

# **The role of entrepreneurial management in achieving a proactive sustainability strategy**

## **A case study in Al-Zawraa State Company and the Electrical and Electronic Industries**

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### **Abstract:**

The research aims to know the role that the entrepreneurial management plays in achieving a proactive sustainability strategy in Al-Zawraa State Company and the Electrical and Electronic Industries Company. Accelerated. The research problem was formulated with the following question: Can the entrepreneurial management achieve a proactive sustainability strategy and the possibility of its application in the General Company of Al-Zawra and the Electrical and Electronic Industries Company of the Ministry of Industry and Minerals operating in Iraq, and the selection of the research sample from the senior leaders of the Al-Zawra General Company to collect information to extract results from the checklist to determine The gap and its treatment for the two companies researched. The research yielded a set of results, the most important of which are: weakness in implementing proactive strategies capable of overcoming difficulties, especially for the Electrical and Electronic Industries Company, in the field of strategic orientation, as well as the existence of a large gap in the dimension of the social and environmental performance of the two companies to varying degrees.

**Key words:** Entrepreneurial Management, Proactive Sustainability Strategy

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### **The first topic: the scientific methodology for research**

#### **First: the research problem**

In light of technological developments, difficulties and environmental challenges in our current era, organizations seek the emergence of entrepreneurial behavior and have great perception and excellence and work with caution, anticipation and great attention to face these rapid changes and competitive conflicts in order to stay in that environment and achieve a sustainable environment proactively.

Therefore, Al-Zawraa General Company and the Electrical and Electronic Industries Company suffer from the difficulty of obtaining financial liquidity, so they resorted to work-sharing contracts with other investors, in addition to the intensity of competition, the entry of many companies in the Iraqi market and the delay of raw materials in the borders, which has an important role in this suffering, as well as an increase The pressure of the Iraqi market, which requires appropriate solutions to the problems it faces, as well as the situation of the Corona pandemic has a great and effective impact on this suffering, so it needs pioneering management to achieve proactive sustainability, and the research problem can be embodied by asking the following sub-questions:

- 1- What are the dimensions of the entrepreneurial management in the two companies studied?
- 2- Do the two companies adopt a proactive sustainability strategy?
- 3- What is the level of the gap for the dimensions of the entrepreneurial management and the proactive sustainability strategy?

### **Second: The importance of research**

The importance of research is represented by presenting the theoretical and applied side, and its importance can be determined in each of the following:

1. Helping the two companies researched to build an information environment by monitoring external environment variables and the extent of response by the two companies through the application of (pioneering management and a proactive sustainability strategy)
2. Directing the research sample towards the dimensions of the proactive sustainability strategy contributes to building its entrepreneurial advantage by paying attention to the orientation towards the environmental, economic and social dimension, which is the advantage of the entrepreneurial organizations at the present time.
3. Directing the attention of the top management of the two companies used to the importance of the leadership management dimensions for the purpose of gaining the competitive advantage in the market.

### **Third: The aim of the research**

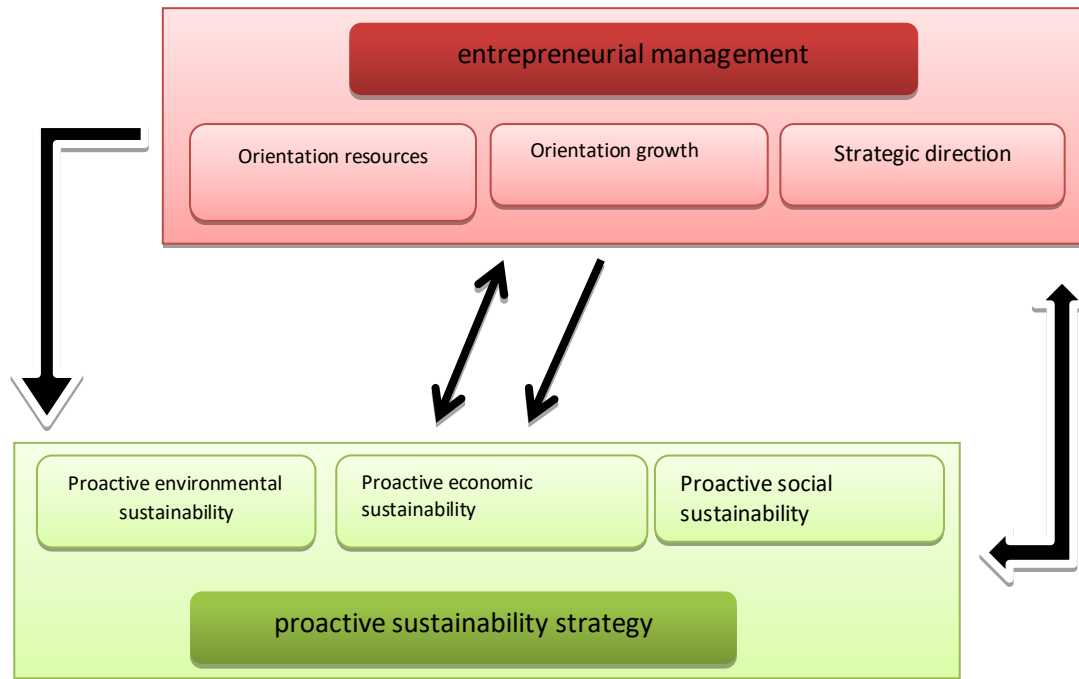
The main objective of the current research lies in the role of the entrepreneurial management in achieving a proactive sustainability strategy in the research sample, and the objectives of the research can be defined in the following points:

