that Proactiveness helps organizations to shape future demand and shape new markets that are commensurate with the organization's advancement of products and services. Proactiveness can create a knowledge and market gap that is difficult for competing organizations to recognize as well as overtake. To this end, organizations must spread an organizational culture that encourages managers to undertake pioneering work of a distinctive nature that is the essence of the proactive dimension of organizations.

2-Risk- taking: Risk is an inherent feature of today's business world. There is no environment or field of business without Some risks that differ in strength and threat depending on the quality of the field and the environment in which it operates. This concept has been associated with EO. Early definitions of EO have focused on entrepreneurs' desire to do business with certain risks. The concept of risk often refers to the characterization of uncertainty and uncertainty resulting from a movement or attitude of an entrepreneur or business organization. Risk occurs by sensing a significant shift in the organization's resources while fearing failure or loss. Despite the threats posed by risk to organizations, these organizations give more ability to adapt and absorb these risks rather than fear them (Tamimi, 2015:43). Since the entrepreneur cannot know for sure whether the desired product/service can be produced or not and whether these products or services will achieve their planned objectives, risk has been considered an important part of entrepreneurship (Hazboun, 2020:17). The higher the risk, the greater the potential for profits, and the more risk-oriented is one of the most viable predictions of entrepreneurial behaviour and directly linked to organized competencies and entrepreneurship (Khan et al., 2021: 6) Managers



usually try in various ways to avoid risks in their business and investments. On the contrary, managers take the lead in understanding that each business involves a certain degree of risk and that it is not helpful to think of no risk at all (Dal-Soto and Souza, 2021: 415) The institution's risks are divided into three main types identified by (Marahj and Hassan, 2020:30) (Abu Jabbara, 2020:45) as:

1-Business risks: Exposing institutions to risks as a result of entering into new fields and businesses with no precedent. These fields are usually unknown to institutions with no certainty of success or profit. These risks are usually associated with entering new markets or business models.

2-Financial risks: Institutions are exposed to financial crises or lack of allocations to sustain their operations, which may lead institutions to resort to their internal resources or borrow. Therefore, leading institutions must operate in a balanced manner between return and risk.

3-Personal risks: This type of risk occurs as a result of personal decisions and intellectual or social tendencies that lead corporate executives to make personal decisions that adversely affect an institution's future.

Sixth: The concept of IE: The beginnings of the emergence of IE were the late 1980s and rapidly evolving with the development in various academic and administrative fields. For example, in Europe, the beginnings of this concept were evident with the emergence of the European model of IE, which followed the European Award for Quality in 1992 (229). Then it spread in various countries of the world, especially Arabs. Perhaps this is because most organizations, especially academic organizations, are looking for ways and strategies to ensure that they achieve excellence in their performance and work in the light of the intense competition they have started to face in the impact of their entry into the business market and the fields of competitive activity (Taiseer and others 2020:229). Accurate excellence means quality and excellence that can be achieved when organizations are able to achieve high levels of performance that appear in the form of products and services that exceed their customers' expectations (Qawasmeh et al, 2013:10),10), It also notes organizations' ability to contribute strategically through excellence in their performance, problem solving and effective achievement of their objectives, which distinguishes them from other organizations (Al-Nusr, 2010:35) At the same context, IE refers to quality and excellence in practices, including self-assessment to improve the organization's effectiveness, competitiveness and flexibility of working in the

organization and the participation of all users in all sections of the organization to work together by understanding all activities, working to eliminate error and improve the process towards achieving excellence (Abu Naser and Shoaki, 2017:21). IE reflects the Organization's lifestyle, management philosophy and strategy on how to achieve tangible results for the Organization to achieve and meet the needs of all individuals in a balanced manner. It serves as an identity and a special footprint for the Organization (Abu Labda, 2019:30). IE also reflects the sincere efforts made within the Foundation based on the efforts of all its members according to their different disciplines to the highest scores of outstanding performance which helps to gain community satisfaction by enabling the enterprise to compete locally, regionally and globally with the corresponding institutions under the basic components of institutional excellence (Jomah, 2019:9).

