

The Role of Knowledge Management Processes to Enhance Entrepreneurship Strategies: An Empirical Study in Asia Cell Telecommunications Company in Nineveh Governorate-Iraq

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Abstract

Today, knowledge is an important valuable asset that is the basis for continuous development and the key to a company's lifelong competitive advantage of firms. In fact, companies should consider Adaptive strategies for knowledge management processes in order to achieve its goals. The purpose of this work is to focus on the enhancement of entrepreneurship strategies (ES) through its relationship with the knowledge management (KM) processes, which includes Knowledge Creation (KC), Knowledge Acquisition (KA), Knowledge Storage (KS), Knowledge Transfer (KT), and Knowledge Application (K App). Asiacell Telecommunications Company in Nineveh Governorate-Iraq has been selected as a field of this study. Descriptive survey adopted using the quantitative research manner. A structural questionnaire has been used as a tool for collecting data randomly from samples. Collected data has been analyzed using SMART PLs software. Findings showed that Knowledge management has positive effect on the entrepreneurship strategies in terms of its processes (Knowledge Creation, Knowledge Acquisition, Knowledge Storage, Knowledge Transfer, and Knowledge Application).

Keywords: *knowledge management; knowledge management processes; entrepreneurship; entrepreneurship strategies.*

1. Introduction

Nowadays the organizations need to be more entrepreneurial in their prospect and operations. This means that any organization should be more strategically in the respect of entrepreneurship. The notion of knowledge management has emerged as a part of avail in the academic and organizational practice [1]. It is clear that the most important competition way in today's and future business, is knowledge. Organizations have great amount of data and information, and because of this the importance of knowledge management is increasing. On one hand, knowledge management helps the organization in individual and organizational entrepreneurship. On the other hand, knowledge management improves relevant processes results, yields additional benefit, avoid stagnancy, create more jobs etc. [2]. Entrepreneurship is a phenomenon of tremendous social importance especially in this complicated and rapidly

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changing environment which was found during globalization era. The fierce competition between specialized organizations in a particular field of products or services shows the urgent need for excellence, excellence and leadership that helps to achieve the company's goals and to spread its mission and ensure its continuity. This is achieved through the adoption and promotion of leadership strategies. Knowledge management can therefore play a crucial role in promoting leadership strategies. Thus, this research aims to present a better understanding of the relationship between knowledge management processes and entrepreneurship strategies. This is a recent concept that should be more explored in knowledge management literature and organizational strategy in general. Furthermore, this research tries to discover and expand the awareness of the KM processes in the enhancements of ES in Asiaccell Telecommunications Company in Nineveh Governorate-Iraq. For managers, clarification on how to develop entrepreneurship strategies, influenced by knowledge management processes, helps in the allotment of theoretical and practical resources for the development of more effective strategies. These contributions become even more relevant when applied in the highly competitive areas such as telecommunications. Telecommunications sector tends to be more ready to learn and even more dynamic. Depending on this, knowledge management must be more activated. As such, its processes are more discovered especially in the large companies. This will highly play an important role in the entrepreneurship strategies. This paper is keen to clarify the pioneer role of Asiaccell Telecommunications Company towards developing, guiding and supporting the telecommunications sector in Iraq. This has been investigated through KM processes and ES perspective.

2. Review of Literature

2.1 Knowledge Management (KM)

Knowledge originates from the human mind and spreads widely when people want to acquire it. Effective knowledge requires recognition, awareness and application for the advancement of humanity [3]. To understand the concept of KM it's essential to know what knowledge is. Knowledge is the fact or condition of KM with familiarity added throughout experience. Knowledge can be divided into (explicit knowledge and tacit knowledge); explicit knowledge is formal knowledge, available in books, rules, etc. whereas tacit knowledge is informal knowledge, deep-rooted in an individual action and experience, ideals, values [4]. There is no generally accepted definition of KM. But there are various definitions proffered by experts. According to Bhojaraju [5] KM is the process of gathering managing and sharing employee's knowledge capital throughout the organization. Nonaka and Takeuchi [6] defines the KM as the process of using a structure approach to the capture, organisation, control, and sharing of knowledge within an organisation to work quicker, reuse finest practices, and decrease expensive rework project-to-project. On the other hand King [7] deemed KM to be planning, organizing, motivating and controlling of people in the organization so that the knowledge related assets are enhanced and effectively utilized. Frost [8] has opined that KM is the formal and deliberate management of essential knowledge - and the related processes of generation, systematization, dissemination, application and exploitation - in the quest to achieve business goals.

