

## **Entrepreneurial Management and its Role in Achieving Productive effectiveness: A Case Study in Baghdad Soft Drinks Company**

Shahbaa Hazim<sup>1</sup>, Dr. Fadhiela Salman<sup>2</sup>

### **Abstract**

*The research aims to know the role of entrepreneurial management in achieving the effectiveness of the productivity of PepsiCo, and the type of sample has been determined, which is from the senior management in the company, the research sample, so the research sample needs to adopt the subject of entrepreneurial management for the purpose of achieving effective productivity in the company in order to survive in the market. The focus was on the checklist as a main tool for the research, in addition to the personal interviews of the senior levels in the researched company, as it seeks to reach entrepreneurship in its business, and this can only be with the existence of major activities that the senior management of that company cares about in order to become entrepreneurial... as it must possess Entrepreneurial management with administrative practices based on seizing opportunities that contribute to creating value for the company, through the dimensions of entrepreneurial management and how to achieve productive efficiency, and this in turn contributes to achieving success. The case study approach was used, and the research concluded that PepsiCo did not use its resources optimally, as well as there is a weakness in the quality of the products, and the reason is not due to production, but to the storage mechanism in supermarkets, shops and places of sale, so the company resorts to giving refrigerators, refrigerators, and refrigerated models for the purpose of selling, especially in the season summer.*

**Keywords:** *entrepreneurial management, company productivity effectiveness, PepsiCo.*

### **Introduction**

The first topic: the scientific methodology of the research

First: the research problem: It deals with the research problem that the researcher wants to address, as the Baghdad Pepsi Company suffers from mismanagement of its resources as well as the lack of prior planning for its work for the purpose of achieving the effectiveness of the productivity of its lines, so we find most of the company with dispersion in its work for many reasons, including the controls and laws in the country as well as the lack of leadership requirements in those The company can formulate the problem with several questions, namely: • What is the size of the gap to distance entrepreneurial management and achieve productive efficiency? • Are the dimensions of the entrepreneurial administration possible to contribute to the progress of the Pepsi Company, Baghdad, the research sample?

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<sup>1</sup> Assistant lecturer, Industrial management- College of Administration and Economics, University of Baghdad, Baghdad, Iraq, shahbaa@coadec.uobaghdad.edu.iq

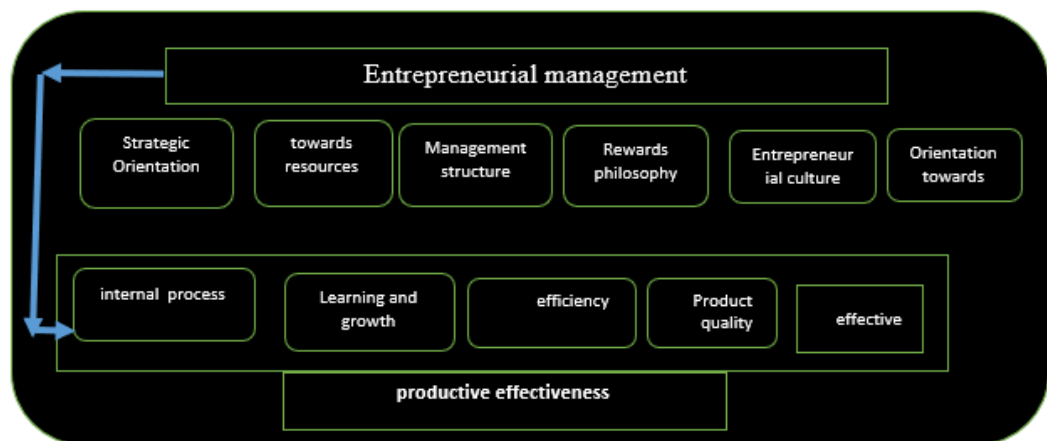
<sup>2</sup> Professor, Industrial management- College of Administration and Economics, University of Baghdad, Baghdad, Iraq, dr.fadhiela.salman@coadec.uobaghdad.edu.iq

Second: Research Objectives: Based on the foregoing in the research problem and its previous questions, a set of goals and objectives were formed that could contribute to clarifying these goals:

- Shedding light on the role of Entrepreneurial management practices in the company's productive effectiveness?
- Knowing the size of the gap for the dimensions of entrepreneurial management and which is more important?
- Knowing the size of the gap to remove the effectiveness of the company's productivity?

