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Active strategic information systems and their role in promoting Entrepreneurial Orientation: An Applied research in Iraqi Private Banks in Baghdad

Asst. Prof. Firas Raheem Younis Alazzawi[1]

Abstract
The purpose of the research is to answer the following question: Is it possible to strengthen the entrepreneurial orientation of the Iraqi private banks in the city of Baghdad in light of Active strategic information systems? In order to achieve the objectives of the research has developed a questionnaire designed for this purpose and then analysis has been tested in the Iraqi private banks in the city of Baghdad, so it was chosen (22) banks and commercial special in the city of Baghdad as a sample of research, the choice was based on the criterion of availability of information systems and strategic use In its banking industry, On the b(ASIS) of the scheme the default search, which takes into account the nature and dimensions of the relationships between the variables of Active strategic information systems represented by (open system, and human relations, internal processes, and the goal of rational) and the entrepreneurial orientation defined by (Innovativeness, and Pro-activeness, and Risk-taking, Competitive aggressiveness, and Autonomy) in the Iraqi private banks in the city of Baghdad, and guided by this scheme has sought research to test five hypotheses Head on the relationships of association and relationships influence between research variables so as to answer questions related to the problem of research and reach the goals set, so it has been tested using Some statistical methods, They're: Kolmogorov-Smirnov test; Multicollinearity test; bivariate pearson correlation test; simple linear regression analysis, and interpretation coefficient (R^2) The availability of Active strategic information systems and the entrepreneurial orientation appeared in the researched banks at high rates, as the sample answers to all questions related to these two variables or their sub-variables were highly consistent, and this indicates the astounding interconnectedness between their variables as they support one another in those banks. The strategic information systems variable at the total level or the level of its sub-variables also showed positive significant influence relationships at the level of (0.05) with the variable of the entrepreneurial trend and its sub-dimensions, and the percentage of these honest relationships constituted (100%) of the total.

Keywords: *Strategic information systems, Active strategic information systems, entrepreneurial orientation, entrepreneurship, Banking sector, Iraqi private banks, dimensions of entrepreneurial orientation, city of Baghdad.*

Introduction

The success of business organizations depends in most cases on their ability to keep pace with developments, which requires them to adapt to the rapid environmental changes, which result in the emergence of many competitors that threaten their survival and continuation or delay the rates of growth and development. Therefore, the organizations' ability to monitor what is happening in the environment helps them to adapt to this environment, which is often characterized by complexity and change. The issue of how to deal with its opponents becomes essential when we know that it is imperative and imperative. For the organization to be able to deal with its environment that it passes through, it must recognize the indicators that point to it before it occurs and prepares a specialized team that has sufficient, accurate, reliable information and designed in a planned manner so that it reaches the decision-maker promptly. Information systems in today's organizations have played with the increasing pressures generated by competition to take advantage of technological assets that have significantly increased the importance of SIS (Bechor, 2010). Today, several companies focus on taking critical communication management and system-related decisions that better recognize the market and the policy of the enterprise (Pollack, 2010). Hence, (SIS) thus becomes one of the most valuable tools for critical operational operations by supplying the knowledge essential to take decisions. The successful (SIS), therefore, makes a major contribution at the organizational levels and particularly (senior management) (Al-Hendawi, 2013). This information obtained by the organization is a tool for controlling its external environment. Therefore, it is assumed that the strategic information system will be able to provide the

[1] University of Baghdad / College of Administration and Economics
Email: firas.alazzawi@coadec.uobaghdad.edu.iq

information that the top management needs, according to the specializations of its members, and that this information will be useful in that it provides managers with a wide variety of information for business organizations of an entrepreneurial nature, by seeking to establish new alliances that support useful frameworks for research into entrepreneurial activities (Avlonitis, 2007). Therefore, information technology has provided in recent times the great potential for improving the performance of strategic information systems, making them more effective, which reflects positively on the possibility of managing organizations in developing their entrepreneurial orientation. Based on the literature review, it was found that little is known about the benefits and support that Active strategic information systems provide to organizations in an entrepreneurial orientation. Therefore, the current research seeks to answer the following question: Does Active strategic information systems constitute the central pillar in strengthening the pioneering direction of Iraqi private banks in light of the effectiveness of the strategic information system, as well as exploring the theoretical (ASIS) for the relationships between research variables towards developing a research model. Furthermore, developing this model based on evaluating Active strategic information systems and the dimensions of entrepreneurial orientation. Therefore, this research proposes to test this model to determine the role played by Active strategic information systems in enhancing entrepreneurial orientation. However, few studies have been conducted specifically to examine the extent to which the entrepreneurial trend is strengthened in light of Active strategic information systems.

Literature review

1- What information systems are?

