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Effect of Entrepreneurial leadership on Maximizing Competitiveness An Applied to Kuwait Petroleum Corporation (KPC)

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Abstract: Entrepreneurial conception is widely adopted by institutions with multiple interpretations attempting to determine the dimensions of such a vital element stressing how the concept has extended to cover strategic management being the opposite face in entrepreneurial business as institutions seek to strengthen competitiveness.

Due to the risks posed to survival of firms, there is a dire need to implement strategies cohesive with the sought objectives, given the fierce competition by traders. One of such strategies is entrepreneurship requiring leaders enjoying these characteristics. Thus, the research problem can be formulated in the major question:” How could entrepreneurial leadership skills contribute to generating behavior capable of maximizing competitiveness of Kuwait Petroleum Corporation (KPC)?

In other words, the present research aims to identify the effect of entrepreneurial leadership on maximizing competitiveness with application on Kuwait Petroleum Corporation (KPC).

The study recommended :Greater focus on the formulation of entrepreneurial oriented strategic goals, Organizational culture prevailing in the firm will have to be modified, Conduct a strategic analysis to evaluate the competitive standing of the firm, leaders are urged to review and alter work methods and procedures to keep pace with future orientations and Develop entrepreneurial leadership skills



Keywords: *Entrepreneurial leadership, entrepreneurial creativity, vision, risk, competitiveness, Kuwait Petroleum Corporation KPC.*

1. Introduction:

Information era is the dominant feature of today’s world, others call it the competition epoch as its mechanisms, criteria, and characteristics are antithetically different from the preceding ages. This in turn, requires the adoption of brand new concepts and constantly regenerated methodologies. Fierce competition characterizing this era, decides the firm survival or destruction with firms at the forehead of such atmosphere.

Firms, therefore, are forced to pursue competitive edge and sustainable competitiveness in face of continued pressures posed by existing and potential competitors. Entrepreneurial conception is gaining momentum with more institutions attempting to adopt and interpret such vital component, unravel its dimensions as it extends currently to the strategic management enacted to strengthen firms’ competitive edge. An entrepreneurial leader is an individual willing to take risks, seize opportunities, anticipate threats, forge the appropriate strategies to cope with such dangers, while implementing the sound scientific planning, creative management and astute vision. Due to the dangers posed to the survival of firms, there is a dire need to implement strategies compatible with the sought objectives within the existing fierce competition. A major requirement has been the entrepreneurial leadership.

KPC is one of the largest oil and gas companies in the world. It carries out exploration, production, refining, marketing, petrochemicals and transportation activities, while charting strategic directions for marketing, sales and transport activities to major global markets. To this end, the present study is an endeavor made to look into the way entrepreneurial leadership affects the pursuit of greater firm competitiveness, with application of KPC.

2. Statement of the problem:

Competition portrays the measures taken by different entities to align themselves with the rapidly changing developments taking place on the market level to retain current clients and attract the vast majority of potential ones. This can happen through satisfying needs and wants by such clients provided that they enhance their competitiveness.

Accordingly, Research problem can be formulated in the following major question: How would the presence of entrepreneurial leadership skills maximize Kuwait Petroleum Corporation (KPC) competitiveness?

3. Objectives:

A major objective of the present research is to identify the effect of entrepreneurial leadership on maximizing competitiveness with the application on Kuwait Petroleum Corporation (KPC), specific objectives include:

- 1- The scientific description of entrepreneurial leadership and its dimensions.
- 2- Recognition of competitiveness and its determinants.
- 3- Study and analysis of (KPC) staff's opinion on the research issue through a field study, so as to reach strengths and weaknesses thus developing recommendations that may contribute to maximizing (KPC) competitiveness.

4. Importance:

The study of entrepreneurship demonstrates the steady pursuit by institutions to develop new methods and approaches that would maximize their competitiveness through entrepreneurial leaders with strategic vision. The present study also shows how strategic entrepreneurship of Kuwait Petroleum Corporation (KPC) is capable of maximizing competitiveness amid the fierce competition characterizing industry today.