Third: the importance of research: What is the importance of research...

- 1- Directing the attention of the company's managers to the most important dimensions that are supposed to be present in the company's management in order to achieve strategic success.
- 2- Attracting the attention of the company's officials to the scientific literature in the field of entrepreneurship that helps the company advance in achieving its goals.
- 3- Directing the attention of Entrepreneurial management and the board of directors in the researched company to advance planning for the purpose of discovering opportunities and how to invest them in the Iraqi market through being proactive about market events.
- 4- Note that the dimensions of the independent variable are entrepreneurial management (strategic orientation, resource orientation, growth orientation, management structure, entrepreneurial culture, rewards philosophy) as well as the effectiveness dimensions of productivity (internal operations, efficiency, learning and growth, effectiveness, product quality). As in the figure below:



Fourth: Research Assumption: An assumption was built according to the research problem, its objectives, and the case study method used in the research: ((The entrepreneurial management does not contribute to achieving the effectiveness of the company's productivity))

The second topic: the theoretical framework

First: the concept of entrepreneurial management

The knowledge of "entrepreneurial management" was settled by Peter Drucker who remarked that for a company to exist and thrive, the word that should be emphasized in the phrase "entrepreneurial management" is "entrepreneurial." In any new business venture, the emphasized word is "management." Therefore, management is seen as a discipline where entrepreneurs practice can their vision and expand their knowledge. We

define without limiting the entrepreneurial management as the practice of taking entrepreneurial knowledge and using it for expanding the effectiveness of new ventures as well as small and/or medium-sized businesses. (Camelia-Costela et al :2017,1-5).

Stevenson's conceptualizes entrepreneurship as opportunity-based management behaviour. He describes entrepreneurial behaviour and administrative behaviour as the two extreme opposites of an entrepreneurship continuum. This continuum describes the entire spectrum of possible firm behaviours with the promoter firms placed at the entrepreneurial end and the trustees at the administrative end. Whereas the promoter intent to pursue and exploit new opportunities regardless of resources controlled, the trustee strives to use his or her resource pool in the most efficient way on given purposes. Although Stevenson only describes six dimensions in his first model (1983), in his later work two other key dimensions are mentioned that are important to his conceptualization of entrepreneurship. These dimensions are Growth Orientation (Stevenson and Jarrillo-Mossi 1986) and an Entrepreneurial Culture (Stevenson and Jarillo 1990). All dimensions will be discussed in more detail, since our measurements for corporate entrepreneurship are based on these dimensions (and so had been those by Brown et al. (2001). (Kuhn:2010, )

Entrepreneurial management practice is an approach to management whereby the individuals or businesses pursue opportunities through their strategic orientation, resource orientation, growth orientation, management structure, reward philosophy, and organizational culture without considering the resources they currently controlled (Rashid & Mahmood, 2016; Steiber & Alänge, 2016; Wiklund & Shepherd, 2011). A business is considered more entrepreneurial because of the extent to which its management decision reflects the pursuit of opportunity (Stevenson, 2006). Studies have reported the relationship between the entrepreneurial management variables and business performance (Naldi et al., 2015; Rashid & Mahmood, 2016; Steiber & Alänge, 2016).