The nature of the current uncertain and dynamic environment has enabled organizations to implement certain structural modifications and respond to these conditions with information systems that have made them flexible, adaptive, cooperative, and structurally informational. The broad utilization of information systems in (the 2000s) and the growing pressure on businesses to use their IT assets have allowed companies to invest in the information system to the greatest possible benefit (Bechor, 2010). Because investment in information systems can be managed for different purposes, given the possibility of obtaining different benefits from information technology. For example, during the sixties and seventies of the last century, the main reason for investment was for office purposes and to reduce administrative costs through transaction processing and automation of existing manual processes and pre-computing mechanical processes. Therefore, information systems were mainly considered as a tool to support operational processes. The department is appropriately served. Whereas in the eighties of the last century, information systems were used to implement the strategies of the organizations (Shirazi, 2007). Besides, taking into account a large amount of money spent on the information system, so it seems that the concern for the use of information systems in the organizations was aimed at a gradual shift from awareness of the fundamental role of the information system supporting the realization of business benefits and the role of efficiency of the information system. In this case, it was necessary to make use of appropriate information systems that are in line with business planning. This helps organizations in achieving more integration of information systems into business strategies and achieving their goal of using these systems. Although the evaluation of investments in information systems and the impact of investment in information systems has received increasing interest from both the academic community and practitioners these days, empirical results from those studies on the value of using information systems have been inconclusive. In other words, if organizations in trouble can invest in information systems. These systems will shape overall business strategy and help organizations maximize strategic benefits by providing managers with a comprehensive set of information (Mohdzain, 2007). This is confirmed by the reality of business management and the various problems associated with investing in information systems (Neirotti, 2007); The key explanation is that administrators require an extended collection of knowledge with a clearer view of various operations and procedures. They plan to effectively and aggregately manage expenses, promote the comparability of activities and results around the enterprise, accomplish different strategic objectives and enhance the situation. Efficient competition with the usage of computer technology. The information management policy must in this sense be consistent with the company strategy (Naranjo, 2009). To benefit from the investment in the information system. Therefore, information systems must be employed and coordinated through business priorities and strategies that lead to strengthening organizational capabilities. The information systems themselves cannot achieve competitive advantage by themselves, but through strategic initiatives related to information technology and the employment of information systems with organizational capabilities so that information systems can be consistent with the organization's goals and the competitive advantage is achieved. Hence, the possibility of conceptualizing the strategic use of the information system from various aspects such as the compatibility between information systems, business, and information systems to achieve competitive advantage (Gable, 2010). Consequently, the strategic use of information systems in order to align information systems investment to business objectives and allow organizational capacity to be built, thus increasing the efficiency and effectiveness of business activities (Duhan, 2007). This means that it helps the organization achieve a competitive strategy, to meet the organization's business needs, and also supports business trends. The strategic alignment of information systems is present when the information systems are in harmony with the objectives, activities, and operations of business organizations (Shirazi, 2007). It greatly contributes to

superior business performance and attainment of competitiveness (Duhan, 2007). These systems are strategic information systems (SIS). The strategic information systems are information systems that assist policy-makers and strategy makers in aligning business initiatives with business opportunities. Initially this term was introduced by (Wiseman 1985) but since then, further debates and ideas have been created. Taking (Turban, 2006) a number of priorities for the use of business strategic alignment information systems (innovative applications, competitive weapon, transformation in operations , business partnership relations, cost reduction, supplier-customer relationship, new products, and competitive intelligence) (Hosseinian-Far, 2015). Although some studies indicate that the strategic usage of (IS) technology is an significant topic for senior management, the question of (SIS) and the compatibility with the policies of industry was neglected although some regarded it from engineering study literature (Shirazi, 2007). SISs also support and influence the strategic directions of business organizations, as they achieve integration and coordination of various strategic processes in organizations by developing holistic information infrastructure, and they also support the achievement of business strategies and goals (Mohdzain, 2007). Therefore, we find that strategic information systems have evolved for the following reasons: (Turner, 1985) As it meets the needs of the higher management of executive information: as it meets (SISs) Needs information from senior management. It can be computerized or manual. It is generally recognized by the executive management to perform the functions differ from those performed by m levels of middle management or lower, and accordingly, (SISs) It has characteristics different from those used in management control or at the level of systems operations. These differences are evident in the data used by the system and in its functionality. It has the potential to confront personal executive decision: most SISs. Help with some aspects of the decision-making process rather than recommending or making a decision. Most systems are limited to providing information on a wide range of topics needed for planning. By helping to explore and evaluate an alternative course of action, and by providing structure to the planning process. This situation is attributed to the executives 'lack of practical knowledge and how they make those decisions. Furthermore, in all likelihood, due to the changing nature of top management's business and its parts, the verbal nature, and its political essence, most of these activities may not be subject to intensive computer support. It can contribute to strategic activities in four ways. First, these systems have the potential to improve the planning process by using improved data sources and analytical methods in the field of forecasting and evaluation. Second, the company's internal information systems are the source of the objectives used to measure current operating performance. Knowledge about current performance is needed to create a database of strategic moves that can be made. The ability to successfully implement the new strategic information system rests on an objective assessment of the strengths and weaknesses of the company's data processing capabilities. Third, information systems can be used to reduce the cost of existing products or to improve service delivery, thus obtaining a competitive advantage. Finally, technology and information systems may provide opportunities "to open new markets". And can identify key features for (SISs) According to the following: (Bhatia, 2007)

a. Allow for organizations to support decision data here through the integration of information systems here with strategies for their business.
b. Achieve her optimal by linking the resources of the organization with its objectives.
c. Processing tools for data to enable better use of information to assist in the acquisition of marketing opportunities.
d. A does not respond to the fast - users by identifying the needs of the information**.**