Seventh: The importance of IE: IE is a necessity of management development to raise performance levels by developing the skills and abilities of workers and members of the governing body of the organization. The development of their skills and abilities requires an effective organization based on the spirit of team, innovation, initiative and competition so that each individual working person feels that the organization belongs to him and that this feeling drives the workers to exert their energies and efforts and give everything they have in order to achieve their excellence (Al-Nusr, 2010:33) . IE also ensures the continuous development of the organization's members, whether managers or staff, so that they can help make the organization more prominent in performance compared to competing organizations because stagnation and lack of continuous improvement are a major reason for the organization to be overtaken by closer competitors (Sarah, 2020:21).

Eighth: Stages of building IE:

Achieving IE is a fundamental goal for business organizations, especially educational organizations. To achieve it, organizations must adopt ways to ensure its achievement.

In this context , (Al Ghammas, 2013:313) and (Abbas, 2018:124) believe that IE can be achieved by:

1-Spreading the culture of institutional excellence within institutions of university education in terms of its conception, dimension and ways of achieving it.

2-Assessment the current status of the institution according to the criteria of IE.

3-Develop improvement plans to ensure IE and establish training and development classes for teaching staff within the university.



4-There is a supportive department that provides the components of excellence management where it plays a central role in shaping the organization's objectives and operationalizing its components and capabilities.

Ninth: Obstacles to achieving IE: Although institutions strive to achieve in various ways, many of them fail due to several reasons, the most important of which are (Al Ghammas, 2016:311), (Sarah, 2020:23) (El Rufai, 2021:258) as follows:

1-Bureaucratic institutions move away from making IE a priority as employees in these institutions seek a stable and enduring position dominated by traditional routines, reducing opportunities for flexibility and work flow and adversely reflecting excellence.

2-Institutions are quick to achieve rapid results by imitating and simulating other institutions without seeking to adapt the methods used in these experiments to the nature and environment of Iraq's educational institutions.

3-Insufficient assessment of the importance of human resources and of regulations, policies and practices that are incompatible with the "excellence" approach.

Tenth. Dimensions of IE:

1-IE: leadership excellence is the most important pillar of modern management. Contemporary management requires superior capabilities for the leader to be able to keep abreast of developments and changes imposed by the age of knowledge. Leaders are undoubtedly highly sensitive to recognizing the shortcomings and problems of their institutions (Girard,2008:6 and Pinar) , IE is ability to make an impact on people by contacting them and guiding them towards the achievement of the organization's objectives (Karam and Kitana, 2020:17). In the same context, IE reflects the leader's ability to influence others to achieve specific goals by making the change based on conviction and belief in this change (Marikhi, 2021: 632), senior leadership has a direct impact on achieving excellence by developing individuals' capacities and encouraging excellence and innovation through their leadership skills, effective working relationships and the ability to rethink the tradition as well as the interest in encouraging competition among individuals to create new ideas. A distinguished leader is a person who can see many problems in one situation and is aware of mistakes, shortcomings and deficiencies, senses problems and is responsible for nurturing human relations, developing communication with as many workers as possible so that this process continues and achieves its objectives efficiently making management more dynamic and effective (Aljamal,2018:7), From another standpoint, leadership plays a major role in achieving excellence by assuming

leadership responsibility in resolving disputes and administrative problems that hinder achieving excellence. Senior leadership has a direct and visible impact on achieving IE through its effective leadership skills and positive working relationships (Hashemi, 2019:40).