Dimensions of entrepreneurial management:

**Strategic Orientation** Strategic Orientation describes what factors drive the formulation of strategy. It can be described as the philosophy that effects every decision about strategy. The pure promoter' strategy is solely driven by the opportunities that exist and not limited by the resources that may be required to exploit them. Because the strategy is opportunity-driven, almost any opportunity is relevant to the firm. Acquiring and marshalling the necessary resources represents a secondary step and only follows after an opportunity is identified. The other extreme, the pure trustee's strategy is to utilize the resources of the firm most efficiently. Even though the trustee is aware that opportunities exists and are important, only opportunities that relate to existing resources are relevant as the strategy is resource-driven. (Kuhn:2010,2005 ) Dawood:2011,56)

Strategic orientation is defined as the ability of businesses to search for opportunities in their environment to pursue growth. The entrepreneurs make the opportunity exploration the locus of their managerial and strategic actions without adhering to the resource constraint (Abker et al., 2018; Boohene et al., 2012; Rashid & Mahmood, 2016). Researchers have demonstrated the positive relationship between entrepreneurial strategic orientation and business performance (Rashid & Mahmood, 2016; Steiber & Alänge, 2016). For instance, strategic Orientation significantly predicted the business performance in Pakistan (Hameed & Ali, 2011) ( Nti :2022, )

Resource orientation focuses on how the business commits to the resources in its environment. Resources are paramount in management's decision-making in terms of their allocation and usage. Entrepreneurial firms try to minimise their resource ownership and give attention to value creation. The business prefers to rent or use other's resources to add value to its operations (Bradley et al., 2011; Rashid &

Mahmood, 2016; Stevenson, 2006). Studies have reported the impact of resource orientation on firm performance (Bradley et al., 2011; Dyduch, 2008) ( Nti :2022, ).

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growth orientation is the hub of the entrepreneurial firm. Firms have the desire to grow but the propensity is higher among the entrepreneurial businesses. They consider growth as an essential element for short and long-term survival. This influences the businesses to pursue and exploit any available opportunity (Abker et al., 2018; Kuhn et al., 2010; Rashid & Mahmood, 2016). Research has indicated the relationship between entrepreneurial growth orientation and business performance (Kuhn et al., 2010; Rashid & Mahmood, 2016).

Management structure plays a key role in the smooth operation of businesses. An entrepreneurial management structure is organic with multiple informal networks. It facilitates the quick flow of information and decentralises decision-making (Bradley et al., 2011; Kuhn et al., 2010; Rashid & Mahmood, 2016). The relationship between entrepreneurial management structure and business performance has been thoroughly researched (Hameed & Ali, 2011; Rashid & Mahmood, 2016). In Turkey, research recorded a significant relationship between management structure and firm performance (Gürbüz & Aykol, 2009)

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Reward philosophy: The contribution of employees in pursuing opportunities to create value for the firm is the key to the entrepreneurial reward philosophy (Bradley et al., 2011; Kuhn et al., 2010; Stevenson, 2006). Entrepreneurial firms encourage their employees to explore, pursue, and experiment with opportunities that will create value. Employees are rewarded based on their contribution to the value creation in the firm (Kuhn et al., 2010; Rashid & Mahmood, 2016; Stevenson, 2006). Studies have reported findings from different countries such as Turkey, Sweden, and Pakistan to support the impact of entrepreneurial reward philosophy on business performance (Bradley et al., 2011; Dyduch, 2008; Gürbüz & Aykol, 2009)

Entrepreneurial culture: organizational culture refers to a pattern of shared assumption, a shared frame of reference, or shared value and norm (Dyduch, 2008; Leal-Rodríguez et al., 2017). It can be considered from the collective perspective of the employees' way of thinking and acting concerning problems and opportunities. Entrepreneurial culture supports the generation and valuation of new ideas. The management implements policies that unleash the creativity of employees. Creative skills are highly

valued as the sources of opportunities for new entries (Brown et al., 2001; Kuhn et al., 2010; Leal-Rodríguez et al., 2017).

Second: the concept of productive effectiveness

Measuring productivity and efficiency are very important when evaluating production units, the performance of different industries or that of a whole economy. It enables us to identify sources of efficiency and productivity differentials, which is essential to policies designed to improve performance. The productivity of a production unit is defined as the ratio of its outputs to its inputs (both aggregated in some economically sensible way). Productivity varies due to differences in production technology, differences in the efficiency of the production process, and differences in the environment in which the production occurs. In this paper we are interested in isolating the efficiency component of productivity