- 1- Identifying the level of employing the dimensions of entrepreneurial management and the proactive sustainability strategy in the two companies discussed.
- 2- Shedding light on the size of the gap for the dimensions of the entrepreneurial management and the proactive sustainability strategy.

### **Fourth: the outline of the scientific methodology**

In order to clarify the relationship between the research variables, the researcher must conduct a hypothetical outline of the research that includes the independent variable

(entrepreneurial management) and the dependent variable (proactive sustainability strategy) and clarify the dimensions and requirements of each variable in a comprehensive and accurate manner.



**Fifth: the search measurement tool**

The current research relied on a number of scientific measures related to the subject of the research, and it was completed Developing the measurement tool according to knowledge of some previous studies related to the variables of the current research, namely (pioneering management, proactive sustainability strategy), and the dimensions and measures of the researched research will be determined according to the table below:

Table (1) the main and sub-variables of the current research

Source	Sub Variables	Main variables
Kuhn,et al:2010 Cederbor& Larsson:2015 Dawood:2011	Strategic direction Orientation towards growth Orientation towards resources	<b>Entrepreneurial management</b>
Wijethilake,2017	Proactive economic sustainability Proactive social sustainability	<b>A proactive sustainability strategy</b>

	Proactive environmental sustainability	
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### **Sixth: Research limits**

#### **Research limits include the following:**

1- Spatial boundaries: Al-Zawraa State Company is one of the Ministry of Industry and Minerals formations to implement data on a land area of (82,000) square meters in Baghdad / Al-Zafaraniya / Industrial Zone. As for the Electrical and Electronic Industries Company, it is also considered one of the Ministry of Industry and Minerals formations to apply data in Baghdad / Al-Waziriya

3- Human boundaries: The researcher selected a sample from the research community of the two companies (Al-Zawraa and the electrical and electronic industries) represented by the administrative leaders (general manager, assistant general manager, head of department, division official) for the purpose of collecting information related to the examination list.

#### **Seven: the research community and sample**

It includes the following: -

Research community: The two companies, Al-Zawraa General Company and the Electrical and Electronic Industries Company, were chosen as a group for research as one of the companies affiliated with the Ministry of Industry and Minerals, bearing in mind that the two companies have significant work activity in the Iraqi markets. Both companies cooperated in providing data and information to the researcher and facilitating the task in completing the field research. A number of officials in the two companies were interviewed, and through observation and observation, a checklist was prepared for the current research.

### **The second topic: the theoretical side**

#### **First: Entrepreneurial Management**

Introduction:

The Chinese philosopher Lauzzo says that “knowing one’s ignorance is the best part of knowledge.” Often times you cannot know what is further until you take the first step, and this contradicts what is assumed in planning texts, including some written plans, today The environment requires seizing new opportunities and dealing with uncertainty, and for the organization to be able to adapt, so entrepreneurial management is one of the most essential elements for business success in organizations and projects, as it represents the distinctive case or the ideal model that can characterize the organization from the other.

#### **1. The emergence of entrepreneurial management**

Taylor realized in (1911) that the greatest waste of resources occurred in the field of human endeavor, so he systematically devoted his efforts to improving it, through scientific methods and the efficient and non-wasted use of human, material, time, technological and capital resources. There is no doubt that scientific management involves more than management

techniques. Then came Stevenson, so what distinguishes entrepreneurial management from traditional management is that it is proactive, opportunity-based and work-oriented management, in which the entrepreneurial manager creates new value by identifying new opportunities, and attracting the necessary resources to pursue those opportunities, and that the entrepreneurial manager is the person who He acts with ambition beyond that supported by the resources currently under his control, in the relentless pursuit of opportunity (Hortoványi, 2009: 56-58). Stevenson's (1990) conception of entrepreneurial management indicates that the main difference between the entrepreneurial and the traditional organization is that the former tends to favor Rapid growth While the latter has a more cautious attitude towards growth it also desires to grow, but it should be much slower and at a steady pace (Wiklund&Davidsson, 2002: 155).

