TURKEY REPUBLIC

FIRAT UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

BUSINESS ADMINISTRATION DEPARTMENT

ENTERPRENEURIAL ENVIRONMENT AND ITS IMPACT ON THE DEVELOPMENT OF HUMAN RESOURCERS STRATEGIES FIELD STUDY IN NAWROZ UNIVERSITY

MASTER THESIS

SUPERVISOR
Asst. Dr. Hatice GÖKÇE DEMİREL

PREPARED
Rewar Obayed İBRAHİM

ELAZIĞ - 2021

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Jürimiz, ... /.... /2021 tarihinde yapılan tez savunma sınavı sonunda bu Yükseklisans tezini oy birliği ile başarılı saymıştır

Jüri Üyeleri

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Prof. Dr. Murat SUNKAR

Sosyal Bilimler Enstitüsü Müdürü

ABSTRACT

Master's Thesis

Entrepreneurial Environment and Its Impact on the Development of Human Resources Strategies: Field Study in (Nawroz University)

Rewar Obayed IBRAHIM

Firat University
Institute of Social Sciences
Business Administration Department
Elazığ-2021; Page: XII+112

Entrepreneurship is an important topic, especially with the acceleration of change in the business environment and the intensification of competition between organizations. This issue has become increasingly important as one of the essential options for the organization to adapt to competition and change requirements. Entrepreneurship plays a vital role in the global economy. It is one of the most important economic growth engines by establishing effective local business organizations that contribute to regional development by providing job opportunities and increasing returns to activate their role in promoting economic development the concept of social responsibility towards individuals and society. The research included the concept of entrepreneurship, its characteristics, motivations and functions, improvement of human resource strategies and dimensions, and the organization's strength. In addition to the concept, dimensions, and areas of human resource strategies, leading organizations' roles in promoting those strategies.

Entrepreneurship is the ability to find something from almost nothing and is the ability to start a business or create a new organization instead of the old one. It is not an easy thing because most organizations may fail in this through a lack of knowledge of the necessary entrepreneurial activities that are the basis for achieving the entrepreneurial environment.

Hence, the researcher's idea about the current study's subject came by defining the pioneering environment through which appropriate strategies for human resources can be determined. Considering the researcher to be one of the employees of one of the private universities in the Duhok Governorate (Nawroz University), it was chosen as a community for the study and the colleges affiliated with it a sample for the current study. The questionnaire was distributed to (130) to a sample of teaching staff, and (100) completed questionnaires were received for the analysis, within the faculties of Nawroz University as an attempt to find some answers to the problem of the study, according to which (does the dimensions of the entrepreneurial environment affect the determination of the strategies that must be followed within the human resources department), and the study problem was formulated from through a set of assumptions, the most important of which is (that there are a strong correlation and influence between the entrepreneurial environment and each dimension of human resource strategies). Moreover, through the distribution of the questionnaires, a set of results were obtained, the most important of which are:

1. The entrepreneurial environment has a clear impact on the dimensions of human resources strategies individually and collectively.
2. There is a discrepancy between the study sample from the colleges about the study variables and their secondary dimensions.
3. The researcher found that the entrepreneurial environment's dimensions have variation and high impact on human resources strategies (creativity, innovation, excellence, risk) and followed by other dimensions.

The study concluded with a set of recommendations, including that the study's faculties must consider the value of creativity and excellence available to the teaching staff when desiring to achieve the entrepreneurial environment's concepts and excel in human resources strategies.

Keywords: Entrepreneurship, Strategy, Human Resources, Entrepreneurial Environment, Human Resources Strategies.

ÖZET

Yüksek Lisans Tezi

Girişimcilik Ortamı ve İnsan Kaynakları Stratejilerinin Geliştirilmesine Etkisi: (Nawroz Üniversitesi) Alan Çalışması

Rewar Obayed IBRAHIM

Fırat Üniversitesi
Sosyal Bilimler Enstitüsü
İşletme Ana Bilim Dalı
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Girişimcilik, özellikle iş ortamındaki değişimin hızlanması ve kurumlar arası rekabetin yoğunlaşmasıyla birlikte önemli bir konudur. Bu konu, kuruluşun rekabete uyum sağlaması ve gereksinimleri değiştirmesi için temel seçeneklerden biri olarak giderek daha önemli hale gelmiştir. Girişimcilik küresel ekonomide de hayati bir rol oynamaktadır. Bireylere ve topluma karşı sosyal sorumluluk kavramı olan ekonomik kalkınmanın teşvik edilmesindeki rollerini harekete geçirmek için iş fırsatları sağlayarak ve getirileri artırarak bölgesel kalkınmaya katkıda bulunan etkili yerel iş organizasyonları kurarak en önemli ekonomik büyüme motorlarından biri olmaktadır. Araştırma, girişimcilik kavramı, özellikleri, motivasyonları ve işlevleri ile insan kaynakları stratejilerinin ve boyutlarının iyileştirilmesi ve kuruluşun gücünü içermektedir. İnsan kaynakları stratejileri kavramına, boyutlarına ve alanlarına ek olarak, bu stratejileri teşvik etmede lider kuruluşların rolleri de araştırılmıştır.

Girişimcilik, neredeyse sıfırdan bir şey bulma becerisidir ve bir iş kurma veya eskisi yerine yeni bir organizasyon yaratma yeteneğidir. Kolay bir şey değildir çünkü çoğu kuruluş, çevreye ulaşmanın temeli olan gerekli girişimcilik faaliyetlerine ilişkin bilgi eksikliği nedeniyle başarısız olabilmektedir.

Nitekim araştırmacının mevcut araştırmanın konusu ile ilgili fikri, insan kaynakları için uygun stratejilerin belirlenebileceği öncü ortamın tanımlanması ve araştırmacının Duhok Valiliğindeki özel üniversitelerden (Nevruz Üniversitesi) birinin

çalışanlarından biri olması nedeniyle araştırma popülasyonu olarak Nevruz Üniversitesi ve ona bağlı birimler olarak belirlenmiştir.

Araştırma anketi Nevruz Üniversitesi fakültelerinde 130 kişilik bir öğretim kadrosu örneklemine dağıtılmış ve geçerli 100 tamamlanmış anket analiz edilerek sonuçlara ulaşılmaya çalışılmıştır. Çalışmanın temel sorusu olan "girişimcilik ortamının boyutları, insan kaynakları departmanı içinde izlenmesi gereken stratejilerin belirlenmesini etkiler mi?" güçlü bir yönetimin var olduğu bir dizi varsayım aracılığıyla formüle edilmeye çalışılmıştır. Temel soruya ilişkin alt değişkenler de bir başka ifade ile girişimcilik ortamı ile insan kaynakları stratejilerinin her bir boyutu arasındaki ilişki ve etki de araştırılmıştır. Araştırmada elde edilen bir takım önemli sonuçlar aşağıda özetlenmiştir:

1. Girişimci ortam, insan kaynakları stratejilerinin boyutları üzerinde bireysel ve toplu olarak anlamlı bir etkiye sahiptir.
2. Araştırma değişkenleri ve ikincil boyutları arasında fakülteler bazında anlamlı bir farklılık bulunmaktadır.
3. Araştırmacı, girişimcilik ortamının boyutlarının, insan kaynakları stratejileri (yaratıcılık, yenilikçilik, mükemmellik, risk) ve diğer boyutlar üzerinde değişkenlik gösterdiğini ve yüksek bir etkiye sahip olduğunu ortaya koymuştur.

Araştırma sonucunca fakültelerin girişimcilik ortamına ve insan kaynakları stratejilerinde mükemmelliğe ulaşmak konusunda öğretim kadrosu için mevcut olan yaratıcılığın ve mükemmelliğin değerini dikkate almaları gerektiği gibi bir dizi öneri sunulmuştur.

Anahtar Kelimeler: Girişimcilik, Strateji, İnsan Kaynakları, Girişimcilik Ortamı, İnsan Kaynakları Stratejileri.

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ELAZIĞ-2021 **Rewar Obayed IBRAHIM**

INTRODUCTION

Scientific advances, technological advances, and globalization have allowed information, capital, investment, labour, products, and services. This led to intense competition. Intensified by rapid technological advances, technology for communication, electronic commerce, economic blocs, and the production of goods and services in industrial terms is proceeding at an accelerated pace, putting business organizations under the pressure of intense contest and forced them to search for sophisticated strategies to survive in the business and perform economic and social tasks entrusted to it, and be able to compete in it and then expand in local markets. Entrepreneurship is one of the main topics in the economies of both developed and developing countries. Productive entrepreneurship contributes to economic development. Dramatic shifts in the work world have contributed to the information age. Participation and technology have accelerated pace. Competition between local and international organizations that work innovatively to disseminate information to manufacture goods and provide consumers with innovative services and the age of knowledge is a catalyst for the restoration of successful traditional business patterns. As a result, creativity has become the main factor in the separation of institutions leading and less leading institutions at all local, regional, and global levels.

Entrepreneurship is the activity that develops and operates a new enterprise to invest in a creative and unique opportunity. This is called external entrepreneurship. Entrepreneurship which is inside the current organization and portrays a new adventure within the current organization creates a new business or strategic renewal. This is known as internal leadership or entrepreneurship. The organizations entrepreneurship has become an important way for existing organizations must continue to explore and take advantage of opportunities to move organizations and individuals into a new state of life, particularly as organizations need to be more creative in order to sustain and drive growth, dynamic change, and increased complexity in a highly competitive global climate. On the other hand, the human element represents the most important inputs of the productive system and the most significant influences determine the modern organization's identity and shape its future. It is also considered an agent for the rhythm of society's movement and determining its status among countries. Human resources are both the purpose and the critical tool of development.

There is no doubt that the success of any business organization is attributable primarily to the resources it possesses to achieve organizational goals cannot occur in the absence of the human element, as the most important factors affecting the organization's adaptation to the variables prevailing in its business environment, and therefore its ability achieves their specific objectives.

The human resources are determined according to the different groups, levels and specializations of the organization's employees, as it is considered the true basis on which the modern organization is based.

We find that the real source for building and improving the competitiveness of the organization and improving it lies in the market conditions and the results of its work.

Given the importance of human resources for organizations as one of the governing elements that help achieve the success of the new organization and enhance its competitiveness, the organizations 'conviction that human resources are one of the strategic weapons in their struggle for survival and growth has been enhanced through the necessity to consider these resources as a strategic partner that plays a vital role in the strategy the organization.

CHAPTER ONE

1. THEORETICAL FRAMEWORK ENTREPRENEURIAL ENVIRONMENT

1.1. Entrepreneurship Conceptual Framework

In the economies of both developed and developing countries, entrepreneurship is one of the main trends. In economic growth, productive entrepreneurship contributes. Dramatic changes in the work environment have resulted from the information age. Participation and technology have accelerated pace. Competition between local and international organizations that work innovatively to the distribution of knowledge to generate goods and to provide consumers with innovative services and the age of knowledge is a catalyst for restoring useful conventional business patterns. Consequently, creativity has become the main factor in the separation of institutions leading and less leading institutions at all local, regional, and global levels.

There have been many attempts to define the concept of entrepreneurship, each of which has highlighted a particular feature that revolves around. Regardless of the differences between them, these concepts have imposed themselves on economic thought due to its objectivity and precise expression. Also, such definitions include some new concepts such as innovation and risk tolerance (Fayez, Abdul 2006: 5). Entrepreneurship is the process of creating something new of value, saving the time, effort and money needed for a project and carrying associated risks, it is a progressive process of securing the accumulation of wealth, this wealth provided by individuals who take risks.

In order to add to those goods or services, resources and effort to the application and such products or services may or may not be, but the entrepreneur must add value to those products or services to it by allocating new, or unique, resources and necessary skills (Saleh Al-Najjar, 2008: 28). Opinions differed on the concept of entrepreneurship, some of which depend on the linguistic side and on personal characteristics. (Al-Raed Dictionary, 2010).

Here the researcher believes that this interpretation is consistent with what each person exerts to achieve any specific purposes, such as achieving a specific vision or reducing uncertainty about a topic, and that this is related to strategic thinking, so facts in a particular environment do not speak for themselves, but are subject to an interpretation that entrepreneurship is the essence Anticipation necessary to achieve the required

adaptation to the environment (Begley,1987:79). Entrepreneurship, on the other hand, is a characteristic of a particular person who can take risks partly or wholly, this concept's roots relate to the psychological explanation of individuals for their different positions and roles. To be organized, what is important in this interpretation is to identify a dynamic that ensures compatibility with the surrounding environment and determines the behaviour pattern that differentiates a person from another in a particular spatial, temporal and environmental circumstance which indicates the type of response to a particular situation may be very critical (Bhardwaj et al., 2011:194).

Another view that expresses the concept of entrepreneurship depends on organizations' organizational dimension, as assurance. Confidence, creativity, topics that reflect criteria or are part of the essential success factors associated with implementing a specific strategy are the need to hedge failures and minimize environmental uncertainty and diversity, taking into account the understanding of the need for economic entrepreneurship (Gelderen, 2005:365). So far access to the risks in the hope of achieving a sure profit through conscious creativity based on the best use of available resources, scarce ones, and to achieve integration in the various activities that are the result of advanced thinking patterns aimed at diagnosing opportunities and maximize their results and minimize the apparent and potential threats regardless of the differences found in the definitions of entrepreneurship (Lahti, 1999:59). Some definitions have imposed themselves on the administrative and economic thought because of its objectivity and the precise expression of the agencies: (Najjar and Ali, 2006 and Daft, 2010: 602).

1. Entrepreneurship describes the process of developing something new with value by allocating time and taking risks associated with it through initiative and capital expenditure and then you get the reward, which leads to wealth accumulation.
2. Being the process of starting a business and regulating the necessary resources, assuming the risks and benefits associated with it.
3. The entrepreneur is the person who engages in entrepreneurship by being aware of the idea of saving. A new product or service in the business and carries it to the actual application. This requires spending money, making the appropriate effort and investing time, taking various risks, and configuring something new is valuable. (Ackerman and Reynierse 2001:266).

4. It is an input to the decision-making process related to the optimal use of available resources to access a new product or assistance that the customer does not expect through process methods.
5. The accumulated skills group and the individual initiative for excellence in performance.
6. Concentrate efforts to bring about the integration and coordination of processes in the organization.
7. Optimal use of available resources to apply new ideas in the planned organizations is highly efficient.

1.1.1. Entrepreneurial or Entrepreneurs

Thanks to one of the industrialists in the distinction between the concept of entrepreneurial pioneer and the entrepreneur that has a superior ability to manage is the person who manages the process and organizes the elements of production and supervises the entire process in full, and therefore be able to link, guidance and supervision as a cornerstone in the productive process, Tracking the entrepreneurial potential of the work-loyalty spirit, which requires an accurate view of the economic activity climate and the pace of decision-making and keeps access accessible to all variables., as well as the outstanding ability of the entrepreneur to manage project management (Ahmad and Barham, 2008:45).

Entrepreneurs can therefore be defined through the following, they are a group of individuals who have very high capabilities and ability to take risks and exploit opportunities and take advantage of them under any circumstances (Idris and Al-Ghalbi, 2007:803). The word entrepreneur refers to or also means the person who organizes occupies and assumes the existence of a risk in the business, and the entrepreneur is also known as the person the process of starting a business and organizing resources given the assumption of risks and benefits associated with it (Al Qasimi, 2012: 3). There is another definition of entrepreneur from the point of view as they pointed out that the entrepreneur is the person who is engaged in entrepreneurship and occupied by the idea of providing a product or assistance in the business and carried to the actual application (Nasser and Omari, 2011:147). In the same regard it is the person who has the ability to add to provide more additions compared to other people and who accepts risks and uncertainties within the environment in which he works, but cannot work within the usual circumstances,

because of course looking for all new and innovative within the environment of products and goods (Ziker, 2012:98).

1.1.2. Characteristics of entrepreneurs

That any organization is not without the presence of pioneers in it, but the problem in the ability of the organization to preserve them and invest their creativity in serving the organization and the pioneers together, and the personal characteristics of the entrepreneur can be summarized as follows:

1- Vision: As the owners of pioneering businesses have a full and distant vision, they predict the future and dream about it, and they work to make a realistic reality by them or by others

2- Flexibility in building the work team: Entrepreneurs seek to find something modern and new, and for that, others must be encouraged to work together.

3- Perseverance: The entrepreneur looks at the mutual support and encouragement of the workers in the business organization, whether their understanding is within the upper or middle management group and even the first type (Mutab, 2009:803).

4- Entrepreneurs want personal responsibility for risk outcomes and self-control of resources to achieve limited goals.

5- Has the desire to direct feedback, knowing the level of performance, optimism, and confidence in success's viability?

6- He has a skill in organizing and proficient in identifying the right businesses and individuals to turn the vision into reality (Al Falhan, 2011).

7- Creativity: Creativity is one of an entrepreneur's characteristics, and the task is always continuous. He searches for a new and apparent approach to serious methods of solving problems. Also, flexibility in thinking is the influence of success for entrepreneurs.

8- The initiative: The entrepreneur must have the ability to present initiatives to continuously improve the work he is working with through the experience and knowledge he has acquired and work to solve problems.

9- Exploiting opportunities: Entrepreneurs can gain an advantage by exploiting the available opportunities represented by the continuous change of customers' needs for new products and services (Ismail, 2011:73; Zakar, 2012:98).

1.1.3. The leadership roles of the entrepreneur

The entrepreneur can perform five leadership roles, and they are as follows:

1- Entrepreneur as a risk-tolerant: It is the main viewpoint that defines the entrepreneur, and refers to the first researchers in economics.

2- Entrepreneur as a capitalist: It was customary during the eighteenth and nineteenth centuries to link entrepreneurial activities to individuals who have much money, which makes it natural to link entrepreneurship to the capitalist person's activities.

3- Entrepreneur as an innovator: It is the view that (Schumpeter) mainly adopted and is due to the industrial changes that occurred during the nineteenth century.

4- Entrepreneur as a passionate researcher for opportunities

5- Entrepreneur as a manager of limited resources: This is the view adopted by Caisson and many other researchers. (Zidan, 2007).

1.2. Strategic Entrepreneurship

Business organizations of all types, from small to large and medium to large through the strategic business unit owned by them to achieve entrepreneurship in the markets in which they operate in order to make the process of competition is not possible if due to technological advances and development in the means of production, the process of competition across economies of scale. In the long run, achieving cost-effective entrepreneurship is useless, as small organizations can, due to technological development, significantly improve their internal processes and may outperform large crises, so the current trend of business organizations is focused on how to add value to customers. Strategic entrepreneurship can be defined as characteristics and behaviours related to starting a business, planning it, and taking the risk of creativity in its management (Aisha, 2010:6). It also is defined as a set of actions provided by an entrepreneurial individual within and outside the organization as the activities through which the organization explores innovations that result from the continuous exploration of opportunities based on innovation and the ability to predict environmental variables. Then respond to it (Al-Douri, 2010:7). On the one hand, we find that strategic Entrepreneurship includes all pioneering actions with a strategic perspective so that institutions can identify opportunities, but they cannot exploit them (Ireland, HittSirmon, 2003).

Also, organizations that currently have competitive advantages but do not have new opportunities to know and exploit those advantages expose themselves to increased risks as global competition changes limit their ability to sustain and stay in the competition arena, and are excelled only when organizations combine the behaviour of seeking opportunities with the behaviour of the search for advantage and thus relying on the entrance of strategic entrepreneurship in the development of their capabilities entrepreneurship and strategic management focuses on how institutions change through opportunities that result from the company's in their external environment (Hitt, Ireland Camp et al., 2001; Ireland et al., 2001). Therefore, institutions are revolutionizing opportunities by identifying opportunities in their external environment. It then develops the competitive advantages of its exploitation (Hitt, Ireland, Camp et al., 2001, 2002; Ireland et al., 2001).

Entrepreneurial strategies build on everything new and do innovation and adaptability, as well as the ability to compete and achieve a competitive advantage, and for this pioneer, organizations must look for appropriate opportunities for excellence, as well as the appropriate resources to win opportunities, and must take into account the benefit of workers talent and entrepreneurial abilities that lead to differentiation of business organizations, and through it is developing the capabilities and skills of workers within the philosophy of investment in human resources, and thus it becomes clear that entrepreneurship strategies are interested in building the capacity to achieve the required difference between. In order to achieve this, the organization must recruit qualified workers, train them, motivate and support them and put them in the right places to do their work (Sakarna, 2010:51). Strategic Entrepreneurship is integration between Entrepreneurial Perspective (Opportunity Activity) and Strategy (Advantage Search Activity) in line with the development and implementation of Entrepreneurial Strategies to create revolution and value. According to its strategic perspective Irland and Webb (2007:51) emphasizes that strategic entrepreneurship is the result of the integration of the characteristics of both entrepreneurship and strategy, as in Figure (1).