5. Literature review:

The following are some studies related to the subject:

- **(Claudio Gomez, 2011):** study aimed to examine the vision and its impact on strategic decisions in order to verify how managers, organizations and the environment affect this phenomenon and clarify its manifestations, The study concluded that corporate insight is manifested in many forms and places. Furthermore, it was ascertained that the multiple impacts of the internal and external environment affect the insight of companies and their strategic decisions.
- **(Andreea, Alyona, 2014):** study aimed at uncovering and discussing how companies can enhance their strategies through anticipatory procedures and willingness to change more appropriately, The study found that managers do not need to resort to expensive or time-consuming tools to enhance their future visions and strategies. Instead, they must use their own mental models, as well as the resulting views and understanding.
- **(Rohana Ngah& others, 2015):** presents a comparative study of Emotional Intelligence (EI) and Entrepreneurial Orientation (EO) between students of two universities from Malaysia and Indonesia. The study investigates the extent to which EI and (EO) test scores vary among the students. EI showed different scores between students of the two universities. The importance of (EI) also differs between two universities. EI and EO collectively have an impact on

Entrepreneurial Inclination of Indonesian students, but only EO was significant for Malaysian students. Recommendation is provided for future research.

- **(Philipp, 2016):** study aimed to amplify the process of institutional prospecting by expanding the environmental survey and identifying opportunities and innovations. The study concluded that emerging companies should be considered as a valuable source of environmental information and innovation within companies' insight.
- **(Mahdi, Seyed Akbar, 2017):** study aimed at studying the ability of companies to invest in institutions and their effects on innovation, The study concluded that corporate insight affects innovation. The results indicate that prospecting reduces uncertainties and issues prior warnings to enhance regulatory performance.

6. Methodology:

Descriptive survey methodology: Theoretical, main concepts of relevance to research topic, are defined using different references, periodicals, along with other scientific resources. Further, a questionnaire has been administrated containing some axes reflecting study variables.

Deductive methodology: It is used to test study hypothesis, relying on collect and analysis of related data display of digital directions. To this end, a filed study on (KPC) has been conducted.

Target respondents :The field of study covered a sample of (KPC) staff to collect their views and tendencies on the research topic.

Sampling method :A random sample of KPC workers has been used at different hierarchical levels.

• Entrepreneurial leadership:

Entrepreneurial tendency is viewed as pivotal to greater levels of firm performance of various sizes, particularly those operating in intense dynamics, Researchers are at odds on what constitutes the underpinning of the concept and its key dimensions required for institutions seeking to boost competitiveness within existing markets.

Entrepreneurship is an English term derived from the French work "Entrepren" as entre means: inter and prendre means transfer, thus representing the moderator in business. The term was then translated into French as "The entrepreneur" (Boiton, Thompson, 2004).

Despite the vast research and studies on entrepreneurship, developing a definition acceptable in the specialized discipline is still elusive. This is explained by the fact that researchers came from different scientific backgrounds with each listing specific thoughts that might be in conflict with what entrepreneurship means (Sokolova, 2011). Entrepreneurial leadership refers to the action defining objective, tendencies, and lines of organizations, such action must be visualizing the future (House, 2000). Kimuli (2011), however, argues that entrepreneurial leadership is the ability to impact others for strategic management of resources while stressing the need to seize opportunities and pursue competitiveness. Effective entrepreneurial leadership is a key ingredient for the success of all organizations regardless of size. A type of entrepreneurial leadership has the ability to impact others for running resources strategically through stressing the search for opportunities and advantage (Covin & Slevin, 2002).

Kuratko (2007) sees entrepreneurial leadership as the entrepreneur's ability to visualize and anticipate even preserve flexibility, think strategically, willing to work with others for making changes that would reinvent the institution. Entrepreneurial leadership can generate entrepreneurial behavior for the work groups connected with a common goal. Such behavior reinforces, and enhances change, creativity among subordinates and strategic leaders having initiative, vision, and transformation. Their vital role is to shape the dynamic reasoning achieved through diversity in managing team. This draws the different expertise, skills and talents needed for performance in this fierce competition. Entrepreneurial leadership doesn't depend only on instilling pro action and initiative into corporate mindset but also innovation, absolute creativity and culture (Urban, 2010).