## **2. The concept of entrepreneurial management**

Entrepreneurial management style is reflected through the strategic decisions of the organization and the philosophies of executive management. Entrepreneurial management tries to create and achieve a balance between innovation capabilities in the organization and the effective and efficient use of resources, so that he can initiate changes and interact with them quickly and flexibly, and in the context of the entrepreneurial process, the entrepreneurial manager creates new value through Identifying new opportunities, attracting the necessary resources to pursue those opportunities, and building an organization to manage those resources. He invests any promising business opportunity regardless of the level and nature of the resources that are currently being controlled. Thus, the entrepreneurial manager is the person who acts with an ambition that exceeds the resources that are currently under his control. (Hortoványi, 2009: 56), and entrepreneurial management is a modern approach to search for opportunities to manage regardless of the resources that are currently controlled, on the other hand, management management is a more inward-oriented management approach towards the resources and competencies that are currently being controlled. Wright, 2013: 593).

## **3. The importance of entrepreneurial management**

Virginia Rometty, CEO of IBM, says the only way to survive is to constantly switch to something else, and the idea of constant transformation is what makes you an innovative organization. A plan for continuous innovation and transforming threats into opportunities, and this can be achieved through the correct use of the entrepreneurial approach, allowing the successful investment of new opportunities in the organization's market, so organizations that adopt this approach should put pioneering thinking at all levels of the organization, and pursue opportunities to create and invest value. Correctly at all administrative levels (Osievskyy&MahdaviMazdeh, 2020: 1).

## **4. Dimensions of entrepreneurial management**

Before dealing with the dimensions of entrepreneurial management, it is important to know in detail the model proposed by Stevenson, as it was the one that laid the basic building blocks for the topic. Whereas (Stevenson, 1983) sees entrepreneurial management as a management

approach, in essence a passion for the pursuit of opportunities and exploitation without looking at the resources that are currently controlled, and compares entrepreneurial behavior with managerial behavior, entrepreneurial behaviors are placed at one end and managerial behaviors at the end, the goal of entrepreneurship is to pursue Opportunities and their exploitation regardless of the resources that are controlled, while the administrator seeks to make the most of his resources, and some commercial and environmental factors attract individuals and organizations towards entrepreneurial behavior or managerial behavior,

### **1- Strategic Orientation**

Strategic direction is defined as a set of values and beliefs related to how business is managed by management to achieve a better result (Oktavio& Kartika, 2019: 9), and strategic direction refers to the extent to which the organization's strategy is concerned with opportunities or resources and entrepreneurial organizations are directed towards the active and rapid pursuit of opportunities. .

### **2- Growth Orientation**

The growth direction of the entrepreneurial organization focuses on rapid growth instead of slow and steady growth, so this growth goal must be known and understood by all employees throughout the organization. When the organization aims to invest opportunities, innovation and creativity must be encouraged within the organization. This encouragement leads to the creation of new ideas, and these New ideas are essential for growth (Gürbüz&Aykol, 2009: 325).

### **3- Orientation Towards Resources**

Any organization possesses tangible and intangible assets consisting of organizational capabilities, processes, attributes and information, these resources enable the organization to visualize, plan and formulate strategies, then implement them for the purpose of improving its overall performance, the internal capabilities of the organization enable the organization to adapt to the external environment, and organizations employ their organizational resources and capabilities in pursuit Beyond a sustainable competitive advantage, if the organization succeeds in making these capabilities and resources unmatched, it can easily guarantee a sustainable competitive advantage and greater return (Hussain & Shah, 2016: 390),

## **Second: Proactive Sustainability Strategy:**

Sustainable development can be a source of success, innovation and profitability for organizations. By using proactive repercussions that contribute to building a competitive advantage, companies need a framework that they can rely on in order to identify opportunities and threats and develop, implement, control and improve corporate sustainability strategies to be more sustainable and economically successful.

### **1. The concept of sustainability**

Sustainability is a broad concept that is understood differently across disciplines and cultures. Kidd (1992) argues that the term sustainability is deeply rooted in fundamentally different concepts, making it difficult to get a single definition of the term. Sustainability is now also a

keyword that is more open to individual, political and philosophical interpretation (Aminpour, 2020: 1).

In recent decades, the concept of sustainable development has been proposed as a framework for defining and understanding economic and social development and natural resource management across the world. As a turning point in the new paradigm, sustainable development has been introduced into human societies after five decades of theoretical and practical development challenges. It links the economic, social and environmental systems to transform development into a humane, high-quality, multi-faceted, comprehensive, balanced and sustainable concept. Sustainability is a broad concept and includes all social, economic and cultural aspects of human life among others (Chelan & et al, 2018: 87).