2.1.1 Knowledge Management Processes

The efficacy of KM is determined by the possibilities of Knowledge Management Processes (KMP) to fit in an organizational infrastructure and processes in a way that facilitates the fulfillment of an organizational objective [9]. It can be said that all web applications, and all forms of media, can be considered social because they store and transmit the "human knowledge" that forms the social relationships of society. Whenever someone uses a computing system or media, that person recognizes based on: "Objectified knowledge" that is the result of social [10]. Most of the literatures have dealt with the concept of KM as a practical group of processes. The derived knowledge from the information and internal / external resources does not mean anything without those processes. As those processes enrich the said knowledge and enable to access it, share it, distribute it, maintain, and retrieve it for application of

reuse. In this context, the views of several experts and researchers in the KM field will be exhibited, focusing on the most related processes of KM as shown in table 1 below:

Table -1-
The most important processes of KM according to some of the main specialists

Authors	KM processes
Jiang <i>et al</i> [11]	Acquisition, Specialization, Store/Access, Distribution, Conservation, Disposal
Zhou <i>et al</i> [12]	Knowledge Creation, Knowledge Retention, Knowledge Transfer, Knowledge Utilization
Ayatollahi & Zeraatkar [13]	knowledge discovery, knowledge capture, knowledge sharing, and knowledge application
Abusweilem & Abualoush [14]	knowledge generation, knowledge sharing, and knowledge usage
Shahzad <i>et al.</i> [15]	Knowledge Acquisition, Knowledge dissemination, and Knowledge application
Zahedi & Khanachah [16]	Knowledge penetration, knowledge sharing knowledge acquiring, documentation, utilization, knowledge exchange sensitivity to knowledge and knowledge promulgation
Sahibzada <i>et al.</i> [17]	Knowledge Creation, Knowledge Acquisition, Knowledge storage, Knowledge sharing, and Knowledge Utilization.
Shujahat <i>et al.</i> [18]	Knowledge Creation, Knowledge Sharing, and Knowledge Utilization
King [19]	Knowledge Acquisition, Creation, Refinements, Transfer, Sharing, Utilization.
Shadfard <i>et al.</i> [20]	Knowledge Acquisition, Knowledge Conversion, Implementation of Knowledge Acquisition, Knowledge Acquisition Preservation.
Dagnfous & Kah [21]	Knowledge Creation, Knowledge Acquisition, Knowledge storage, Knowledge sharing, Knowledge Utilization, and knowledge usage.

Source: Elaborated by the authors

It's clear from table -1- different views of the specialists about the processes of KM. This may be due to different orientations of scientific researchers or their specialties. In this context, the current work is an attempt to achieve the integration of the available studies on processes of KM. This work recommends several processes of KM of those listed in table -1-. Amongst these are: Dagnfous and Kah [21], Zhou et al [12], Shahzad *et al* [15], King [19], Shadfard *et al.* [20]. The short explain about each process is as follows:

2.1.1.1 Knowledge Creation (KC)

This represents a dynamic between 'knowing and knowledge' at the individual and social level, in which new knowledge is created within the process of learning. This process is composed of four characteristic processes as socialization, externalization, combination, and internalization. Knowledge creation involves developing new knowledge or replacing existing knowledge with new content.

2.1.1.2 Knowledge Acquisition (KA)

KA does not involve new knowledge creation, in a number of cases, organization might want to source knowledge elsewhere and then use the same in its application. The purchase process plays a crucial role in two regards. To begin with, it may be applied in creating knowledge. Secondly, it can also be considered as part of the knowledge generation in case it is new and helpful to the organization. KA relates to the internal organizational process, which is leading to the knowledge creation stage. This will happen through the incorporation of tacit and explicit knowledge depending on the integration of knowledge between individuals and organizational levels throughout the identification of the sources of external knowledge and available information [22].