2-Human excellence: Most organizations, whether productive or service, realize that achieving growth and excellence is based primarily on the quality of the human component within the organization. Therefore, organizations have long sought to involve subordinates in decision-making, formulate the organization's strategy and provide them with opportunities to participate in relevant decisions, enabling them to achieve the organization's objectives efficiently and effectively (Al-Naimi, 2010:35) Human excellence reflects the organization's ownership of individuals with knowledge, skills, experience, uniqueness and excellence in delivering work outputs in a creative and distinct manner (Abu Labda, 2018:62). As far as the organizations possess active individuals with outstanding experience and skills, they are able to achieve excellence in their performance and activity (Stoyanova and Iliev, 2017:25). If IE is based primarily on the human resources that operate in the organization, empowerment is the most important issue and the best way to achieve such excellence, it makes the staff and workers of the organization feel loyal and are real partners in the organization's present and future and not just a tool for achieving senior management goals. (Hashemi, 2019:42) The importance of the human element in achieving excellence is due to the fact that this element is the decision-maker responsible for innovation. There is no doubt that, despite modern quantitative methods of organizational decision-making, the human element by all accounts is the governing element in its decision-making process. (Salim, 2020:222) Therefore, distinguished or excellence-seeking organizations are organizations that work to improve the knowledge and abilities of their staff at the individual and collective level, care for them, communicate with them and reward them for their motivation as well as enable them to use their skills and energies for the benefit of the organization (Sarah, 2020:22).

3-Service excellence: Service excellence is defined as "providing excellent service quality through a management system that exceeds the customer's previous expectations and thus earns satisfaction and loyalty to the products and services of the organization. Organizations need to achieve service excellence because it increases customer satisfaction which in turn increases the profitability of the



organization (Asif and Gouthier, 2013:512) In light of this, the concept of service excellence is determined by a key point: (delight customer) Customers happiness is the cornerstone of the traditional concept of service excellence and stems from customer happiness through the excellent service provided by the Organization. The emotional component can positively shape the intentions of customers towards the Organization's products and services and also increases the likelihood of reusing the Organization's products and services (Asif, 2014:5). Service excellence also refers to work to develop and improve them and add unique specifications that give the organization an opportunity to place exceptional prices on their use (Abu Naser, 2017:12). Excellence in the service represents an attempt to monitor the needs and desires of the customers of the organization and work to satisfy them differently from competitors through creativity, development and continuous improvement and add value to customers so that the service provided exceeds the customer's expectations (Abu Labda, 2018:63). The reason why organizations focus on efforts to excel in service is because a commodity or service that does not meet customers' needs and does not increase their expectations may lead customers to switch to the most distinctive products and services, thereby continuously losing their customers, which means a lack of market share, this undoubtedly leads to a decline in institutional excellence (Salim, 2020:222). Therefore, a number of researchers (Abu Zeid, 2021:201) (Al-Nasari, 2018:39) have identified a number of strategies that must be adopted by institutions, especially universities, that will raise the level of service excellence in their performance, namely:

1-Upgrading the service provided to clients in order to meet the needs and desires of beneficiaries and to be competitive with the services of competitors in terms of quality of quantity.

2-Recognize opportunities, threats, strengths and weaknesses, study customers' needs and desires and try to satisfy them before competitors.

3-Consolidation the concept of quality and excellence of services provided in the organization's culture and strategy and increase the efficiency of employees (service providers).

Topic 3: Field Framework

First: Introduction to the field of study (TU): TU is an Iraqi state university founded in 1987 in Salah al-Din governorate. The university is located in the main complex in Qadisiyah and includes the university (22) Faculty in various scientific and humanitarian disciplines with 78 specialized scientific departments as well as several research centres and administrative departments (www.tu.edu.iq), the number of university students is approximately 27,827 students for morning studies, while the number of postgraduate students is about (3,860) students and (2,128) teachers and staff (1161) by Statistics 2021 (Department of Studies and Planning/TU).

Second: Describe the study's variables and dimensions

1-Descriptive analysis of entrepreneurship: see the results in the table (2) For the results of the descriptive analysis to remove EO, note that (Creativity) was ranked first in the arithmetic mean. (3.96) Standard deviation (0.78) and high relative importance thus ranked first in terms of the degree of importance between dimensions of EO, while the risk came at the lowest level of the arithmetic mean (3.28) Standard deviation (0.83) and high relative significance thus ranked third in importance among the dimensions of EO, while the arithmetic mean was proactive (3.86) Standard deviation (0.85) is also of high relative importance and thus ranked second in importance among the dimensions of EO.

