

The Effect Entrepreneurial Alertness in Achieving Strategic Superiority

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Abstract

The research dealt with the impact of the Entrepreneurial alertness in its dimensions (survey and research, linkage and communication, evaluation and governance) in achieving strategic superiority in its dimensions (circles of influence, competitive formation, competitive pressure), in schools of superiority in Baghdad, and the research aimed at diagnosing the level of schools' interest in research variables and their dimensions. To come up with a set of recommendations that contribute to improving its practice and adoption of these variables, and based on the novelty of the variables and their urgent importance for these schools and their members on the one hand, and community members on the other, the research adopted the descriptive analytical approach, and the research sample was intentional, which included (76) principles and their assistants and the counselors and teachers, the main research tool (the questionnaire) was distributed to them to survey opinions about the variables. The research used the statistical programs (SPSS), to analyze the primary data, with the adoption of descriptive and inferential statistics methods, test of validity and reliability, arithmetic mean, standard deviation, relative coefficient of variation, importance Relativity, Pearson correlation coefficient, simple linear regression coefficient) to test the research hypotheses. The research reached a set of field results, the most prominent of which was that all the correlation and influence relations between the dimensions of Entrepreneurial alertness and strategic superiority were good and of moral significance.

Keywords: Entrepreneurial alertness, strategic superiority

تأثير اليقظة الريادية في تحقيق التفوق الاستراتيجي
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الخلاصة :

تناول البحث تأثير اليقظة الريادية بأبعادها (المسح والبحث، الارتباط والاتصال، التقييم والحكم) في تحقيق التفوق الاستراتيجي بأبعاده (دوائر النفوذ، التكوين التنافسي، الضغط التنافسي)، في مدارس المتميزين في بغداد، وهدف البحث إلى تشخيص مستوى اهتمام المدارس بمتغيرات البحث وأبعادها، للخروج بجملته توصيات تساهم في تحسين ممارستها وتبنيها لهذه المتغيرات، وانطلاقاً من حداثة المتغيرات وأهميتها الملحة لهذه المدارس وأفرادها من جهة، وأفراد المجتمع من جهة أخرى، اعتمد البحث المنهج الوصفي، وكانت عينة البحث قصدية تضمنت (76) من المدرء ومعاونيهم والمرشدين والمدرسين، وزعت عليهم أداة البحث (الاستبانة) الرئيسة لاستقصاء الآراء حول المتغيرات، استعمل البحث البرامج الاحصائية (SPSS) لتحليل البيانات الأولية، مع اعتماد أساليب الإحصاء الوصفي والاستدلالي، اختبار الصدق والثبات، الوسط الحسابي، الانحراف المعياري، معامل الاختلاف النسبي، الأهمية النسبية، معامل الارتباط بيرسون، معامل الانحدار الخطي البسيط) لاختبار فرضيات البحث، توص البحث إلى مجموعة من النتائج كان أبرزها "أن بأن جميع علاقات الارتباط والتأثير بين ابعاد اليقظة الريادية و التفوق الاستراتيجي كانت جيدة وذات دلالة معنوية.

الكلمات المفتاحية : اليقظة الريادية ، التفوق الاستراتيجي.

انتساب الباحث

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Introduction:

In light of the turbulent competition, rapid transformations, internationalization of markets, the multiplicity of products and services provided, and with the increasing interest of organizations in growth, gaining and maintaining customers, as well as realizing its importance in achieving competitive advantage, and in light of those challenges and conditions that our organizations are going through today, new phenomena, concepts and strategies of great importance in the future were born. Organizations in general, which ensure that they not only survive in their environment, but also achieve superiority over competitors and the ability to be sustainable and promote Entrepreneurial alertness that depends on their willingness to study the environment, search for opportunities that others overlook, new knowledge and its acquisition and applicability in its new services, to exploit opportunities unaware of its competitors to enhance its readiness at the Entrepreneurial level, so that, it can race against time and achieve strategic superiority.

Research methodology

Research problem:

The issue of Entrepreneurial alertness is one of the important topics for any organizations looking to achieve continuity and growth, especially in a competitive environment whose changes are difficult to predict in order to achieve strategic superiority, which is the cornerstone for which organizations aspire to put them in a competitive position capable of local and global competition. Through the initial examination of the researcher, he requested that it seeks to achieve strategic superiority, but at a slow pace, and its use of

traditional means, in light of the environmental complexity to reach the ambitious goals.

Based on the above, the research problem is manifested in the following questions:

- 1- What is the level and nature of adoption of the studied schools for strategic superiority when performing their activities?
- 2- What is the level and nature of entrepreneurial readiness in the surveyed schools?
- 3- What is the nature of the roles that entrepreneurial alertness with its basic elements (survey and research, communication and correlation, evaluation and judgment) can play in the promoting strategic superiority in the surveyed schools.