2.1.1.3 Knowledge Storage (KS)

The procedure of this step is to find out new methods of transforming models, documents, human insights and other facts to the forms that will guarantee easy retrieval and transfer without losing the actual sense of the knowledge. It was information technology that provided the organizations with the capability of creating enormous stores of organization knowledge about their costumers, projects, process, suppliers, competition, technology, industry and even the knowledge of an organization itself, which is able to be retrieved or transfer anywhere anytime [23].

2.1.1.4 Knowledge Transfer (KT)

This refers to activities associated with the flow of knowledge from one part to another. This includes communication, translation, filtering and rendering [12]. There are several techniques to distribute knowledge such as project teams, information internal network, and training through senior experts and knowledge representative. It has been argued that both KT and KS are integrating through dynamic, ongoing and interactive process. This will make the interaction between KT and KS to be crucial for organizations in order to take the advantages of the same. This concept will allow the organizations to reuse knowledge for present and future business needs [24].

2.1.1.5 Knowledge Application (K App)

All KM processes will be useless without knowledge application. This process can ensure that the organization knowledge represents an essential source of competitive advantage. K App refers to the real use of knowledge that has been captured and created then placed within KM cycle [25]. K App can be utilized by the development of different interpretations, the identification of underlying Issues, and developing of multiple understandings through different individuals and groups [26].

2.2 Entrepreneurship

Pirich et al. [27] highlighted that the entrepreneurship concept has arisen during the 18th century. It was ever since as an economic term yet was not substantiated to involve some significant sides. For instance, it neither comprehended the concept of taking risk of purchasing at low prices, nor included the concept of selling at uncertain prices, aiming to achieve better revenues and more profits. The entrepreneurship concept has afterwards been widened to involve combining between diverse production factors. This will lead to achieving the best possible level of ability among others. As such, the two features of creativity and innovation have been deemed as the main aspects for the organization to attain the required level of entrepreneurship. This has been applied in several different approaches, amongst these are: innovating new products, penetrating new markets, and exhibiting novel outputs. Alon & Rottig [28] superseded that the discipline of entrepreneurship is concerned with the processes of establishing and developing new business by discovering and leveraging opportunities through which goods and services are introduced into existence and success. While shane and venkataram [29] contended that entrepreneurial role connotes discovery, evaluation and use, that is, new goods and services or means of production; new courses of action and new organizational structures and new product and input markets which never existed before. Entrepreneurship is, therefore, a utilization of the resources in order to produce an innovative economic organization in order to grow under conditions of uncertainty.

2.3 Entrepreneurship Strategies (ES)

ES can be achieved by redefining the area in which the organization operates by shifting from the current situation to a new situation. This can be called the leadership engine [30] [31]. Both entrepreneurial and strategic are complementary, not interchangeable. This integration called as strategic entrepreneurship. It comes from the perspective of opportunity seeking for entrepreneurial and advantage seeking for strategic [42]. The process of

entrepreneurship is usually discussed alongside with “New Venture Creation” (but not reduced to) the creation of new ventures. This is a particularly interesting phenomenon as it is cited as the most basic behavior of entrepreneurs [41]. Since this work claims that strategic entrepreneurship is entrepreneurial action with a strategic perspective, the dimension of an entrepreneurial orientation will represent ES. For the perspective of this research, the main Entrepreneurship Strategies are as follows:

2.3.1 Innovation Strategy

Entrepreneurs drive innovation. This can be happening through effective mixture of hard work and passion, energy, enthusiasm, vision that enables good ideas to become reality [41]. Likewise, Bandera *et al* [32] believe that innovation is critical for firms to compete effectively in domestic and global markets. It provides directions for the evolution of an industry. It refers to the organization’s tendency towards introducing and/or developing new ideas throughout ‘experimentation and creative processes’ that enrich the improvement of new products, services, technologies, and processes [33].