2- The importance of strategic information systems

Companies can be distributed on the strategic network into four categories according to the criterion of their sense of need for information to manage their current and future activities: daily operating companies (Factory Firms); Support Firms; Transitional status companies (Turnaround Firms), and strategic companies (Al-Hassania, 2011). The organizational importance of strategic information systems goes beyond just helping them to perform current tasks efficiently, or even just being effective (Shirazi & Soroor, 2007). They help organizations increase market share and profits, improve productivity, tighten the relationship between information systems and business, and increase growth in the Long term, success and benefit from synergies, technological alignment with business needs, and flexibility (Tuebner, 2007). As the strategic information systems have an influential role in achieving the organizations' competitive advantage or other strategic goals (Duhan, 2007). Different types of information systems provide well-known benefits to managing an organization. This leads us to say that information systems have led to developments in providing information to organizations in their endeavor to develop information systems strategies that are interconnected with their business strategies. Therefore, in the era of the eighties and nineties of the last century, there was a growing awareness of the need to make strategic information systems of importance to the organization's strategy. It became these systems that support or shape the strategic direction of business units or their competitive strategy (Diez & McIntosh, 2009). Hence, In all academic literature, SISs are described as a means to allow the most efficient use of information systems in the organization and SISs are distinguished by their ability to give the organisation's secure strategic advantage. However, SISs deliver several key organizational tasks, such as task automation and decision-making leadership. SISs are therefore a major contribution to the organization's effectiveness through SISs (Turban et al., 2012)

3- Dimensions of strategic information systems

Although the effectiveness of (IS) has become the goal of much experimental research. It remains one of the most important "unknown" issues in the literature. A possible explanation for this may be the lack of reliable, integrated trials in the Effectiveness Rating Scale (IS). While most studies focus on evaluating the effectiveness of Management Information Systems (MIS), including the Decision Support System (DSS), no specific attention has been drawn to (SIS) and its effectiveness. Consequently (Cooper & Quinn, 1993) introduced the assessment of management information systems, while (Sääksjärvi & Talvinen, 1995) the calculation of the effectiveness of marketing information systems (Rohrbaugh, 1983) by the Competing Values Model-CVM was used for sixteen parameters in assessing business effectiveness. The organizations should be utilizing three axes according to these standards: (Focus, Structure, Means-Ends). The (focus) factor represents the disparities in corporative management when a organization aims to be competitive by strengthening its internal processes (partial focus) and maintaining and enhancing the relationships of its staff and reflecting Macro, in particular, on the ability to adapt to business requirements effectively. The (structural) factor reflects variations within each organisation with respect to a particular mindset, on the one side, to resilience and adaptation in an ever-changing business climate and, on the other, to consistency and control of the company's processes and programs. While the factor (means ends) introduces the various organisations as to how they interpret the means for their purposes, that is the focus on organizing and planning to attain targets (important processes) and the focus on final outcomes. These three axes aim to define the four models for developing business activities (human relations, open system, internal processes, rational goal) (Quinn & Rohrbaugh, 1983) believe that for organizational systems to be effective; they must be able to function correctly under all four of the aforementioned models (Panigyrakis & Chatzipanagiotou, 2004). After that (Cooper, 1994) developed a tool based on the CVM model in measuring the effectiveness of strategic information systems, and this structure is based on distinct criteria related to different capabilities of different types of information systems, as explained by an in-depth study submitted by academics and experts in (MIS). Multidimensional measurement technique was applied to the conceptualization and expert mapping (MIS), and the grouping of MIS features was confirmed on the four quadrants proposed by the CVM model: (Trivella, 2013)

A- *The open system*: It is linked with flexibility, Innovativeness, initiative, adaptability and external trends. These processes bring innovation and Innovativeness. Thanks to the capabilities of information systems such as the reporting system for forecasts of the direction of change in market direction, economic conditions, competition, and future trends of demand. Which is enhanced through environmental scanning by business intelligence through the Internet, identifying environmental changes and identifying environmental opportunities and threats that may face the organization, which in turn lead to screening the information needs of senior management, as these applications provide adequate analytical information on the external environment, so that Facilitates monitoring performance and identifying opportunities and threats facing strategic management, as well as strengthening alliances between business organizations.