The present research believes that entrepreneurial leadership is prescribed as a remedy for a number of problems plaguing today's business characterized by rapid changes. This kind of leadership is capable of creating enthusiasm at work place because entrepreneurship provides pro action, strategic vision, visualizing the future, risk taking, and strategic thinking.

Creativity is a mental process resulting in fresh, new, unfamiliar ideas by the individual, or a small group of persons working together. In other words, creativity is a multi-faceted term resistant to coming under one definition, however, common beliefs include: newness, differentiation, thus making creativity an idea or behavior different from the typical forms existing. Moreover, it refers to looking differently, reaching unprecedented things (AL-Sirn, 20000).

Entrepreneurial creativity achieves a host of benefits for the firms, some of which are (Bin Mossa, 2013): Ability to respond effectively to environmental changes leading to firm stability, Available creative environment helps develop and improve services thus benefiting both the firm and individuals. For the firm, creativity increases the firm capability to provide innovative services, and consequently competitiveness. For individuals, creativity develops intellectual and mental abilities now that they have opportunities to enhance abilities and skills, Better use of human resources now that the latter have the opportunity to look for new work avenues.

Entrepreneurial creativity among leaders proves effective when challenges and problems emerge dictating the need to overcome them. A situation that calls for the adoption of new methods to work out problems., improve performance and achieve goals (AL-Sewaidan, 2004).

- **Visualize the future:**

Visualizing the future is a systematic scientific endeavor resulting in a set of conditional predictions covering a wide array of certain circumstances or a number of communities over a certain period of time extending for over 20 years. This takes place via focusing on variables subjected to change by virtue of decisions made by institutions as the outlook is how you look to the future, with prospects about future developments using past and present information to predict what might happen in the future & Predictions rely heavily on the mental powers (e.g. thinking, imagination, insight, intuition, and vision) (Elias, 2006).

Future awareness and the outlook on its horizon, to cope with potential challenges represent leadership basic skills. The chances for any leader to survive without future look, are very slim if impossible. The rapidly changing world of today necessitates visualizing the future and forming a vision to keep pace with such changes (Amer, 2008).

In other words, visualizing the future enables leaders to make a better future for their institutions due to the following advantages Pinpoint problems prior to happening and taking protective measures or aborting them, Recover resources and potentials, particularly the prospects that can be converted- thanks to science and technology- into actual energies thus casting light on new paths meeting corporate aspirations, Crystallize the available options, rationalize the comparison process, as every option is subject to scrutiny for exploring ramifications and results (Cornishe, 2008).

- **Risk Taking:**

Entrepreneurs are inclined more to take risks for the sake of profits (this tendency is above average but not high) they are not gamblers playing under a high level of risk or adventure, they take calculated risks instead indicating reasonable success opportunities (Al-Sakarna, 2008). Risk is resistant to come under one definition reflecting the difficulty of grasping the concept. Given the list of definitions of "risk" it seems that risk involves not knowing future events (uncertainty, doubt, inability of prediction), speculating about potential loss. Thus, a genuine entrepreneur is the one who takes risks venturing into agreeable competition. Existing literature does not consider competition for present markets by business organizations a strategic orientation, but rather centers on future market

shares. Therefore, for firms to compete on non-existing markets they will have to take risks, add value to potential ones, making a calculated risk a critical skill for leaders willing to achieve entrepreneurship.

What is competitiveness, its determinants

Competitiveness has become a reality in today's world with management entities, policies, dimensions, strategies and indices. Moreover, reports on competitiveness are forwarded to leaders, executives, and businessmen. However, competition is not confined to firms seeking to grow and survive, but rather has become a necessity for countries in pursuit of raising life standards of their citizens. A litmus test of competitiveness is without a doubt penetrating global markets such as (Al-Ghazli, 2003).