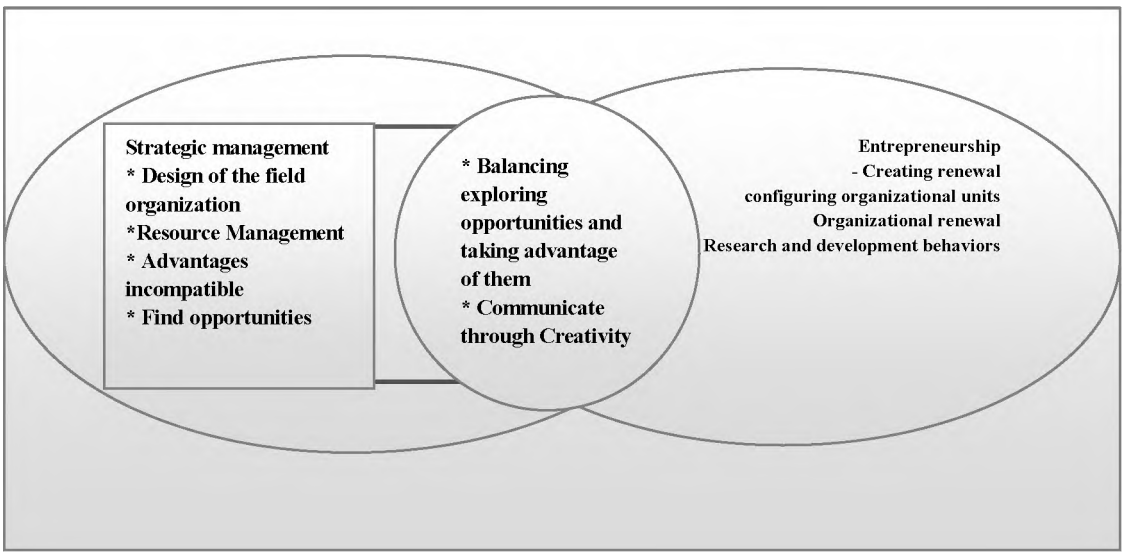

Figure 1. Strategic Entrepreneurship Creating value through the intersection between strategic management and entrepreneurship.

Lassen (2007:126) defines strategic entrepreneurship as the continuous organizational readiness to explore new competitive fields and identify the possibilities and the ability to exploit them, whereas Tanntau (2008:73) sees how organizations can close change by exploiting opportunities. Discovered in the noisy data in which the organization operates, it emphasizes the importance of managing resources strategically to gain competitive advantages. Strategic Entrepreneurship is a process that identifies and exploits opportunities while creating and maintaining competitive advantages. It expresses a deep desire to research and respond to the most important environmental changes (Kuratko and Audrestsch, 2009:18).

1.3. Entrepreneurship Benefits and Risks

1.3.1. Entrepreneurship Benefits

Surveys have shown that small organization owners assume that hard work produces greater and more rewarding returns than working for another person, and the entrepreneur must pay attention to the economic benefits that entrepreneurship gives him before submitting any new project can be explained as follows: (Zimmerer and Thomas, 2008).

1. Economic benefits

1.1. - The opportunity for exclusivity: The entrepreneur starts the business because he sees this as independence and an opportunity to achieve development or assistance excellence and gain competitive advantage and ensure fast growth and high quality.

1.2- The opportunity to achieve the maximum potential: Many people see that there are no obstacles or difficulties at the start of their venture, but entrepreneurs see the opposite, as the job (working with deliberate plans) needs to be meticulous, persevering, and demanding. Creativity, vision, and passions are the frontiers and obstacles to success.

1.3- An opportunity to earn respectable profits: While money is not an entrepreneur 's primary power, profits can be a catalyst in their decisions to present the company with new ventures.

1.4- In the national economy, entrepreneurship plays an important role, as it can effectively lead to the recalibration and transformation of development in many developing countries. Eastern entrepreneurs are never very wealthy, but they can make good fortune. The framework on which systematic development is based is considered, and it has many economic impacts and benefits that can be explained as follows: -

1.4.1- Average Per capita Income Entrepreneurship: Entrepreneurship, like entrepreneurship in many countries, raises the real per capita income, followed by productivity and production growth. By increasing the number of participants in growth, this enables wealth formation for individuals.

1.4.2- Increase in the amount of supply and demand: Securing fresh capital extends the supply side of growth. The use of new outputs and energies in the project contributes to growth on the demand side as it increases both supply and demand.

1.4.3- Renewal and innovation: Growth relies on innovation, not only through the development of a specific product or new market set, but also through an interest in investing in securing new ventures, thus directing activities to targeted areas of development: in particular enterprises such as technical works, or in specific regions, the state may encourage entrepreneurs to set up their own enterprises.

1.5- Integration with large organizations and the interconnection of business: It is the entrepreneurs who give the modern economic life, and the need remains important at the level of the national economy because modern work is not self-standing, as the company owner buys and sells to and from other projects, and this confirms the ability of

the entrepreneur to offer something that carries value and that reduces the co-operation for large organizations in an efficient way

1.6- Work on developing the economy: Small-scale entrepreneurial ventures are, for the most part, the basis of the economy's growth, and it is the center that provides the national economy with big, giant ventures, whether through their growth or through the absence of ideas that they present. The small projects of today are the massive projects of tomorrow.

2.-Social Benefits: They are represented by the following:

2.1-The opportunity to contribute to the work of society: The entrepreneur is also one of the most valued and trusted individuals in the community, and because business transactions rely on mutual confidence, he has a great opportunity to serve the community by contributing to the development of the economy and increasing growth, and they play a key role in the local work system and the effect of their business on the local economy.

2.2-The opportunity to do what is attractive to him: Since entrepreneurs choose their work, they feel joy as their work is part of ideas and emotions that they have long dreamed of achieving, which is reflected in the society in which the entrepreneur lives.

Barringer (2008:18) pointed it clear that entrepreneurship has social advantages that have a huge effect on society. They are the following: -

2.2.1-The health field: Entrepreneurship has an important role to play in encouraging advances and discoveries in health and creating options for care.

2.2.2-The service field: Entrepreneurial organizations help to identify and provide the resources that the person needs and to extend and grow them in a manner that is consistent with the requirements of society.

2.2.3- Welfare system: Paying attention to the welfare of society by offering work opportunities, enhancing and evolving goods, and keeping pace with technological innovation. Zimmerer. Thomas.W (2008) describes the benefits of entrepreneurship in terms of social benefits as follows:

2.2.3.1. Opportunities for self-realization: The entrepreneur's possession gives him the independence and opportunity to achieve everything important to him in terms of ambition and aspiration to create a successful future within what he has planned.

2.2.3.2. An effective element in the community and for the community to realize their efforts: The owners of small organizations are among the most respected and trusted people in the societies. These organizations' owners enjoy the confidence and appreciation of customers who have provided them with excellent services for many years. The study of the National Independent Business Commission showed that 78% of Americans believe Entrepreneurial organizations offer a positive impact on the country's scientific and technological orientation.

2.2.3.3. Entrepreneurial organizational developments have a profound influence on society. New products and services make people's lives simpler, increase the productivity of jobs and improve health and well-being,

3. Social benefits

3.1-Social development justice and wealth distribution: Entrepreneurs and their various ventures, whether small or medium-sized (and through their geographical and large-scale distribution) will be able to produce a comprehensive, productive, and sustainable regional growth through the utilization of the local resources and capacities available, and this will, in turn, spread the benefits of economic and social development to the Various regions, thus helping to achieve this.

3.2. Absorbing joblessness and securing new jobs prospects: Because of the versatility and originality they enjoy, entrepreneurs in small and medium-sized enterprises play an important role in the modern economy as they play a vital role in generating job opportunities, and absorbing unemployment as the cost of work in them is lower than the cost of work in large organizations and thus accommodates the numbers of Very Human Capital.

3.3. Contributing to women's employment: Entrepreneurship plays a significant role in caring for working women through its active role in the field of introducing many jobs that are appropriate to the capabilities of women, such as working on computers, sewing workshops, and others.

It is clear to us through the literature of writers and researchers that the social benefits offered by entrepreneurial organizations play an important role in improving the health, social and psychological situation, and contribute to the stability of communities through the equal distribution of economic resources and the treatment of unemployment and work to develop the national economy.

1.3.2. Entrepreneurship Risks

Often, entrepreneurship has advantages. In the early stages, certain risks appear; small ventures that could face major risks represented by not understanding the outputs of the operation or decision are presented. The general theory is that starting small College typically carries a high risk. This theory, however, is like all entrepreneurship-related assumptions. Failure is uncommon in new college, particularly if we describe failure as closing the company of the entrepreneur because of bankruptcy or the inability to repay loans and their benefits, and smallest businesses that are closed may not be due to failure of this sort, but because of the absence of conviction (Ivancevich, 1997:344).

1-Financial Risks:

The financial risk is reflected in the inability to make sufficient profits to cover the costs at the beginning of the job since it is not assured that the entrepreneur can gain sufficient revenue to cover such costs or make a profit, that he spends all or part of his money in the job, and that causes him to research the abilities and skills to bear the effects of failure before it is completed. Many entrepreneurs, however, have financial risk estimated for them; they are vulnerable to unpredictable circumstances and variables.

2-Functional Risks

If an entrepreneur leaves his place in the Company to someone with a future in which there are several instances of uncertainty, due to uncertainties or unforeseen circumstances, he may be exposed to losing that job and this, in turn, affects the Organization 's entrepreneurial character because you lose an aspect that carries the entrepreneurial qualities that others do not have

3-Socialist and family Risks

Managing the new entrepreneurial business may require the entrepreneur a long time to work, ranging from (60-80) hours per week. This leaves little time for family or friends, which negatively affects these relationships.

4-Economic Risks

Unconfirmed income: Starting a project does not mean that the owner is earning enough income to cover the costs of the project and his expenses, especially at the start of work, and he may have to rely on his savings in his daily life.

Zimmerer Thomas.W (2008:12) indicates that although entrepreneurial organizations have many benefits and provide many opportunities for entrepreneurs, entering the world of entrepreneurship faces some potential risks, including: -

1-Uncertainty in income: The opening and management of new entrepreneurial projects does not provide guarantees that the entrepreneur will achieve sufficient funds to remain, in today's business the owner often suffers from problems when trying to pay his financial obligations, because the revenue generated is not equal to the investments and expenses he spent

2- Hours long and hard work: The beginning of work often requires the entrepreneur to schedule hard work, and it extends for hours throughout, as doing this work requires intensive efforts from concentrated capabilities and several hours until the work is fixed and stable, and they do not have plans to enjoy holidays, and they are always busy, And these people feel the pressure of work because they know when they lose their business, the revenue stops, and the customers go too, and the result is a failure (Kotler, 2006).

Those who work more than (40) hours per week constitute 65% of the entrepreneurs, who are exposed to this type of risk, as we note that those who work from (41-50) hours per week constitute 28% and those who work (51 -60) An hour of work per week represents 20%, while those who work more than 60 work hours per week represent 17%. The total percentages are 65%, and these are entrepreneurs who generate heavy work pressure and long working hours.

1.4. Entrepreneurial Characteristics

Researchers also differed in their definition of entrepreneurship and its concept entrepreneurship and behaviour because of the multiple fields of knowledge of their own. Here it must be clarified and pointed out that the subject of characteristics is not independent itself, but is a representation of the personal composition of the individual in general, the entrepreneurial characteristics are the capabilities and personal characteristics owned by the entrepreneur, and needs to manage his facility this means determining how

he will behave in different situations or roles successfully depending on the type of task he is required to perform (Koratko, 2007:58). It is worth noting that entrepreneurial characteristics, both in their type and number, are subject to change either according to years of life or because they are not subject to relative stability due to certain factors affecting assumptions that are recognized (Daft, 2010:607; Najjar and Ali, 2006:10; Action Coach, 2012:4). Here highlights an important question that if these characteristics do not have the required stability so why this interest in them and studied? The answer to this question is as fundamental as the simplicity that it holds, by the fact that the extent of adaptability to the environment carried by these characteristics makes them more stable and vice versa, and exciting on the subject of the characteristics of being hidden may not be known or felt by the individual only if the need arises. Adapting to the environmental condition that represents the best behaviour or response required to achieve a specific goal or the implementation of a particular vision or the implementation of a strategy six intentional.

In light of the above and what is required by theoretical necessity, we present some of the authors and researchers' opinions regarding the pioneering features or characteristics, as shown in Table (1) as follows:

Table 1. Entrepreneurial Characteristics According to Researchers' Opinions

Researcher	**Researcher**
Najjar and Al-Ali, 2006: 10	Willingness and risk appetite
	And the desire to succeed.
	And self-confidence
	And rush to work
	Voluntary willingness to work for long hours
	Commitment and optimism
	And follow the systematic approach
Daft, 2010 : 60	The personal characteristics of entrepreneurs are more than (40) traits, perhaps the most prominent It can be summarized in six features as follows: •Self or internal control •High energy level •Need for achievement •Endure the mystery •Awareness over time •Self-assurance
(Suttle, 2011, 8) Firm,2012: 7	Vision, adaptation, just goals, entrepreneurship, risk-taking Self-confidence, sense of ownership of the project, ability to communicate, enthusiasm Towards learning, systemic orientation, optimism, busy work, expressionist, participant, rush, fearless risk
Hulme,2012: 8	Risk, discipline, intelligence, entrepreneurship, passion for business

In light of previous studies' pioneering characteristics, it can be said that these characteristics may vary from one researcher to another. However, some characteristics describe any successful entrepreneur's framework, as the existence of these qualities support entrepreneurship work and raise the quality of work-life, and thus the overall contribution a management-based approach aims to give employees and customers the highest possible value is a successful management model. The best way to motivate people is to obtain their full commitment to the values of the organization by entrepreneurship and entrepreneurship consistent with the participation of the above and see this is what is called the style "hearts and minds" (Armstrong, 2006:275). Consistent with the entrepreneurial characteristics that will be relied upon in the current research (tendency towards risk, self-confidence, optimism, desire for success, need for

achievement) should be identified and addressed Studies including Dussault and Lorrain (2008:155) and Najjar and Ali (2006:10).

It has been explained below.

- *Risk tendency:* Entrepreneur takes a risk, accepts work in uncertain situations. Note that the higher the degree of desire for success increases the tendency and willingness to take certain risks and usually characterized by a tendency to risk due to his strong desire to succeed and introducing new products and services.
- *The desire to succeed:* The desire to succeed is characterized by entrepreneurial knowledge of the goals that he wants to reach accurately to it is working to achieve a degree of success and has a higher degree of the average individual where the degree of importance and responsibility for the great job and activity carried out by the entrepreneur and Ability to solve different problems and deal with her better than others. Then he accepts the challenge to achieve the desired success.
- *Self-confidence:* Entrepreneur is a person who starts a business or self-motivated to be enthusiastic to accomplish, has the self-confidence that leads him to win more customers and deal with technical details and perpetuate the movement of work, that is, he has the ability and very self-reliance and confidence which makes him Interested in making important decisions.
- *The need for achievement:* Entrepreneur person has a distinct motivation to satisfy the need for achievement to a high degree because he is witty and superior chooses the conditions that provide him with success in his work characterized by challenging and difficult goals to achieve high degrees of satisfaction.
- *Optimism:* Entrepreneurs appear to be upbeat. It's not cynical they are. They know failure is a success cycle. It is possible to turn this failure into success and negative thinking into positive thinking.

1.5. Entrepreneurship Strategies

Before defining entrepreneurial strategies, it needed to be clarified the definition of a business strategy. Strategy which organizations develop and exploit their current competitive advantages and support entrepreneurship by exploiting opportunities to help create the organization's competitive advantage in the future. Especially those

opportunities that competitors did not pay attention to or failed to exploit and the concept of vision within the strategy of entrepreneurship by focusing on the current vision of the organization for the future. On the other hand, Eisenhardt et al. (2000) referred to the concept of flexibility within the idea of change management and proposed six basic processes to become entrepreneurship as a standard strategic practice. That entrepreneurship strategy is the integration of entrepreneurship (the pursuit of opportunity) and strategy (the pursuit of excellence) and perspectives for the design and implementation of entrepreneurship that creates wealth. Organizations strive for superior performance through real-time use of entrepreneurship (the pursuit of opportunity) and activities strategy (seeking to feature), i.e., the use of both entrepreneurship and strategic activities are compatible. The integration of entrepreneurship with strategy is essential for organizations to create the most wealth. The leading part of the entrepreneurial strategy is to identify opportunities that can be exploited through creativity, while the strategic part is to identify the best way to manage innovation efforts in the organization links entrepreneurial strategies to several entrepreneurial dimensions (e.g., exploiting opportunities, innovation, creativity and modernization, the ability to make rapid changes, commitment, development, and expansion of competitive advantage, growth potential, and sustainability) (Kuratko et al. 2001:5). In this area, Feldman (2005:71) argues that pioneering strategies are identifying opportunities, willingness to exploit them, accepting and managing risk, and organizing and coordinating resources to create the competitive advantage of embracing exploiting opportunities. Entrepreneurship strategies are strategic alliances, strategic capabilities, strategic risk, strategic flexibility, strategic opportunities, and strategic capital.

According to the above, the entrepreneurial strategy can be defined as the strategy adopted by the organization, which encourages one or a set of dimensions of the entrepreneurial strategy (creativity, innovation, excellence, acceptance of risk, and initiation) in order to compete and adapt to the environment and the entrepreneurial strategy developed by a strong individual. Thinking of focusing on opportunities, secondary problems, and large and partial decisions to grow the organization (Wheelen and Hunger, 2010:435). There are techniques that enable college to evolve, and take risks and evolve projects, as well as encourage employees to innovate, and take risks to make decisions and take responsibility for these decisions, that the entrepreneurship strategies are those associated with several concepts: (Histrich and Others, 2005).

1. Exploit the expansion of market opportunities, new resources, and integration of resources, customers, and markets.
2. Innovation, creativity and modernization inside and outside the organization.
3. Ability to make rapid changes related to industry, market structure, needs of consumers, technology and social values.
4. Commitment to the growth and development of markets of competitive advantage.
5. The potential to achieve long-term financial milestones, growth and long-term sustainability.

Sakarneh (2008:17) pointed out that entrepreneurship strategies are one of the most important strategies that drive business organizations to go to meet the wishes and needs of customers, as well as access to these organizations to differentiate many concepts associated with entrepreneurship strategies will be clarified entrepreneurship strategies towards some kind of detail.

I. Creativity

Creativity means reshaping new ideas to come up with something new a solution to a problem is solved, or to a new idea and its application, and creativity is the visible part associated with the implementation or transformation of the idea into the product (Daft and Note 2001:120). Creativity is the ability to gather or share information in ways that develop new ideas. In other words, it is the development of innovative ideas that reflect.

It acknowledges and reacts to opportunities within the company. It is the first innovation phase and leads to the long-term sustainability of the company. It also promotes decision-making by facilitating brainstorming as one of the tools used to put community members together without criticism to openly and spontaneously generate new ideas.

2. Innovation

It is to come up with a new concept that is technology-related and affects community institutions. The component associated with the new concept is innovation. Weaver (2002:20) pointed out that an innovative organization is an organization that produces value in services, concepts, procedures, and processes through a community of

individuals working together within the organization's social structure consisting of individuals and groups to influence innovative behaviour that defines an organization's organizational innovation.

3. Risks

Harem (2003:89) pointed out that the relationship between strategic entrepreneurship and strategy of taking risks is a reciprocal relationship, if each part of it is not part of the other, especially since they are both linked to the short time is significant, the introduction of risk must be a key element of any strategy the company is considering to develop, as modern industries such as technology-based industries confrontation many risks, and things that point to the fact that the failure rates and failures experienced by modern organization as well as a range of technical issues mysterious business-related and fraught with concerns.

4. Excellence

It introduces new ways, whether the technology of new products or new ways of delivering a product or service or in the organization's governance and structure, and distinct from others. Uniqueness was described as exceptional, exquisite, and excellent in the dictionary (Webister, 1998:1292). Uniqueness in business organizations is formed by their ability to distinguish themselves from whether it is the nature of the goods or services they offer or the nature of the support they offer some competitive entities in the same business field. It has a competitive advantage and can achieve consistency and produce quality, hard-to-imitate goods. Only finite resources can support long-term benefits (Scholes, 2002:155).