Productive efficiency has two components. The purely technical, or physical component refers to the ability to use the inputs of production effectively, by producing as much output as input usage allows, or by using as little input as output production allows. The allocative, or price component refers to the ability to combine inputs and outputs in optimal proportions in the light of prevailing prices. In this paper we only deal with the technical component of productive efficiency. Koopmans (1951, p. 60) provided a formal definition of technical efficiency: 'a producer is technically efficient if an increase in any output requires a reduction in at least one other output or an increase in at least one input and if a reduction in any input requires an increase in at least one other input or a reduction in at least one output.' Thus a technically inefficient producer could produce the same outputs with less of at least one input, or could use the same inputs to produce more of at least one output

Production efficiency The economic theory of the firm assumes that production takes place in an environment in which managers attempt to maximize profits by operating in the most efficient manner possible. The competitive model suggests that firms which fail to do so will be driven from the market by more efficient ones. However, when natural entry barriers or regulation weaken competitive forces, inefficient firms may continue to prosper. That is, true firm behavior may vary from that implied by the competitive model as managers attempt to maximize their own well-being instead of profits, or find that they are not required to operate very efficiently to remain in business.

Productivity, Effectiveness, Efficiency

Ever wonder what it means to be productive, or how you measure it? Confused about the difference between productivity, effectiveness, and efficiency? Wondering what you can do to feel like you've accomplished all three at the end of the day? We've got a breakdown for you of what they mean, how they work together, and how you can achieve them with tried and true methods. (Kumar :2009,52)

Productivity

Productivity is generally regarded as a measure of outputs divided by inputs. All of the activities that you get done in a day may be considered your output and the time you put into them are your inputs. (Kumar :2009,52)

Efficiency

Efficiency is a measure of how well you do those things. If you are able to get more outputs from the same inputs, you are said to have increased efficiency. (Lu: 2011,1354)

Effectiveness

Effectiveness is a measure of doing the "right things." Highly effective individuals and companies act in ways that move their highest priorities forward on a regular basis.

Productivity = Output / Input

Efficiency = Doing things right

Effectiveness = Doing the right things

Productive efficiency is the minimization of production cost and maximization of output. This is achieved by optimum resource allocation. Resources are allocated in such a way that the Product is cost-efficient, and the quality is uncompromised. It is also referred to as production efficiency. ( Kumar :2009,52)

Productivity vs. Effectiveness

What's the difference between productivity and effectiveness? Simply put, while productivity is about getting things done, effectiveness is about getting the right things done. Managers run a considerable risk when they try to force more tasks into their buckets, ineffectively. Working through lunch, not taking breaks, and returning voicemails while answering emails rarely results in getting more done: instead, it creates stress, increases the chances for errors, and ultimately results in a tired, over-allocated manager. The question you should be asking yourself isn't whether you're being productive; it's whether you're using your time effectively and focusing on the right work. ( Dwight :2014,7)

Improved Effectiveness Leads to Increased Productivity

Using the right accountability framework can turn improved effectiveness into increased productivity. It allows managers to determine how effective they are in defining their own priorities and setting context for their subordinate managers. It also ensures that managers clearly understand the priorities of the organization and those of their subordinate managers. In turn, managers are enabled to make good decisions, use their time effectively, and operate to their full capability throughout the workday. ( Kumar :2009,52)

Productivity training is vital, but you won't get the best bang for your buck without backing it up by strategizing for effectiveness. Spending an equal amount of time on setting appropriate context for your subordinate managers ensures they are clear about their accountability and authority, and helps them make the trade-offs that are necessary for them to be able to focus on the important work of the day. ( Dwight :2014,7)

The third topic: the applied side

The researcher focused on presenting the results of the answers to the checklist questions, and analyzing the data to reach the research results based on a statistical method (case study) by extracting frequencies, arithmetic means, and percentages of the extent to which the sub-variables match and determining the size of the gap with the reality of the soft drink company, the research sample. Through the answers to the seven-scale checklist (not implemented and not documented, partially implemented not documented, partially implemented partially documented, partially implemented fully documented, fully implemented not documented, fully implemented partially documented, fully implemented fully documented) and the corresponding weights ( 0,1,2,3,4,5,6) respectively. As the average of the approved scale for comparison is equal to (3), i.e. partially achieved, as explained later, through field coexistence and personal interviews with most of the officials in the company's departments, the research sample, and knowledge of the nature of the business for each of them, and for the purpose of obtaining realistic answers to fill out a list Examination, where the contents of the questions on the checklist were explained to clarify its paragraphs, and those contents were intended to ask indirect questions and inquiries related to the same list without referring to them to ensure the realism of the answers, until the examination list came out with final answers that correspond to reality, and the following is an analysis of the results of the list Examination:

### Entrepreneurial Management:

1- Strategic orientation : It is the method by which it will go towards achieving the strategic goals, and maximizing the positive elements of the operational efficiency of the organization, which leads to reducing the elements with negative dimensions surrounding its work.

The results of the research indicate that Pepsi Baghdad Company implements strategies according to the directions of the vision and mission drawn, and this indicates the keenness of the name owners and investors in the company to achieve success. The weighted arithmetic mean was (4.67), and this indicates a gap size of (22%), and this indicates a matching percentage (78%), which is a good percentage. Not documented, so does the company employ its resources appropriately for work?

Table (1) showing a description of the responses of the company sample around Strategic orientation

No	Strategic orientation	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company's strategies are implemented in accordance with the directions of the vision and mission set.	*						
2	The company takes advantage of the available resources and employs them as required			*				
3	The company focuses on current resources in the formulation and implementation of the strategic plan.			*				
Weights		6	5	4	3	2	1	0
Iteration		1		2				
Total		6		8				
Weighted mean		4.67						
Percentage of conformity		.78						
Gap size = 1- Percentage of matching extent		.22						

Source: Prepared by the authors (2023).

2-Orientation towards resources: control and control of resources (financial, human, intellectual capital), skills, potentials and capabilities), and reduce the amount of user and owner of them.

The results of the research indicate that after orientation towards resources, a weighted arithmetic mean (4) out of 6 was obtained, and this indicates a low level of investment and employment in this dimension by the company, as the matching percentage reached (67%) and the size of the gap was (33%). This indicates a lack of optimal use of resources, and this is what we found in the company. There is additional energy and there is a demand for the company's products by restaurants, shop owners and hotels???



Table (2) showing a description of the responses of the company sample around orientation towards resources

No	Orientation towards resources	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company is keen to use and invest resources at the required level			*				
2	The company invests its resources intensively and quickly.			*				
3	The company works on dividing projects into several stages and determining the resources required for each stage separately before starting them.			*				
Weights		6	5	4	3	2	1	0
Iteration				3				
Total				12				
Weighted mean		4						
Percentage of conformity		.67						
Gap size = 1- Percentage of matching extent		.33						

Source: Prepared by the authors (2023).

3-Management structure: It is considered "the basis of the entrepreneurial management work through which administrative and operational mechanisms can be developed to evaluate, select and implement the performance of the institution."

PepsiCo prefers strict control over funds and operations by having a network of information systems and advanced control and continuous follow-up to ensure that all levels obtain the required information. Therefore, the search results indicate that the weighted arithmetic mean has reached (5) for the management structure dimension, and this indicates a gap size of (17%) ) This refers to a compliance rate (83%), which is a good percentage, and this is confirmed by the special paragraph of the company's focus on assisting workers in the guidance process and motivating them towards making decisions that contribute to the completion of work and addressing the problems they face?

Table (3) showing a description of the responses of the company sample around Management structure

No	- Management structure	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company encourages its employees to make the decision to run their business.	*						
2	The company prefers strict control over funds and operations by having a network of information systems, advanced control and continuous follow-up, in order to ensure that all levels obtain the required information.		*					



3	The employee's work in the company is commensurate with his scientific specialization.			*				
Weights		6	5	4	3	2	1	0
Iteration		1	1	1				
Total		6	5	4				
Weighted mean		5						
Percentage of conformity		.83						
Gap size = 1- Percentage of matching extent		.17						

Source: Prepared by the authors (2023).

4- Bonus philosophy: “The association of leadership with reward and risk, and the tendency to rely in the field of motivation and compensation on how individuals contribute to value creation instead of simply offering rewards on the basis of seniority.