## **2. The importance of sustainability**

The strategic importance of corporate sustainability (Epstein, & Buhovac, 2014: 32) is demonstrated by the following:

1. Sustainability should be an integral part of the company's strategy.
2. Leadership should be committed to sustainability and building additional organizational capacity.
3. Sustainability strategies should be supported by management oversight, performance measurement and reward systems as appropriate.
4. Sustainability strategies should be supported by mission, culture and people as appropriate.
5. Managers should incorporate sustainability into all strategic and operational decisions. After that, additional systems and bonuses can be introduced for formalization and support.
6. Sustainability performance management should be viewed not only as a risk aversion and compliance, but also as an opportunity for innovation and competitive advantage.

## **3. The concept of a proactive strategy**

A proactive strategy is the scientific basis for better guiding management decisions as it minimizes the impacts of the ecosystem. This conservation strategy, introduced in 2001 in the southern Rocky Mountains, works to monitor the environment and the dynamics of regeneration. In addition, the proactive strategy provides new scientific information to help managers evaluate some alternatives to proactive management (Schoettle, & et al, 2011: 325).

Drive & Park, 2011: 2) defines a proactive strategy is the strategy that the company uses to anticipate potential challenges and threats, meaning sustainability means development in a way that meets the needs of the present without compromising the ability of future generations to meet their non-public needs, that is, meet their own needs, as a balance should be struck between:

1. Economic prosperity
2. Environmental supervision
3. Social responsibility

For the purpose of defining the main concept of sustainability in developing marketing strategies. In (2015), sales of organic products in supermarkets grew strongly. This growth occurred mainly



in dry groceries, bread and pastries. Moreover, as of (January 2016), plastic bags are no longer allowed to be distributed by stores, unless they are paid for. The European Union has obligated all its member states to limit the use of plastic bags. To understand why a company implements a particular sustainable strategy, it is advisable to look at what motivates the company in advance, so that one can incorporate sustainability to some extent (Geerdink, 2016: 6).

Various definitions can be used to describe a sustainable strategy. Most commonly used is the following definition. For a business enterprise, sustainability means adopting business strategies and activities that meet the needs of the organization and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be required in the future (Geerdink, 2016: 9).

#### **4. Dimensions of the proactive sustainability strategy**

##### **A. Proactive Environmental Sustainability**

The proactive practices found in the literature indicate that environmental management in general aims to reduce pollution, reduce resource use, increase efficiency and reuse of materials, however, it focuses on different goals: some practices aim to change processes and technologies, while others aim to redesign products. Practices that encompass both objectives integrate stakeholders, implement environmental policies and support top management, via Environmental Management System (EMS) and Green Supply Chain Management (GSCM) (Potrich, & et al, 2019: 273). From a business perspective, companies can conduct environmental training programs for their managers. In addition, they can provide them with financial assistance to receive environmental training. Incorporating principles of environmental sustainability into business strategies may also foster managerial change in attitudes toward the environment (Carballo - Penela, 2015: 20).

##### **B. Proactive Economic Sustainability**

Defining economic sustainability as a source of income and stability for members of society without eroding capital and its resources. In other words, an economy is stable when it does not disturb the sustainability of natural, social and human societies. It can also be said that economic sustainability is an ethical basis aimed at achieving justice in the sphere of relations between man and nature and in seeing a long-term and inherently uncertain future. This includes three specific relationships: (1) justice between people of different generations, (2) justice between different people of the same generation, especially the current generation, and (3) justice between humans and nature (Chelan &, et al, 2018: 113) ).

As the researchers pointed out (von Hauff, & Kleine, 2009), the goal of economic sustainability is to maintain the quality of life. Achieving this goal requires a fundamental change in the methods of production and the method of unsustainable consumption. All efforts towards a sustainable lifestyle should be directed towards preserving both material and immaterial conditions of life. In order to have economic sustainability, environmental economics is needed. This type of economy needs to bring renewable resources into life if necessary, using non-renewable



resources when renewable resources are diminishing and monitoring the level of emissions with a negative impact on the environment. Economic sustainability is also closely related to the environmental and social results achieved by Danciu 2013: 9).