5. Initiative

Organizations participate in future problems, needs, changes, and extent of submission new products, technological, and management techniques. Caruana, al bert (2000:16) noted that the principle is the ability to take high risks from many environmental conditions surrounding organizations. It includes three key elements:

1. Adoption of pursuing or not pursuing competitors with creativity.
2. The trade-off between actual growth, innovation and development efforts.
3. Try to cooperate with competitors to contain them.

The researcher also found out that the initiative consists of adopting entrepreneurial behaviour such that failure and failure to achieve the anticipated milestones are equal to taking this risk.

1.6. Entrepreneurial Environment

The entrepreneurial environment is a fairly complex phenomenon (Matthews et al., 2010:3). It is difficult to establish a specific definition as being relatively vigorous and gaining increasing attention since the 1990s (OECD, 2011: 24; Bell and Stellingerf, 2012:6). Despite this interest in entrepreneurship and the entrepreneurial environment during the past years, however, it is almost infrequent as well as a severe lack of applied studies in this area, and in the same direction finds that the first writings on sustainable entrepreneurship during this time have attracted a remarkable trend towards environmental entrepreneurship (Kukertz and Wanger, 2010:526). Pacheco et al. (2010:467) refers to the entrepreneurial and sustainable environment as two sides of a single currency.

The entrepreneurial environment is characterized by the predominance of entrepreneurial activities limited to management systems and technological measures. At the same time, it is characterized by its great and clear focus on individual initiative and its reliance on entrepreneurial skills to recognize market success in the presence of environmental innovation (Schaltegger, 2002:47; Schaltegger and Wanger, 2008:31). This trend is almost transparent in some of the concepts in Statistics (2**).**

Table 2. Some Views On the Entrepreneurial Environment

Source	Concept
Isaak,1997:80	* Transforming the system to be environmentally and socially oriented and characterized by radical Creativity
Anderson and Leal,1997:3	* Pioneering use of business tools that keep the place clean develops the lives of the individual, reduces risks, and improves the environment's quality.
Schaltegger,2002:47-48	* Commitment to cultural, ecological (ecological), and environmental honesty and find a practical way to obtain economic profit.
Madhoushi and Delavari , 2011:442	* The process of discovering, evaluating, and investing the economic opportunities available in the secondary market in environmental terms.
Dean and McMulln , 2007:51	It is establishing an innovative organization that provides environmentally friendly goods and services.
Schltegger and Wagner , 2008:28	* A strong environmental orientation based on embedding environmental aspects in the Organization's main objectives and products
Kitchen, 2009:28	* Start a new business in response to specific opportunities to obtain profits with attention to environmental aspects.
Matthews et al.,2010:2	* Entrepreneurship from the environment.
Mungai and Ogot ,2012: 297	* Environmental orientation based on the conservation of resources attain the state of economic development g
Kimmel and Hull ,2012: 60	* The term used to describe environmentally-friendly actions

It can be seen that the chart above has focused on a range of things:

1. The entrepreneurial environment is not only concerned with the environmental aspects but also prepares them for the social and economic aspects of the complementarity between these aspects and the difficulty of separating them.
2. Environmental entrepreneurship is not limited to the process of initiating the establishment of an organization or a new project. However, it extends to the transformation of existing ones to be environmentally oriented.
3. An entrepreneurial environment can be described as the organization or project management's commitment to take into account the environmental aspects of the process of discovering, evaluating, and investing the economic opportunities available in the market.

At the same time, we are interested in the entrepreneurial environment and in pursuing lucrative entrepreneurial opportunities. Entrepreneurship is geared towards non-

profit activities (Schaltegger and Wanger, 2008:29) since its appearance in the late 1990s (Hockerts and Wüstenhagen, 2010:48) which the result of several reasons (Bell and Stellingwerf, 2012:9) as follows:

- Variation of global wealth.
- Growing responsibility.
- The failure of some markets, institutions and countries alike.
- Technological progress and shared responsibility.

1.7. Elements of an Entrepreneurial Environment

The process of determining the elements that make up the entrepreneurial environment is sometimes difficult because of the difficulty of separating the sustainable environment from the entrepreneurial environment. To identify some of the elements of a leading environment within authors, researchers, and agencies:

Table 3. Elements of an Entrepreneurial Environment

Researchers	Time	The constituent elements of the entrepreneurship environment
Porter	1980	Barriers to entry, The state of competition of current competitors, Alternatives to threats, Buyers bargaining ability, Supplier bargaining ability
Gartner	1995	All the above factors, The high proportion of the population in recent immigrants, Large-scale urban area, Strong industrial base, The availability of financial resources, Industrial specialization degree
GnyawallFogel	1994	Innovation service environment, The policy environment, Financing environment, Cultural environment
GEM	1999	The financial support, The government's support, The government project support, education and training, The research and development to transfer Business and professional infrastructure, Barriers to entry, The physical infrastructure, Cultural and social norms
Annalee, Saxenian	2000	Based on the regional network of the industrial system, Dense social network, Open the talent market, Region's social and cultural atmosphere
Deborah, Markley	2002	Social atmosphere, Public infrastructure, The government's support
Joerg Baten	2003	Wages, Personal wealth, policy, Industry clustering degree, Regional specialization degree
Renting Zhu	2004	General environment (social, political, economic, cultural, system, technology, infrastructure conditions), Entrepreneurship environment (financing environment, technical environment, government support, cultural and social-based handouts and another professional business environment)
Henri, Grundsten	2004	The perceptual environmental elements, Rational environmental elements
YuanyuanGuo	2006	Environmental support, Economic base, Cultural support, Scientific support, Service support
Li Cai	2007	Policies and regulations environment, technology environment, market environment
Yinan Su	2009	Economic environment, Policy environment, Education and training environment, Social and cultural environment, Financing environment
Xue Zhang	2010	Resources and environment, the environment of embedded elements

Table (3) reflects the elements of the entrepreneurial environment both at home and abroad. The researchers' focus has been on a set of key factors that create the

entrepreneurial environment. In general, the entrepreneurial environment's subject is regulated by policy (government policy), economic, finance, social, cultural, and industrial environment.

1.8. Important Factors for Building an Entrepreneurial Environment

Environment entrepreneurs have a high level of knowledge and a strong awareness of innovation. However, lack of knowledge of market competition, low-risk tolerance, weak entrepreneurial climate, insufficient funds, and policy support is inadequate. Science and technology companies also have certain attributes, such as high investment, high risk, high sales, high technology, and high growth. Compared to the general business climate, the technical and entrepreneurial environment is different, like scientific and technological entrepreneurship for college students should be based on elements such as government policy, economics, and specific society's culture and should also pay more attention to talent, competition, funding factors, etc. The following are the basic descriptions:

1.8.1. Environmental Location

The entire infrastructure must have a distinct entrepreneurial environment. Substantial transportation infrastructure and natural resources help improve communication abilities, easily understand consumer data and respond to evolving marketplaces, including performance guarantees. Therefore, a suitable market environment, with adequate natural resources, should have the perfect transportation.

1.8.2. Economic Environment

Any business supports a particular economic base; without a good economic environment for entrepreneurship, it must fail the business. The country's economic environment refers to the level of economic development in the economic system, level of economic development, future economic direction, etc. In this paper, the economic environment is mainly the city's economic development, mainly refers to three industrial structures, GDP, above industrial value-added, total imports and exports, etc.

1.8.3. Political Environment

The role of the government in a market economy is not to play the game, but to let the judges determine the rules of the game and the implementation of economic policies. The political atmosphere directly affects the excitement of people; this is the cornerstone and basis of the economic environment and a catalyst for entrepreneurial activity. Changing variables will draw talent from entrepreneurship through a role in their efforts to develop. In improving the entrepreneurial environment, the promotion of this indicator has a vital role. In accordance with the actual situation, there are three variables in the Policy Assessment Indicator: the productivity of the administrative office, the entrepreneurial policy (preferential), and the degree of policy completion for entrepreneurship.

1.8.4. Financial Environment

For the new company, GEM claims that there are three ways to source funding: private funding, capital financing, business financing, and the second board., we consider as secondary indicators the degree of investment diversification of the political orientation of the science and technology business enterprise, the growth of investment risk, and the construction of the security system.

1.8.5. Marketing Environment

Analysis of the business situation requires analysis of demand. Each business needs to recognize that its goods can be accepted by customers. This also implies that the consumer has certain requirements, and also has a lot of demand for know-how. In the event of strong demand, the firm will sell for a profit.

1.8.6. Science, Technology, and Environment

The first active ones are science and technology. There is also a certain degree of impact of technological growth of related industries on the incidence of entrepreneurial activity in related fields. Here, the effect of the technology ecosystem on high-tech entrepreneurship is specifically evaluated because the entrepreneurial process often needs to be assisted by a good technological environment. As secondary measures, we pick a range of universities and research institutes, research and development funds, the conversion rate of scientific and technical accomplishments, the operating status of the

technology sector, the concentration of the technology industry, and the degree of industrial linkage.

1.8.7. Talent Environment

The talent environment is specifically intended to address the needs of individuals and the workforce. It involves several factors, such as reward measures for talent, the perfect level of the talent market, quality of talent flow, and scale.

CHAPTER TWO

2. HUMAN RESOURCES STRATEGY

2.1. Strategy Framework

The Strategy has many principles that are discussed by several strategic interest's researchers and specialists. The meaning of the technique, of course, depends on the agreed definition, as the strategy is an old concept first entered as a military term that addresses the art of entrepreneurship to focus on everything leading to the achievement of the goal or the most important guarantee of victory in the war that the origin of the word strategy is due to the Greek term, which means the art of command of armies. Strategy here and according to Sun Tzu is to avoid battles as much as the fighter, according to Clausewitz is the use of hint after the Second World War in 1947, one of the first attempts by Von Neumann and Morgenstern, the authors of the theory of match theory and economic behaviour, began to move the concept of strategy from military science to management. The researchers identified the relationship between the company's movements and the situation facing it and called for action if a group of these movements and take a certain point is a strategy (Al Douri, 2010:4). From the early writers introduced the concept of strategy is derived from the Greek Word Strategies, whose concept is related to the plans used in the management of battles and the art of military confrontation (Tabidi, 2010:20).

The word strategy of Greek civilizations quoted an original word that is strictly related to the planning of the management of the forces of war and the development of general plans in the battles until the nineteenth century AD. However, here this word will have a different meaning, as it became the preferred use of modern business organizations and initiative. The leading and interested in analysing its environment and responsive to it is a general guiding framework for thinking and action taken by senior management derived from the higher objectives of the organization, to become some adoption means to achieve those goals and face of the supreme decisions of the organization of future decisions taken by those management mobilizes its resources towards the continuous development of its competitive position and its strengths through events adapting to the external environment and harming its mission (Salama, 2015:13).

The term "strategy" is rooted in Greek origin. It means the general's knowledge and the entrepreneurship of the "art of war" in this general. Therefore, the transfer of the term to the field of administration will mean "the art of entrepreneurship or management." Strategy can be defined as an organization's long-term goals and allocating resources to achieve those goals (Sami, 2010: 10). The concept of strategy is one of the concepts traded in different social sciences, which are used to denote more than one meaning. A strategic word, a strategic recipe, is widely used by researchers and specialists in military, political, economic and social affairs, without a clear definition of its meaning, or a definition of the dimensions and limits of the concept, which led to and leads to intellectual ambiguity and confusion.

The term strategy is originally derived from the Greek word Strato, meaning an army or a crowd, and from the word strategy, which means the art of entrepreneurship. It is also a derivative (stratagem), which means war trick used in guiding the enemy. The Roman commander (SixtusUnisFruNtisnos) wrote a 100-year-old book, strategematon, in which he compiled successful military deception by former commanders. Among his military tricks, the process of misleading the enemy by implementing a scheme other than that stated, for example, the commander to announce the date of an attack attacked another date, or specify a preferred place for military engagement, but it selects a place to ensure element surprising (Amer and Muttalib, 2011:44)

2.2. The Concept of HR strategy

There was a worry that the machines would one day eliminate the need for staff to function in the past. The opposite was when individuals were more important than ever in contemporary organizations (Al-Tai, 2006:37). The root of the competitive advantage has been human resources of the organization, and they are the new capitalists in the context of the knowledge economy (Al-Anzi and Al-Saadi, 2008:7). As explained in the study of Al-Salim and Saleh (2000:41) it can be concluded that behind the success of each successful organization stands the management of human resources successful in its programs, whether these programs selection of individuals, training or performance evaluation or through good programs of rewards and incentives (Nagar, 2007:7). From this point of view, the Human Resources Department has started to shift from being a specialized affair for the personnel working to provide consultancy in this field to an executive department with a significant and comprehensive role throughout the

organization through strategic human resources planning (Al Ahmar, 2007:41). Salaman et al. (2005:1) believes that The Human Resources Management Approach principle remains one of the powerful and popular concepts that have arisen over the past 25 years in business and management. (Bratton and Gold 2003:122). indicated that if there were identical non-human resources available to competing organizations, such as raw materials, factories, technology, tools, and machinery, these organizations' differences should be attributed to performance differences between individuals. Given the importance of human resources strategy as a central and fundamental philosophy in how people are managed and organized, and translated into policies and practices that bring about cooperation and harmony all within the organization (Torrington and Hall, 1998:23).

Perhaps this role, which was occupied by the human resources philosophy, is primarily based on the intellectual components of a particular philosophy, the intellectual essence of the human resources strategy, based on the human behaviour philosophy in general the behaviour guided by management to achieve business goals. The Policy of Normative Organizational Socialization must use its cultural pressure (Organizational Social Normalization) even though there is a tension between these two cultures to explain the cultures of workers, especially new entrants. It is known as a traditional approach, in which the personal policies and procedures of human resources management are identified, to strengthen behavioural support for organizational goals. As a traditional input in shaping the intellectual perspective of the HR strategy, the role of human resources management is no longer confined to the executive or administrative side or even to the administrative side by concentrating on short-term issues, but also to the strategic aspect, especially in the light of many changes. It can be described as strategic human resources management as an entry point or a mechanism for strategic decision-making for employees of the company contributing to the execution of its strategic strategy (Rashid Mohammed Abdul, 2000:440). Strategic human resources management can be defined as an "input or strategic decision-making framework for FAO staff at all organizational levels in the light of the overall strategy of the organization, to create and maintain a competitive advantage for the organization. in other words, to reflect the overall direction of the organization to achieve its objectives. Through its human resources, which contribute to the implementation and implementation of the Strategic Plan of the Organization (Ahmad, 2009: 2). Others have introduced the concept of

strategic human resources management as "the decision-making process of the human resources system that works to adapt the human resources system to the circumstances, strengthen the strategies of the organization, and achieve its strategic objectives", and in general it affects everything related to resources. Others have added that, to develop an organization's strategy, an appropriate and identifiable strategy is to be formulated: to formulate a human resources management mission and objectives and develop a plan for the implementation and achievement of all objectives. Long-term participation of management entrepreneurship of other departments in the organization to achieve a lasting competitive advantage (Al-Azzawi and Jawad, 2010:141).

1. The mission of the Organization: The unique characteristics that distinguish the Organization from other competing organizations.
2. Strategic Objectives of the Organization: Specific steps to achieve the Organization's mission.
3. Long-term strategic planning: This Strategy is not subject to change or amendment quickly; it is long-term for several years in dealing with the future.
4. Permanent competitive advantage and dynamic nature of the human resources market: Organizations compete for the best human resources.
5. All human resources in the Organization: All staff in the organization and various administrative levels (senior management, middle management, lower management).
6. Integration with the strategies of other departments of the organization: The human resources management strategy is integrated with those of other departments of the organization.
7. Part of the Organization's Strategy: One of the organization's strategies is the Human Resources Management Strategy.

They are the strengths, weaknesses, opportunities, and threats in the internal and external environments because the success of the SWOT depends on managers' ability to use effective ways to deal with these variables. Porter described it well based on the philosophy Schular and Jackson (1995) to clarify the concept of human resources management strategy.

2.3. The Importance of Human Resource Strategy

The importance of strategic planning in human resources management can be summarized as follows (Hariri, 2012:49).

1. Strategic planning in human resources management works to develop individuals and train staff and strategic staff planning at long-term levels. To develop and raise the competencies and expertise of employees and administrators, and contribute to the benefit of these experiences and human resource efficiencies in administrative organizations.
2. Strategic HR planning achieves an overall balance and harmonization between staff and administrators. It also arranges communication processes liaison between employees, senior managers, and senior and general managerial, supervisory, and executive levels at the internal level in the organizations and administrative institutions.
3. Strategic human resources planning makes a useful contribution with a strong impact on staff growth successful candidates with higher management experience. It is working to employ this expertise in their respective fields to develop administrative establishments and organizations.
4. Strategic human resources are planning to help to provide qualified human resources that is compatible with the needs and requirements of contemporary and modern technologies and used in management systems. Tools, machinery and equipment and all that contributes to raising production processes and providing services in organizations administrative.
5. Strategic human resources planning processes are a key factor in human resources development and training. Personnel, develop their talents, and develop strategies for dealing, recruiting, and training them in the administrative systems and business of the establishment.
6. There are high levels of strategic human resources planning, focusing on future levels—long-term and long-term strategies to develop in-depth, detailed, and comprehensive strategies for all objectives and actions and the tasks and plans of the establishment and the administrative organization.
7. Strategic human resources planning helps to clarify strategic planning, for small, medium and large organizations alike,

First, these plans, which serve to achieve the administrative institution's objectives, contribute to raising and improving the expertise and competencies of human resources, and the development of talent and the development of human cadres in organizations and enterprises.

The rapid changes faced by the organization in its internal or external environment have generated challenges that have placed on the organization the right to make the required changes to address these challenges in order to ensure the organization's existence and continuity, the most important of which must be made by the organization. This highlights the importance of reconsidering the degree to which human resources have the expertise and skills required to carry out their work as anticipated and hoped, and of focusing on preparing human resources to improve skills, and provide them with new knowledge, and acquire behaviours that fit the requirements of the work. Musawi (2008) explains that the organization believes that the direct means to achieve its objectives can only be through the application of human resource management practices. Next, achieve the success of the organization, enhance its competitiveness. Human resource management is seen as an effective gateway for enhancing the quality of human resources and improving its performance, in order to improve the effectiveness of the organization (Ahmed and Mohamed 2009:72). The organization's efficiency also depends on the proper investment of its resources, particularly human resources, through human resources management, as it controls other resources and determines the modalities of their use. The Human Resources Department ensures that human resources are invested efficiently in the organization, by clearly defining the nature of its functions practices by setting a specific description and specifying them through the job practice analysis process (Dora and Abdel Bari, 2008:139). Thus, the perception of human resources in the organization has shifted from being a cost element that must be minimized to being the assets of the organization that can be invested and increased in value to the organization, organizations' continued success depends on their ability to adapt tactics that are difficult for rivals to emulate. One of these sources is the possession of material, technical and equipment resources that others can easily imitate, but it is difficult for rivals to imitate when the company has efficient and successful human resources (Stewart and Brown, 2009:51). Products, technology, market protection, etc. can all compete, but human resources strategies are sustainable (Caliskan, 2010:102). Human resources will, therefore, be an essential resource of the organization's resources that determine its

chances of survival, success and growth (Al Taie et al., 2006:35 and Mathis and Jackson, 2003:30). Employees today are considered to be the core competencies that offer a competitive edge to organizations, especially if they have unique decision-making and innovation process capabilities and skills that cannot be imitated by competitors (Caliskan, 2010:103). Through improving human skills in colleges, the relation between the overall goals of the business plan and the human resources plan and its execution, human resources management will contribute to establishing a sustainable competitive advantage. As the HR strategy is an essential input to the organization's overall strategy, the most important function of these inputs is to create a connection between human resources and business performance as a critical element (Bratton and Gold, 2003:122). Sami (2007:81) adds that human resources are key to strategic success for his requires organizations to take into account the number of skills and knowledge available to them, both in the preparation phase of the strategy and in the implementation phase. In light of this, we clarify that there are several critical points through which the organization can gain through the strategy of human resources management.

1. Ensure collaboration and cooperation between the department of Human Resources and the organization's senior management, and share power with one another. Ensure senior management considers the strengths and weaknesses of human resources and external opportunities and threats in the identification and implementation of the organization's strategies (Maher, 2009:87).