The results of the research indicate that PepsiCo is keen to provide moral rewards (books of thanks and appreciation, appreciation of efforts, educational opportunities,...) to employees in light of the level of their work achievement. . The weighted arithmetic mean was (5.67), and this indicates a gap size of (6%), and this indicates a matching percentage (94%), which is an excellent percentage. Employees by paying bonuses in the event of an increase in the company's revenues.

Table (4) showing a description of the responses of the company sample around Bonus philosophy

No	Bonus philosophy	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The position of the employee depends on the amount of responsibility that he bears...	*						
3	The employee's performance is evaluated according to the level of revenue he achieves	*						
	The company is keen to provide moral rewards (books of thanks and appreciation, appreciation of efforts, educational opportunities,...) to employees in light of the level of their work achievement		*					
Weights		6	5	4	3	2	1	0
Iteration		2	1					
Total		12	5					
Weighted mean		5.67						
Percentage of conformity		.94						
Gap size = 1- Percentage of matching extent		.6						

Source: Prepared by the authors (2023).

Entrepreneurial Culture: It is embodied in "openness to new technologies and their transfer to the activities of the organization and the type of goods and products it offers, and the willingness to accept any percentage of failure."

The company adapts to changes in the internal and external environments and accepts ideas from external parties to serve the beneficiaries. Therefore, the research results indicate the dimension of the entrepreneurial culture, which has a weighted arithmetic mean (4.67), and this indicates a gap size of (22%), and this indicates a matching percentage (78%). It is a good percentage, and this is confirmed by the special paragraph “The company adopts many creative ideas that reflect the culture of work. The company’s relentless pursuit of business completion through continuous business development and job training.

Table (5) showing a description of the responses of the company sample around Entrepreneurial Culture

No	Entrepreneurial Culture	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company adapts to changes in the internal and external environments and accepts ideas from external parties to serve the beneficiaries.	*						
3	The culture of continuous education and intensive training has a priority in the thought of senior management as they enhance performance			*				
	The company adopts many creative ideas that reflect the work culture			*				
Weights		6	5	4	3	2	1	0
Iteration		1		2				
Total		6		8				
Weighted mean		4.67						
Percentage of conformity		.78						
Gap size = 1- Percentage of matching extent		.22						

Source: Prepared by the authors (2023).

**Growth Orientation:** It is one of the important dimensions of the organization that is concerned with the growth, development and expansion of projects and all products provided to the community.

The results of the research indicate after the orientation towards growth that the company is working to achieve steady and certain growth as the best way to expand its projects in the largest size and as soon as possible. As the weighted arithmetic mean reached (5.67), and this indicates a gap size of (6%), and this indicates a matching percentage (94%), which is an excellent percentage, and this is confirmed by the paragraph relating to the company adopting renewed and advanced mechanisms to promote growth and expansion of its products. Also, at personal interviews, there is a renewal and development in the production lines, which is an increase in the quantity for the purpose of increasing the market share. There is also a diversification in soft drinks and in the size of the package.

Table (6) showing a description of the responses of the company sample around Growth Orientation

No	Growth Orientation	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented	
		6	5	4	3	2	1	0	
1	The company's departments achieve growth as a primary goal in its business.	*							
3	The company works to achieve steady and sure growth as the best way to expand its projects in the largest size and as quickly as possible.			*					
	The company adopts renewed and advanced mechanisms to enhance the growth and expansion of its products.				*				
Weights		6	5	4	3	2	1	0	
Iteration		1		2	1				
Total		6		8	3				
Weighted mean		5.67							
Percentage of conformity		.94							
Gap size = 1- Percentage of matching extent		.6							

Source: Prepared by the authors (2023).

Second: the dependent variable: the effectiveness of productivity

1- Internal processes: It is an analysis of the performance of the organization's internal activities and processes, represented by production processes, products, and related activities, and determining their impact on society and achieving the organization's goals.