Competitiveness is prompted by a number of factors such as: Expansion and emergence of global markets due to liberating world trade, Access to information on various markets as a result of modernizing and developing market research methods, clarity of dealings by institutions within markets along with other related information of competitiveness status, Multiple choices and alternatives are available to decision makers at different levels and business sectors, Ease of data exchange, transfer between different branches due to the Internet and modern telecommunications (Britain, Arab Academy of Higher education, 2018).

Accordingly, It can be said that the above factors shall prompt competitors to exert their maximum efforts to please customers because competitiveness provides the only mechanism for having transactions completed within markets. Moreover, available information, continued flow of research outcomes, technical changes, enable corporations to enter into new projects for modifying and developing products. Thus, investments are accessible for business practices to be performed perfectly. This results in competitive efforts and the ease of introducing further developments.

Competitiveness is defined (Barkat et.al.,2000) as 'The ability to provide customers with better goods and services in a more effective way than other competitors in the global market. In other words, an organization capable of achieving excellence on the international arena is the one with competitive edge given the absence of protection and subsidy by the government.

However, (Abu Kahf, 2000) argues that competitiveness is a driving force or a basic value enjoyed by the organization, reflecting clients' behavior in their transactions with the organization. This lasts long irrespective of the life cycle of products offered by the organization.

(Al Salmi, 2001) believes that competitiveness is represented by the skills or technology or a unique resource providing the organization the opportunity to generate values and utilities for the clients far greater than competitors can, thus the ability to retain clients through client loyalty to the organization and its products.

In the meantime, (Michael et al., 2000), sees that competitiveness is the quality, diversification, price, just-in-time delivery, faster rate of filling operating orders, and availability of information.

According to (Man, et al. , 2002), the term competitiveness refers to the education process, cumulative experience of the organization, used in competition such as marketing skills, technological abilities, how to make use of resources, all of which enables the organization to achieve the sought objectives, goals in ways different from those used by competitors in the respective industries.

(Al Khodery, 2004) defines competitiveness as "the corporate ability to distinguish its products and services thus making them superior to competitors. Consequently, the organization acquires a bigger market share assuring greater sales and higher growth.

(Amer, et.al. 2005), defined competitiveness as the dynamic process manifesting a set of techniques, skills, systems, methods, and work procedures through which an organization can achieve a state of distinction, differentiation and meeting demands by customers far greater than competitors.

(Alam, 2005) on the other hand, argues that competitiveness is the ability of a production system to provide customer needs in a more effective way than competitors in terms of quality, price, services, flexibility, and reliability. He contends that recently a lot of challenges and risks are posed to both local and multinational corporations besides their competitiveness. This necessitates the adoption of radical and integrated changes in the design and operation of these systems.

(Betts T.K., 2013) points out the term competitiveness refers to a set of resources (tangible and intangible) characterizing the organization as a whole. Based on these, capabilities are modernized which devise new methods for making profits. Competitiveness, therefore, provides the organization the opportunities needed to develop and exploit resources taking the form of goods and services available. Competitiveness also gives the organization a strategic advantage difficult to copy or imitate by competitors.

(Tobias Shoenherr, et al., 2012), defined competitiveness as the realistic performance of an organization compared to competitors. Such capabilities (e.g. cost, delivery, flexibility and quality) represent resources used by the organization to obtain a competitive edge. A large number of authors stressed that the competitive status of a firm calls for numerous indicators and determinants depicting the level of competence to sustain competitiveness.

Therefore, believes that in the view of the fierce competition posted to firms, the latter will have to maximize their strengths in pursuit of greater market share while adapting to local and global changes thus attaining utility in the potential markets. As a result, firms can support and intensify competitiveness.

- **The background of (KPC):**

KPC is one of the largest oil and gas companies in the world. The company is wholly owned by the State of Kuwait. It also carries out the tasks of exploration, production, refining, marketing, petrochemicals and transportation. Hydrocarbons inside and outside Kuwait.

- **Field study population:**

Through its subsidiaries and as a vital part of the global energy supply chain, the Foundation contributes to meeting the world's most pressing oil and gas needs and continues to strive to establish new bases for the Kuwaiti oil industry, building a strong portfolio of strategic assets. The term was not based on quick profit, but on the institution's reach of large companies. The growth strategy has focused on investing in areas that give the institution competitive advantages and benefit from its strengths. (Available at KPC,s website).