2. Management of human resources plays an important role in achieving the efficiency and accomplishment of the company by creating the right opportunities for people employed to be innovative and successful in fulfilling the customer's wishes.

3. It also shows its significance through its role in ensuring the best and most productive use of individuals and workers to achieve organizational and individual goals.

2.4. Environmental Changes and Their Impact on Human Resources Management

Human Resources Management represents a system for managing the human element as the most important factors affecting achieving the organization's adaptation to the prevailing changes in its business environment, and then an ability to achieve its specific goals, so we must know the distinctive characteristics of this environment and

the most important environmental factors affecting human resources management: (Al-Sabbagh, 2010).

First: the distinctive characteristics of the human resources management environment the in which the Director of Human Resource Management lives has the following characteristics:

1. Complexity in economic, political, social, civilizational, and cultural factors are intertwined enormously and involve very complex local, regional, and international factors.

2. Dynamics and Change: This environment changes rapidly and rapidly, and the human mind cannot catch up with it in many cases

3. Hostility and ambiguity: This environment is fraught with conflicts and conflicts, just as economic, political, social, and cultural competition is most intense, as is the degree of uncertainty and ambiguity that makes decision-making extremely difficult. (Baqi, 2001:31).

Second: The challenges of contemporary human resource management

Many contemporary variables have a strong influence on human resource management practices. We will address the most important of them with a kind of briefness as follows:

1- Globalization and its impact on human resources management: The term globalization in the field of business means the absence of regional and international barriers between countries around the world that enable freedom of trade and cultural exchange and freedom of import and export to the world market for products, and this increases the intensity of competition (Hassan: 2009:14). The concept of globalization includes trends and values for countries and peoples to adopt with it and be aware of its results, consequences, problems and repercussions (Al-Sabbagh, 2010:37). In order for human resource management to be able to achieve this goal, it must train individuals to meet and confront the challenges of globalization with the availability of means to gain knowledge of the state language, so globalization has been imposed on the director of resource management.

2. Knowledge societies (knowledge economy and knowledge revolution): Since the beginning of the Second World War, the knowledge economy features have begun to

become apparent. This economy has become more knowledge-based than industry, as individuals have started to produce and exchange a large amount of attached knowledge and a small number of material resources after they were in industrial society. Produce and exchange many material resources connected knowledge refers to individuals' and organizations' ability to understand, recognize, and make decisions effectively based on high-level professional knowledge and expertise. Knowledge performs two functions in organizations as they constitute the essential resources necessary to perform functions effectively and are also critical strategic assets in the institution's operations. As for knowledge management, it refers to the set of operations and activities that the organization uses to acquire, create, transfer, document, broadcast, and use knowledge. In the organization, which is part of the organization's strategies that enable it to achieve competitive advantages (Al-Salem, 2006). Information management is the concept used to characterize the practices, instruments, and activities involved in the formulation and success of the institution's beneficiaries in order to obtain, store and distribute information to be expressed in business processes in order to achieve the best applications for long-term competition (Darwish, 2006:6). Human Resources Management plays a pivotal role in creating knowledge by integrating the sources of implicit and declared knowledge in an integrated and distinctive fabric, and this process is achieved through designing systems for the participation of individuals and attracting their cooperation and openness to the affairs of the institution and its problems and motivating them to participate effectively and express opinions and proposals, and then release knowledge Across the organization to build pivotal capabilities and then install their competitive advantages.

3- Contingent workforce

Some organizations have tended to face this situation by appointing two types of employment: The first group is the primary individuals who are these individuals who occupy permanent jobs, and they are also vital and central functions of the organization that require commitment and permanent presence in the institution, and these individuals enjoy all the advantages that the institution provides. The second group of workers is called temporary employment and includes the individuals who provide their services to the organization for short periods though they perform particular tasks that require specialized skills under certain conditions of work and at a specific time, and when these conditions end, these individuals leave the institution. This temporary employment does

not have workers' rights in full time, and often their commitment and affiliation with the organization end once the project or the required work is completed (Hassan, 2007:31).

4- Total Quality Management: There have been a significant change in management thinking and practice in institutions industrial and performing productively, service works in the public and private sectors, which is a set of statistical tools to measure quality, some are complex, and some are simple and easy (Al-Sabbagh, 2010:55). This new management philosophy relies on a set of practices or elements that are integrated.

5- The Foundation for Learning:

Organizational learning is the process that leads to the development of knowledge about the relationships between businesses and between results and the impact of the external environment on those relationships, and this requires that knowledge be added in a participatory nature between. Individuals working in the organization and they are regularly evaluated by them, which results in all of this complementarity in knowledge and outlook among them.

2.5. The Stages of Developing a Human Resource Management Strategy:

The introduction of the concept of strategic human resource management moves human resource issues to a point which is central and vital in the overall strategy of the organization by setting a strategic framework for human resources in light to answer the following questions (Al-Bitar, 2014):

-Where are we now?

-Where do we want to get?

-How can we reach what we want?

-What are the specializations and skills necessary to manage human resources and preserve them in the future in a way that they can meet strategic business goals?

- What HR programs and initiatives are required to interact effectively with external requirements and pressures affecting the organization?

The components of the strategic management of human resources will be addressed in some form as follows:

1. Study of the surrounding environmental factors: The study of the environment surrounding the organization is one of the important steps in the design The overall strategy of the organization, as well as the human resources strategy, given that the organization is part of the community affected by it, and the surrounding environment

means the forces, organizational entities and variables, and they have a current and future effect on them and can be separated into the surrounding environment.

1.1. The external environment includes:

1.1.1 The general environment: It represents the general framework within which all organizations operate, regardless of their nature, or the sector to which they belong, and this environment consists of the subset of systems that it has a public character, and affects all organizations without exception

1.1.2. Special environment: It includes the sum of the subsystems that are located on the borders of the organization the human resources system of customers or consumers, competitors, the labour market is represented in the demand and supply of labour, shareholders, senior management and executive and functional departments

1.2. The internal environment: It represents the current and future financial, human and financial energy and capabilities of the organization, and the values of individuals at the senior management level that mainly influence the goals and strategies of the organization

These aspects are strengths for the organization to be used or weaknesses that should be worked on to avoid or minimize its adverse effects. Studying and analyzing the strengths and weaknesses are as follows:

1.2.1-Identify, build on, and invest strengths to achieve a competitive advantage for the organization.

1.2.1.2. Identify weaknesses to avoid them, minimize their adverse impacts or convert them to strengths in favour of the organization

1.2.1.3-Identify areas of activity that should be focused on and those that should be excluded or identify activities of activity new developments to be exercised in light of the organization's goals.

1.2.1.4. Improving efficiency and effectiveness in human resources management and hence organizational performance in general.

2- Study the components of the HR strategy (defining the requirements of the Organization's mission): Include human resource management it has several components, and it is noted here that the strategy's relationship with the strategy should be taken into consideration general organization, and include components.

2.1. The vision: The vision expresses the aspirations that must be achieved, and the distinction that must be made and thus are the goals. The hopes that the organization

aims to achieve in the long term, or it is the view of senior management the distant future of that organization. Vision is the foundation of every change, and all workers must participate in their position, as this helps to unite efforts and enhance the ability to create, create and feel responsibility to the present and the future.

2.2. Message: The organization's mission identifies the reason or justification for the existence of the organization, and it is a list of announcements the organization's goals, philosophy and definition of the field in which it works, and distinguishes it from other organizations. The other, as for the human resources management message, is that part of dealing with the component human in the organization, which is part of the organization's mission.

2.3. Objectives the organization's strategic goals are set in light of its mission and vision, and the goals are intended. The Strategy is those results that need to be achieved by collective effort in the long term. Goals are established managing strategic or operational resources in light of the organization's overall goals (Ahmad, 2009:33). In light of the results of the analysis of the internal and external environments, and knowledge of the organization's human resource potential current and required, can it be estimated whether a future strategy is better than the current situation or not? Because if there is a strategic gap, it must be worked to avoid it by preparing the required human skills to cover it, and if the gap does not exist, which is the presence of appropriate and capable human skills where the strategy can be developed new or developing the existing strategy.

3-Developing a new strategy or developing the existing strategy: Based on the results of the previous environmental analysis, develop a new HRM strategy, or develop an existing HRM strategy conforms to and aligns with the organization's strategy and objectives.

4-Developing a new strategy or developing the current strategy for existing HRM functions: Human resources by outlining their future job strategies and practices within the Organization.

5. Implement the HRM strategy: HRM must be accompanied by flexibility which is the response to make changes to the strategy in light of new developments inside the internal and external environments for the organization because implementing a human resource management strategy requires the development of policies, systems, and

program design and human resource management rules, that is, translating the strategy into practice.

2.6. Human Resource Strategies

The Human Resources Management of the core functions of preparing, assessing, and developing human resources, hiring, selecting and recruiting human resources, empowering human resources, training human resources, and reviewing human resources' performance.

The evolution of the function of human resources management has moved from a conventional function of hiring and retaining human resources, remuneration, and leave to a strategic function that plays a strategic role that is more extensive than the conventional one. In addition to the executive duties of human resources, the availability of specialist competencies (Hanna Nasrallah, 2013:1). There are two primary functions of the Human Resources Department, the first administrative and specialist. The management role is shared between planning, organization, direction, control, creativity and development, and resource allocation by the Human Resources Department and the other administrative units of the organization. The specialized feature focuses on procedures in human resources. It involves the preparation of human resources, the creation of human resources, training, the reward of human resources, the incorporation of human resources or the protection of human resources, the assessment of the performance of human resources, the workplace safety of human resources, and the treatment of human resources.

Hence it can be said that the current study and within the surrounding environment will adopt a set of strategies that are consistent with the concepts of entrepreneurship and the environment of the sample study, which will be talked in more detail.

1. Planning

The disclosure of the organization's current and future human resources needs is a qualitative and quantitative requirement for the organization's continuity, survival, and sustainability. Human resources planning reflects ensuring that there are appropriate numbers of human resources that have the knowledge, skills and experience necessary to perform their work at the right time and place and achieving the strategic objectives of the organization (Harim, 2013:33). Human Resources Management integrated framework, HR planning is known for the future forecasts of human resource demand

and supply in the organization. Accordingly, HR planning represents a balance between demand for and supply of human resources in order to ensure that the organization is based on its current or future needs in terms of quantity and quality of human resources (Fissa and Hassouna, 2008). It was also defined as the "Decision Making Process for Human Resources Decision Making and Development" and also "the process of preparing the necessary plans to fill or avoid future vacancies, based on analysis of new or expected vacancies" and whether they will be filled with candidates from within or outside the organization" (Abu Zayed Basma, 2008:10) and also known as" predicting the future needs of the organization of human resources, identify the necessary steps to meet these needs, through develop and implement plans and programs that ensure access to the required human resources in quantity and quality at the right time and place (Al-Hiti, Khaled, 2010:225). Human resources are defined as "a means of ensuring that the personnel needed to run various productive, marketing and administrative processes over a future period are of limited competence" (Keshaway Barry, 2014:10).

2. Training

Human resources training are a strategic choice for the organization in developing its human resources by acquiring new knowledge and developing their skills to improve the organization's performance levels. By gaining experience to achieve this, seeking to improve their performance and reach expected levels of performance. Consequently, the entire training process seeks to develop the capabilities of the organization's staff and to meet them their current and future needs (Keshaway, 2014:10) and improve their ability to perform their work tasks and effectively carry out their functional roles in the organization. (Shawish and Mustafa Najib, 2011:232). Human resources training is defined as: "The process aimed at teaching new workers the basic skills to perform their jobs." An individual's performance of the functions he occupies and is one of the means of human resource development in the organization is also known as (Wales, 2005:40): "A process aimed at transferring knowledge and skills. It is defined as: "A process aimed at bringing about a positive change in the behaviour of the individual through a professional knowledge and expertise needed to impart the performance of his functions effectively, and enable him to obtain information that is missing, and the development of positive attitudes towards work has a management (Abdel-Baqi, 2009:97).

3. Strategy of Selection

The selection process represents a system whose inputs represent the results of the functional analysis, and HR plans the results of the polarization process, interviews, selection, medical examination and physical fitness are evidenced by a selection decision that determines who will be appointed from the pool of candidates (Red, 2007: 43). The selection was defined as "the process by which the organization selects among the number of applicants who have the highest opportunity to meet the needs of the organization" (Ivancevich, 1995:212). It is the process of selecting individuals with the necessary qualifications for positions within the organization (Mathis, 2003:234) either (Mondy, 2008:160) within the organization" and (Denisi and Griffin, 2001:196) see it as "a better selection process. Candidates are among a group of applicants who have been nominated through the recruitment process." After clarifying the concept of selection, we can give our definition of and the bodies a rate set by the organization in order to choose the right person in the right place.

The organization is concerned with the process of selecting and recruiting human resources, as this process is critical to the achievement of the organization's objectives and contributes to its growth and continuity, and reflects positively on the staff and development of the organization, a process concerned with revealing the knowledge of individuals applying for available positions in the organization access to human resources in quantity and quality on time (Al-Salem, 2009:131). As soon as the HR department receives the candidates' applications, the selection process begins, and recruiting human resources is just as important as attracting the best candidates among applicants and their appointment to the organization (Berber and Kamel, 2008 81).

4. Stimulus

Incentives are an external feeling of an individual who generates a desire to carry out a particular activity or behaviour that seeks to achieve specific goals (Mohammed Faleh, 2009:113). It is a particular technique designed to visit the capabilities of employees. The individual may have the ability to work, but lacks the desire to perform it and vice versa.

Performance = Power * Desire

The relationship between ability and desire is a strong relationship. The first part of the equation, which represents the talents and experiences, can be known through human resources and its use of the means it possesses. The same, and what is observed in the practical life that many of the human resources who have the desire to perform reflect this in increasing their knowledge in education and increase their skills in the acquisition of practical experience, desire reflected negatively on the qualifications, skills and experience. This brings the concept to a certain conclusion that the desire for performance is the essential element in the equation of achievement, whenever the desire of the strong human resources led to the achievement of high achievement and vice versa.

Through this primary function, the Human Resources Department designs several systems on which compensation and remuneration for the human resources operating in the organization are established according to objective and fair bases and rules. These systems include the following:

a. Financial compensation system:

It is a salary and wage structure designed by the Human Resources Department to include criteria on which human salaries and wages are paid based on the job evaluation results.

b. Incentive Scheme:

It is the possibilities available in the human environment that can be obtained and used to move his motives towards his performance behaviour, and limited activities in the form and manner that satisfies his needs and expectations and achieve his goals (Saad, 2011).

*** Financial Rewards:**

It is a financial incentive system developed by the Human Resources Department to reward those who work hard, active, and efficient. This system is considered to support the system of direct financial compensation.

*** Additional Functional Benefits:**

It is a non-financial incentive system in the form of a variety of services that benefit people working in the Organization, such as health insurance, social security, and leave to employees.

5. Keep Talent

The talent retention strategy is one of the most modern human resources management strategies at the macro and micro levels. The costs incurred by increasing

the turnover of human resources and factors affecting the retention of different organizations to another are encouraged to continue with them based on alarms that interest them and therefore require organizations to consider them and provide them.

The preservation of talent represents the conflicts that organizations face in their quest for talent (Iyria, et al., 2014:48) and it is a major priority for organizations to face adjustments due to competition and the lack of sufficient talented human resources (Sadangharn, 2010:27). In the sense that the preference is confrontation, problem-solving and talent retention, so that there are no remaining challenges in dealing with talent, and the talent retention strategy defines the administration's efforts to retain talented people to achieve the goals of the organization (Chuai, 2008:20).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Methodology

The present study relied on the descriptive analytical approach as the appropriate method for research variables, goals and hypotheses, in order to discover the impact of the use of the entrepreneurial environment on the nature of human resource strategies, where this approach aims to describe the characteristics of the research problem is accurate and comprehensive, and to determine the current reality and determine the existing relationships between the variables, and rely on them to collect facts and analyse them to draw conclusions and try to develop recommendations and suggestions that serve other researchers in the future.

3.2. Research problem

Institutions strive to excel and achieve excellence in local and global competition, therefore we find that they do not hesitate to adopt new methods in management that can be achieved to that end, and among the modern administrative methods are known as global entrepreneurship that can be achieved by adopting some developmental approaches, and entrepreneurship has emerged. Strategy as one of those developmental approaches found great popularity among institutions. Especially educational institutions are looking for competitive irrigation and entrepreneurship within the education sectors. Rather, entrepreneurship was considered one of the strategic options that can achieve excellence only through them.

We find that universities seek to move away from the traditional management model that does not accommodate the issue of strategic entrepreneurial activity within the institution, as it becomes the expression of every entrepreneurial act or movement with a strategic dimension or a strategic movement based on entrepreneurial thought.

HR strategies are considered from one of the modern management concepts, an effective tool to achieve long-term goals because it enables organizations to determine their current and future capabilities, and guarantees them success in a world characterized by change and continuous complexity (Al-Dmour, 2010:2). Hence the strategic planning human resources to achieve the highest level of administrative competence, including

efficiency in achieving functional empowerment of the human component, which in turn achieves creativity and job management excellence in institutions, and accordingly, the problem of the study in identifying the reality and role of the entrepreneurial environment and the extent of its contribution. In developing the human resources strategy, and its role in achieving the functional empowerment of the human element in a manner that ensures efficiency and effectiveness in the management and employment of human resources through the application of policies:

1. What are the differences in employee opinions within the educational sector about the entrepreneurial environment and human resource strategies?
2. Is there a role for the entrepreneurial environment in improving the strategies used in human resources?
3. Are the human resources strategies of the studied university affected by the entrepreneurial environment that it owns?
4. What is the nature of the relationship between the entrepreneurial environment and the strategies followed by the studied university for its human resources?
5. Are there statistically significant differences at the level (0.05) about the study variables (entrepreneurship environment and human resources strategies) due to personal and functional variables?

3.3. Research Objectives

The purpose of this study is to try to connect the fundamental variables (the entrepreneurial environment as an independent variable and the strategies of human resources as a dependent variable) as a fresh attempt by the researcher according to the literature, which seeks to achieve many objectives, including the theoretical area that we will try to explain below:

1. Attempting to present an integrated and comprehensive theoretical framework through which it can become a reference for the rest of future studies after the pioneering environment has become an important concept within the current and future era in all sectors of business, in addition to clarifying the basic strategies of human resources.
2. Determine the effectiveness at the administrative level of both the entrepreneurial environment and human resources strategies.

3. Disclosure of the most important factors that determine the efficiency and effectiveness of both entrepreneurial environment and human resource strategies and determine their causes.
4. Determine the nature of the relationship between the entrepreneurial environment and human strategies in terms of relevance and impact.
5. Providing recommendations through which to contribute to improving the activity of universities in terms of having good and competent teaching staff, this contributes to developing entrepreneurship for the university concerned.

3.4. Research Importance

The importance of the current study stems from the importance of the variables discussed and the importance of the study sample through several opinions, namely.

Academic Offer

This study gains its importance in the academic perspective by investigating two important variables within the administrative literature that enter the entrepreneurial environment and human resource strategies, since the variables are dynamic in nature and need continuous improvement, we will try through this study to provide a theoretical framework for these variables and provide the topic with available scientific references.

Field Vision

The importance of the field stems from the importance of the private educational system that works within the governorate, which flourishes through investments and the cost of exclusion from customers and the extent of its impact on human resources by highlighting the importance of private universities and cultures and their distinctive study in the surrounding environment and the impact of investment in those universities and their impact on society.