The results of the research indicate that adjustments are being made to the activities and business of the company in the event of tangible changes in government policies, and this was confirmed by personal interviews. The weighted arithmetic mean reached (5), and this indicates a gap size of (17%), and this indicates a matching percentage (83%), which is a good percentage. The company is conducting continuous development processes in operations and activities inside and outside the company.

Table (7) showing a description of the responses of the company sample around Internal processes

No	Internal processes	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company is conducting continuous development processes in operations and activities inside and outside the company.	*						
3	Amendments are being made to the activities and business of the company in the event of tangible changes in government policies.			*				
	The company's departments shall submit the quarterly, semi-annual and annual reports on its activities and business on time.		*					

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Weights	6	5	4	3	2	1	0
Iteration	1	1	1				
Total	6	5	4				
Weighted mean	5						
Percentage of conformity	.83						
Gap size = 1- Percentage of matching extent	.17						

Source: Prepared by the authors (2023).

2-Learning and growth: Refers to "learning through training to ensure the development of the capabilities of workers in carrying out tasks, developing the quality of their performance, and providing them with the new skills and information required to achieve the organization's strategy.

The company promotes the development of information and communication technology to exchange data and information, facilitate communication and evaluate better performance. The company also carries out the rotation process (transferring employees from one position to another) to take advantage of skills and experience and put the right man in the right place. Therefore, the results of the research indicate that after learning and growth, the weighted arithmetic mean reached (5.33), and this indicates a gap size of (11%). For the purpose of developing their capabilities and improving their skills and knowledge in the field of management and the quality of performance inside and outside the company.

Table (8) showing a description of the responses of the company sample around Learning and growth

No	Learning and growth	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company carries out the rotation process (transferring employees from one position to another) to take advantage of the skills and experience and put the right man in the right place	*						
3	Employees are involved in development courses and programs for the purpose of developing their capabilities and improving their skills and knowledge in the field of management and quality of performance inside and outside the company.			*				
	The company promotes the development of information and communication technology to exchange data and information, facilitate communication and evaluate better performance.	*						
Weights		6	5	4	3	2	1	0
Iteration		2		1				
Total		12		4				
Weighted mean		5.33						
Percentage of conformity		.89						
Gap size = 1- Percentage of matching extent		.11						

Source: Prepared by the authors (2023).

3-Efficiency: It is represented by "optimal utilization of available resources and is measured by the ratio of outputs to inputs or the benefit-to-cost ratio."

The results of the research indicate the management development in the company of ideas to provide the best products to the beneficiaries and the community, as the weighted arithmetic mean reached (3.67), and this indicates a gap size of (39%), and this indicates a matching percentage (61%), which is an acceptable percentage, but it is not at the required level, and this is confirmed by The paragraph related to the company uses technology at work to reduce time, effort and costs, and to ensure speedy delivery and reduce paperwork. Dispensing with contracting with external parties through the optimal investment of the resources available by the company's departments.

Table (9) showing a description of the responses of the company sample around Efficiency

No	Efficiency	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company's management develops ideas to provide the best products to the beneficiaries and the community..	*						
3	The company uses technology at work to reduce time, effort, and costs, to ensure speedy delivery, and to reduce paperwork.			*				
	Dispensing with contracting with external parties through the optimal investment of the resources available by the company's departments						*	
Weights		6	5	4	3	2	1	0
Iteration		1		1			1	
Total		6		4			1	
Weighted mean		3.67						
Percentage of conformity		.61						
Gap size = 1- Percentage of matching extent		.39						

Source: Prepared by the authors (2023).

4-Effectiveness: It is achieving the goals of the organization by doing the right things regardless of the available resources.

The results of the research indicate that the company takes into account the absorption of all environmental factors that affect the possibility of achieving the expected goals, as the weighted arithmetic mean reached (5.33), and this indicates a gap size of (11%), and this indicates a matching percentage (89%), which is a good percentage, and this is what Confirmed by the special paragraph B, employees are involved in developmental courses and programs for the purpose of developing their capabilities and improving their skills and knowledge in the field of management and quality of performance inside and outside the company. The company's management compares the continuity of daily working hours and the amount of work performed with the quality of the products provided. The technology used in the company's departments contributes to the planning and development of products to achieve quality performance.