Table (2) arithmetic means, standard deviations and relative importance of the main dimensions of EO variable

Dimension	Arithmetic mean	Standard deviation	Relative importance	Importance level
Creativity	3.969	0.782	0.792	High
Proactiveness	3.868	0.857	0.773	High
Risk- taking	3.286	0.834	0.657	High
Overall average	3.700	0.367	0.740	

(N=75)

In the light of the previous results, all levels of importance for the dimensions of EO were high. These results indicate an interest in management leaders.

(Sample Study) To adopt and practice activities and EOs. The above findings also indicate the availability of the main components of EOs in the sample itself.



These results are an answer to the first question raised in the study's problem about (the availability of the components of the pilot trends in the researched university?) .

2-Descriptive analysis of IE: the results of the descriptive analysis of the variable and the removal of IE were shown through the table (3) That after (human excellence) he ranked first with an arithmetic mean (4.18) standard deviation (0.66) and relative

importance (high) thus ranked first in importance, while coming (Leadership excellence) in the second place in terms of importance with an arithmetic mean of (4.17) and standard deviation (0.67), ranking second in importance, and finally coming third (Service Excellence) with an arithmetic mean of (3.97) and standard deviation (0.68) thus ranked third in importance among dimensions of IE.

Table (3) the arithmetic means, standard deviations and relative importance of key dimensions of IE variable

Dimension	Arithmetic mean	Standard deviation	Relative importance	Importance level
Leadership Excellence	4.1733	0.676	0.834	High
Human excellence	4.1840	0.666	0.836	High
Service Excellence	3.9720	0.683	0.794	High
Overall average	4.106	0.118	0.821	

(N=75)

In the light of the above, it is clear that all levels of dimension IE were high in importance. These results indicate that there is interest and orientation among managerial leaders in the study sample in the importance of IE. and the above findings indicate the availability of the key elements for achieving IE in the sample itself. These results are an answer to the second question raised in the study's problem of (the availability of IE is available at the researched university?).

Test of hypotheses:

1-The first main hypothesis: There is a morally significant correlation of EO in its dimensions (creativity, proactiveness, risk-taking) in IE with its dimensions (leadership, human, service delivery excellence) at the research university, and table (4) shows the value matrix of coefficients between leadership dimensions and IE.

Table (4) Matrix of correlation transactions between dimensions of EO and IE

		Creativity	proactiveness	Risk	Leadership excellence	Delivery Excellence	Human excellence
Creativity	Pearson Correlation Sig. (2-tailed) N	1 75					
proactiveness	Pearson Correlation Sig. (2-tailed) N	.869** .000 75	1 75				
Risk	Pearson Correlation Sig. (2-tailed) N	.466** .000 75	.569** .000 75	1 75			
Leadership excellence	Pearson Correlation Sig. (2-tailed) N	.766** .000	.703** .000	.295* .010	1		



		<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>		
Delivery Excellence	Pearson Correlation	<i>.798**</i>	<i>.791**</i>	<i>.240*</i>	<i>.871**</i>	<i>1</i>	
	Sig. (2-tailed)	<i>.000</i>	<i>.000</i>	<i>.038</i>	<i>.000</i>		
	N	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>	
Human excellence	Pearson Correlation	<i>.791**</i>	<i>.657**</i>	<i>.110*</i>	<i>.803**</i>	<i>.817**</i>	<i>1</i>
	Sig. (2-tailed)	<i>.000</i>	<i>.000</i>	<i>.000</i>	<i>.000</i>	<i>.000</i>	
	N	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>	<i>75</i>

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Results through the correlation matrix table (4) showed that there is a strong, direct and morally significant correlation between the dimensions of EO and the dimensions of IE. With strong and morally significant correlation results at 0.01 and 0.05 between dimensions of variables, this result is an answer to the third intrusion raised in the study on the nature of the interactive relationship between EOs and IE at the researched university. This result also supports the validity of the first main hypothesis about the existence of a morally significant correlation between the dimensions of EO and the dimension of IE at the researched university.

A brief explanation of these findings follows.