3.5. Study Model

The research adopted a model, according to the content of the study problem and its goals, to explain the relationship between the studied variables and their results. (The entrepreneurial environment and human resource strategies), as shown in the following form:

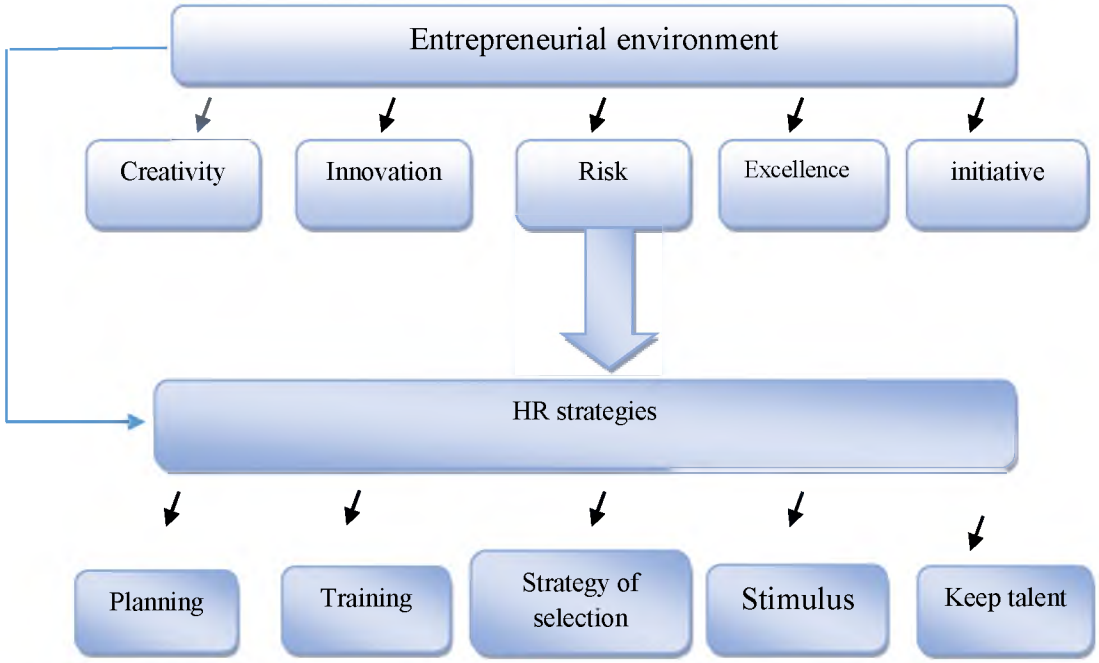

Figure 2. Basic study model based on sources

3.6. Study Hypotheses

The study adopted multiple hypotheses as follows, beginning with the significance of the study, its aims and answering its questions:

The study relied on multiple hypotheses as follows, starting with the importance of the study, its objectives, and the answer to its questions:

How aware is the study sample of faculty members of the importance of the study variables represented in the entrepreneurship environment and human resource strategies?

H_1: There is awareness of the study sample of faculty members of the importance of the study variables represented in the entrepreneurship environment and human resources strategies?

H_10_1: There is no awareness of the study sample from faculty members of the importance of (creativity) variables.

H_11_1: There is awareness of the study sample from faculty members of the importance of (creativity) variables.

H_10_2: There is no awareness of the study sample of faculty members of the importance of (innovation) variables.

H_11_2: There is awareness of the study sample from faculty members of the importance of (innovation) variables.

H_10_3: There is no awareness of the study sample of faculty members of the importance of (its risk) variables.

H_11_3: There is awareness of the study sample from faculty members of the importance of (its risks) variables.

H_10_4: There is no awareness of the study sample from faculty members of the importance of (excellence) variables.

H_11_4: There is awareness of the study sample from faculty members of the importance of (excellence) variables.

H_10_5: There is no awareness of the study sample from faculty members of the importance of the variables (initiative).

H_11_5: There is awareness of the study sample from faculty members of the importance of the variables (initiative).

H_2: Is there a positive statistically significant correlation between the entrepreneurial environment and human strategies?

H_20_1: There is no positive statistically significant correlation between creativity and planning.

H_21_1: There is a positive statistically significant correlation between creativity and planning.

H_20_2: There is no positive, statistically significant, positive correlation between innovation and training

H_21_2: There is a positive, statistically significant, positive correlation between innovation and training

H_20_3: There is no positive statistically significant correlation between risk and strategy of selection

H_21_3: There is a positive statistically significant correlation between risk and strategy of selection

H_20_4: There is no positive statistically significant correlation between excellence and stimulus

H_21_4: There is a positive statistically significant correlation between excellence and stimulus

H_20_5: There is no positive statistically significant correlation between initiative and keep talent

H_21_5: There is a positive statistically significant correlation between initiative and keep talent

H_30: There is no statistically significant effect on the general indicator level among the study variables

H_31: There is a statistically significant effect on the general indicator level among the study variables

H4: Does an entrepreneurial environments have any impact on each dimension of the human resources strategy for the study sample from the selected colleges?

H_40_1: Entrepreneurial environment has no effect on planning of human resources.

H_41_1: Entrepreneurial environment has a positive effect on planning of human resources.

H_40_2: Entrepreneurial environment has no effect on training of human resources.

H_41_2 Entrepreneurial environment has a positive effect on training of human resources.

H_40_3: Entrepreneurial environment has no effect on selection of human resources.

H_41_3: Entrepreneurial environment has a positive effect on selection of human resources.

H_40_4: Entrepreneurial environment has no effect on stimulus of human resources.

H_41_4: Entrepreneurial environment has a positive effect on stimulus of human resources

H_40_5: Entrepreneurial environment has no effect on keeping talent in the organization.

H_41_5: Entrepreneurial environment has a positive effect on keeping talent in the organization.

The study sample of faculty members and universities varies according to both the entrepreneurial environment and human resource strategies.

H5a: Is there any difference between study sample of faculties in terms of each of the entrepreneurship environment.

$H5a0_1$: There is no difference between study sample in terms of creativity

$H5a1_1$: There is difference between study sample in terms of creativity

$H5a0_2$: There is no difference between study sample in terms of innovation

$H5a1_2$: There is difference between study sample in terms of innovation

$H5a0_3$: There is no difference between study sample in terms of risk

$H5a1_3$: There is difference between study sample in terms of risk

$H5a0_4$: There is no difference between study sample in terms of excellence

$H5a1_4$: There is difference between study sample in terms of excellence

$H5a0_5$: There is no difference between study sample in terms of initiative

$H5a1_5$: There is difference between study sample in terms of initiative

H5b: Is there any difference between study sample of faculties in terms of human resources strategies:

$H5b0_1$: There is no difference between study sample in terms of planning

$H5b1_1$: There is difference between study sample in terms of planning

$H5b0_2$: There is no difference between study sample in terms of training

$H5b1_2$: There is difference between study sample in terms of training

$H5b0_3$: There is no difference between study sample in terms of selection

$H5b1_3$: There is difference between study sample in terms of selection

$H5b0_4$: There is no difference between study sample in terms of stimulus

$H5b1_4$: There is difference between study sample in terms of stimulus

$H5b0_5$: There is no difference between study sample in terms of keep talent

$H5b1_5$: There is difference between study sample in terms of keep talent

3.7. Study Stages

The current study consists of several stages in which we try to prove the correlation and influence between the variables of the student where they will be: *Theoretical side*

Which will represent the theoretical framework of study variables through the available sources of books, periodicals and research to obtain comprehensive coverage of the study variables.

Methodological aspect

It is a statement of the problem of the study and the reasons for choosing the title and sample and the importance of the objectives of the study and study to develop a model for the current interpretation of the current.

Practical side

The research aims to clarify the practical and statistical relationship between the study variables and the extent of interdependence and impact between them within the studied field of the teaching staff at Nawroz University.

3.8. Study limits

This study is limited to the private educational sector (Nawroz University) in Duhok Governorate.

- Time limits: This study will be during the academic year 2020-2021.
- COVİD 19
- Human frontiers: represented by a cadre of teaching staff in the aforementioned sector.

3.9. Data collection

3.9.1. Preliminary data

Using different instruments such as questionnaires, observations, and interviews, the researcher may collect raw data these data are unique and adapted to a specific sample. The primary data will be gathered through the questionnaire for this analysis. All participants will be met by the researcher and told how to fill out the questionnaire.

3.9.2. Secondary data

For this study, secondary data were mostly collected from textbooks, journal articles, magazines and the internet, which were presented in a literature review. Moreover, the results from previous research conducted in the same area served as a valuable basis for the supporting materials.

3.10. Research Design

Research design is a useful tool for the researcher in planning and implementing his research, which helps him to obtain results. The questionnaire was used to collect data from the sample surveyed at Nawroz Private University in Duhok Governorate Research design is very important because it determines the success or failure of the study. Defining the research design will provide researchers with a detailed plan used to guide their research.

This part of the study basically gives the researcher a title for guidance and how to conduct the research. Research can be conducted either through qualitative or quantitative methods. A correct understanding will help the researcher distinguish between the two methodologies and lead the researcher in the right direction. Since both methodologies have special advantages and disadvantages, choosing the ideal methodology is essential to the success of the research.

Quantitative research is a methodology that includes a deductive approach and the collection and analysis of numerical data. The data collected from the questionnaire will be analysed by the Statistical Package for Social Statistics (22 SPSS) - an appropriate software package available for investigative authorship, data mining, text analysis, statistical analysis, collaboration and publication. The following statistical methods will be used:

1. Descriptive statistics include methods, standard deviation and coefficient of variance
2. Analysis of the multiple links used to study the relationship between research variables and dimensions.
3. Linear regression analysis (effect) is a step-by-step method used to analyze the expected effect of the independent variable on the dependent variable in our research.
4. Analysis of correlations between study variables.
5. Anova analaysis to find out the differences between the study sample towards its main variables

CHAPTER FOUR

4. LITERATURE REVIEW

This chapter aims to clarify a number of related previous studies, on which the current study is based in building the theoretical framework and strengthening its course, and studies related to **Entrepreneurial Environment and Development of Human Resources Strategies** are presented, on which the researcher relied in framing the theoretical side to support his theory through the correlation and impact between variables the current study.

4.1. Entrepreneurial Environment

Oluremi Hezekiah Abimbola and Gbenga Mayowa Agboola ovenant University, Environmental Factors and Entrepreneurship Development in Nigeria (2011)

The interface between entrepreneurship and the entrepreneurial environment has been given attention in the entrepreneurship literature. This paper starts by placing the entrepreneurial environment's issue in a theoretical context, with particular reference to Nigeria. Two major theoretical perspectives were considered; however, the work dwelt extensively on the demand side perspective, which gives primacy to the compelling influence of the environment on entrepreneurial practice. Using resources from academic publications, reports, and publications of government agencies and other stakeholders in the field of entrepreneurship in Nigeria, some government programs of government were examined to understand their relevance and states in entrepreneurship development initiatives in the country. It was found that most of the programs considered were moribund either due to discontinuation by succeeding governments or lack of adequate resources, both human and material, for their operations. In few cases where the programs were in place, a skewed spread was observed, capable of hampering these programs' success. The paper recommends the following: auditing of all the policy programs to avoid duplication and clashes in spheres of operation; continuity in program implementation; commitment from credit institutions to spread their activities beyond the "comfort zones" in which they currently operate; and sustained education and

enlightenment programs on the opportunities that abound in the environment amongst others.

"**Saeed (2013), The Possibility of Promoting Entrepreneurial Strategies from the Perspective of the Relationship with the Strategic Orientation / An Exploratory Study of the Views of a Sample of Managers at the General Company for Medicines and Medical Supplies in Nineveh"**

The present research aims to reveal the relationship between strategic orientation by its dimensions the (vision, mission, objectives, values and strategy) and entrepreneurial strategies in business organizations under the strategic entities for the contemporary environment which is severe, highly competitive and rapidly changeable. According to this perspective, the present study deals with the possibility that the strategic orientation by its dimensions can share in enhancing the entrepreneurial strategies through a pilot study in State Company for Drugs Industries and Medical Appliances in Nineveh, to achieve the aim of the present study a special questionnaire was adopted depending on the opinion of a sample of administrators in this company. The data were statistically analysed to investigate the relationship between strategic orientation and entrepreneurial strategies, and accordingly a group of conclusions were obtained in addition to certain recommendations was suggested.

"**Mason Study (2013), Entrepreneurship, With Reference to The Experience of Some Countries, Theoretical Research."**

The subject is entrepreneurship important subjects and with the rapid rates of change in the business environment and increased competition between organizations has increased the importance of this topic as one of the options used by the organization to adjust and adapt to the requirements of competition and change.

Entrepreneurship is the ability to create something from nothing, is the ability to perform the work or create new organization instead which is not easy since most organizations fail in particular is a good organization and entrepreneurship activities vary according to the type of work emerging and important organizations in the idea and is the core of the project, the most important of which is the right implementation for that to happen the director that has the vision and flexibility to work in a spirit of team work and to develop a plan of action steps and provides funding and that does not adhere to his

profile and trying to change some of them that were wrong and it development work continuously.

"Ihsan Study (2013) The Relationship Between Entrepreneurial Orientation and Sustainable Leadership. Field Research in A Sample of Small and Medium-Sized Organizations in Al-Diwaniyah City.

This research concerned with identify the relationship between entrepreneurial orientation (innovativeness, risk taking, and Reactiveness) and sustainable entrepreneurship (social entrepreneurship, environmental entrepreneurship, and economic entrepreneurship) in SMEs in the center of Al-Diwaniya city. For this purpose, three hypotheses were formulated, the first two concerned with the validity of items for measuring the research variables while the third hypothesis examined the relationship between entrepreneurial orientation and sustainable entrepreneurship. For testing the validity of these hypotheses questionnaire had been used that captures research variables dimensions. This questionnaire distributed on 178 of the owners of SMEs with response rate 60%. By using of descriptive statistics, and Spearman correlation coefficient, the study results indicate that entrepreneurial orientation has positive relationship with sustainable entrepreneurship The research ends with many recommendations, one of which it is important to improve the research and development activities and design managerial systems for increase innovative level in local organizations.

Olivier Toutain, Alain Fayolle, Luke Pittaway and Diamanto Politis study (2017), "Role and Impact of the Environment on Entrepreneurial Learning, Entrepreneurship and Regional"

This article presents an overview of the literature devoted to entrepreneurial learning and, more specifically, those research bringing environmental elements into the study of the entrepreneurial learning process. It then shows how each of the four special issue selected research papers to enhance our knowledge of the complexity of the learning process vis-à-vis entrepreneurial processes placed in context. By doing this, it makes an attempt to explain the specific context behind each contribution as well as presenting the wider context. Finally, the article suggests a set of key challenges and research pathways that might be explored in the future.

4.2. Human Resource Strategies

A study by Abdul Aziz (2013), Praxtex of Human Resource Strategies and Their Role in Strategic Flexibility in the Palestinian Islamic Banks.

This study aimed to measure and analyze the impact of practices of human resource strategies (Recruitment and Selection, Training and Development and Sustain of Human Resources) on strategic flexibility (Market flexibility, enlargement flexibility and New Product flexibility) from the perspective of managers working in the in the Islamic banks in Palestinian. To achieve the objectives of this study a questionnaire was designed and developed, then distributed to all managers in Palestinian Islamic banks. The questionnaires were handed to 130 managers out of 150 managers working at these banks, i.e. 86.6% of the total managers, the researcher received back 90 questionnaires i.e. 69.23%. Only 80 (88.88%) questionnaires were suitable for further analysis. Means, standard deviations, multiple and stepwise regression analysis were used to find variable importance and the cause effect relationship between independent variables and dependent variables. The study concluded the following:

The importance level of Practices of human resource strategies in the Islamic Banks in Palestine was high and there was little variation among participants regarding practices of human resource management strategies dimensions. The study also concluded that sustain of human resources the most important, followed by training and development and finally recruitment and selection.

Al-Batainah Study (2016) "The Impact of Human Resources Management Strategies on Job Performance a Field Study from the Point of View of Managers in Jordanian Commercial Banks / Irbid Governorate"

Contemporary organizations are interested in developing strategies for all jobs and activities necessary to improve their performance and success of their work, and human resources are considered one of the most important of these functions in the organization, and from here it was necessary to develop strategies for human resources management that are consistent and complementary with the rest of the other strategies and thus success and distinction the organization. The study aimed to demonstrate the impact of human resource management strategies on job performance. A field study from the point of view of managers in Jordanian commercial banks / Irbid governorate. The study community may be from managers at all levels in banks. A random sample has been

targeted of the (87) directorates who received the approved questionnaire, (74) were retrieved valid for statistical analysis at a percentage of 85%. The study found a positive correlation between both the employment strategy and the development strategy and the training strategy job performance, and the absence of a positive correlation between the promotion strategy performance and functionality. Depending on this, the researcher recommends attention and focus on the compensation strategy and interest in providing full information about the organization for applicants and those who wish to work with it, setting standards for promotion based on experience and academic qualifications.

Taan Study (2017) "The Impact of HRM Strategies on Achieving Strategic Success / Field Study at the Palestinian Ministry of Transport"

The present study dealt with "The impact of human resources management strategies in achieving strategic success" as it has the objective of human resource management strategies and strategic success increasing attention for being of important topics and relatively modern which have a significant impact on the future of organizations. Objective of the study is to reveal the pattern of human resources management strategies in a sample of the study and as if they were eligible for the entrepreneurship of the ministry towards the strategic success and for this purpose formulated the hypothesis as follows: no effect significant positive between the two variables: human resources management strategies deportation (strategy analysis function, strategy selection, strategy training and development strategy performance evaluation) and strategic success deportation (a specific strategy the implementation of effective the culture of motivational creativity customer satisfaction) and for tests of hypotheses used the field study and applied to a sample of managers and their assistants and department heads in the Ministry of Transport managers and their assistants in the companies and the number of respondents (42) to measure customer satisfaction has been taking a sample of the sector of air and rail with a number of respondents to customer satisfaction (46) and data were collected through a questionnaire and field visits and interviews and some official documents to complete the study data. It has also been used a number of statistical tools for data processing including: the arithmetic mean percentage standard deviation, for the purpose of description of the sample, and simple linear regression to test the validity of the effect. The study arrived at a set of conclusions and recommendations including: recorded statistical results that all the relations of influence

for human resources management strategies and strategic success were strong and significant moral as well as the significance of all this which refers to the role of human resources management strategies to influence the achievement of strategic success of organizations. It is also concluded that the study group of the recommendations was the most important: the formation of work teams would be responsible for "analysis and the formulation and implementation and evaluation of" human resources management strategies in the Ministry of Transport and subsidiaries her to report to the Minister every 6 months to report the activities and problems they may face.

A study, Nihal Moussa Shehdeh Hegazy (2016), "Employment and İts Relation to Institutional Excellence: A Field Study On Non-Governmental Civil Organizations - The Gaza Strip"

The study aimed to identify employment procedures' relationship with institutional excellence in non-governmental organizations operating in the Gaza Strip. The researcher adopted to conduct the study the descriptive analysis approach that describes the phenomenon and then provides related explanations and to achieve the objectives of the study a questionnaire was designed as a tool for the study. A comprehensive survey method was used to collect data from (240) managers working in NGOs in the Gaza Strip, as completed questionnaires were obtained and valid for analysis by (117) organizations. Among the most important results of this study:

Dimensions of employment procedures are applied with a high degree and with a mean of (3.97) and a relative weight (79.3), where after the appointment he got the first place with relative weight (80.7). After selection, he got the second place with a weight (79.4), while he got after forecasting needs of human resources ranked third with relative weight (77.8%).

Ghalia Abdel Salam Mahmoud Al-Amami, (2012) "The Impact of Human Capital Funds on Regulatory Excellence in The Oil Sector in Libya"

This study aimed to identify the reality of human capital in the oil sector in Libya. First, learn about the role that human capital plays an important role in achieving organizational excellence in the oil sector in Libya. The extent of achieving organizational excellence in the oil sector in Libya and to try to know the difficulties that limit companies' access to achieve organizational excellence. Firstly, the research

investigated the extent of the disparity in achieving organizational distinction between the Libyan oil companies in the study. The research also aimed to learn about the nature of human capital's impact on the organizational excellence of the oil sector in Libya.

The study sought to present the future vision, and to provide appropriate proposals and solutions that help in improving the situation and developing human capital, and thus raising the level of performance of Libyan oil companies, and overcoming the difficulties, they face reaching the achievement of organizational excellence. The study community consists of all the oil companies owned by the National Oil Corporation and specialized in production, processing, and marketing of oil in Libya. Six companies out of the total 15 companies have been selected, the selection process for these companies was made based on full affiliation with the national institution Oil, which is managed by a local Libyan administration, and is fully subject to Libyan law in managing, because it represents the largest companies in terms of size, capital, and human resources. That operates in these companies, and the diversity of their activities and the study sample includes managers a comprehensive inventory of them was made through the organizational chart of the administrative leaderships. For companies - the subject of the study - the number of managers reached (260), and the focus was on to choose administrative leaderships in all administrative levels. The study has reached the objectives which are given below:

1 .The tendency to pay attention to the capital of human capital and every dimension of it are in the medium term. Still, they do not reach the level required to work in an environment that witnesses great challenges, especially in the oil industries, and that the degree of application of human capital dimensions is ranked in descending order as follows: Knowledge management, Organizational creativity, training.