2.3.2 Uniqueness Strategy

Uniqueness is the aptitude of the organizations to make a difference with the other organizations that are operating within the business line of the same industry either by the nature of the products or services they offer or by the nature of the resources they possess. This will further help organizations gain a competitive advantage and can attain continuity and deliver the best products which are difficult to duplicate. This means that scarce resources can be used to ensure long-term benefit. This will also result in long run benefit that will be maintained using limited resources. In fact, uniqueness is the process of introduction new ways, whether technological or a new way of delivering a product or service or managing and structuring the organization, in a different way from others [34].

2.3.3 Proactiveness Strategy

Proactiveness suggests a forward-looking perspective that is accompanied by innovative or new-venturing activity. This view will make proactiveness crucial to an Entrepreneurial orientation. It may be understood as the process of acting in anticipation of future problems, needs or changes [35]. Venkatraman (1989) refers to proactiveness as “seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of the life cycle” [36].

2.3.4 Risk-Taking Strategy

Risk bearing, represents the main functions for the entrepreneurship exists. It refers to the scale of uncertainty and potential loss linked with outcomes which may follow from a given behavior or set of behaviors [37]. It is related to the uncertainty, as it can be divided into three types. First: state uncertainty, which is related to the knowledge lack about existing situation second: effect uncertainty, which is linked to the knowledge lack of cause and effect and third: response uncertainty, which is about not knowing what will be the response of some action [43].

3. Methodology

Asiacell telecommunications company in Governorate of nineveh in Iraq was chosen as the field where the current work and survey are going to be carried out. Asiacell is a growing company based in Iraq which provides the best mobile communication and data services to its 17 million subscribers. Asiacell became the first nationwide mobile communications company in Iraq covering all the 18 Iraqi governorates, including the capital city of Baghdad and all

other big cities of Iraq. In the case of this paper, strategic entrepreneurship as a strategic-minded entrepreneurial action has been targeted. The majority of studies considered entrepreneurial orientation to be one of the entrepreneurial dimensions including (Hughes *et al.* [42]; Wang & Yen [43]; Rosenbusch *et al.* [43]; Lechner & Gudmundsson, [45]. As a result, the entrepreneurial orientation could be used to indicate the ‘strategy-making processes and styles of organizations [46]. Entrepreneurial dimensions are taken as ES in this work. The research employed a self-designed questionnaire as an instrument of data collection. It has used based survey and factor analysis. The questionnaire was grounded on five-point Likert scale and the respondents were requested to rate the significance of 9 variables listed on the five Likert scale. In this scale, 1-5 would mean very low to very high respectively. The questionnaire comprised 38 questions of the KM processes (the independent variable) to the ES (the depended variable). The questionnaire included: (A) 22 items relating to Knowledge Management Processes intention of (Creation, Acquisition, Storage, Transfer, and Knowledge Application), adapted from [21], [12], [15], [19], and [20]; (B) 16 items relating to Entrepreneurship Strategies adapted from [31] [32], [41], [47], [36], and [37]. This also includes subsequent modification made by the authors. PLS – Partial Least Squares method through SMART PLS 3.2.7 software has been used as a statistical technique in order the treatment of the data. As Smart PLS. is suitable for small size samples [38]. The questionnaire has been administrated to Asiaccell telecommunications company in Nineveh Governorate-Iraq. Due to the strategic orientation of this paper, the targeted sample was the members of different managerial levels in the selected corporation, which includes top management, mangers and assistant managers in all managerial levels as they consider the individuals who are always in touch with the organizational strategies. A cross-sectional research design was employed with a survey administered to the same. Target respondents were the employees of the Asiaccell telecommunications company in Nineveh Governorate, approached purposely. A questionnaire was formed that included measures of KM processes and entrepreneurship strategies. For this reason, the article depended on some standard items that were tested in earlier studies. In total, 80 questionnaires were distributed in the selected company, 57 questionnaires were returned. From these questionnaires, 4 were excluded due to data being missing. As a result, the net sample included 53 returned questionnaires (a response rate of 93%). Demographic analysis of the valid questionnaires is shown in Table 2 below:

Table 2

Sample demographics

Events	Contents	Sample	%
Gender	Male	36	68
	Female	17	32
Age (years)	15-25	8	15.09
	26-35	16	30.19
	36-45	22	41.51
	46 and above	7	13.21
Education	Graduate	33	62.27
	Post Graduate	20	37.73
Years of Service	1-3 years	11	20.75
	3-6 years	10	18.87
	6-12 years	13	24.53
	12 years and above	19	35.85

Source: Elaborated by the authors

3.1 Problem Identification

The following two questions could be raised in order to identify the research problem:

- (a) Does the knowledge management processes relate to the strategies of entrepreneurship in head office of Asiacell Telecommunications Company in Nineveh Governorate?
- (b) Do knowledge management processes have an influence on entrepreneurship strategies in head office of Asiacell telecommunications company in Nineveh Governorate?

3.2 Objectives

This paper is keen to achieve several objectives, amongst these are:

- To study the relationship between knowledge management processes and entrepreneurship strategies in head office of Asiacell telecommunications company in Nineveh Governorate.
- To study the influence of knowledge management processes on the entrepreneurship strategies in head office of Asiacell Telecommunications Company in Nineveh Governorate.

3.3 Hypothesis

Based on the discussion, the following hypotheses have been formulated to test the relationship between the variables as it's shown in Table 3 below:

Table -3-
Hypothesis

Hypothesis	Description
Main Hypothesis	There is a significant and positive Impact between knowledge management processes and entrepreneurship strategies.
Sub-Hypothesis	
Sub-Hypothesis 1	There is a significant and positive Impact between Knowledge Creation and entrepreneurship strategies.
Sub-Hypothesis 2	There is a significant and positive indirect Impact between Knowledge Acquisition and entrepreneurship strategies through Knowledge Creation.
Sub-Hypothesis 3	There is a significant and positive indirect Impact between Knowledge Storage and entrepreneurship strategies through Knowledge Transfer.
Sub-Hypothesis 4	There is a significant and positive Impact between Knowledge Transfer and entrepreneurship strategies.
Sub-Hypothesis 5	There is a significant and positive Impact between Knowledge Application and entrepreneurship strategies.

Source: Elaborated by the authors

3.4 Data Analyses and Results Dissections

As the factor-loading adequacy has been established, the suggested dimensions are then required to be tested. In fact, it has been a point of significance to assess the said validity in a convergent manner by means of some composite Cronbach's alpha values. Table 4 shows the Knowledge Management processes and Entrepreneurship Strategies reliability through Cronbach's alpha value. According to Yan *et al.* [39], the minimum standard recommended of Cronbach's alpha measurement is 0.60. Variables have reached the desirable levels of reliability. As the variables of

Knowledge Management Processes have got on the reliability of 0.912, while variables of Entrepreneurship Strategies have got on the reliability of 0.908. This proves the high internal consistency of the items.

Table -4-
Cronbach's alpha value

Variables	Number of indicators	Cronbach's alpha
KM processes	5	0.912
ES	4	0.908

Source: Elaborated by the authors.

Hypotheses have been tested through partial least square (PLS) method. In this research the KM processes is a first-order construct, while the ES represents second-order constructs. Figure 1 shows the result of main hypothesis (There is a significant and positive Impact between knowledge management processes and entrepreneurship strategies.). The main hypothesis has been tested using simple linear regression. The coefficient of determination, R^2 , is 0.775. This means that knowledge management processes variables explain 77.5% of the entrepreneurship strategies, the greater value of R^2 mean better model's predictive quality [40]. Also, strong positive relationship has been observed ($\beta = 0.88$, $p < 0.5$). This means that the hypothesized path relationship between KM processes and ES is statistically significant, which imply that the main hypotheses has been accepted.