-Results in the correlation matrix table (4) showed positive, direct and morally significant correlations between the dimensions of EO (creativity, proactiveness and risk-taking) and beyond (leadership excellence), as the value of the association transactions reached (0.466, 0.703, 0.295) respectively at a morale level (0.01, 0.01, 0.05) respectively, and these results support the validity of the first key hypothesis about a morally significant correlation between the dimensions of EO and the dimension of IE at the researched university.

-Results in the correlation matrix table (4) showed positive, direct and morally significant expulsive correlations between the dimensions of EO (creativity, proactiveness, risk-taking) and beyond (excellence in service delivery) (0.789, 0.791, 0.240), respectively, at a moral level (0.01, 0.01, 0.05) respectively, this result supports the validity of the first key hypothesis about a morally significant correlation between the dimensions of EO and the dimension of IE at the researched University.

-Results in the correlation matrix table (4) showed moral connections between the dimensions of EO (creativity, proactiveness, risk-taking) and beyond (human excellence) (0.791, 0.657, 0.110), respectively, at a moral level (0.01, 0.01, 0.05) respectively, and this result supports the validity of the first main hypothesis about a morally significant correlation to the leadership's dimensions of IE by its dimensions at the researched university.

2-Second main hypothesis: There is a morally significant impact of EO in its dimensions (creativity, proactiveness, risk-taking) in IE in its dimensions (leadership, human and service delivery excellence) at the researched university. Table (5) shows the matrix of multiple linear regression coefficients with its dimensions of IE at the researched university.

Table (5) Multiple linear decline coefficients for EO with IE

Independent Variable (Interpreter)	dependent Variable	R	R²	F	Sig	B	T
EO	IE						
Creativity	Leadership	0.777	0.604	36.088	0.000	0.533	4.085



proactiveness	excellence					0.190	1.481
risk-taking						0.105	1.419
Creativity	Delivery excellence	0.861	0.742	67.940	0.000	0.344	3.228
proactiveness						0.499	4.768
risk-taking						- 0.245	- 4.071
Creativity	Human excellence	0.845	0.714	58.957	0.000	0.730	6.677
proactiveness						0.088	0.815
risk-taking						- 0.282	- 4.564
							4.085

Results were shown through the Multiple Regression Transaction Values Matrix Table (5) The dimension of EO (creativity, proactiveness and risky) interpret its value (60%) of the discrepancy in leadership excellence given the value of the determination coefficient (R²), the remaining (40%) is due to other factors not included in the statistical model, as the value of (F = 36.08) There is a moral connotation in the interpretation of leadership excellence results through the dimensions of EO. The B value that reflects the relationship between creativity and leadership excellence at 0.533 is statistically significant and means the more interest in creativity by one unit, the more IE by 0.53, the more proactive by one unit, the more IE by 0.190 and the more risk by one unit, the better the level of IE by 0.105. These results are an answer to the fourth question raised in the study's problem that the adoption of entrepreneurial orientations contributes to institutional excellence. The results also support the validity of the second main hypothesis about the existence of a meaningful relationship of leadership by its dimensions of IE.

The results from the above table also showed that the dimensions of EO mentioned explain the value of (74%) of the discrepancy in service delivery excellence through value (R²) The remainder (26%) is due to the intervention of factors other than the model, as the value of (F = 67.940) There is a moral connotation in interpreting the results of excellence in service delivery through dimensions of EO, as valued (B) which reflects the nature of the relationship between creativity and excellence in service delivery with value (0.344) Statistically significant. This means the more the university researching creativity takes care of one unit, the more excellence in service delivery. (0.344), and the higher the research university's interest in proactiveness by a unit, the greater the excellence in service delivery. (0.499), the results also showed that

after (risk) has no positive moral effect direction (Excellence in Service Delivery) The value of (B = - 0.245). This result means the researched University if its interest in risk increases by one unit, this results in a reduction of excellence in service delivery by (0.245). This result is contrary to the study's expectations.