Research importance

The importance of the research is reflected in the role played by entrepreneurial alertness in achieving strategic superiority, which has become an important requirement for every contemporary organization that aspires to work in an environment characterized by rapid and advanced changes, especially organizations that work to provide services continuously, and this is reflected positively on the economic and social aspects. On the other hand, the current research's contribution to defining the research variables, which is one of the relatively recent topics that occupied the attention of administrative and strategic thought in the past years.

Research aims

- 1- Determining the levels of Entrepreneurial alertness and strategic superiority in the distinguished schools in Baghdad.
- 2- The current research enables distinguished schools in general and administrative leaders, in

particular, from the investments of Entrepreneurial alertness directly from achieving strategic superiority.

- 3- Determining the nature of the impact that Entrepreneurial alertness can have on strategic superiority.
- 4- Providing decision makers in the distinguished schools with a number of recommendations that will enhance the strategic superiority of their organization.

Research assumes

- 1-There is a significant correlation between entrepreneurial alertness and strategic superiority at the level of significance (0.05).
- 2- Entrepreneurial alertness affects strategic superiority at the level of significance (0.05) .

Research community and sample

The research was applied in the distinguished schools in Baghdad, which amounted to (27) schools, and the research used the intentional sample, as "principles, assistant principles, educational supervisors and teachers were chosen in these schools. 78) a questionnaire, and (2) of them were excluded as being unsuitable for the analysis, for a total of (76) views only.

The theoretical side

The concept of Entrepreneurial alertness

The Australian economist Kirzner (1973) developed this concept that contributed to the emergence of the entrepreneurial alertness and the winner of the International Prize for Entrepreneurship and Small Organizations Research (2006), and presented many theories

about the preparedness and discovery of entrepreneurship for the phenomenon of searching for opportunities and being fully prepared for environmental changes [1]. entrepreneurial alertness which is important for the innovation activities and competitive actions of the organization, and entrepreneurial alertness can be linked to implementation by enabling entrepreneurs to identify stakeholders and emergency environmental conditions as they arise during the process of identifying opportunities [2], and can provide preparedness is a critical support for effective efforts. It is defined as the process of an organization's hopes to obtain new innovative products in the market, and it mediates between innovation and distinguished desire of entrepreneurs [3]. and [4] defined it as "the ability of decision-makers to anticipate entrepreneurial business opportunities related to the current and future conditions of their work environment. entrepreneurial preparedness helps decision-makers realize, discover and meet the needs of customers. By seeking information in the environment, it also enhances the desire of entrepreneurs to create and gain value by satisfying these needs, and management leaders may experiment with new activities, new ways of linking activities, or new ways of managing transactions, all of which are useful approaches for achieving innovation [5].

Dimensions of entrepreneurial alertness

It was identified by (Tang et al) three dimensions of entrepreneurial alertness, as shown in Figure (1):

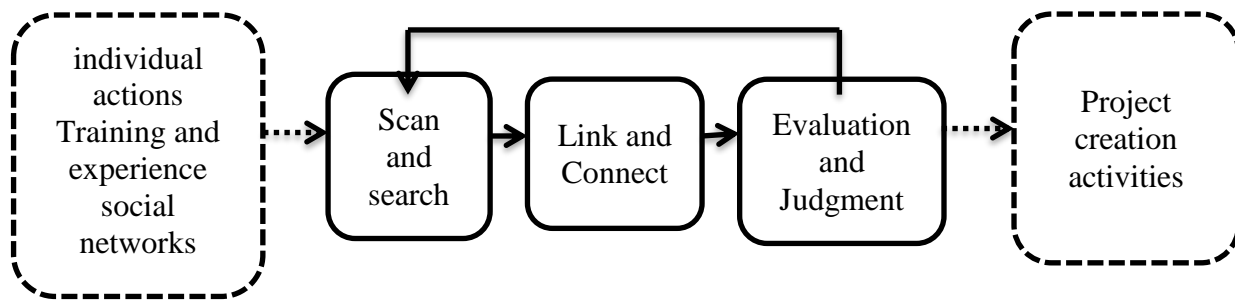


Figure (1) The Entrepreneurial alertness Model [6].

Scan and search process

This process focuses on the perseverance of entrepreneurs who seek to find new opportunities and unaware changes and transformations in the external environment to exploit them and provide innovative new products, by using their information and knowledge to seize opportunities before competitors examine the environment continuously to collect information for identifying opportunities [6]. The information being searched constitutes the individual's sensory storage, which provides a brief storage of information in its original form, as this sensory storage promotes the development of the individual's knowledge base, whether tacit or explicit, and tacit knowledge is acquired through the individual's experience in a particular field and is often not codified.