### **C.Proactive Social Sustainability**

Meeting the demands of proactive economic sustainability, the increasing corporate pressure to consider proactive environmental sustainability (PES) as it is not only an economic condition for the enterprise (i.e. innovation, new market opportunities, cost savings) but also a social condition for doing business, that globalization, climate change Financial crises, corporate corruption, unethical business, environmental disasters have all made companies look at the negative aspects of their actions and the reflection of their effects on them and that they fall within the largest socially complex system (Calub 2015: 43), and companies have tried to integrate social responsibility efforts into their comprehensive strategies, Hoping that corporate social responsibility will provide them with a competitive advantage, it describes corporate social responsibility definitions of a specific phenomenon, but fails to provide any guidance on how to manage the challenges it may face. Therefore, the challenge for business is not so much in defining corporate social responsibility it is to understand how to construct corporate social responsibility socially in a specific context and how to take this into account when developing their overall strategies. Dahlsrud, 2008: 6).

#### **The third topic: Description of the research sample responses according to the checklist of sub and main variables**

Introduction:

The focus of the research is to present the results of the answers to the checklist questions, and to analyze the data to arrive at the results of the research by relying on a statistical method (descriptive analysis) by extracting the occurrences, arithmetic means and percentages of the extent of matching the sub-variables and determining the size of the gap with the reality of Al-Zawra General Company and the Electrical and Electronics Company. Ministerial research sample, through answers to the seven-scale checklist (not applied and not documented, partially applied, not documented, partially applied, partly documented, partially applied, fully documented, fully applied, not documented, fully applied, partly documented, fully applied, fully documented) and The corresponding weights are (0,1,2,3,4,5,6) respectively.

As the average of the scale adopted for comparison is equal to (3), that is, partially achieved, and as explained later, and through field coexistence and personal interviews for most departments, divisions and units in companies, the research sample and knowledge of the nature of the business of each of them, an intentional sample was taken. With directors of bodies, units, departments, divisions, and experienced engineers, as in the appendix of personal interviews for the purpose of obtaining realistic answers to fill out the checklist, where the contents of the questions on the checklist were explained to clarify its paragraphs, and those contents were intended to direct indirect questions and inquiries related to the same list. Without referring to it

to ensure the realism of the answers, until the checklist came out with the final answers that correspond to reality, and the following is an analysis of the checklist results:

### The Independent Variable: Entrepreneurial Management

A- **Strategic direction:** It is how the company achieves its strategic objectives and seeks to maximize the positive elements of operational efficiency and reduce the negative and surrounding elements of its work. This criterion includes (4) questions distributed into seven weights, as shown in the table below:

Table (2) Analysis of the results of the strategic direction

the strategic direction	Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
	Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
	6	5	4	3	2	1	0	6	5	4	3	2	1	0
The company implements its strategies according to the set vision and mission directions.		*								*				
The company's management evaluates the various actors (ranging from suppliers to end-users) in order to diagnose opportunities.		*								*				
Opportunities are carefully evaluated before they are adopted into future		*							*					

strategies.															
The company's management seeks valuable opportunities in order to obtain the resources for its investment.	*								*						
Duplicates	1	3	0	0	0	0	0	0	1	1	2	0	0	0	0
Score = iterations x weights	6	15							6	5	8				
Weighted arithmetic mean = result range / group of iterations	5.25							4.75							
Match extent = arithmetic mean / highest weight	87.5							0.79							
Gap Size = 1- Percentage of match extent	12.5							21							

The results of Table (2) show that the dimension of the "strategic direction" of the independent variable (the entrepreneurial management) obtained an average of (5.25) degrees for Al-Zorah Company, which is higher than the weighted arithmetic mean of the Electrical and Electronics Company as it reached (4.75) and that the percentage of the extent of conformity is (87.5%) (0.79%) for Al-Zawraa and the electrical company, respectively, indicating a gap of non-conformity of (12.5%) (21%) for Al-Zawraa and the electrical and electronics company, respectively, as it is noticed that Al-Zawraa is better and less work gap for the strategic orientation dimension. During the calculation of the gap for Al-Zorah Company, we note that the size of the gap is relatively small in relation to the dimension of the strategic direction of Al-Zorah Company, because the company is working to face all environmental changes in the market.

We note that the percentage of the extent of conformity, which depends on the amount of the weighted arithmetic mean that we obtain (represented by the numerator) - because

(denominator) the highest score on the scale is a fixed amount - is acceptable and at its lowest level when its amount is (87.5%) for Al-Zawraa company. , Where the size of the gap is (12.5%), which is "the degree of deviation from the ideal situation represented by a percentage of conformity (100%), which corresponds to a weighted arithmetic mean of (5.25)", and whenever the size of the gap decreases due to the formulation and good implementation of strategic plans The better and more closely the case, fully implemented, and fully documented. And in the same way we do the calculations for the other variables.

**This gap indicates several reasons, namely:**

- 1- The company's lack of implementation of its strategies according to what is planned due to the company's association with the Ministry of Industry, which determines the financial allocation of the company.
- 2- The company's management often does not evaluate the various actors (ranging from suppliers to end-users) in order to diagnose opportunities.