2 .The degree of achievement of organizational excellence in Libyan oil companies in the exercise of creative leadership falls overall in the (low) range of the scale - according to the viewpoint of the managers of the companies under study. This indicates that the practice of creative leadership is not up to the level that achieves organizational excellence.

3. The absence of statistically significant differences between the average responses of the Libyan oil companies under study about the dimensions of the human capital represented in training, knowledge management, and organizational creativity, this is due to the similarity the administrative regulations in force in the companies under study, as they are all managed by the institution National Oil.

CHAPTER FIVE

5. FIELD FRAMEWORK FOR THE STUDY

This chapter aims to present the results of the study sample answers and their analysis by presenting the frequencies, percentages, arithmetic means, and standard deviations to verify the validity of the study's hypothetical model. Moreover, to test the study's hypotheses to identify the correlation and impact relationships between the primary and sub-variables, and the validity of the assumptions will be verified by using a number of statistical methods and tools chosen to perform the analysis study variables. Accordingly, this chapter was divided into the following topics:

The first topic: Description of the study population, its sample, and the individuals studied.

The second topic: Description of study variables for Nawroz University / Duhok.

The third topic: Analysis of correlations (to measure relationship)

The fourth topic: Analysis of regression (to measure effect)

The five topics: Anova Analysis (to measure differences)

5.1. Description of The Study Population, The Individuals Studied, and Their Sample

This topic will be devoted to describing the study sample, the rationale for its selection and the limits of the study. Description of the study sample and the rationale for its selection the description of the individuals searched. To achieve the aims of the study and prove its hypotheses, the university corps (Nawroz University of Duhok) was chosen, as the respondents were represented by lecturers who hold scientific titles.

Therefore, Nawroz University (NZU) has been studied. Besides, Nawroz University was founded in (2004), it was characterized as the first private university in Duhok Governorate's level in Iraq. Hence, the NZU's key aim is to provide high-quality and broad-based education. It has recently named five colleges (Law and Politics, Information Technology, Engineering, Administration and Economics, and Computer Science) plus fourteen Scientific Departments. Thus, NZU provides education services to (3373) students and gained high attention from students at the level of over Iraq.

The sector of higher education and scientific research has been selected for the present research:

1. The education sector occupies a privileged position in the construction and development process that we are witnessing at present.

2. The great responsibility that falls on the shoulders of universities, which is to prepare qualified human resource to work in various fields of knowledge and fields of work, then their significant role in determining the fate, future, and hopes of the people, as their development and progress depend on them, so their professors were chosen by their categories (professor, assistant professor, teacher, Assistant teacher) as a sample for the study.

3. Intellectual output and educational process output in universities have the most influence on creativity in organizations because university work contains a high percentage of creative requirements.

Table (4) indicates the questionnaire form adopted within the current study, and the sources relied upon to form that questionnaire. The research sample was selected according to the stratified random method, and in line with the directions of the study, the researcher distributed the questionnaire form to the respondents among the teaching staff. The number of distributed forms reached (130) forms, for the University of Nawroz, of which (100) forms were returned for analysis. It is shown in table (5).

Table 4. Indicates The Structure of the Questionnaire Form

Basic Variables	Sub Variables	The number of Paragraphs	Approved Sources
Personal Information	University , Gender, Age, Marital Status, Academic Achievement	5	
Entrepreneurial Environment	Creativity	6	Kotler, 2009, 8
Human resource strategies	Innovation	6	Gravas ythymios,2010
	Risk	5	Al-Issawi, 2012, 783
	Excellence (Excellence)	6	Garage and gab rant, 2008, 80
	Initiative	5	Olivier Toutaion,2017
	Planning	6	Fissa, Hassouna, 2008
	Training	5	Keshaway, 2014, 10
	The Choice	6	Salem, 2009,131
	Stimulus	5	Iyria, et al., 2014
	Keep talents	**5**	James, 2018

Through the theoretical review of the studies mentioned in the table and the measurements of those studies, the researcher could make his own questionnaire for his current study by relying on those studies.

The reliability of the questionnaire was also confirmed by the reliability scale, as shown below.

Table 5. Distributing the questionnaire forms to the respondents in the colleges of Nawroz University/ Duhok

N	Colleges	Ratio	Number of forms		
			Good	Received	Distributed
1	Administration and Economics	0.37	37	37	40
2	Engineering	0.17	17	17	25
3	Computer Science	0.14	14	14	20
4	English	0.12	12	12	20
5	Law and politics	0.20	20	20	25
	Total	100%	100	100	130

5.1.1. Questionnaire Reliability

The test indicates the extent to which the data collected through the questionnaire can be relied upon, and this can be measured using the Cronbach's Alpha scale, which measures the reliability, balance, and accuracy of the data collected as well as helping it with prediction. (Zamani and Esfahani, 2014:244). especially for descriptive and objective expressions, and after analyzing the data, the reliability coefficient was calculated for the questionnaire expressions and based on the main and sub-variables separately and in combination with Some of them were shown in Table (6) as it shows the following:

Table 6. Questionnaire Reliability - Cronbach alpha

Values (Cronbach's Alpha)	number of phrases	Dimensions	Variables
0.951	**6**	**Creativity**	**Entrepreneurial environment**
0.945	**6**	**Innovation**	
0.948	**5**	**Risk**	
0.946	**6**	**Excellence**	
0.946	**5**	**Initiative**	
0.93	**28**	**Total**	
0.956	**6**	**Planning**	**Human resource strategies**
0.958	**5**	**Training**	
0.949	**6**	**Choice**	
0.953	**5**	**Stimulus**	
0.951	**5**	**keep Talent**	
0.93	**27**	**Total**	
0.95	**55**	**total summation**	

- The reliability of all of the questionnaire's entire items was (0.95). This value is greater than the standard value of the reliability coefficient (0.60). This result indicates that all questionnaire items cross the test of reliability
- According to dimensions' level items, the highest value for reliability was a record at (training) items (0.958). At the same time, the lowest value was recorded at (risk) items (0.948). Also, those values are greater than (0.60), and this result indicates that all questionnaire items cross the test of reliability.
- On variables level items the value of the Entrepreneurial environment is (0.93), while the value of HR strategies is (0.95), also those values are greater than (0.60), and this result refers that all questionnaires item crosses the test of reliability.
- given the fact that the value of the stability factor and for all statements is positive, strong, and high, and exceeds the standard value for human studies, which is defined as (0.60), this indicates the validity of the range of the questionnaire statements and confirms that the current study data has the required stability.

To describe the population of the study, the data obtained by the researcher were unloaded from the induction part of the questionnaire and as shown in Table (7).

Table 7. Frequency Distribution and Percentages of the Characteristics of the Respondents

Gender	Female				Male			
	S		%		S		%	
	37		37.0		63		63.0	
Age	Less than-30		30-45		45-50		50-More than	
	S	%	S	%	S	%	S	%
	26	26.0	43	43.0	19	19.0	12	12.0
Marital Status	Married				Single			
	S		%		S		%	
	67		67.0		33		33.0	
Academic Achievement	PhD				Master			
	S		%		S		%	
	40		40.0		60		60.0	
Academic Service Years	From 1-5 year		5-10 year		10-15 year		15-More year	
	S	%	S	%	S	%	S	%
	21	21.0	37	37.0	22	22.0	20	20.0
Scientific Title	Assistant Lecturer		Lecturer		Assistant Professor		Professor	
	S	%	S	%	S	%	S	%
	44	44.0	42	42.0	7	7.0	7	7.0

Table 7 indicates the frequencies and percentages of the characteristics of the individuals in the study sample, as follows:

1 .The percentage of males constituted (63%) of individuals surveyed at the university level and (37%) of females, which indicates that the majority of the teaching staff are males.

2. Age: The most visible age groups are the age group between (30-45) years, followed by the confined group (less than 30).

3. Marital status: The majority of the study sample was married (67%), while the percentage of unmarried people was (33%).

4. Academic achievement: It is clear that the majority of the respondents are holders of a master's degree by (60%), while the percentage of holders of a doctorate is 40%, and this confirms that the university provides opportunities for young teaching staff.

5. Scientific title: It inferred from the data in a table (6) that (42%) of the individuals surveyed are holders of the scientific title (teacher), while the lowest percentage for holders of the title of (professor) was (7%), at the time the percentage of they hold the title of assistant professor (7%) and the percentage of holders of the scientific title (assistant teacher) amounted to (44%), and this confirms the university administration's keenness on issues of scientific development and promotion of lecturers in the fields of specialization.

6. Years of service: It is clear that (37%) of the respondents have a total service ranging between (10-15) years, which indicate the accumulation of knowledge they have.

5.2. Description of Study Variables and Their Diagnosis for Nawroz University/ Duhok

This topic includes a description of the study variables and their diagnosis by analysing the data related to them, in which the frequency distributions, percentages, arithmetic means, and standard deviations are used, and for each of the study variables, and to achieve this, the study was divided into three sections according to the study variables, as follows:

First, Description of entrepreneurial environment variables and their diagnosis

This paragraph deals with the description of the entrepreneurial environment represented by (creativity, innovation, risk, excellence, and initiative) at the total level of the study sample as in the table (8) below:

Table 8. Frequency Distributions and Percentages, Standard Deviations of Entrepreneurial environment

The Main Factors	Symbol	Response Scale Of Entrepreneurial environment										Mean	Standard Deviation
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
		S	%	S	%	S	%	S	%	S	%		
Creativity	X1	20	0.20	58	0.58	11	0.11	10	0.10	1	0.1	3.860	0.887
	X2	11	0.11	59	0.59	18	0.18	12	0.12	-	-	3.690	0.825
	X3	12	0.12	58	0.58	16	0.16	13	0.13	1	0.1	3.670	0.888
	X4	8	0.8	52	0.52	28	0.28	7	0.7	5	0.5	3.510	0.9265
	X5	12	0.12	55	0.55	19	0.19	10	0.10	4	0.4	3.610	0.962
	X6	11	0.11	52	0.52	21	0.21	13	0.13	3	0.3	3.550	0.957
Total		**74**		**334**		**113**		**65**		**14**		**21.89**	**5.4455**
Average		**68**				**18.8**		**13.1**				**3.648**	**0.907**
Innovation	**X7**	18	0.18	45	0.45	20	0.20	14	0.14	3	0.3	3.6100	1.033
	X8	11	0.11	45	0.45	32	0.32	8	0.8	4	0.4	3.5100	0.937
	X9	10	0.10	47	0.47	21	0.21	16	0.16	6	0.6	3.3900	1.062
	X10	7	0.7	43	0.43	34	0.34	16	0.16	-	-	3.4100	0.8420
	X11	18	0.18	40	0.40	23	0.23	16	0.16	3	0.3	3.540	1.058
	X12	15	0.15	41	0.41	25	0.25	16	0.16	2	0.2	3.480	1.0586
Total		**79**		**261**		**155**		**86**		**18**		**20.94**	**5.9906**
Average		**56.16**				**25.8**		**17.3**				**3.49**	**0.998**
Risk	**X13**	15	0.15	41	0.41	25	0.25	16	0.16	2	0.2	3.480	1.058
	X14	9	0.9	45	0.45	27	0.27	16	0.16	3	0.3	3.410	0.964
	X15	7	0.7	48	0.48	30	0.30	12	0.12	3	0.3	3.440	0.9025
	X16	10	0.10	41	0.41	28	0.28	19	0.19	2	0.2	3.380	0.972
	X17	15	0.15	38	0.38	29	0.29	14	0.14	4	0.4	3.460	1.0388
Total		**56**		**213**		**139**		**77**		**14**		**17.17**	**4.9353**
Average		**53.8**				**27.8**		**18.2**				**3.434**	**0.987**
Excellence	**X18**	12	0.12	51	0.51	22	0.22	14	0.14	1	0.1	3.590	0.9115
	X19	13	0.13	49	0.49	18	0.18	17	0.17	3	0.3	3.590	1.0198
	X20	14	0.14	42	0.42	26	0.26	15	0.15	3	0.3	3.4900	1.0100
	X21	8	0.8	41	0.41	32	0.32	16	0.16	3	0.3	3.3500	0.9468
	X22	14	0.14	51	0.51	24	0.24	8	0.8	3	0.3	3.6500	0.9252
	X23	14	0.14	51	0.51	24	0.24	8	0.8	3	0.3	3.6500	0.9252
Total		**75**		**285**		**146**		**78**		**16**		**21.32**	**5.738**
Average		**60**				**24.33**		**15.666**				**3.54**	**0.956**
Initiative	**X24**	18	0.18	44	0.44	26	0.26	11	0.11	1	0.1	3.6700	0.9136
	X25	17	0.17	44	0.44	21	0.21	17	0.17	1	0.1	3.5900	0.9959
	X26	12	0.12	48	0.48	24	0.24	14	0.14	2	0.2	3.5400	0.9473
	X27	14	0.14	40	0.40	27	0.27	13	0.13	6	0.6	3.4300	1.075
	X28	12	0.12	47	0.47	24	0.24	13	0.13	4	0.4	3.5000	1.0000
Average		**73**		**223**		**122**		**68**		**14**		**17.73**	**4.931**
Total		**59.2**				**24.4**		**16.4**				**3.546**	**0.986**

1. Creativity: The results indicate that the responses of the respondents and at the level of all the faculties of the study sample about this determinant through its indicators (X1-X6) tend toward an agreement, with a percentage of (68%) of those answers with an

arithmetic mean of (3.648) and a standard deviation of (0.907). While the percentage of disagreement on the indicators of this dimension reached (18.8%), this indicates the availability of many indicators towards creativity in university performance.

2. Innovation: The data indicate frequency distributions, arithmetic means, and standard deviations of the study sample answer towards the paragraphs (X7-X12) related to Innovation, indicating that (56.16%) of the respondents agree on these statements compared to (17.3%) do not agree with the expressions of this dimension. And (25.8%) are neutral, and that was with an arithmetic mean of (3.49) and a standard deviation (0.998). By following up on each statement's contribution to Innovation, we found that the teaching staff at the mentioned university are innovative in their daily activities, but with little fear of Innovation.

3. Risks: The results indicated that the respondents' answers and on the level of the overall indicator of the risk dimension through the indicators (X13-X17) tended towards an agreement by (53.8%) with arithmetic mean (3.43) and a standard deviation (0.987). At the same time, the percentage of disagreement reached (18.2) this indicates the reliance of the administrative leaderships in the researched university on the risks in taking their decisions.

4. Excellence: The data indicated that there is an agreement between the majority of the study sample, at a rate of (60%), about excelling in the mechanisms of work and that it is available to them, whether it is according to the nature of work or not, and that the percentage (24.3%) of the respondents does not mean to them that excellence is important and that is through the expressions (X18-X23) with an arithmetic mean of (3.54) and a standard deviation of (0.956), while the percentage of neutrals amounted to (24%) of the study sample.

5. initiative: The results of the distributions, iterations, the arithmetic mean, and the standard deviations of this dimension indicate that the rate of acceptance or agreement about this dimension reached (59.2) of the sample of the study in agreement about its importance in the percentage of disagreement about this dimension was of (16.4), and that was within the expressions (X24- X28). A standard deviation of (0.986) and a mean of (3.546) about the extent of the contribution of the expressions of this dimension to the studied case.

Secondly: Describe and diagnose variables of HR strategies

This paragraph deals with the description of indicators of human resources strategies that have been referred to from the theoretical side adopted in the study model, and table (9) shows the frequency distributions, percentages, and standard deviations at the total level of the faculties of the study sample, and what follows is a description of these dimensions.

Table 9. Frequency Distributions and Percentages, Standard Deviations of Human Resource Strategies

The Main Factors	Symbol	Response Scale Of Human resource strategies										Mean	Standard Deviation
		Strongly Agreed		Agreed		Neutral		I Do Not Agree		I Do Not Agree Strongly			
		S	%	S	%	S	%	S	%	S	%		
Planning	X29	11	0.11	41	0.41	28	0.28	18	0.18	2	0.2	3.4100	0.975
	X30	9	0.9	44	0.44	31	0.31	14	0.14	2	0.2	3.440	0.9136
	X31	12	0.12	49	0.49	23	0.23	15	0.15	1	0.1	3.560	0.924
	X32	9	0.9	44	0.44	33	0.33	13	0.13	1	0.1	3.4700	0.8698
	X33	11	0.11	37	0.37	31	0.31	20	0.20	1	0.1	3.3700	0.960
	X34	13	0.13	42	0.42	29	0.29	13	0.13	3	0.3	3.4900	0.979
Total		65		257		175		93		10		20.74	5.621
Average		53.66				29.166				17.166		3.456	0.936
Training	X35	14	0.14	44	0.44	29	0.29	11	0.11	2	0.2	3.5700	0.934
	X36	10	0.10	51	0.51	21	0.21	16	0.16	2	0.2	3.5100	0.948
	X37	16	0.16	49	0.49	19	0.19	15	0.15	1	0.1	3.6400	0.958
	X38	11	0.11	49	0.49	26	0.26	13	0.13	1	0.1	3.5600	0.891
	X39	15	0.15	43	0.43	24	0.24	14	0.14	4	0.4	3.5600	1.039
Total		66		236		119		69		10		17.84	4.77
Average		60.4				23.8				15.8		3.568	0.954
Choice	X40	17	0.17	38	0.38	27	0.27	14	0.14	4	0.4	3.500	1.0588
	X41	15	0.15	35	0.35	31	0.31	13	0.13	6	0.6	3.400	1.082
	X42	13	0.13	35	0.35	31	0.31	18	0.18	3	0.3	3.3700	1.021
	X43	11	0.11	36	0.36	33	0.33	14	0.14	6	0.6	3.3200	1.0433
	X44	12	0.12	41	0.41	28	0.28	16	0.16	3	0.3	3.4300	0.997
	X45	12	0.12	37	0.37	31	0.31	17	0.17	3	0.3	3.3800	1.0028
Total		80		222		181		92		25		20.4	6.2049
Average		50.333				30.166				19.5		3.4	1.03415
Stimulus	X46	14	0.14	35	0.35	31	0.31	16	0.16	4	0.4	3.3900	1.043
	X47	11	0.11	40	0.40	28	0.28	18	0.18	3	0.3	3.3800	1.0028
	X48	16	0.16	38	0.38	30	0.30	13	0.13	3	0.3	3.5100	1.0100
	X49	16	0.16	43	0.43	24	0.24	13	0.13	4	0.4	3.5400	1.0388
	X50	16	0.16	35	0.35	23	0.23	22	0.22	4	0.4	3.3700	1.006
Total		73		191		136		82		18		17.19	5.1006
Average		52.8				27.2				20		3.438	1.020
Keep Talents	X51	15	0.15	40	0.40	29	0.29	11	0.11	5	0.5	3.4900	1.039
	X52	14	0.14	43	0.43	26	0.26	11	0.11	6	0.6	3.4800	1.0586
	X53	14	0.14	35	0.35	33	0.33	14	0.14	4	0.4	3.4500	1.0258
	X54	13	0.13	38	0.38	33	0.33	13	0.13	3	0.3	3.4500	0.978
	X55	14	0.14	36	0.36	33	0.33	14	0.14	3	0.3	3.440	0.9981
Average		70		192		154		63		21		17.31	5.0995
Total		52.4				30.8				16.8		3.462	1.0199

1. Planning: The results presented in the table (9) indicate that the responses of the respondents at the level of the faculties of the study sample about this dimension through its indicators (X29-X34) were inclined towards an agreement by (53.66%) with a mean of (3.456) and a standard deviation of (0.936), while the percentage of disagreement within this indicator was (17).

2. Training: Table (9) data indicate that a large percentage of the study sample (60.4%) agreed with this dimension, while the percentage of disagreements reached (15%) and among them (23.8%) were neutral to the indicators of that dimension. (X35-X39) was with an arithmetic mean (3.568) and a standard deviation of (0.954) is an indication that more than half of the sample was in agreement with the training as one of the most important strategies within the study sample.

3. Choice: The results of the respondents 'answers and at the overall level of the selection dimension indicators (X40-X45) indicated that they were in agreement at a rate of (50.33%) with a mean (3.4) and a standard deviation (1.034), while the percentage of disagreement reached (19.5%).

4. Stimulus: Table (9) data refer to the frequency distributions, percentages, arithmetic means, and standard deviations of the answers to the expressions (X46-X50) related to the extent of motivation felt by the faculty at the university, as the percentage of approval for this dimension was (52.8%) and this percentage was high compared to the lack of agreement, as it reached (20) and that was a mean of (3.438) with a standard deviation (1.020), while (27.2%) of the study sample tended to be neutral about motivation.