Link and contact:

The link and communication dimension focuses on receiving new information, creativity and making logical additions, as it represents how to apply or expand information, and it also allows the individual to study multiple options and possibilities and make unique connections. Rather than minimizing distractions and focusing on relevant details of multiple pieces of information, correlation which enable individuals to connect to

the big picture so that, distant and unprecedented connections can be made [6].

Evaluation and control

This dimension focuses on evaluating the opportunities available to the organization and the possibility of benefiting from them in achieving profits, because evaluation and judgment allow the entrepreneur to obtain new information and get rid of useless information, and to evaluate the new information and whether it reflects available opportunities and whether it makes a profit or not. [6].

Strategic superiority

The first appearance of the subject of superiority in a written and explicit way was in the year (1982 AD) when a topic entitled (Search for superiority) was published by the writers (Peters) and (Waterman) [7]. And the use of the term superiority within the pattern of managerial thought in the seventies and eighties of the last century, such as rethinking the objectives of customers and productivity for the survival and growth of the organization, it must adopt superiority [8]. The interest in superiority was increased with the rise of the modern administrative school and the emergence of

components and concepts aimed at improving administrative processes and the emergence of third millennium organizations, which is aware and aware that the increase in value is achieved through development, growth and openness to others, as well as the commitment of working individuals and their participation in similar values and their cooperation to achieve strategic superiority [9].

And that superiority is generally based on three levels [10] :

- 1- Individual superiority: It refers to the individual's superiority in achieving distinctive personal goals and responding to the desires he seeks to reach.
- 2- Team superiority: It refers to the superiority of the work team consisting of a group of individuals, which is one of the basic requirements for the organizational superiority.
- 3- Organizational superiority: It refers to the superiority of the organization as a whole with all its members and teams, which is considered the most difficult and complex aspect of superiority due to the organization's need for cooperation, cohesion and unifying the efforts of all parties to achieve this superiority.

strategic superiority as "providing the framework for clarity of how a multi-business organization can interact with the leading organizations in the industry in which it operates in an efficient and proactive manner to ensure its areas of influence and to set boundaries on the areas of influence of competing organizations [11] it is as "a group of complex operations whose goal is to achieve geographical, technological and information extension, and it is a way to organize qualitative and quantitative activities[12] .

Strategic superiority is one of the most important evolving needs of customers and a priority for stakeholders. It is an attempt to create and maintain capabilities and provide better services to customers. The success of competitive efforts leads to a strong reinforcement of its value and strategic advantage to improve its competitive position in the field of industry [11] The importance of strategic advantage lies in reducing competitive pressure in their field. When competitors try to contain, divide, undermine or move their field into their own, they can use their field as a primary barrier against those of other competitors. An organization can restructure its domain to create a platform for growth around pressure. It can use its domain to turn tables by applying competitive pressure on competitors' domains[13].

Dimensions of strategic superiority

dimensions of strategic superiority, which are represented by three dimensions[13] :

- 1-**Influence area**: It represents the integrated portfolio of the organization's products that fall within its geographical scope of work, and the development of a future vision with the aim of directing the organization's resources around its product portfolio in a manner that achieves strategic sovereignty and continuity of dealing with competitors' threats and superiority over them.
- 2- **Competitive formation**: Competitive formation is a framework for strategic analysis that aims at formulation a strategy for the organization to take advantage of strengths, address weaknesses, exploit opportunities and avoid threats. Economic performance and organizational orientation aim at exploiting

resources internally and externally or both through competitive cooperation to give the organization a new path in light of the new competition [14].

- 3- **Competitive pressure:** Organizations have a great desire to grow and excel over competitors. This corresponds to an opposite reaction from the pressure of the organization. It works on leading and developing areas of influence and trying to promote its growth and interact in its own field, which leads to an increase in the continuous pressure that is called (competitive external pressure [11]. Competitive pressure is represented by the organization's ability to clamp down on the sources of cash flows that flow to the organization in the geographical product market through price competition or by preventing the organization's capabilities to expand into new markets so that it is difficult

for competitors to attack cash flows in all market sectors and may be protected for reasons Legal .

Practical side

Testing the search measurement tool, reviewing and analyzing results, and testing research hypotheses.