**Areas for improvement required**

- 1- Developed information systems that respond to any urgent changes must be used in order to make the pioneering decision.
- 2- The company shall go to invest the opportunities in the Iraqi market and to produce alternative products from alternative sources within the country or resources at lower cost in order to compete with the prices of competitors' products.
- 3-Searching for new information and trying to develop it and conduct continuous renewal processes in the company by searching for new ideas to increase and improve its performance and strive to increase the company's profits by improving the nature of its products.

**B- Growth orientation:** It means the company's ability to continuous improvement to ensure survival and continuity. This criterion includes (4) questions distributed into seven weights, as shown in the table below:

Table (3) Analysis of the results of the trend towards growth

		Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
		Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
		6	5	4	3	2	1	0	6	5	4	3	2	1	0
the trend towards growth															
The company is keen to survive and continue in	*								*						

the Iraqi market.														
Potential risks hinder the company's future growth.		*								*				
The continuous improvement of the products contributes to the growth and expansion of the company's business.	*									*				
The company's management urges employees to provide innovative ideas and create new opportunities for its activities		*						*						
Duplicates	2	2	0	0	0	0	0	2	0	2	0	0	0	0
Score = iterations x weights	12	10						12	0	8				
Weighted arithmetic mean = result range / group of iterations	5.5							5						
Match extent = arithmetic mean / highest weight	.92							.83						
Gap Size = 1- Percentage of match extent	.8							.17						

The results of Table (3) show that after "the trend towards growth", a rate of (5.5) was obtained for Al-Zawraa Company and (5) for the Electrical and Electronics Company. There is a gap of non-conformity of (8%) for Al-Zawraa company, which is a small percentage, and (17%) for the electrical company. The innovations by the employees also carry out continuous improvement. As for the Electrical and Electronics Company, the evaluation and selection of appropriate opportunities that are a problem for the upper management, as choosing the appropriate opportunities and investing them works on the continuation of the company's success and excellence in its performance. However, the company faces some problems when formulating its plans to suit the current requirements, resulting from the following:

1. Weak strategic measures to be taken when required.
2. Difficulties in the distribution process of the company's production resources due to the discrepancy in the prices of its products with the competing products and the weak promotion of the products.

#### Areas for improvement required

- 1- Developing the strategic measures adopted by the company, as well as developing the cultural and cognitive capabilities required by the senior leadership and supporting that within the company.
- 2- Improving the distribution mechanisms of productive products and promoting them by setting specific mechanisms and a specific work path in a flexible manner that ensures an increase in their production capacity.
- 3-Pressuring the government to support it and reduce taxes on primary resources imported for the purpose of production, as well as for them to be less than foreign goods.

**C.Resource orientation:** making the most of the existing resources in the company, whether technological or financial human resources, through good formulation of strategic plans. This criterion includes (4) questions distributed into seven weights, as shown in the table below:

Table (4) Analysis of the results of the resource orientation

		Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
		Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
		6	5	4	3	2	1	0	6	5	4	3	2	1	0
the resource orientation															
The company adopts high-precision				*					*						

technology in its production lines.														
The company's management divides the strategic plan into several stages and determines the resources required for each stage separately before starting it.		*								*				
The company's management is able to benefit from its resources through barter or participation.		*						*						
The administration relies on new technologies and means of communication to provide scarce resources.		*						*						
Duplicates	0	3	1	0	0	0	0	3	0	1	0	0	0	0
Score = iterations x weights		15	4					18	0	4				
Weighted arithmetic mean = result range / group of iterations	4.75							5.5						



Match extent = arithmetic mean / highest weight	.79	.92
Gap Size = 1- Percentage of match extent	.21	.8

The results of Table (4) show that after the “orientation towards resources” of Al-Zorah Company obtained an average of (4.75) and that the percentage of the extent of conformity is (79%), which indicates a gap of non-conformity of (21%). By calculating the gap, we notice that the size of The gap is relatively large in relation to the dimension of the orientation towards resources. As a result of the weakness of the management of Al-Zawraa in adopting high-precision technology in its production lines, although it has strategic alliances with the German company Spencer. The results also show the superiority of the electrical and electronics company in this dimension over the Al-Zawraa company, as the weighted arithmetic mean reached (5.5), which is close to the highest score in the scale (6), with an identical percentage (92%) and the size of a gap (8%), which is relatively small despite The circumstances that the company and the country are going through, and this indicates that the company is able to barter or share its resources with local government companies in the industrial sector.

Areas for improvement required

1. Investing the expertise and competencies of Al-Zawraa Company in improving its performance, especially the resources it has.
2. It is possible to rely on a company’s database as well as training and development programs for work, as it is easy to access information through it and review and develop the level of performance and leadership skills.