B- *Human relations*: It is defined by versatility, integrity, cooperation and participation principles. Individuals are seen as members of a standard social system in cooperation concerning a common interest in what happens. Strategic information systems lead to the improvement of human relations among the members of the organization, which results from the practical activities of the organization and the capabilities of (IS) facilitate dialogue between members in participating in the development process. IS also has features that encourage managers to conduct communication, conference, and collaboration through systems such as email and group decision support, to achieve cohesion and commitment. About this model, (IS) capabilities tend to build or enhance teamwork, job satisfaction, inclusion, and development through education and mentoring processes.

C- *The internal process*: It focuses on organizational standards that rely on evaluation, reporting, processing of knowledge and internal patterns. These processes bring stability and oversight. Strategic information systems ensure better management of information through the applications of strategic information systems that can obtain data from internal sources to determine strengths and weaknesses, as they can provide various tables and graphics, which helps the management in monitoring critical success factors such as: determining profitability and financial ratios, and market share, and its comparison with the basic standards of the organization. It also supports (IS) capabilities, which are usually oriented accounting. It establishes a broad organizational measurement, control procedures and processes, internal monitoring (such as accounting reports), internal control (such as a budget), and documents (such as record keeping) that are of high value.

D- *Rational goal*: It focuses on organizational planning, direction, goal setting, action, and external orientation. This focus is mainly on research on mitigating uncertainty and processes, such as modeling, optimization (such as revenue maximization), and forecasting, Which in turn leads to improving functional procedures with an emphasis on reducing operational and administrative costs, saving productive time, the rapid development of new services, improving planning procedures and programs, and improving the organization’s activities using specific subsystems such as strategic planning system, intelligence information system, marketing research system, and decision support systems. ... and others.

4- Concept of Entrepreneurial Orientation

Most researchers acknowledge (Miller 1983) who is considered to be a "entrepreneurial orientation" but: in none of his early papers he took an orienteering initiative on this subject (Covin & Lumpkin, 2011). Companies wishing to embark on successful Corporate Entrepreneurship need an entrepreneurial orientation. Therefore (EO) refers to the strategic practices that business organizations use to define and launch corporate projects, and it represents the perspective, and conceptual framework for entrepreneurship that is reflected in the current company culture and operations, as the concept of entrepreneurial orientation is based on previous research that was the closest to those businesses that look at strategic practices in terms of Business patterns and decision-making styles can be generalized across organizations via Mintzberg's (Mintzberg) proposal on adaptiveness, entrepreneurial, and planning methods for strategy making. Entrepreneurship, according to Mintzberg, was characterized by "an active search for new opportunities" and "big leaps forward in the face of uncertainty", While each of (Miller & Friesen) identified eleven dimensions of the strategy-making process, such as adaptation, integration, experience, and Innovativeness, while Fredrickson suggested the dimensions of inclusiveness, pro-activeness, rationality, self-affirmation, and risk-taking. The most frequently used dimensions were, therefore, derived from both the strategy-making process and the entrepreneurial literature (Dess & Lumpkin, 2005). In innovative business, (Miller) notes that entrepreneurial organizations are those organizations that "participate in the innovation marketplace of products, undertake somewhat risky ventures and have priority in coming up with proactive innovations to punch competitors". This suggests that the dimensions of the entrepreneurial orientation are: Innovativeness, risk-taking, competitive aggressiveness, pro-activeness, and autonomy (Miller, 1983). Both claim that entrepreneurship provides a realistic view of how new values should be created (Lumpkin & Dess, 1996). This is a common view among scientists of the changing nature of entrepreneurship which can be evaluated with regard to entrepreneurship (Barringer & Bluedorn, 1999). Entrepreneurial orientation is also measured by an organization's level of entrepreneurship (Scheepers et al., 2007). While (McGuinness, 2008) assumed that the distinction between entrepreneurship and entrepreneurial focus is consistent with the distinction between content and process in strategic management literature. Entrepreneurialism is compared to content and business orientation is compared with the process of how entrepreneurship can be done. Whereas (Wang, 2008) assumed that business organizations should promote corporate apprenticeship to maximize the impact of corporate guidance on corporate performance. Learning guidance supports the organization's internal self-renewal and forms an important element of strategic planning activities for the organization. Organizational learning involves the selection, learning, and refinement of big business decisions and assumed patterns (Covin, Green & Slevin 2006). Research has also found that a highly self-efficient entrepreneur is more likely to establish an enterprise that is entrepreneurial than one with a poor sense of self-efficacy (Poon et al., 2006). Entrepreneurship is one of the important and promising fields in the economies of developed and developing countries alike. “Entrepreneurship” is a crucial concept in contemporary economics, and the Arabic translation of the term (Entrepreneur) has changed three times during recent decades. For explorers and thus founders or entrepreneurs, an ancient notion which was first used in French at the beginning of the sixteenth century included the idea at the period of difficulty and of the difficulties surrounding military discovery campaigns, and The idea of business entered commercial practices in the middle of the 18th century (Richard Cantillon) as he identified the trader who buys goods at a certain price to offer them at a price he did not know beforehand to be an entrepreneur, whatever the situation, the definition of industry stayed intrinsic to the sense of danger and adventure, thanks to one of the industrialists (JB Say) who saw in the entrepreneur a superior ability to manage. The entrepreneur for Sai is that person who manages the production process, organizes the elements of production in it and oversees the entirety of this process, and can link, direct and supervise after him the cornerstone of the production process, and the entrepreneurial ability stems from the spirit of loyalty to work that includes accurate knowledge of the environment of economic activity and speed in Decision-making and keeping eyes open on all variables, as well as the outstanding ability of the entrepreneur to manage project funds. Joseph Schumpeter 's views arrived (1934) to give the idea of entrepreneurship a new dimension. He described the entrepreneur as the cornerstone of economic development, and one who follows Schumpeter’s views believes that entrepreneurship has many dimensions, so every inventor, innovator, or entrepreneur is an entrepreneur. This is because the pioneering role is to bring about a transformation or change in the course of economic development.