5. Keep Talents: Table (9) indicates that the percentage of agreement among the study sample regarding this dimension with its indicators (X51-X55) was (52%) with an arithmetic mean of (3,462) and a standard deviation of (1.0199) for the study sample, while the percentage of not giving them any importance (16.8%), meaning that they do not feel the rewards available to individuals.

5.3. Correlation Analysis

Analysis of correlations between study variables (for Nawroz University)

In continuation of the description and diagnosis processes based on the data of the descriptive analysis, correlations were identified between the study variables, in particular

about the existence of a significant correlation between the entrepreneurial environment and human resources strategies through the use of the correlation coefficient (Spearman) and at a significant level ($P \leq 0.05$) as follows:

Analysing the correlations between the entrepreneurial environment and human resource strategies

This axis focuses on testing what was mentioned in the second hypothesis of correlation, which stipulated the existence of a significant correlation between the entrepreneurial environment and human resource strategies in the colleges, the study sample at Nawroz University / at the macro and micro levels, and then analyzing this relationship at the level of each of the colleges the study sample is as follows:

$H2_1$: Is there a positive statistically significant correlation between the entrepreneurial environment and human strategies?

Table (10) shows that there is a positive statistical correlation relationship with significant statistical significance between the variable (entrepreneurial environment) and variable (resource strategies), as the overall index correlation coefficient reached (0.743 **), which is the significant value at a significant level (0.01). Thus, the hypothesis is accepted (H2: there a positive statistically significant correlation between the entrepreneurial environment and human strategies)

$H2_11$, $H2_12$, $H2_13$, $H2_14$, $H2_15$: There is a positive statistically significant correlation between the entrepreneurial environment dimensions and human resource strategies.

Table (10) shows that there is a significant correlation relationship between the entrepreneurial environment and each dimension of human resource strategies and that the strongest significant correlation was between the entrepreneurial environment and after planning, as the value of the correlation coefficient was (0.747 **), while the weakest significant relationship was between the entrepreneurial environment and motivation, the degree of correlation reached (0.600 **). Thus, the correlation hypothesis was fully realized at the level of the overall indicator and the level of the sub-dimensions, as it was partially realized.

Table 10. The Overall and Partial Correlation between Study Variables

Entrepreneurial environment / Human resource strategies	Creativity X1	Innovation X2	The risk X3	Excellence X4	Initiative X5	Overall Index
Planning (y1)	0.584**	0.728**	0.633**	0.699**	0.656**	**0.747****
Training (y2)	0.650**	0.637**	0.585**	0.584**	0.557**	0.680**
Choice (y3)	0.537**	0.622**	0.582**	0.587**	0.596**	0.662**
Stimulus (y4)	0.569**	0.555**	0.516**	0.498**	0.518**	0.600**
Keep Talent (y5)	0.551**	0.562**	0.572**	0.570**	0.627**	0.653**
Overall Index	0.643**	0.688**	0.642**	0.652**	0.658**	**0.743****

At the level of the relationship between the entrepreneurial environment and human resource strategies at the level of each college of the study sample, the table (11) shows that the strongest moral relationships were in the faculties of law, computer science, and engineering, as the values of correlation coefficients reached (0.861), (0.840) and (0.841), respectively, and that the weakest significant relationship was in the colleges of (English) and (administration and economics), as the values of the correlation coefficients reached (0.789 **) and (0.770 **), respectively.

Table 11. The Relationship Entrepreneurial Environment and Human Resource Strategies at The Level of the Study Sample Universities

Entrepreneurial environment								
Human resource strategies	Colleges	N	Creativity X1	Innovation X2	The risk X3	Excellence X4	Initiative X4	Overall Index
	Administration and Economics	37	0.535**	0.630**	0.570*	0.433**	0.980**	0.770**
	Engineering	17	0.410*	0.919**	0.580**	0.418**	0.710*	0.841*
	Computer Science	14	0.780*	0.320	0.430	0.541*	0.433**	0.840
	English	12	0.853**	0.890**	0.610**	0.642**	0.441*	0.789**
	Law and politics	20	0.761*	0.880	0.880	0.644*	0.742	0.861**

5.4. Analysis of The Effect Relationships Between the Study Variables (Nawroz University / Duhok)

To know the significant effect of the study variables, the study model requires determining the levels of influence in the study sample's faculties in whole and part. The following is an analysis of the impact of the study variables and the interpretation of the statistical implications, as follows:

Analysing the impact of the entrepreneurial environment with human resources strategies

This axis includes testing the third hypothesis that states that there is a significant impact of the entrepreneurial environment in human resource strategies in the colleges, the study sample at the University of Nawroz / Duhok, and testing the sub-hypotheses emanating from it that states that there is a significant impact of the entrepreneurial environment in every dimension of human resource strategies as follows**:**

H3: Is there a statistically significant effect on the general indicator level among the study variables?

Table (12) shows the presence of a significant impact of the entrepreneurial environment on human strategies, and this is supported by the calculated value of (F) of (120.501), which is greater than its tabular value of (3.84) and at a level of significance (0.05) and with a degree of freedom (1, 98), which indicates that the regression curve is

right in explaining the relationship between the entrepreneurial environment and human strategies and at the macro level. The determination coefficient (R2) reached its value (0.551), which indicates the ability of the independent variable to explain the impact that occurs on human strategies by about (55%), and this enhances the value of the regression coefficient (B1) by (0.743), and this indicates that the entrepreneurial environment has an influence more significant than half or some of them significantly affect strategies for human resources faculty in the study sample, and this indicates the achievement of the third hypothesis.

Table 12. The Effect Between Entrepreneurial Environment and Human Resource Strategies at The Macro Level

Independent / Certified	Entrepreneurial environment		R2	(F)Values	
	B1	B0		Calculated	Tabulated
Human resource strategies	0.743	1.136	0.551	120.501	3.84

P≥0.05, N= 100

H4: Does an entrepreneurial environments have any impact on each dimension of the human resources strategy for the study sample from the selected colleges?

Table (13) shows that there is a significant impact of the entrepreneurial environment in every dimension of the human resource strategy, as the table shows that the strongest moral influence relationships were for the entrepreneurial environment in planning in terms of the value of the R2. (55%), which is significant value in terms of the value of (t) calculated (11.120), while the value of (F) calculated (123.658), is greater than its tabular value of (3.84). While the least significant influence relationship of the entrepreneurial environment was in the motivation dimension, the coefficient of determination (R2) reached its value (36%), knowing that it was a significant effect, meaning that there is an effect it is somewhat weak.

Table 13. The Impact of Entrepreneurial Environment on the Human Resource Strategies

Human resource strategies	Entrepreneurial environment (x)		R2	(t) value	(F)	
	B1	B0			Calculated	
Planning(y1)	0.747	1.170	0.558	(11.120)**	123.658	3.84
Training(y2)	0.680	1.420	0.463	(9.187)**	84.395	
Choice(y3)	0.662	1.668	0.438	(8.746)**	76.495	
Stimulus(y4)	0.600	1.873	0.360	(7.428)**	55.182	
Keep Talent(y5)	0.653	1.777	0.426	(8.825)**	72.726	

P≥0.05, N= 100, Degree of Freedom= 1, 98, ** = (T) value

As for the level of impact between the entrepreneurial environment and human resources strategies at the level of each college of the study sample, the table (14) indicates that the strongest influential relationship of the entrepreneurial environment in strategies was in the College of Computer Science<< with a determination factor of (92%) and the least impact in the College of Administration with a determination factor of (71%).

Table 14. The Impact of Entrepreneurial Environment on the Human Resource Strategies at The Level of University Surveyed

IN / DE		N	Entrepreneurial environment (x)		R2	(F)	
			B1	B0		Calculated	
Human resource Strategies	Administration and Economics	37	0.504	1.433	0.71	4.889	3.84
	Engineering	17	0.547	1.034	0.74	0.5164	
	Computer Science	14	0.846	1.238	0.92	14.762	
	English	12	0.672	0.905	0.82	18.922	
	Law and politics	20	0.577	0.885	0.76	9.696	

P≥0.05, N= 100, Degree of Freedom= 1, 98

5.5. Anova Analysis

This axis is concerned with choosing the variance hypothesis to identify the extent of variation between the study sample's faculties in the extent of their disparity towards the entrepreneurial environment and human resource strategies.

Analysis of variance in the faculties of the study sample of Nawroz private University / Duhok

H5a: Is there any difference between study sample of faculties in terms of each of the entrepreneurship environment.

The content of the fourth hypothesis refers to the variation of the faculties of the study sample at the Nawroz University in the pioneering environment, as it is evident from the Table (15) that there is a clear variation in the faculties of the study sample according to the entrepreneurial environment and this is what we see through the meaning of the model represented by the calculated value (F) of (2.685) It is the significant value at (0.05) level, and this was an indication that the study sample colleges vary in the results of the entrepreneurial environment that they suffer from.

Table 15. Variation of The Study Sample According to The Entrepreneurial Environment Variable

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	5.177	4	1.294	2.685	0.000
W. G.	45.803	95	0.482		
Total	50.980	99			

$P \leq 0.05$ N = 100

Accordingly, the Duncan test was performed to determine the degree of discrepancy between the faculties of the study sample, as the table (16) indicates that there is a variation among the colleges according to their arithmetic meanings, as the highest percentage of the entrepreneurial environment came in the College of (Computer Science), and that was in arithmetic mean His capacity (3.8952).

Then (the College of Languages is an English section) as it had an arithmetic mean of (3.7628) and this is an indication that both colleges possess a great awareness of the concepts of the entrepreneurial environment as indicated in the table (16) Figure (3) However, we find that the slightest variation of the entrepreneurial environment in a sample The study was in the colleges of (law, engineering, and administration) and that

was with an arithmetic mean of (3.1667, 3.5020, 3.5162) respectively. Accordingly, we find that the most considerable variation or the entrepreneurial environment was the difference between the College of Science, which was at a rate of (3.8952) from the English College Whose mean is (3.7628).

Table 16. The Study Sample College Include Their Variations According to Entrepreneurial Environment

College	N	1	2
Law and politics	20	3.1667	
Engineering	17	3.5020	
Administration and Economics	37	3.5162	
English	12		3.7628
Computer Science	14		3.8952

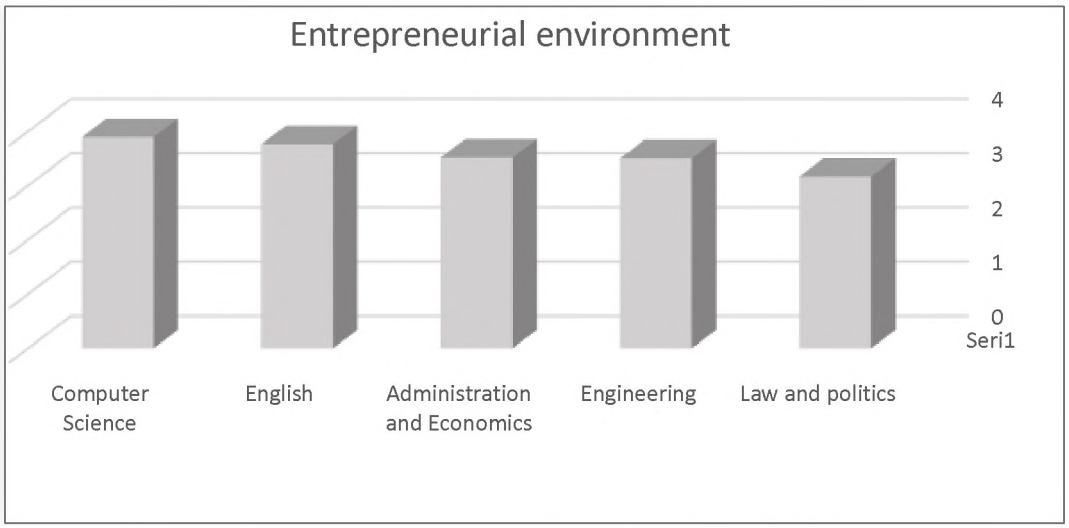

Figure 3. Entrepreneurial Environment in Sample University

Certainly, a Duncan test can be performed for the dimensions of the entrepreneurial environment and the extent of its variation within the faculties of the study sample for each dimension in each of the colleges as in the table (17) as follows:

Table 17. Indicates The Variation in Entrepreneurial Environment Depending on The Faculties of the Study Sample

		Sum of Square	Degree of Freedom	Mean Square	F	Sig.
x1	Between Groups	1.792	4	.448	.752	.559
	Within Groups	56.591	95	.596		
	Total	58.383	99			
x2	Between Groups	9.032	4	2.258	3.807	.006
	Within Groups	56.347	95	.593		
	Total	65.379	99			
x3	Between Groups	10.756	4	2.689	4.472	.002
	Within Groups	57.124	95	.601		
	Total	67.880	99			
x4	Between Groups	5.011	4	1.253	2.136	.082
	Within Groups	55.714	95	.586		
	Total	60.725	99			
x5	Between Groups	4.537	4	1.134	1.550	.194
	Within Groups	69.531	95	.732		
	Total	74.068	99			

The first Dimension: Creativity

Within the creativity dimension, we find that the College of Science ranked first among the colleges, while the College of Law was the last in the order, and this may be because the College of Law is linked to laws and legislation that cannot be manipulated or creativity through it.

Table 18. Indicates The Variance of the Sample According to The Creativity Dimension.

Group	N	Subset for alpha = 0.05
		1
Law and politics	20	3.475
Administration and Economics	37	3.585
Engineering	17	3.686
English	12	3.833
Computer Science	14	3.851
Sig.		0.203

The second Dimension: innovation

Within the innovative dimension, we find that the College of Science ranked first among the colleges, followed by the College of Languages, the English Language Department, while the College of Law and Administration was the last in the ranking.

Table 19. Indicates The Variance of the Sample According to The Innovation Dimension.

Group	N	Subset for alpha = 0.05	
		1	2
Law and politics	20	2.9833	
Administration and Economics	37	3.4955	
Engineering	17	3.5196	
English	12		3.7083
Computer Science	14		3.9762
Sig.		.055	.098

Means for groups in homogeneous subsets are displayed

The Third Dimension: Risk

Within the dimension of risk, the College of Languages, the English Language Department, ranked first by taking risks in the entrepreneurial environment in which it operates, while it came to second in the Faculty of Science, and in the final stages, law and politics.

Table 20. It Indicates the Variance of the Sample According to The Risk Dimension

Group	N	Subset for alpha = 0.05		
		1	2	3
Law and politics	20	2.8700		
Engineering	17	3.3059		
Administration and Economics	37		3.4919	
Computer Science	14		3.7286	
English	12			3.9167
Sig.		103	.135	.133

Means for groups in homogeneous subsets are displayed.

Fourth Dimension: Excellence

The Floating College was distinguished from other brother colleges as it was distinguished by its distinction through its mathematical milieu within the entrepreneurial environment in which it operates, while the College of Law was included in the end

Table 21. It Indicates the Variance of the Sample According to The Excellence Dimension

Group	N	Subset for alpha = 0.05	
		1	2
Law and politics	20	3.2750	
Engineering	17	3.3627	
Administration and Economics	37	3.5270	
English	12	3.6389	
Computer Science	14		4.0000
Sig.		.210	.090

Means for groups in homogeneous subsets are displayed

The fifth Dimension: Initiative

Through the fifth dimension, we find that the initiative was fully and well available within the College of Computer Science through the arithmetic mean referred to in the above table, it is natural that after the (College of Computer Science) was ranked first within the entrepreneurial environment, its rate of excellence is very high.

Table 22. It Indicates the Variance of the Sample According to Initiative Dimension

Group	N	Subset for alpha = 0.05	
		1	2
Law and politics	20	3.2300	
Administration and Economics	37	3.4811	
Engineering	17	3.6353	
English	12	3.7167	
Computer Science	14		3.9143
Sig.		.132	.181

H5b: Is there any difference between study sample of faculties in terms of human resources strategies:

In line with the fourth hypothesis to find variance in the faculties of the study sample of Nawroz University according to the resource strategies, the researcher has adopted the use of (**One Way ANOVA**) analysis, as indicated in the table (23).

Table 23. Variation of study sample College according to Human resource strategies

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	6.812	4	1.703	3.104	0.000
W. G.	52.119	95	0.549		
Total	58.930	99			

$P \leq 0.05$ N = 100

As we find through the above table that there is a clear discrepancy in the faculties of the study sample according to the human resources strategies, and this is evidenced by the significance of the model represented by the calculated value of (F), as it reached (3.104), which is significant value at the level of the significance (0.05). That the colleges of the study sample vary in their strategies according to their compatibility in the entrepreneurial environment, and to determine that disparity between the colleges in their entrepreneurial environment, the Duncan test was conducted to prove the degree of that disparity between the colleges of the study sample, as the table (24) indicates that there is a variation between those colleges according to for its arithmetic mean, as the highest percentage of strategies among the faculties of the study sample came in the College of (Computer Science), and that was arithmetic mean of (3.9605), then the College of (Languages Department of English) with an arithmetic mean of (3.6217)

We also find that the least variation of the strategies was from the share (law and politics, engineering, administration, and economics) in the arithmetic mean, respectively (3.0780, 3.394, and 3.4584). As in table (24) and figure (4).

Table 24. The Study Sample College Include Their Variations According Human Resource Strategies

University	N	1	2
Law and politics	20	3.0780	
Engineering	17	3.3945	
Administration and Economics	37	3.4584	
English	12		3.6217
Computer Science	14		3.9605

Figure 4. Human resources strategies in the faculties of Nawroz University

Hence, it can be indicated through the analysis of variance that the colleges of the study sample were varied through the extent to which they were affected by the entrepreneurial environment and human resource strategies. Here we can explain that variation in the gradation of the study samples' colleges about the percentage of their environment and their strategies according to their arithmetic mean as indicated in the table (25).

Table 25. The Extent of Variance in The Study Sample College According to The Basic Variables

Impact	Human resource strategies	Entrepreneurial environment
Larger ↓ Less	Computer Science	Computer Science
	English	English
	Administration and Economics	Engineering
	Engineering	Administration and Economics
	Law and politics	Law and politics

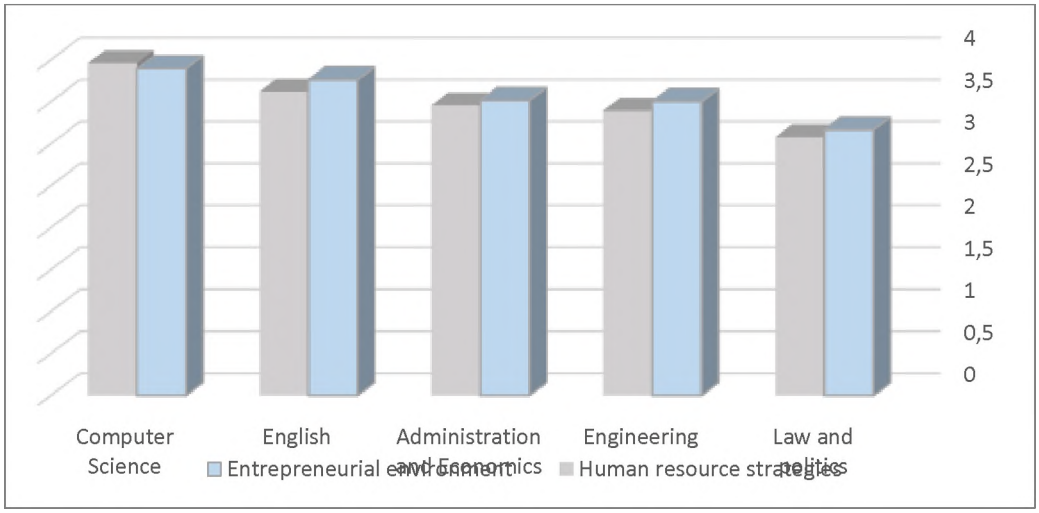

Figure 5. It Indicates the Entrepreneurial Environment and Strategies for Each of the Faculties Studied

Table (25) and the figure (5) indicate that there is almost consistency between the faculties studied through the studied dimensions, as the colleges that enjoy a good entrepreneurial environment are the same college that has good strategies from human resources.

This came as confirmation that the relationship between each of the entrepreneurial environment and human resource strategies is a relationship of positive logic and the extent of their availability in the colleges of the study sample.