### **The dependent variable: a proactive sustainability strategy**

**1- Proactive economic sustainability:** as a commercial means that has the ability to make a profit, in order to survive and benefit from economic systems at the local, national and international levels, and on this basis proactive economic practices are linked to the principles of social and environmental safety.

Table (5) Analysis of the results after proactive economic sustainability

	Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
	Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
proactive economic sustainability														

	6	5	4	3	2	1	0	6	5	4	3	2	1	0
The company's management adopts a careful study in the process of making decisions related to cash flow and return on investment.			*						*					
The company's management takes strategic decisions that are consistent with the development in the external environment.			*						*					
The work reports and completion rates are followed up by the company's senior management.	*							*						
The company's management is working continuously to evaluate the implemented plans and activities to identify deviations.	*							*						
Duplicates	2	0	2	0	0	0	0	2	2	0	0	0	0	0
Score = iterations x weights	12		8					12	10					

Weighted arithmetic mean = result range / group of iterations	5	5.5
Match extent = arithmetic mean / highest weight	.83	.92
Gap Size = 1- Percentage of match extent	.17	.8

The results of Table (5) indicate that the dimension of "proactive economic sustainability" "for the electrical and electronics company was greater in the weighted arithmetic mean as it reached (5.5) better than Al-Zawraa company and close to fully implemented and fully documented better than Al-Zawraa company as it got a rate of (5) which is Close to fully implemented, partially documented, and the percentage of compliance is (83%), which indicates a gap of non-conformity of (17%). Through computing the gap, we note that the size of the gap is relatively high in relation to the dimension of proactive economic sustainability. Al-Zawraa company is one of the economic fluctuations inside the country and the increase in the exchange rate, especially that the company deals with importing raw materials from foreign markets. As for the conformity percentage of the electrical and electronics company (92%) and the size of a gap (8.), which is a small percentage.

#### Areas for improvement required

- 1- Enhancing the overall performance of the company by preparing special training programs for workers. Highly qualified employees should also be employed for the purpose of improving performance and thus increasing its competitiveness in the Iraqi market.
- 2- Achieving higher revenues by increasing the distribution centers for electronic and electrical products and providing all the needs of the Iraqi market that achieve profits and leadership for the company as well as enhance its position.
- 3- Focusing on products that generate more profits and marketing them through new outlets and markets in the country.
- 4- Expanding cooperation and building strategic alliances with foreign companies in order to increase market share and company profits for the purpose of sustainability and survival in the market.
- 5-Tax exemption for importing materials used in the manufacturing process.

**2- Proactive social sustainability:** is to support community initiatives that aim to successfully stay in the market for a long time, and that positively affect all current and future relationships with stakeholders through the decision-making process, improving employee health and safety, and investing in human capital development.

Table (6) Analysis of the results after the proactive social sustainability

	Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
	Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
the proactive social sustainability	6	5	4	3	2	1	0	6	5	4	3	2	1	0
The administration provides a guarantee of the health and safety of employees towards real investment in human capital development.		*							*					
The company's management contributes to supporting and sponsoring community initiatives through seminars, conferences, charitable activities and other contributions.			*						*					
The company's management		*								*				

provides a variety of services to ensure the future and safety of its employees, such as health care, retirement and insurance.														
Social responsibility is an important component of the company's strategy.			*							*				
Duplicates	0	2	2	0	0	0	0	0	2	2	0	0	0	0
Score = iterations x weights		10	8						10	8				
Weighted arithmetic mean = result range / group of iterations	4.5								4.5					
Match extent = arithmetic mean / highest weight	.75								.75					
Gap Size = 1- Percentage of match extent	.25								.25					

The results of Table (6) show that the dimension of "proactive social sustainability" "for Al-Zawraa and the electrical company has similar results despite the disparity and disparity of documentation and implementation as the two companies achieved a rate of (4.5) which is close to fully applied and partially documented and that the percentage of the extent of conformity is ( 75%), which indicates a gap of non-conformity of (25%). By calculating the gap, we notice that the size of the gap is relatively large in relation to the dimension of social sustainability .. This indicates a lack of attention to the social aspect despite the fact that most social organizations and institutions demand responsibility Social and health, especially in light of the Corona pandemic,

as the time for global health organizations is required for all service and productive institutions to take into account the safety and health of workers, and it must be considered one of the institutions' priorities and be an important element in the strategy of the two companies.

Areas of improvement required:

- 1- Supporting the local community through donations or support for clubs, education, health, charitable organizations, homes for the elderly, orphans or widows.
- 2- Activating social justice and fairness with regard to work, wages and incentives at work.
- 3- Pay attention to the health and safety of workers and take all safety measures for workers, especially after the spread of Covid 19 virus.
- 4- Taking into account employees' suggestions and their participation in decision-making and paying attention to retired employees who have awakened their youth in the company and taking care of them in order to gain the loyalty of their workers.