5- The importance of entrepreneurship

In the field of entrepreneurship, the subject of entrepreneurship is granted more importance than entrepreneurship in corporate organisations. Nevertheless, several academics take into account the entrepreneurial movement as an area of business enterprise (Covin & Lumpkin, 2011). Both (Lumpkin and Dess, 2001) showed the importance of entrepreneurship by connecting the dimensions of the entrepreneurial orientation to the organizational performance when they found factors such as environmental and industrial variables, administrative and organizational characteristics that influence the existing organization, and how to build the organization. Although (Kreiser, 2011) argued that entrepreneurial orientation plays an essential role in improving experiential learning standards by know-how in organizations.

6- Dimensions of Entrepreneurial Orientation

It can be traced from the initial building blocks for measuring entrepreneurial orientation (Miller & Friesen, 1982) (George & Marino, 2011). Dimensions referring to the usage the environment, information processing, and organizational structure, such as decision-making and product innovation, to distinguish between entrepreneurial and conservative organizations (Miller & Friesen, 1982). While both (Covin & Slevin, 1989) also established an instrument that reflects on innovativity, risk-taking and pro-activity, rendering it a benchmark for assessing market patterns within companies (George & Marino, 2011). Both (Lumpkin & Dess, 1996) accept (Covin & Slevin, 1989) and apply to the degree of entrepreneurial orientation a component (Autonomy and Competitive Aggression). In relation to previous studies such as the entrepreneurial orientation (Covin & Slevin, 1989; Miller, 1983), they defined it as a one-dimensional structure, which implies that only one or two dimensions would not suffice for the company to become an entrepreneur (Covin and Lumpkin, 2011). In consideration of the entrepreneurial orientation as a one-dimensional structure, the principles of entrepreneurial orientation must be concurrently articulated by the organisation. Research has shown, however, that entrepreneurship is a multidimensional building composed of a number of autonomous dimensions (Lumpkin & Dess); (Casillas & Moreno, 1996; 2010). Although other methods are not used in this study, some alternative methods are used to measure entrepreneurial orientation. (Short et al. 2010) developed a computer-aided tool for measuring entrepreneurship patterns. Language which indicates the level of entrepreneurial direction of the organization is analyzed in published documents. Secondary data, as the financial statements of the organization, is used again with competitors. For example, research and development outcomes and the percentage of sales are used to evaluate the company 's innovation. A proportion of income reinvested in the company was measured annually against competition from the same sector. The volatility of the share price of the organization does not depend on industrial or economic fluctuations and was used to measure risk appetite. These measurements are exactly similar to those used for calculating entrepreneurial criteria (Miller and Le Breton-Miller, 2011). Also, a measuring tool (questionnaire) was used in this research to assess the entrepreneurial orientation of the executives in the higher departments of the Iraqi private banks in the city of Baghdad. Which items measured the dimensions of the entrepreneurial orientation were collected from (Dess & Lumpkin, 2005).

Methodology

The research problem : The main topic of this research is to promote the entrepreneurial orientation of organizations in a successful way through which Active strategic information systems can be employed so that this method becomes a reasonable practice. Information systems play a strategic role in the (EO) of organizations, especially in the information-dependent banking sector. Also, the evaluation of Active SIS is an essential issue for organizations, for which information systems have become a critical means of their survival. There is an increasing importance of SIS in the effective management and comprehensive treatment of changes in the environment in banking organizations, especially in a fiercely competitive environment, which presses towards employing Active SIS in strengthening they are (EO). Based on the data mentioned, and what is indicated by the current reality of the banking industry in light of the conditions of competition in its environment, the necessity of the availability of (EO) that contributes in one way or another to achieving the goals of the banks, taking into account the extent of benefit from the Active SIS in evaluating the capabilities of these banks to enhance Its entrepreneurial orientation. As for the field side, the research problem lies in determining the availability of the elements of Active SIS in private Iraqi banks, and whether this will contribute to strengthening the entrepreneurial orientation of these banks, as well as diagnosing the gap between the active SIS and the entrepreneurial orientation, as the researcher senses through His field observations of the lack of clarity of the role that the use of such systems plays in promoting the entrepreneurial trend and the absence of consistency and complementarity between the two sides, and based on this, a group of questions crystallized that represent an attempt to draw indicative features of the contents of the problem under discussion, as follows:

- What are the respondents' perceptions of the level of implementation of (SIS) in private Iraqi banks in the city of Baghdad?
- What are the respondents' perceptions of the level of (EO) in the researched banks?
- Does Active SIS constitute the central pillar in enhancing the (EO) of the surveyed banks?

Research outline **:** Based on the previous discussion and to address the research problem and achieve its objectives, the researcher adopted a hypothetical scheme centered on Active strategic information systems that were proposed:

- The independent variable represented by Active strategic information systems (ASIS*)*: The dimensions of which are embodied by (open system, human relations, internal processes, and rational goal) depending on (Trivellas, 2013).
- The dependent variable represented by the entrepreneurial orientation (*EO*) as an intention, its dimensions were embodied by (Innovativeness, risk-taking, competitive aggressiveness, pro-activeness, and autonomy) by relying on (Dess, 2005); (Roux & Couppey, 2007); (BCom, 2012); (Kusumawardhani, 2013).

Research assumptions

In light of the research problem and its objectives, the following central hypothesis has been formulated: There is no significant effect of the (ASIS) on the (EO) of the Iraqi private banks in the city of Baghdad, and five sub hypotheses emerged from this hypothesis:

- The first hypothesis: There is no statistically significant impact relationship for (ASIS) in (Innovativeness) Iraqi private banks in the city of Baghdad.
- The second hypothesis :There is no statistically significant impact relationship for in (competitive aggressiveness) in the Iraqi private banks in the city of Baghdad.
- The third hypothesis :There is no statistically significant impact relationship for (ASIS) in (risk-taking) in the Iraqi private banks in the city of Baghdad.
- The fourth hypothesis :There is no statistically significant impact relationship for (ASIS) in (pro-activeness) in Iraqi private banks in the city of Baghdad.
- The fifth hypothesis :There is no statistically significant impact relationship for (ASIS) in (Autonomy) Iraqi private banks in the city of Baghdad.

*Research methodology***:** The research adopted the applied approach, focusing on polling the opinions of a sample of executives in private Iraqi banks in the city of Baghdad. It is related and non-causal, and it knows the extent to which the (*EO*) can be strengthened in light of (ASIS).

Validity and reliability of the research tool: to verify the stability of the resolution, the Cronbach alpha test was used (Cronbach Alpha) for internal consistency, as it is one of the essential statistical stability tests for analyzing the questionnaire data statistically. The Cronbach alpha coefficient was reached for the paragraphs of the questionnaire. These are values indicating acceptable stability in the administrative research of the questionnaire, as one study indicated (George, 2003) to a rule for determining the acceptability of the Cronbach Alpha coefficient, which is as follows: (0.50) and below is unacceptable, (0.50 - 0.60) is poor, (0.60 - 0.70) is acceptable, (0.70 - 0.80) is good, (0.80 - 0.90) is excellent.

Results

Data readiness and validity test for regression analysis

In order to answer the research questions and examine their hypotheses for the use of regression analysis, certain conditions have to be fulfilled to ensure that regression analysis is valid and correct, namely:

1- Data distribution test

The researchers performed a (Kolmogorov-Smirnov test) in order to confirm transmitting the data, to assess whether or not data was normally distributed.

Table (1) Results of a normal distribution test using (Kolmogorov-Smirnov test**)**

Variable	Dimensions	Sig.
ASIS	Open System	0.04(*)
	Human Relations	0.03(*)
	Internal Relations	0.01(*)
	Rational Goal	0.00(*)

(*) statistically significant at the level of significance (5%)

In light of the results contained in Table (1), the data of the search variables follow the normal distribution.

2- Test the independence of research variables

To test the independence of the research variables and not to interfere with each other, the researcher used the values of the Variance Inflation Factor-VIF and the Tolerance test, and to ensure the independence of the research variables, the VIF values should be less than (10). Moreover, Tolerance is greater than (0.20).

Table (2) Results of a normal distribution test by using (Kolmogorov-Smirnov test**)**

Variable	Dimensions	Tolerance	(VIF)
ASIS	Open System	0.325	2.762
	Human Relations	0.557	2.735
	Internal Relations	0.442	3.841
	Rational Goal	0.528	4.652

We note from the foregoing that the values of (VIF) and (Tolerance) are within acceptable limits, and this confirms the independence of research changes and their non-interference with each other.