Finally, the results from the above table showed that the dimension of EO (creativity, proactiveness and risk) explains the value (71%) of the variation in human excellence and the remainder (29%) is attributable to factors other than the statistical model, as the value of (F = 58.95) The function is moral in interpreting the results of human excellence through dimensions of EO, as valued (B) which reflects the nature of the relationship between the dimensions of EO and human excellence as its values come (0.730) for creativity and this result means the more interest the researched university creativity increases by the unit human excellence increases by the amount (0.730) The higher the University's interest in proactiveness by a unit that improves human excellence by (0.088), while the result (B = -0.282) for negative risk meant that it did not have a moral positive effect on the direction of human excellence, i.e. the more the researched university interest in risk by one unit the lower the human excellence by (0.282).

Topic 3: Conclusions and recommendations

1-The results of the study showed a meaningful correlation between EO of its dimensions (creativity, proactiveness and risk-taking) and IE of its dimensions (leadership, human and service excellence).

2-The results of the study showed that the management leaders at the university and colleges encourage and support their administrative and scientific skills to work distinctively and creatively by adopting innovative and new ways and methods of



teaching, training, scientific research and the client to employ technology and modern means of communication in order to provide the best services to customers and beneficiaries.

3-The results of the study showed that there are real efforts by the university's senior departments to identify future problems and constraints that will hinder the creative process and try to find appropriate solutions.

4-The results of the study showed that administrative leaderships at the university and colleges are constantly working to make continuous changes to their scientific programs, systems and procedures, periodically and without fear or hesitation

5-The results of the study showed that senior departments allocate part of their resources (physical and human) in order to address uncertain future challenges and changes that are dangerous to the future of the organization

6-The results of the study showed that administrative leaderships leaders are working seriously to make their services available continuously while reducing the cost of accessing these services and continuously improving them in order to meet the need and desire of the University's customers.

7-The results showed that the study showed an average level of orientation towards work in uncertain, ambiguous and dangerous environments, although such environments are usually new environments with high market opportunities.

8-The results of the study showed that senior leaders are constantly studying the development of unique scientific departments and disciplines that are not available in other competitive organizations, while providing scientific staff with rare and unique disciplines.

9-The results of the study showed that the senior leaders of the research organization focus mainly on recruiting and attracting unique scientific competencies while working to train and develop human resources and provide them with skills and competencies that will increase their ability to provide further efforts in order to achieve the organization's objectives.

10-The results of the study showed that senior leaders seek to change a stable and secure working environment by promoting a spirit of cooperation, communication and positive resolution of dilemmas and emphasizing opening channels of communication between leaders and employees.

RECOMMENDATIONS

1-Create an incentive system that encourages employees to apply their knowledge and experience and participate in linking the incentive reward system

to the creativity and innovation of employees to distinguish them accordingly with an emphasis on incentives that will increase the loyalty of university workers.

2-The need for the University to create the right environment and provide support to its associates to carry out activities that are dangerous and bold by building the concept of mutual trust and allowing experiences and mistakes and giving them an opportunity to learn and not to build trends that reduce creative trends in case of failure.

3-The need for the University's senior departments to heed all the necessary commitments that will encourage innovation and patents from laboratories and workshops with the need to embrace and develop these innovations and encourage researchers to make further efforts to provide further achievements and innovations.

4-Provide continuous learning opportunities for all staff and enhance faculty competence in line with contemporary technological development and establish systems to share knowledge and learn and encourage scientific research at the University.

5-Establishing technical incubators in universities to adopt, protect, support and market outstanding university research projects.

6-Establishing specialized centres for future and forward-looking studies to diagnose future transformations in local and global environments and identify changes in customers' needs and desires and the quality of services the university needs to provide in the future.

7-Administrative leaderships should adopt managerial concepts that will increase the loyalty and belonging of workers towards the organization such as empowerment, participation in the formulation of the organization's strategy and the identification of its objectives by involving them in the strategy formulation process and enabling them to make decisions that support its creative work.

8-Work to create alternative Administrative leaderships with distinct competencies and abilities for future management positions through leadership skills training and work to build a system of succession planning and selection of known leaders through their results and achievements.

9-Improving the quality of services and making them available continuously by improving their quality and adding qualitative advantages and working to provide them continuously through modern electronic systems while reducing the cost of obtaining them.

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