**C. Proactive environmental sustainability:** It is a set of proactive environmental activities and practices carried out by the company for the purpose of limiting or minimizing the effects of its products and services in the natural environment from providing green environmentally friendly products to their consumers, improving understanding of customer needs and building a good reputation for the product.

Table (7) analysis of the results after the proactive environmental sustainability

	Al-Zawraa State Company							Ministerial Electrical and Electronics Company						
	Fully	Fully	Fully	Partially	Partially	Partially	Not	Fully	Fully	Fully	Partially	Partially	Partially	Not
the proactive environmental sustainability	6	5	4	3	2	1	0	6	5	4	3	2	1	0
The company's management promotes the sustainable management of resources (such as renewable energy) to reduce emissions to air, water and land.		*							*					
The company's management	*								*					

seeks to reduce the environmental impacts of the products and services it provides.															
The administration uses modern technologies to achieve excellence in performance.			*						*						
The management of the company can achieve its goals within the specified time.			*						*						
Duplicates	1	1	2	0	0	0	0	0	4	0	0	0	0	0	
Score = iterations x weights	6	5	8						20						
Weighted arithmetic mean = result range / group of iterations	4.75								5						
Match extent = arithmetic mean / highest weight	.79								.83						
Gap Size = 1- Percentage of match extent	.21								.17						

The results of Table (7) show that the dimension of "proactive environmental sustainability" "for Al-Zawraa company is less than the results of the Electrical and Electronics Company, despite the convergence in partial documentation and full implementation, as Al-Zawraa Company



achieved an average of (4.75) which is close to fully applied partially documented and that the percentage of the extent of conformity It is (79%), which indicates a gap of non-conformity at a rate (21%). By calculating the gap, we notice that the size of the gap is relatively large in relation to the dimension of environmental sustainability .. This indicates a lack of attention to the environmental aspect despite the fact that most environmental organizations and institutions demand In preserving the environment, especially in light of the Corona pandemic, most industrial enterprises stopped, which increased the growth and recovery of the climate, and the industrial cities became more environmentally friendly and the environmental impacts on the oceans, seas, forests and parks increased, which increased the percentage of clean air. The products are environmentally friendly and have less impact on them for the purpose of protecting the consumer and the environment at the same time, so most industrial establishments strive to use modern technologies and less pollution, as well as the adoption of most organizations on energy Renewable and environmentally friendly materials in the production and manufacture of products.

Areas of improvement required:

- 1- Study the impact of the company's decisions on the environment and society in the areas of the company's activity and its suppliers, especially since the two companies are close to the residential logic.
- 2- Study the life cycle of the two companies' products and improve them through managing non-renewable energy consumption, reduce manufacturing waste, make waste less toxic and less air pollution, and dispose of it in a safe and legal place, especially solid and liquid materials.
- 3- Bringing in environmentally friendly primary resources for the purpose of producing environmentally friendly products with less energy consumption.

#### **The fourth topic: conclusions and recommendations**

##### **Conclusions**

- 1- Weakness in implementing proactive strategies capable of overcoming difficulties, especially for the Electrical and Electronic Industries Company, in the area of strategic orientation, which may be the reason for its association with the Ministry of Industry and its weak financial support.
- 2- Failure to evaluate the actors who supply companies with raw and semi-finished materials, especially with regard to the resources that go into the manufacturing process.
- 3- The two companies face difficulty in the distribution of production resources due to the variation in product prices compared to competing products and weak promotion.
- 4- Weak investment in the expertise and competencies of two companies to develop proactive plans.
- 5- Weak attention to the social and environmental aspects, in addition to lack of attention to the economic fluctuations in the country.

## Recommendations

- 1- Advanced information systems should be used to monitor the emergent changes in the Iraqi market environment in order to make decisions regarding strategic directions.
- 2- Directing the two companies to invest in the opportunities that exist in the Iraqi market and to produce alternative products with available resources inside the country at the lowest possible cost, especially since there are many products at lower prices for foreign goods.
- 3- Carrying out continuous improvement processes on the products and work procedures in which they operate, and paying attention to the environmental and social aspect.
- 4- Developing the cognitive and cultural capabilities of senior leaders to generate creative ideas and find solutions to face the problems they face in the company, as well as how to present ideas to produce environmentally friendly products.
- 5- 5-Improving the mechanisms of distribution and promotion of commodities by setting specific mechanisms and a clear and flexible course of action that guarantees increased production and production capacity.
- 6- Pressuring the government to reduce or exempt from taxes on imported resources for the purpose of increasing production capacity.

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