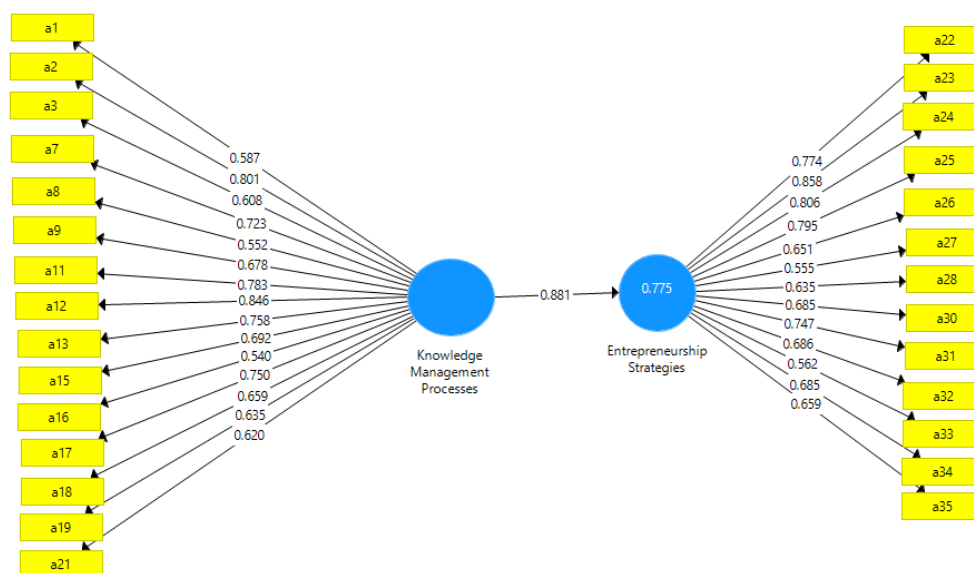


Figure 1: PLS results for main hypotheses

The results for sub-hypotheses have been determined using multiple regression analyses, as presented in Figure (2). Due to the limitation of interpretation, some indicators have been excluded from the test. This limitation arose because of response samples. The next step is to demonstrate and test the sub-hypotheses which are examining separately the relationship between each process of knowledge management and entrepreneurship strategies: First, the relationship between knowledge creation (KC) and entrepreneurship strategies (ES) (Sub-H1) has been tested.

The Sub-H2 noted that there is an indirect positive relation between KA and ES through KC ($\beta = .23$, $p < 0.5$). The idea was to find a harmony statue between both, KA and KC in order to highlight the relationship for them together towards ES. A significant relationship was observed ($\beta = .40$, $p < 0.5$). The results confirm that.

As such an indirect significant relationship has been found between KS and ES through KT (Sub-H3) ($\beta = .18, p < 0.5$). In order to demonstrate the results of Sub-H4, PLS has been run to clarify the direct relation between KT and ES. This was positive as ($\beta = .30, p < 0.5$). A strong positive relationship was also found between K App and ES, thereby supporting Sub-H5 ($\beta = .32, p < 0.5$).