First: the validity of the measuring instrument:

Consistency of the components of the search scale (Cronbach Alpha): It is clear that all components of the scale are consistent, as the values of the minimum acceptance correlation coefficients were (0.70), and this confirms the consistency of the components of the scale and then the required stability in the event of repetition of the test. as shown in Table (1) below:

Table (1) results of consistency between components of the scale

| | Alpha Crow-Nbacher Dimensions coefficient | lpha Crow-Nbach's coefficient for the variable |
|----------------------------------|--|---|
| Entrepreneurial alertness | | 0.837 |
| Scan and search | 0.911 | |
| Link and Connect | 0.931 | |
| Evaluation and control | 0.903 | |
| Strategic superiority | | 0.918 |
| sphere of influence | 0.925 | |
| competitive pressure | 0.943 | |
| competitive construction | 0.952 | |

Reference : Results of program spss

Structural validity of the sample adequacy test:

“The values of the (KMO) scale that all appear

greater than (0.50) at the level of the nine dimensions representing the three research

variables, as well as the second condition related to the Bartlett test of correlation coefficients that the results proved acceptable in The value of (Chi-

Squar) in relation to the dimensions of the study, was at a significant level (0.00), which is less than the significance level (0.05). as shown in Table (2)

Table (2) KMO and Bartlett's Research Dimensions Test

| Sig | Bartlett Test based on Chi-Square value | KMO . test | number of paragraphs | Dimensions | The main variables of research |
|-------|---|------------|----------------------|--------------------------|--------------------------------|
| 0.000 | 154.448 | 0.892 | 4 | Scan and search | Entrepreneurial alertness |
| 0.000 | 132.721 | 0.728 | 4 | Link and Connect | |
| 0.000 | 139.721 | 0.732 | 4 | Evaluation and control | |
| 0.000 | 211.612 | 0.689 | 4 | sphere of influence | Strategic superiority |
| 0.000 | 148.390 | 0.891 | 4 | competitive pressure | |
| 0.000 | 162.982 | 0.849 | 4 | competitive construction | |

Reference : Results of program spss

Descriptive analysis of research variables:

Entrepreneurial alertness : This variable scored a general arithmetic mean (3.59) with a good level, standard deviation (0.91), and a coefficient of difference (15.044). At the level of dimensions of (entrepreneurial alertness), the dimension of (survey and research) obtained the highest arithmetic mean ability (3.68) at a good level, standard deviation (0.80) and coefficient of difference (21.861), and this dimension came in the first level in terms of relative importance.

Strategic superiority: This variable obtained an arithmetic mean of total ability (3.54 with a good level, standard deviation) 0.83), and a coefficient of difference (21.433). It came in second place among the research variables, and it achieved the dimension (competitive formation) at the level of the dimensions of strategic superiority on the highest mean of arithmetic ability (3.62) and a good level, standard deviation (0.71) and a coefficient of difference (14.778), and it was at the first level in terms of relative importance. as shown in Table (3) below:

Table (3) Arithmetic means, their standard deviation, coefficient of variation, and the relative importance of the main research variables and their sub-dimensions

| The main dimensions and their sub-variables | mean | standard deviation | Variation coefficient | Relative importance |
|---|------|--------------------|-----------------------|---------------------|
| Entrepreneurial alertness | 3.59 | 0.91 | 15.044 | 1 st |
| Scan and search | 3.68 | 0.80 | 21.861 | 3 |
| Link and Connect | 3.51 | 0.84 | 20.887 | 2 |
| Evaluation and control | 3.60 | 0.73 | 16.918 | 1 |
| Strategic superiority | 3.54 | 0.83 | 21.433 | second |
| sphere of influence | 3.47 | 0.74 | 18.324 | 3 |
| competitive pressure | 3.62 | 0.71 | 14.778 | 1 |
| competitive construction | 3.53 | 0.92 | 16.291 | 2 |

Reference : Results of program spss

Hypothesis Test

1- The first hypothesis: (there is a significant correlation between entrepreneurial alertness

and strategic superiority). The researcher used the (Pearson) test to clarify the correlation. as shown in Table (4) below:

Table (4): The correlation between entrepreneurial alertness and strategic superiority, N=74

| Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------------|---------|---------|---------|---------|--------|--------|
| Scan and search | | | | | | |
| Link and Connect | 0.341* | | | | | |
| Evaluation and control | 0.443 | 0.345* | | | | |
| sphere of influence | 0.431** | 0.501* | 0.499** | | | |
| Competitive formation | 0.511* | 0.471** | 0.349* | 0.425* | | |
| competitive pressure | 5.793** | 0.326* | 0.286* | 0.362 | 0.531* | |
| Strategic superiority | 0.499* | 0.468** | 0.192 | 0.472** | 0.430* | 0.342* |

Reference : Results of program spss

It is clear from table (4) mentioned above.