Number of employees in KPC and its subsidiaries (18295 workers), A random sample of KPC workers has been used at different hierarchical levels to determine their opinions on the research topic, using the following equation (Shokry, 1997):

Sampling error = Standard Value $\times \sqrt{K(1-k)}$ / sample size (n.)

With n. = sample size

K = ratio of examined phenomena estimated by the researcher to be 50%.

Sampling error: estimated by the researcher within $\pm 10\%$.

Standard value: It is the value corresponding to validity rate for the general results (90%) = 0.2.

Applying the above equation in view of prior hypotheses, the sample size (n.) is: n. = 100 items.

Table(1): indicates demographics of the field study population

Feature		Statement	
Gender		Male	Female
		89%	11%
Qualifications	Doctoral 3%	Master 5%	Higher education 92%
Age	25-35 years 22%	35-45 64%	More than 45 14%
Experience	5-10 years 28%	10-15 41%	More than 15 31%

Such dimensions were emphasized by numerous authors (e.g. S. Skhanka, 2008, Al-Aly, 2008, Al Sakarna, 2010) and covered 15 items. The dependent variable is competitiveness, comprised of 20 items and The questionnaire form is designed on a "Likert fifth scale".

- **Consistency of questionnaire list using Cronbach Alpha:**

Table(2): Consistency coefficients using Alpha Cronbach

variable	items	A
Entrepreneurial leadership competitiveness	15	97.5%
	20	88.9%

7. Results:

Testing hypotheses:

Major hypothesis: There is a significant effect of entrepreneurial leadership characteristics, on maximizing competitiveness of KPC.

The major hypothesis is subdivided as follows:

- **Testing First secondary hypothesis**

There is a significant effect of available entrepreneurial creativity skill among leaders, on maximizing competitiveness of KPC.

Table(3): Results of testing First Secondary hypothesis

Independent variable	Pearson correlation	P.	Dependent variable	
Entrepreneurial creativity	0.667**	0.000	Maximize competitiveness	
Statement	Total squares	Mean squares	"F" test	
Step-wise	553.525	553.525	value	P
Error	159.475	4.089	135.366	0.000
Determinant coefficient	$R^2=0.766$			
Beta	Beta=0.442			

**significant at P. = 0.01

The above table (3) shows the following:

1. Available entrepreneurial creativity skill among leaders, varies directly and significantly with maximizing competitiveness with Pearson correlation value "0.667" significant at P. = 0.01. Thus, the more entrepreneurial creativity of leaders, the more they are able to maximize competitiveness of the KPC.
2. There is a steep relationship between the availability of entrepreneurial creativity among leaders, and maximizing KPC's competitiveness with "F" test value "135.366" significant at P. = 0.01 showing validity of steep relationship and vital relationship between the two variables.
3. " R^2 " indicates that entrepreneurial creativity skill among leaders account for 77.6 % of variation that might take place in maximizing KPC's competitiveness.
4. Beta coefficient indicates that entrepreneurial leadership among leaders affects 44.2% on maximizing KPC's competitiveness. The above shows that the secondary hypothesis No.(1) has won support (i.e.):

There is a significant effect of available entrepreneurial creativity skill among leaders, on maximizing KPC's competitiveness.

- **Testing second secondary hypothesis**

There is a significant effect of available visualizing the future skill among leaders on maximizing KPC's competitiveness

Table(4): Results of testing Second secondary hypothesis

Independent variable	Pearson 0.797	P.	Dependent variable Maximum competitiveness	
Statement	Total squares	Mean squares	"F" test	
Step-wise	673.160	673.160	value	P
Error	146.840	3.765	187.877	0.000
R ²	0.821			
Beta	0.561			

****significant at P. = 0.01**

The above table (4) shows the following:

1. The availability of visualizing the future skill among leaders, varies directly with maximizing KPC's competitiveness with Pearson's value 0.797, significant at P. = 0.01.
2. Steep relationship exists between visualizing the future among leaders, and maximizing KPC's competitiveness with "F" test value 673.160, significant at P. = 0.01, showing validity of steep relationship and vital relationship between two variables.
3. R² value indicates available skill of visualizing the future among leaders thus accounting for 82.1% of variation in KPC's competitiveness.
4. Beta coefficient indicates that visualizing the future among leaders, affects maximizing KPC's competitiveness with a ratio of 56.1%.