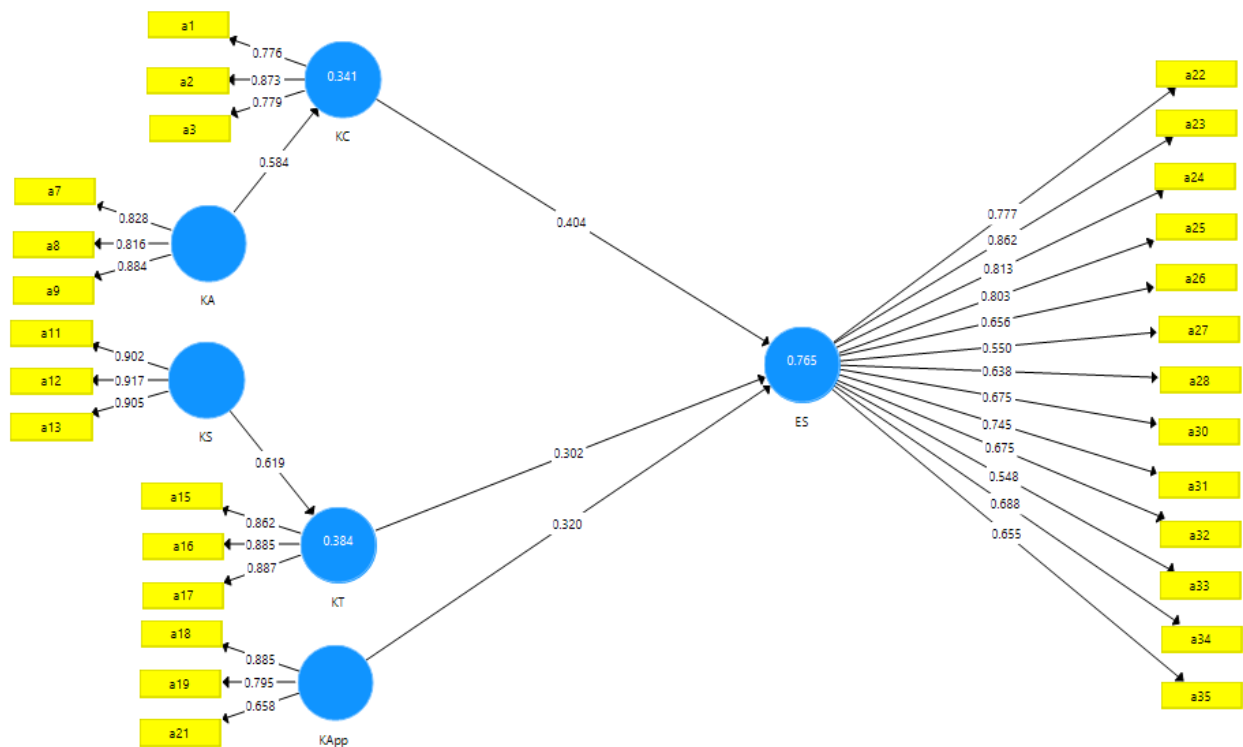


Figure 2: PLS results for sub-hypotheses

4. Conclusion

Over more than two decades, organizations have given huge consideration to the notion of knowledge management. KM provide variety of means to the organizations in different respects, including; better organizational performance, higher competitive advantages, enhanced customer relations, etc. [48]. It cannot be ignoring the essential role of KM in the entrepreneurship perspective. Diverse literature has highlighted the relationship between the two concepts (e.g. Bandera *et al* [32]; Gaimon, & Bailey [49]; Aliyu *et al.* [50]; Salih *et al.* [51]). This research has identified five specific phases of KM: creation, acquisition, storage, transfer, and application of knowledge. Four specific phases have been identified for ES: innovation strategy, uniqueness strategy, proactiveness strategy, and risk-taking strategy. The results of the study highlight the significance of developing and supporting the entrepreneurship strategies giving attention to the knowledge management processes in order to increase the organizational sustainability. The first contribution of this study is usage the selected processes of knowledge management to highlight the relation of the same with the entrepreneurship concept. The second contribution is the possibility of generalize the entrepreneur dimensions to be as dimensions of the entrepreneurship strategies in the organizational level. The results indicate that a correlation and relation exists between KM processes and ES in general beside the positive and supportive for the separate indicators with ES. The limitation of this work may be the determination of application area beside the sample size. The future research in this scope could be the attempts to investigate the relationship between the variables in other segmentation.

Research limitations/implications – Certain dimensions of entrepreneurship strategies could be more impactful within certain industry and firm-level contexts. Future research might examine such industry-and organizational performance effects. Furthermore, the efforts can present a better understanding of the circumstances under which entrepreneurship strategies contributes to organizational performance.

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Appendix Questionnaire

Dear Sir/Madam:

This “Questionnaire” represents a partial requirement of accomplishing a paper entitled: “The Role of Knowledge Management Processes to Enhance an Entrepreneurship Strategies”.

It is hoped that your high-credibility participation would have a clear positive impact in directing this paper with the required level. You are therefore requested to tick (✓) the paper answer according to your choice without passing any question in order to achieve the required credibility, bearing in mind that the listed data are completely confidential.

Wishing you all the best

1- General Information

Gender

- Male • Female

Age

- 15-25 • 25-35 • 35-45 • 45-55

Education

- Graduate • Post-Graduate • Other

Specialization:

Years of Service

- 1-3 years • 3-6 years • 6-12 years • 12 years plus

Knowledge Management: processes of applying a systematic approach to the capture, structure, management and dissemination of knowledge throughout an organization in order to work faster, reuse best practices and reduce costly rework from project to project.

Entrepreneurship: The capacity and willingness to develop organize and manage a business venture along with any of its risks in order to make a profit.