3- Correlation coefficient test

To ensure that the degree of correlation of each dimension of the variable with other dimensions, to verify that the variables do not overlap with each other. This test enhances the independence of the variables and their non-interference with each other, and hence their suitability for regression analysis. Therefore, Table (3) shows the results of the test of the interconnection relationships for the research variables.

Table (3) Results of Bivariate Pearson Correlation test of research variables

Variable	OS	HR	IP	RG	I	RT	P	CA	A
Open System	**1**	***0.512**	***0.520**	****0.501**	***0.523**	****0.488**	***0.763**	***0.611**	****0.737**
Human Relations		**1**	****0.809**	****0.691**	***0.707**	****0.606**	***0.687**	****0.749**	***0.642**
Internal Relations			**1**	****0.714**	****0.596**	***0.990**	****0.980**	****0.931**	***0.707**
Rational Goal				**1**	***0.895**	***0.504**	****0.539**	***0.650**	****0.711**
Innovativeness					**1**	****0.604**	****0.581**	***0.816**	***0.567**
pro-activeness						**1**	****0.590**	***0.884**	****0.763**
risk-taking							**1**	***0.565**	***0.721**
competitive aggressiveness								**1**	***0.694**
Autonomy									**1**

Tabular (T) value at significance level 0.01 = 2.358 **n = 128**
Tabular (T) value at significance level 0.05 = 1.658

In light of the results contained in Table (3), we note that the degree of correlation of each variable with the dimensions of other variables is less than the levels of the upper limit allowed. Therefore, based on the results of the three data validity and readiness tests, regression analyzes tests and research hypotheses can be used.

4- Hypothesis testing

To test the central hypothesis of the research, which says (There is no significant effect of the (ASIS) in the (EO) of the Iraqi private banks in Baghdad), through Table (4), we note:

Table (4) Results of simple linear regression analysis of the effect of (ASIS) as a whole, on the (EO) of Iraqi private banks in Baghdad

Independent variable	Dependent variable	Values (α)	Values (β)	R^2	Values (F)	Sig.
ASIS	(EO)	2.61	0.43	0.17	21.61	Having an effect
	Innovativeness	1.22	0.72	0.15	13.08	Having an effect
	Pro-activeness	2.13	0.41	0.09	11.49	Having an effect
	Risk-taking	3. 99	0.47	0.24	16.28	Having an effect
	Competitive aggressiveness	3.81	0.45	0.12	15.79	Having an effect
	Autonomy	3.41	0.23	0.04	3.98	Having an effect

Values) F Calculated at a level of significance (0.05) and a degree of freedom (126, 1) = 3.87

The calculated value of (F) was (21.61), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). The value of (β) is positive, which means that the effect is positive, as the value of the coefficient of the determination reached (0.17), which means that (17%) of the changes in the (EO) can be explained through (SIS), and the value of (β) reached (0.43), which is A positive value, which means when changing one unit in (ASIS), there will be an increase of (43%) in the entrepreneurial orientation, while the regression equation was as follows: Y = 2.61 + 0.43 x, as Y represents (EO) and x represents (ASIS). This confirms that the central hypothesis is incorrect, and therefore the null hypothesis is rejected, and the alternative hypothesis is accepted.

As for the sub-hypotheses, the results were as follows:

A- The calculated value of (F) was (13.08), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). This means that there is a significant effect of the (SIS) on Innovativeness, and since the (β) value is Positive, this means that the effect is positive, as the value of the coefficient of determination (R^2) reached (0.15), which means that (15%) of the changes in Innovativeness can be explained through (SIS), and the value of (β) reached (0.72), which is A positive value, which means when changing one unit in (SIS), there will be an increase of (72%) in Innovativeness, while the regression equation was as follows: Y1 = 1.22 + 0.72 x, as Y1 represents Innovativeness, and this confirms the incorrectness of the hypothesis. The first, and accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted.

B- The calculated value of (F) was (11.49), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). Furthermore, since the (β) value is Positive, this means that the effect is complimentary, while the value of the coefficient of the determination reached (R^2) (0.09), which means that (9%) of the changes in Pro-activeness can be explained through SIS, as the (β) value (0.41) It is a positive value, this means when changing one unit in SIS, there will be an increase of (41%) in Pro-activeness, while the regression equation was as follows: Y2 = 2.13 + 0.41 X, as Y2 represents Pro-activeness. In light of the results contained in Table (4), it was found that there is a statistically significant effect of effective strategic information systems in Pro-activeness. The results

revealed the effect of all dimensions of SIS in the direction towards Pro-activeness, and this confirms the incorrectness of the second hypothesis, and therefore the null hypothesis is rejected. The alternative hypothesis is accepted.