The above indicates that second secondary hypothesis has won support (i.e.):

There is a significant effect of available visualizing the future among leaders, on maximizing KPC's competitiveness.

- **Testing third secondary hypothesis**

There is a significant effect of available risk taking skill among leaders, on maximizing KPC's competitiveness.

Table(5): third hypothesis testing

Independent variable	Pearson	P.	Dependent variable	
Risk taking	0.498 **	0.000	Maximum competitiveness	
Statement	Total squares	Mean squares	"F" test	
Steep value	353.204	353.204	value	P
Error	59.591	1.568	225.230	0.000
R ²	0.992			
Beta	0.389			

****significant at P. = 0.01**

The above table (5) shows the following:

1. Available risk taking skill among leaders, varies directly with maximizing KPC's competitiveness with Pearson significant at P. = 0.01 meaning the more leaders are willing to take risks, the more competitive KPC is.
2. A steep-like relationship exists between risk taking of leaders on one hand, and maximizing KPC's competitiveness on the other with "F" test value 225.230 significant at P. =0.01, indicating valid steep relationship and vital relationship between the two variables.
3. "R²" value shows that risk taking skill by leaders accounts for 99.2% of the change taking place in maximizing KPC's competitiveness.
4. Beta value shows that visualizing the future by leaders, affects KPC's competitiveness by a ratio of 38.9%.

The above indicates that third secondary hypothesis has won support meaning "There is a significant effect of available risk taking skill by leaders on maximizing KPC's competitiveness. It can be said

that because the three secondary hypothesis have won support, the major hypothesis has gained support as well, meaning:

There is a significant effect of available entrepreneurial leadership features entrepreneurial leadership features on maximizing KPC's competitiveness.

Descriptive Analysis:

Table (6): Field study results of available entrepreneurial creativity skill among leaders

Statement	Weighted average
A- Entrepreneurial creativity	
1- To what extent creative ability is available among leaders (i.e.) ability to reach new ideas that would achieve strategic entrepreneurship of the market	4.0750
2- To what extent creative entrepreneurship skill exists among leaders (i.e.) linking past experience to existing condition to attain strategic entrepreneurship	4.2500
3- To what extent creative flexibility exists among leaders (i.e.) finding creative thoughts to attain market entrepreneurship	4.2500
4- Ability of leaders to tackle business problems and find creative solutions	4.4250
5- Ability of leaders to persevere and stay the course to achieve entrepreneurial creativity	4.5000
B- Visualizing the future	
6- There is a clear vision held by managers to identify market orientation, client needs	3.8250
7- Managers set the strategic objectives in line with a scientific methodology	4.3750
8- Leaders seem to have a vision on future conditions for the firm and staff	4.4250
9- leaders review work procedures and methodologies to identify future directions	4.4250
10- Managers use quantitative and qualitative methods to envision the firm's future status	4.4750
C- Risk Taking	
11- leaders are characterized by risk taking for distinction and superiority	4.3500
12- leaders are able to anticipate potential crisis and forge different scenarios for tackling them	4.3250
13- leaders are able to take appropriate decisions in face market risks	4.6000
14- leaders have the initiative to seize market opportunities ahead of competitors	4.0750
15- leaders have adequate skills to manage risks facing the firm	4.0250

The above table (6) shows that the average value of axis (3) statement is > 3 (weighed average) with approval rating ranges between "totally agree", and the averages 4.6000-3.8250, indicating that the study sample favors the content with a high score reflecting available entrepreneurial creativity skill for the leaders thus maximizing K.F.H's competitiveness

B- Analysis of field study results for the competitiveness variable:

Table (7): Field study results for the firm's competitiveness variable

Statements	Weighted average
1- There are long-term objectives reflecting the firm vision regarding ability to compete	2.8000
2- External climate is analyzed to determine opportunities and potential risks	3.2000
3- The firm identifies its weaknesses & strengths through analysis of corporate climate	2.6250
4- The firm's ability to respond to changes in its environment	3.5000
5- The firm conducts measuring performance to determine level of achieving planned objectives	3.7500
6- The firm forges appropriate strategies to face increased competition posed by other	3.0500
7- The firm attends to suggestions and preferences by clients to boost intellectual capital	2.1250
8- The firm management is bent on creating competitive edge compared to other	3.3750
9- The firm attempts to measure up to client aspirations with plans that put client interests at the top	3.7750
10- There are indices reflecting the levels of meeting customer wants & aspirations, they are revised constantly to promote the firm's competitiveness	
11- Measures are available to indicate the firm's impact on the community and surroundings	3.0750
12- The firm implements proactive strategies to enhance performance in all areas of the firm	3.5250
13- The firm constantly invests the available resources to increase competitiveness	2.5500
14- Values and beliefs guiding the firm, focus on competitiveness primarily	3.3000
15- The firm seeks to benefit from the skilled staff to ensure competitive edge	2.5500
16- The firm has measures in place to determine the level of service quality available to customers	3.2500
17- Compatibility of service level provided by the firm with customer expectations	3.0250
18- The firm is capable of diversity services provided to customers to meet their demands	3.5000
19- The package of firm services is developed to meet changing customer demands	3.7500
20- Creativity and innovation are the basic strategy of the firm to increase competitiveness	2.2500

The above table(7) shows that the average of most axis statements are > 3 (weighted average) with varying degrees of approval or non-approval (average range from 2.1250-3.7750), reflecting a

high level of competitiveness for the firm. However, some statements were below the weighted average, these when stressed by firm management can increase the firm's competitiveness. These statements are:

1. Increase interest in setting long-term objectives reflecting the firm's vision regarding boosting ability to compete.
2. Conduct analysis of organizational climate steadily to identify strengths and weaknesses and remedial action.
3. Greater attention to suggestions and preferences of customers to increase intellectual capital.
4. Set clear indices on how customer wants and aspirations of customers are met with continual revisions to promote the firm competitiveness.
5. The firm carries out the perfect investment of available resources to increase competitiveness.
6. Interest in human capital (i.e.) skilled staff with core competencies to attain competitive edge.
7. Creativity and innovation are at the for front to increase competitiveness.

8. Discussions:

In reviewing the previous studies, it can be said that the total results of these studies are what called for the subject of this research to be an extension of the scientific heritage, and that these studies and research is what paved the researcher to choose the subject of the research and its variables.

This study is consistent with previous studies in addressing some variables such as prediction, creativity and risk as variables of Entrepreneurial leadership, also the results of this study have also been consistent with previous studies in the role that Entrepreneurial leadership style plays in increasing the competitiveness of enterprises.

Recommendations:

The theoretical and field studies have enabled the researches to develop a number of recommendation to benefit from entrepreneurial leadership skills of leaders in the pursuit of maximizing firm's competitiveness as follows:

1. Greater attention should be given to formulate strategic goals with entrepreneurial orientation, manifesting the firm's vision on how to enhance ability to compete, setting clear indicators to clarify how customer wants and aspirations are met.
2. Alter the organizational culture within the firm to be entrepreneurial supporting creativity and innovation, as well as initiative, risk taking representing all together the corner stone for competitiveness.
3. Conduct strategic analysis to determine the competitive standing of the firm through internal environmental survey that would indicate weaknesses and strengths, available market opportunities, the competitive gap.
Consequently, strategic planning leads to increased competitiveness based on the existing competitive gap.
4. leaders are required to review work procedures and methods to determine future orientations, using qualitative and quantitative methods that would increase competitiveness.
5. Urgent need to develop entrepreneurial creativity skills among leaders as these skills lead to reaching new ideas that could contribute to increasing the firm entrepreneurship through building future-based orientation.

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