- Knowledge Management Processes Dimensions:

1. Knowledge Creation:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
1	Our organization has specialized groups that can actively create and capture knowledge.					
2	All the specialized groups in our organization use to make very good interaction between people of those groups.					
3	Our organization is remarkable in capturing knowledge & creating novel ideas.					
4	Our organization has the full capacity to utilize generated & capture knowledge to attain competitive advantage.					

2. Knowledge Acquisition:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
5	Our organization encourages its employees to seek knowledge related to its scientific activities and periodicals.					
6	The organization employees have the aptitude to seek knowledge related to organization activities from several resources.					
7	Our organization is interested to purchase knowledge related organization activities from different resources.					
8	Our organization emphasizes to extract the implicit knowledge as expertise gained by the employees in order to be utilized for organization development.					
9	The organization employees exhibit a positive interaction to convert their implicit knowledge into explicit knowledge to upgrade the performance of organization activities.					

3. Knowledge Storage:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
10	Our organization utilizes a Data Base to access the required knowledge fast.					
11	Our organization utilizes information technology techniques to actively process knowledge origins.					
12	Our organization stores knowledge in an easy way to access.					
13	Our organization utilizes electronic means to store knowledge.					
14	Our organization uses to document the novel innovative ideas.					

4. Knowledge Transfer:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
15	Our organization seeks to increase knowledge understanding of the employees through transferring knowledge between them.					
16	Our organization emphasizes on official mechanisms such as: reporting, work guide lines, training courses, meetings, as well as learning during work, in order to achieve knowledge transfer.					
17	Our organization avails holding the symposium and forums involving the employees to facilitated knowledge transfer.					
18	Our organization believes to the integration between Knowledge storage and knowledge transfer for the present and future use.					

5. Knowledge Application:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
19	Our organization uses to convert knowledge into working plans.					
20	Our organization uses to exploit knowledge through its conversion into new products and services.					
21	Our organization utilizes available knowledge in such a way to enhance its performance.					

22	Our organization seeks to apply the available knowledge among the in-force routines, directions and implementing team works.					
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- Entrepreneurship Strategies Dimensions:

1. Innovation Strategy:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
23	Our organization seeks to adopt the most convenient innovation strategy to run its activities.					
24	Our organization seeks to continuously provide new products and services.					
25	Our organization seeks to adopt and apply the available knowledge in order to support innovation strategy.					
26	Our organization believes that its innovation in comparison with other organizations is exhibited through: new products and services, new processes and navigating in new markets with high level confidence.					

2. Uniqueness Strategy:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
27	Our organization seeks to attain uniqueness through outgoing the standard level of the most characterized organizations.					
28	Our organization has the capacity to provide a uniquely characterized value to customers through diverse forms such as high quality, after-sell services, etc.					
29	Our organization seeks to achieve the uniqueness strategy through emphasizing on upgrading quality level of the internal and external processes as well as improving marketing experience of the organization.					
30	Our organization seeks to develop customer loyalty towards the organization tread-mark through providing a unique remarkable products and services.					

3. Proactiveness Strategy:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
31	Our organization emphasizes to achieve events that axed.					
32	Our organization has the capacity to provide a uniquely characterized value to customers through diverse forms such as high quality, after-sell services, etc.					
33	Our organization seeks to achieve the uniqueness strategy through emphasizing on upgrading quality level of the internal and external processes as well as improving marketing experience of the organization.					
34	Our organization seeks to develop customer loyalty towards the organization tread-mark through providing a unique remarkable products and services.					

4. Risk-Taking Strategy:

S	Items	Choices				
		Strongly agree	agree	neutral	I don't agree	Strongly disagree
35	Our organization seeks to maintain balance between its perspective & goals from one side and its competence to face all the possible cresses from the other side.					
36	Our organization takes the risk in providing new products, services and thoughts to meet the requirements of the renewable environmental limitations.					
37	Our organization takes the risk of ambiguity besides the environmental uncertainty while providing new products, services and thoughts.					
38	Our organization is intrinsically characterized by accepting and handling higher-levels risks while providing new products, services and thoughts.					