To clarify the Hypotheses Is it accept or reject table (26) below shows that:

Table 26. Accepted and Rejected Hypothesis

Hypotheses	Accept	Reject
H_10_1: There is no awareness of the study sample from faculty members of the importance of (creativity) variables.	-	Reject
H_11_1: There is awareness of the study sample from faculty members of the importance of (creativity) variables.	Accept	-
H_10_2: There is no awareness of the study sample of faculty members of the importance of (innovation) variables.	-	Reject
H_11_2: There is awareness of the study sample from faculty members of the importance of (innovation) variables	Accept	-
H_10_3: There is no awareness of the study sample of faculty members of the importance of (its risk) variables	-	Reject
H_11_3: There is awareness of the study sample from faculty members of the importance of (its risks) variables.	Accept	-
H_10_4: There is no awareness of the study sample from faculty members of the importance of (excellence) variables.	-	Reject
H_11_4: There is awareness of the study sample from faculty members of the importance of (excellence) variables.	Accept	-
H_10_5: There is no awareness of the study sample from faculty members of the importance of the variables (initiative).	-	Reject
H_11_5: There is awareness of the study sample from faculty members of the importance of the variables (initiative).	Accept	-
H_20_1: There is no positive statistically significant correlation between creativity and planning	-	Reject
H_21_1: There is a positive statistically significant correlation between creativity and planning.	Accept	-
H_20_2: There is no positive, statistically significant, positive correlation between innovation and training	-	Reject
H_21_2: There is a positive, statistically significant, positive correlation between innovation and training	Accept	-
H_20_3: There is no positive statistically significant correlation between risk and strategy of selection	-	Reject
H_21_3: There is a positive statistically significant correlation between risk and strategy of selection	Accept	-
H_20_4: There is no positive statistically significant correlation between excellence and stimulus	-	Reject
H_21_4: There is a positive statistically significant correlation between excellence and stimulus		-

H_20_5: There is no positive statistically significant correlation between initiative and keep talent	-	Reject
H_21_5: There is a positive statistically significant correlation between initiative and keep talent	Accept	-
H_30: There is no statistically significant effect on the general indicator level among the study variables	-	Reject
H_31: There is a statistically significant effect on the general indicator level among the study variables	Accept	-
H_40_1: Entrepreneurial environment has no effect on planning of human resources.	-	Reject
H_41_1: Entrepreneurial environment has a positive effect on planning of human resources.	Accept	-
H_40_2: Entrepreneurial environment has no effect on training of human resources	-	Reject
H_41_2 Entrepreneurial environment has a positive effect on training of human resources.	Accept	-
H_40_3: Entrepreneurial environment has no effect on selection of human resources.	-	Reject
H_41_3: Entrepreneurial environment has a positive effect on selection of human resources.	Accept	-
H_40_4: Entrepreneurial environment has no effect on stimulus of human resources.	-	Reject
H_41_4: Entrepreneurial environment has a positive effect on stimulus of human resources	Accept	-
H_40_5: Entrepreneurial environment has no effect on keeping talent in the organization.	-	Reject
H_41_5: Entrepreneurial environment has a positive effect on keeping talent in the organization.	Accept	-
$H5a0_1$: There is no difference between study sample in terms of creativity	-	Reject
$H5a1_1$: There is difference between study sample in terms of creativity	Accept	-
$H5a0_2$: There is no difference between study sample in terms of innovation	-	Reject
$H5a1_2$: There is difference between study sample in terms of innovation	Accept	-
$H5a0_3$: There is no difference between study sample in terms of risk	-	Reject
$H5a1_3$: There is difference between study sample in terms of risk	Accept	-
$H5a0_4$: There is no difference between study sample in terms of excellence	-	Reject
$H5a1_4$: There is difference between study sample in terms of excellence	Accept	-
$H5a0_5$: There is no difference between study sample in terms of initiative	-	Reject
$H5a1_5$: There is difference between study sample in terms of initiative	Accept	-
$H5b0_1$: There is no difference between study sample in terms of planning	-	Reject
$H5b1_1$: There is difference between study sample in terms of planning	Accept	-
$H5b0_2$: There is no difference between study sample in terms of training	-	Reject
$H5b1_2$: There is difference between study sample in terms of training	Accept	-
$H5b0_3$: There is no difference between study sample in terms of selection	-	Reject

$H5b1_3$: There is difference between study sample in terms of selection	Accept	-
$H5b0_4$: There is no difference between study sample in terms of stimulus	-	Reject
$H5b1_4$: There is difference between study sample in terms of stimulus	Accept	-
$H5b0_5$: There is no difference between study sample in terms of keep talent	-	Reject
$H5b1_5$: There is difference between study sample in terms of keep talent	Accept	-

CHAPTER SIX

6. CONCLUSIONS AND RECOMMENDATION

6.1. Conclusion

Through theoretical analysis of both the entrepreneurial environment and the human resource strategy, which are two of the main topics of the current century, because the ingenuity of characteristics that cannot be dispensed with, especially in the performance of individual teaching at present, and the teaching staff must be chosen and handled within universities and institutions within the scientific context. Moreover, we can say here that the set of conclusions drawn by:

In many areas of administration, banking, organizations, and strategy, some many writers and researchers deal with entrepreneurship, entrepreneurial management, and the entrepreneurial environment. However, it is scarce in a specific area within the educational sector (universities) particularly by linking with HR strategies. In this era, we know the information performance is the acquisition of specific, full and timely information and requirements that must be met. Individuals, whether they are clients or employees since the first line depends on credibility (which we may mean by another culture), and we suggest that the entrepreneurial environment in university should improve its strategies by supplying all information about individuals according to the needs of the market, any desire to acquire or alter the culture of the institution must function.

The organization's entrepreneurial environment enables it to improve its reputation and cultural competitors. Society works to increase profits by increasing customers, requiring knowing the desires and needs of clients, and working on implementing and winning. Thus, it can be said that entrepreneurship and its acquisitions and development enable business organizations and universities, in particular, to improve their strategies internally and externally with clients (faculty).

Through the theoretical review of the two dimensions of the study, it was concluded that the studied university (Nawroz University with its faculties) is to take into account the concepts of creativity, innovation, and risk due to its remarkable effect on adopting the concepts of the entrepreneurial environment and making the environment in which these colleges operate is prepared for lecturers and competition at the same time.

The literature and sources that were relied upon to form the theoretical framework of human resource strategies indicated that Nawroz University should take into account the concepts of group planning and training within work teams because of the impact on the progress of human resources strategies and making these colleges have strategies that are not competing with them.

The strategy concepts indicated that it is important for administrations to allow lecturers at all levels to exercise their freedom to express their views on how to take appropriate strategies for their work and provide work and training. This leads to achieving a sense of loyalty and showing the entrepreneurial environment for individuals while working simultaneously to develop the ability of individuals to sense problems before they arise and the most important attempt to solve these problems at the same time and prevent them from inflation.

The results of the descriptive analysis of the dimensions of the entrepreneurial environment within a sample of the faculties of Nawroz University indicated that there is a clear awareness by the study sample of the dimensions that were taken up by the researcher with a good acceptance rate of (59%) and it is good if most of the samples agreed with the researcher in terms of dimensions studied.

The results of the descriptive analysis of the dimensions of human resources strategies indicated that the study sample of the teaching staff within the faculties of the study sample within Nawroz University was in agreement about the dimensions (planning, training, selection, Innovation, keep talents) by most of the sample and was aware that these dimensions contribute in away. Great with the success of human resources strategies, with a rate of (57%), which is a good percentage.

It was found through the results of the statistical analysis of the descriptive study that there is a clear awareness of the study sample represented by Nawroz University, the private sector, of the concepts of the entrepreneurial environment in its dimensions (creativity, innovation, risk, initiative), which indicates the University of Nawroz distinguished by the faculty members know the entrepreneurship environment's concepts from others.

The results of statistical analysis through the program (spss) showed that there is a positive and significant correlation between the entrepreneurial environment and its community with individual and collective human resource strategies at the university level represented by the colleges covered by the survey, and this means that there is an

actual logical relationship between the entrepreneurial environment. For the colleges and the strategies that the university administrations follow for them, as the more the environment is available, the more appropriate strategies are taken to achieve the goals of the university and the colleges.

The results of the analysis indicated the correlation at the micro-level between each of the dimensions of the entrepreneurial environment and the human resource strategies that there is a positive, significant relationship between each dimension of the study sample at the micro-level, as it was found that the good correlation was between the entrepreneurial environment at the university and after (Planning) is an HR strategy and this is a logical relationship as well. As more strategic planning is good by the human resources department, the more it contributes to making the environment for the studied universities more entrepreneurial.

The analysis of correlation relations at the study sample colleges' level between the entrepreneurial environment and strategies found that the relationship between (College of Computer Science) was at the forefront of colleges that have a strong relationship between the academic dimensions.

The statistical analysis results indicated a strong, significant correlation between the entrepreneurial environment and human resource strategies at the total level of the study sample for the sample colleges within Nawroz private University. This indicates the study's logic about the entrepreneurial environment working on excellence in human strategies in terms of planning and excellence in obtaining competent lecturers to preserve those strategies and the environment surrounding work conditions.

The results of the impact analysis between the study dimensions at the micro-level between the entrepreneurial environment and each dimension of human resource strategies indicated that an impact relationship between the environment as an independent variable with the planning dimension of human resources strategies, and the effect between them was strong and that also came as a logical result of relationships studying.

The results of the analysis of the impact relationships between the study variable at the level of the study sample faculties through the survey of the faculties of Nawroz University indicated that there is a very strong and significant effect between the entrepreneurial environment and strategies in the faculties of the study sample, as it was found that the strongest impact was in the (College of Science), as it enjoyed with good

creativity in the environment and a new approach to strategies in the current situation which is characterized by constant change.

We find that the analysis of variance indicated that there is a marked discrepancy between the results of the analysis to the existence of a clear difference by the study sample about the dimensions of the entrepreneurial environment and its basic dimensions, as the perception of the sample differs from one college to another from its current environment, whether it has an entrepreneurial environment or not.

The results of the analysis of variance through the (Duncan) equation indicated that the faculties of the study sample differed in their variance according to their arithmetic mean according to their perception of their entrepreneurial environment, as the equation indicated that at the forefront of those colleges (the College of Computer Science) which has a high percentage. The clear awareness and diversity of its entrepreneurial environment from the rest of the colleges studied.

The results of the analysis indicated that there is a discrepancy between the colleges according to those dimensions of the entrepreneurial environment according to their computational milieu, and one of the most disparate colleges of the entrepreneurial environment according to its mathematical mean was (College of Computer Science), and it came then the language faculty, the English department, with its variation in the dimensions of the entrepreneurial environment, if these colleges have a good entrepreneurial environment, as innovation came at the forefront of those dimensions as one of the basic indicators of the leading colleges within (Colleges of Science for Computer) and also after innovation as one of the dimensions of the entrepreneurship environment within (College of computer Science). Also, the risk dimension came from the important dimensions present at the forefront of the entrepreneurial environment within the College of Languages (English Language Department), and the highest percentage among the five dimensions of the entrepreneurship environment within the selected sample came after excellence, which indicates the basis of intelligence of Computer Science) from other colleges.

The results of the analysis of variance of the dimension of human resources strategies for the study sample from the colleges of the study sample indicated that there is a clear discrepancy through the study sample (Nawroz University within the private sector) about the method of strategies it adopts and the level of awareness of these colleges in the stages of the strategies according to the arithmetic mean.

The results of the analysis of variance of the (Duncan) equation showed that the human resource strategies of the faculties of the study sample differ in their awareness of the strategies, as we find that the college was characterized by an increase in the arithmetic mean and their awareness of the strategies was (science and English), followed by the rest of the colleges.

6.2. Recommendations

To complete the methodological criteria, and based on the results of the analysis and its conclusions, it is possible to summarize and offer some suggestions for the future researches. These most relevant proposals will contribute to the benefit of the researched faculties from the study sample. Studying the proposed research projects, there were two aspects to the proposals:

The higher departments within the university must study all the factors that work to achieve the intellectual and professional integration of the teaching staff with the job first and with the university secondly because that in turn works to adapt to the environment and thus push towards increasing creativity and work within the principle of (placing the person in the right place).

Colleges must adopt real policies through which they try to integrate lecturers into their jobs through support and motivation, and follow an open-door policy within university work, which helps them increase the interaction between lecturers and administrative units, reducing the ambiguity surrounding them. It may work to achieve the entrepreneurial environment.

The university leadership must adopt new development and growth strategies through a moral and emotional commitment by reducing the supervisory levels specified for the teaching tasks' performance. On the contrary, the concept of self-control must be activated which leads to granting lecturers confidence in themselves first and in the authorities of higher management second, in addition to that, senior management must increase the sense of belonging to the university and colleges by encouraging the concepts of work teams as a primary source to achieve an entrepreneurial environment and follow good strategies by the teaching staff.

Development of creativity, distinction, and excellence for faculty members by directing them to rely on themselves, taking risks, expressing opinions, solving problems without referring to the higher departments, and giving them the real opportunity to gain

environmental opportunities surrounding them without any external effects. This helps to encourage creativity and the ability to change, on the one hand, and on the other hand, to encourage commitment and avoid social isolation through the development of social relations between employees, which helps to create cooperation with the strategies followed by the university administration.

Paying attention to the means of developing lecturers, especially those related to training and qualification programs for employees, by paying attention to training and qualification units to transfer, update and develop knowledge so that the employee is creative in his job.

The departments and deanships of the colleges must rely on the concepts of job satisfaction at work to ensure the renewal and diversity of teaching activities to get rid of routine activities that would remove the teaching staff from stagnation at work and move to creativity in his work that creates the appropriate environment for good work strategies.

Paying attention to the means of development for lecturers, especially those related to training and qualification programs for lecturers (teaching methods), by paying attention to training and qualification units to transfer, update and develop knowledge in order for the lecturers to be creative in his teaching.

Preparing and implementing a modern system that describes and classifies jobs in a manner that ensures the determination of the duties and responsibilities and the relationship of each job and teaching and the responsibilities required in occupying the jobs and considering them the basis for directing the teaching to his job so that these tasks are consistent with his qualifications and capabilities.

Working to involve all lecturers in making vital decisions at work in order to benefit from their views on how to address the obstacles they face as they are in direct contact with them, as well as what this participation gives off a positive feeling of positivity and work to increase their sense of the possibility of influencing the course of work, which will push Towards pioneering environmental concepts and good strategies.

Increasing the awareness of the administrative leaderships in the university represented by their leadership of the necessity not to escape the confrontation regarding the lack of standards, either by not feeling the importance of the tasks that the teaching staff perform, but by helping them on how to adopt creativity, initiative and excel in the teaching work by facing all changes, functional integration and encouraging engagement university.

The current study proposes a number of the following future research projects related to the themes of the current study:

- Study the entrepreneurial environment with risk management.
- Study strategies and their impact on administrative creativity.
- Study administrative excellence and its impact on the ability to retain human resources.

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App. 2. Questionnaire Form

T.C

FIRAT UNIVERSITY

SOCIAL SCIENCE INSTITUTE

BUSINESS ADMINISTRATION DEPARTMENT

Dear Sir / Madam Respondent

Thank you for taking a part of your time to participate in this study survey. The main purpose of this questionnaire is to collect a data for our study which titled: **(Entrepreneurial Environment and Its Impact on the Development of Human Resources Strategies/ An Exploratory study of sample lecturer's opinions in a number of faculties of Nawroz University** – Duhok Governorate).

Please note that we are interested in your opinion about the questionnaire items for an academic purpose only, in order to get a Master Degree in the Department of business administration, firat University/turkey. There is no need to mention your name in this survey.

We appreciate highly your kind cooperation and valuable time in completing the attached questionnaire.

Note: If you have any questions you can communicate with the researcher according to the information contained in the bottom of this form.

Sincerely,

Researcher
Rewar Obayed IBRAHI
Master Student

Advisor
Asst. Dr. Hatice GOKCE DEMIREL

Personnel Information:

Please put the (√) sign in the place that shows your opinion regards the item.

1. The College:
2. Gender: □ Male □ Female
3. Age: □ less than 30 □ 30 less than 45 □ 45 less than 50 □ 50 50 and above
4. Marital status: □ married □ single
5. Academic achievement: □ Master □ PhD
6. Academic service years: □ 1 - 5 years □ 5- 10 years □10-15 years □ over 15 years
7. The current job position:
8. Scientific Title: Assist. Lecturer □ Lecturer □ Assist. Professor □ Professor □

Entrepreneurial Environment						
No	**creativity**	Agree	Strongly agree	neutral	disagree	strongly disagree
1.	The university prefers to focus heavily on research and development.					
2.	The university prefers to urge its leaders to be creative and innovative					
3.	The university is working to provide all that is new and modern within its educational activities					
4.	The university is working on creating all new scientific disciplines.					
5.	The university administration takes care of all the suggestions and takes into account the creative proposals from them.					
6.	The university have the courage and ability to do creative work					
Innovation						
7.	The University has a great desire to learn and know best techniques for developing performance.					
8.	The university uses the time, time and cost axes to make business plans successful.					
9.	The university depends on development and innovation in all its joints					
10.	The university seeks to discover all that is new and distinct within the educational sector.					
11.	The university has the faculty who are able to convert the ideas they possess into tangible works.					
12.	The university is working on obtaining the teaching staff who established the competition within the fields of education.					
Risk						
13.	The University adopts risky situations to maximize the possibility of discovering opportunities.					
14.	The university is working to meet all the difficulties in its time.					
15.	University management tends to achieve difficult goals to achieve high levels of satisfaction.					
16.	The university works to confront all changes that may occur to the environment.					
17.	The university is responsible for its results in solving important and vital problems					
Excellence (Excellence)						
18.	The university administration is always optimistic about its future activities					
19.	The teaching staff within the university tends to think positive, not negative					

20.	The university is able to satisfy the needs of customers and attract them through its products					
21.	The University offers a range of services that others cannot provide					
22.	The University possesses good and well-organized organizational reputation within the educational sectors					
23.	The university has good grades within the regional competitions between universities.					
Initiative						
24.	The University is working on developing plans and implementing them properly.					
25.	The university administration works to encourage its employees to be creative and innovative					
26.	The university administration gets many advantages thanks to its initiative.					
27.	The university administration has access to all developmental areas within the education sector.					
28.	The university administration discovers problems that it may encounter and works to address them, sometimes before they happen.					
HR strategies						
No	**Planning**	Agree	Strongly agree	neutral	disagree	strongly disagree
29.	The university has a written and integrated human resources strategic plan					
30.	The concept of strategic human resource planning refers to following a scientific method to monitor and develop available human resources					
31.	The university leaders possess a clear vision of the university's mission					
32.	The post is placed after discussion with the academic and administrative staff					
33.	There is a practical application for strategic human resource planning within the university.					
34.	The university administration continuously analyzes the external environment in order to determine the various changes that may affect it in the future.					
Training						
35.	The university administration determines the most necessary training priorities to achieve its goals					
36.	The university administration provides the necessary funds and expenses for standardized training programs					

37.	The university is constantly working on introducing modern programs to facilitate office work.					
38.	The university offers internal and external training forms to workers for guidance when carrying out the strategic planning process.					
39.	The university administration determines the individuals included in the training programs in advance and what their goals are.					
the choice						
40.	The university administration works to select human resources who possess adequate skills and experience in their administrative and teaching jobs.					
41.	The directors of departments and units participate with the administration in selecting and appointing the appropriate people for the university.					
42.	We focus on the strategy of filling vacancies within the university from within it only					
43.	The university relies on the criterion of merit in selecting employees					
44.	The university administration works by selecting individuals who are able to work as a team.					
45.	The university administration depends upon choosing between the applicants to choose the best one among them					
Stimulus						
46.	The university administration works to involve the lecturers in any university decision.					
47.	The University appreciates and recognizes all efforts made by lecturers.					
48.	The university is working to provide letters of thanks and appreciation when needed for deserving lecturers					
49.	The University provides remunerative financial rewards for teaching research creativity					
50.	The university administration provides all possible assistance to its teaching staff when needed					
Keep talent						
51.	The university stimulates its talented human resources to be creative in its work with the requirements it provides for that					
52.	The University provides all forms of support for talented human resources in order to preserve them					
53.	The university works to provide opportunities for talented human resources					

	in carrying out new, innovative and difficult tasks.					
54.	The University is working on the continuity of obtaining talented human resources					
55.	The university seeks to obtain a good reputation by retaining talented human resources					