Table (10) showing a description of the responses of the company sample around Effectiveness

No	Effectiveness	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The company takes into account the absorption of all environmental factors that affect the possibility of achieving the expected goals.	*						
3	The company's management compares the continuity of daily working hours and the amount of work performed with the quality of the products provided.			*				
	The technology used in the company's departments contributes to the planning and development of products to achieve quality performance.	*						
Weights		6	5	4	3	2	1	0
Iteration		2		1				
Total		12		4				
Weighted mean		5.33						
Percentage of conformity		.89						
Gap size = 1- Percentage of matching extent		.11						

Source: Prepared by the authors (2023).

5-Product quality: There are specialized committees to evaluate the quality of the products provided by the company. These committees have the authority to evaluate the quality of the products and submit proposals to the specialized committees as well as to determine the percentage of completion with the percentage of funds allocated to each project or production line of the company. Therefore, the results indicate weakness of the company's measures in achieving the quality of products, so investigate after The quality of the products on the arithmetic mean is (4.67), the gap size is estimated at (22%), and the acceptance rate is (78%), which is an acceptable percentage. Therefore, the company's departments' products are acceptable to citizens in terms of their quality. As well as the company's evaluation of the completion of each project and the level of achieving goals?

Table (11) showing a description of the responses of the company sample around Product quality

No	Product quality	Fully Applicable Fully Documented	Fully Applied Partially Documented	Fully Applied Not Documented	Partially Applied Fully Documented	Partially Applied Partially Documented	Partially applied undocumented	Not applied Not documented
		6	5	4	3	2	1	0
1	The product gap in the company's departments is determined by comparing the percentage of completion with the percentage of funds allocated to each project.	*						
3	The company's circuit products are accepted by citizens in terms of their quality.			*				
	There are specialized committees to evaluate the quality of the products offered by the company.	•						

Does the administration compare the percentage of completion of each project with the funds allocated to it in order to identify deviations in the performance of projects and work to address them?								
Weights	6	5	4	3	2	1	0	
Iteration	1		2					
Total	6		8					
Weighted mean	4.67							
Percentage of conformity	.78							
Gap size = 1- Percentage of matching extent	.22							

Source: Prepared by the authors (2023).

### Conclusions and recommendations:

#### Conclusions:

1. The research sample company has a cultural awareness of the importance of entrepreneurial management that it faces in the Iraqi market.
2. The behavioral complexity of management patterns in the company under study is in clear variation in the results of the research.
3. There is strong competition between companies in soft drinks, especially since the research sample company has high quality products, but when the product leaves the stores, the company's products are exposed to the seller to poor storage.
4. The presence of a very large role for entrepreneurial management in enhancing performance and strategic direction
5. There is a weakness in the direction and investment of resources, especially since the Iraqi market needs to increase the amount of production. This confirms the result after the efficiency, which was weak, which indicates a lack of investment of the existing resources of the company.
6. The dimensions of entrepreneurial management contribute to employing the dimensions of the effectiveness of the company's production.
7. There is active employment in the soft drink market, and this is through good employment of leadership behavior in the company's management for the purpose of achieving production efficiency.

#### Recommendations:

1. Promoting the culture of entrepreneurship and excluding it at all organizational levels, because it is very important for creating new ideas and making workers cooperative, and this is what contributes to building social capital that has the ability to achieve high productivity.
2. Hiring managers with experience and competence in business management, which contributes to building entrepreneurial capital, as well as the dimensions of entrepreneurial management, when used efficiently, will enhance the company's leadership.
3. Employing the quality dimensions of the product by consolidating relations with suppliers and customers through vertical and horizontal front and back integration that contributes to achieving production efficiency.



4. Enhancing the role of entrepreneurial management dimensions through the optimal investment of the company's existing resources in terms of production capacity, as well as human, technological, informational and material resources.
5. Employing all the energies and capabilities of the company to allow for the enhancement of efficiency and effectiveness in production
6. Promoting effective employment in the soft drinks market, and this is through good employment of leadership behavior in the company's management for the purpose of achieving production efficiency.

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