C- The calculated value of (F) was (28.16), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). This means that there is a significant effect for strategic information systems in Risk-taking, and since the (β) value is Positive, this means that the effect is positive, as the value of the coefficient of determination (R^2) reached (0.24), which means that (24%) of the changes in Risk-taking can be explained through effective strategic information systems, as the (β) value (0.47), It is a positive value, and this means when changing one unit in strategic information systems, there will be an increase of (47%) in Risk-taking, while the regression equation was as follows: Y3 = 3.99 + 0.47 X, as Y3 represents Risk-taking. The significance of this effect confirms the calculated value of (F), which amounted to (16.28), which is a function at the level of (5%). This confirms that the third hypothesis is not correct, and therefore rejects the null hypothesis and accepts the alternative hypothesis.

D- The calculated value of (F) was (15.79), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). Furthermore, since the (β) value is Positive, this means that the effect is positive, and the value of the coefficient of determination is (0.12), which means that (12%) of the changes in the Competitive aggressiveness can be explained through (SIS), and the value of (β) (0.45) is a positive value, and this means, when changing one unit in the (SIS), there will be an increase of (45%) in the Competitive aggressiveness, while the regression equation was as follows: Y4 = 3.81 + 0.45 X, as Y4 represents the Competitive aggressiveness. The significance of this effect confirms the calculated value of (F), which amounted to (79.15), which is a function at the level of (5%). This confirms that the fourth hypothesis is not correct, and therefore rejects the null hypothesis and accepts the alternative hypothesis.

E- The calculated value of (F) was (15.79), which is greater than its tabular value at the level of significance (0.05) and the degree of freedom (126.1), which is (3.87). This means that there is a significant effect of significance for (SIS) on Autonomy, and since the (β) value is Positive, this means that the effect is positive, and the value of the coefficient of determination is (0.04), which means that (4%) of the changes in Autonomy can be explained through SIS and (β) value (0.23) is a positive value, which means when One unit change in strategic information systems will be an increase of (23%) in Autonomy, while the regression equation was as follows: Y5 = 3.41 + 0.23 X, as Y5 represents Autonomy. The significance of this effect confirms the calculated value of (F), which amounted to (98.3), which is a function at the level of (5%). This confirms that the fourth hypothesis is incorrect, and therefore rejects the null hypothesis and accepts the alternative hypothesis.

Conclusions

1- Showed answers respondents individuals owning the management of banks surveyed for (ASIS) and its applications, particularly in the side to help decision-makers to find the right questions to ask and to explore the hypotheses dominant and prevailing, and then turning the banks of the reactions to the acts.
2- The availability of the elements of an entrepreneurial orientation appeared in the researched banks, and this indicates the significant interdependence between its variables to support one of the other.
3- Shows that (ASIS) play a crucial role in building the pioneering approach, especially in the private banks that rely on the information sector. Despite this, banks may differ in their (SIS) required by the programs prepared for different strategies for managing they are (IS) and in various entrepreneurial orientation to achieve the best result.
4- The management of the surveyed banks understands the importance of Innovativeness as a necessity and a prerequisite for staying in the business field. However, it has a gray strategy in identifying paths for developing and innovating new services or for introducing changes in the technology used in the production and provision of services.
5- There is a tendency from the management of the researched banks towards adopting projects that carry a high risk in return for achieving high returns and returns.
6- The competitive initiatives taken by the private banks are somewhat inconsistent with the competitive reality in the sector, especially in light of the economic openness and the growing number of Arab and foreign banks operating in Iraq, and this is what keeps them from achieving market leadership in the banking sector.
7- The little engagement in the management of banks with market awareness and a limited role in the production and advancement of business and sector data represented Celia's readiness to deepen its customer-based activities.
8- The management of the surveyed banks pays excellent attention to recruiting various technologies and sources to collect information about the market to keep abreast of developments taking place in the business environment, but the process of employing this information was not in the right way to support its efforts in presenting differentiated offers in the Iraqi banking sector.

9- The pursuit of banks surveyed father to overcome the shortfalls and deficits, encouraged him a generation innovation initiatives and Pro-activeness, and reduce risks across the bank, which extend the Autonomy of those banks and strengthened the competitive aggressiveness.
10- Turns out the attention of the banks surveyed in all dimensions entrepreneurial orientation, to achieve Competitive aggressiveness, and especially in light of an age of technological progress and the explosion of knowledge and information revolution has become the base engine to push organizations around the world to switch to an educated organization.
11- It was found that human relations have an essential role in increasing the influence of strategic information systems in the entrepreneurial orientation. This guide to the availability of (ASIS) in the banks surveyed however it affects the strengthening of entrepreneurial orientation, but the perception of banks for the play of operations internal effectively and including serving its work, will guide these processes more and employ better towards the entrepreneurial orientation and strengthened, and the possibility of these sustain operations through continuity, and this gives an incentive for everyone to develop their abilities and the possibility of the accused, and otherwise, the banks will lose a substantial episode of entrepreneurial orientation, namely, The presence of individuals with genius brains as the most appropriate approach to facing future challenges.

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