1- All the values of the correlation coefficient were positive, i.e. an increase in the level of

entrepreneurial alertness in its two dimensions (survey and research, correlation and

communication) leads to a level of strategic superiority.

2-The strength of the correlation relationships varied between weak, medium and strong, and these values ranged between (0.192) and (5.793).

3- Of the total of 21 correlations, there were six statistically significant relationships at the 1% level of significance, twelve significant relationships at the 5% level, and four non-significant relationships.

4- Acceptance of the first main hypothesis regarding the existence of a correlation between entrepreneurial alertness and strategic superiority

Testing the second research hypothesis: (there is a significant effect of entrepreneurial alertness and strategic superiority). In order to test the hypothesis, the joule displays the tabular and calculated values of the statistical parameter F and the coefficient of determination r for the search variables. as shown in Table (5) below:

Table (5) The impact of Entrepreneurial alertness on Strategic superiority

| | Scan and search | | Link and Connect | | Evaluation and control | |
|------------------------------|-----------------|-------|------------------|-------|------------------------|-------|
| | F Calculated | R2 | F Calculated | R2 | F Calculated | R2 |
| sphere of influence | 5.218 | 0.494 | 6.897 | 0.261 | 8.345 | 0.308 |
| Competitive formation | 7.654 | 0.317 | 4.435 | 0.185 | 5.598 | 0.154 |
| competitive pressure | 5.318 | 0.312 | 5.236 | 0.247 | 4.419 | 0.329 |
| Strategic superiority | 4.564 | 0.358 | 5.590 | 0.269 | 7.521 | 0.320 |

Reference : Results of program spss

It is clear from the table (5) that:

- 1- All the calculated F values achieved a value higher than the tabular F value of 3.92 at the 5% (75.2) significance level, and this means accepting the second research hypothesis.
- 2- The explanatory power of entrepreneurial alertness in the components of strategic superiority ranged between (0.185) as a minimum percentage that is explained by the connection and communication of the competitive formation, and (0.494) as the maximum percentage that is explained by the

examination and research from the area of influence.

- 3- The explanatory power of the dimensions of entrepreneurial alertness in strategic superiority ranged between (0.358) for survey and research, (0.269) for correlation and control, and (0.320) for evaluation and judgment. That is, survey and research were most able to explain changes in strategic superiority, followed by evaluation and judgment, then link and communication.

Conclusions and Recommendations

Conclusions

- 1- The surveyed schools' interest in the dimension of survey and research, which enhances their ability to be alertness and entrepreneurial through their continuous interest in the new opportunities available and keenness to seize them and follow up information related to news and related commercial publications in a limited way.
- 2- It shows the interest of the surveyed schools in connection and communication, which improves the level of their entrepreneurial alertness, as well as their tendency to find the difference between the way in which they perceive attitudes and the ways in which others perceive.
- 3- The surveyed schools are interested in adopting evaluation and judgment, which improves their ability to entrepreneurial alertness, especially when faced with many opportunities, as a result of their management having the ability to differentiate between profitable and unprofitable opportunities.
- 4- The surveyed schools showed their interest in strategic superiority and its dimensions, through improving spheres of influence, especially as they work to understand the behavior of their influential competitors in the sphere of influence, in light of their limited efforts to dominate the market before them. And its quest to achieve a balance between the sphere of influence and competitive building to remain the dominant force in its field, as it is characterized by its ability to change the rules of the continuous competitive game in a way that does not achieve ambition.

5. Focusing on competitive pressure as an enhancer of its strategic superiority, as a result of its knowledge of the type of competitive pressure that exists in the area of influence and working to confront it, as well as its limited tendency to excel in adopting sustainable value in providing services to overcome its competitors.

Recommendations

- 1- Focusing on strengthening and employing the dimensions of entrepreneurial alertness in these schools more broadly and developing them continuously in light of Iraq's environment that is characterized by dynamics, uncertainty and constant change because of its significant impact on organizational strategy, competitive work, and future performance.
- 2-The necessity of relying on modern methods to identify changing environmental events, and to work on acquiring innovative information in the education sector.
- 3- The necessity for the school administration to adopt strategic superiority as a competitive force, to continue to be sustainable, and to continue to improve its dimensions (zone of influence, competitive formation and competitive pressure) to improve the competitive position.
- 4- The need for the schools surveyed to rely on entrepreneurial alertness in improving their ability to strategic superiority, as well as directing linkage and communication, evaluation and judgment in improving their spheres of influence, competitive pressure and strategic superiority in general, and adopting evaluation and control to improve the level of competitive formation.

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