

The role of leadership skills in promoting Strategic Entrepreneurship Through the flexibility of human resources: descriptive analytical study in Rafidain Bank

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Abstract: This paper aims to explore the leadership skills role in achieving strategic entrepreneurship through human resources flexibility at Rafidain Public Bank (RPB). The actual environment challenges require that the bank leadership must have different skills and abilities that enable it to forecast the future and to deal with the opportunities and the threats efficiently and effectively. A questionnaire was used as a principle instrument to gather the needed data from a sample of 64 managers and supervisors working at RPB. Some statistical methods were used –like correlation and path analysis – to analyse data and to conclude the results. The most important conclusion in this study indicate that the HR flexibility has a significant role in increasing the impact of leadership skills on strategic entrepreneurship; skills flexibility, behavior skills, and HR practices are leading to bigger increase in the levels of relationships exchange quality, then the strategic leadership is consolidated. The paper recommends that it is very important to build solid educational and developmental programs that empower managers to be good leaders to occupy the highest positions in the bank with the goal of adapting to the environment changes.

Key words: Leadership Skills; Strategic Entrepreneurship; HR Flexibility

Introduction

The success of organizations is a function of owing managerial leaderships that can practice with a professional style a set of skills like administrative, human, intellectual, and social skills. The rapid change in the external environment and the increased technological innovation, organizations face a huge competition, so they have to be effective and efficient in order to survive. So, much emphasis is put on the human resources flexibility that produces positive effects on achieving the strategic entrepreneurship through the individual's and behavior, in addition to other practices that are complementary to the HR

strategies. This paper consists of four sections, the first is dedicated to the research methodology ,meanwhile the second one deal with the theoretical framework. The third section contains the applied part of the paper , and finally , the fourth section focuses on the conclusions and recommendations.

Research Methodology

Research problem

Aiming to keep the market share , the Iraqi banks work hard to promot their business by focusing on customer service and paying attention to to service quality , and competing in the global markets. The main factor in doing so is the leadership skills, that can play an important role in transferring the Iraqi banking sector from a subordinate banks to entrepreneurial institutions. So, the need is clear to such leadership skills that can invest correctly in the HR and develop its abilities in form of human, technical, and cognitive skills. Flexibility is another quality that is necessary to adjust their behavior to reach a level of strategic entrepreneurship adapting to the changes taking place in the work environment and dealing with its new challenges. Based on the the mentioned above , we can redact the research statement in the following questions:

1. To what extent the leadership skills are available in the Iraqi banks ? What are the most prominent skills that contribute effectively to the strategic entrepreneurship ?
2. What importance does the bank leadership give to the strategic leadership and its dimentions' adoption ?
3. To what extent are the HR flexibility elements available in the bank research sample ? Do managers recognize those elements according to its priorities ?
4. How do leadership skills affect the strategic entrepreneurship through the d HR flexibility as an intermediate variable ?

Resarch Significance

The importance of this study is stated in the following :

1. The research combines all the three variables : leadership skills, strategic entrepreneurship, and HR flexibility to be explored and new relationships to be tested.
2. Testing the availability of the different leadership skills in the bank administration sample of this study , which is considered as an important factor contributing to its entrepreneurial position in a very competitive environment.
3. 3focusing on a vital and economic activity which is the public banking sector , an important and suppor tive social and economic institution in Iraq.

Research Goals

The paper aims to :

- 1-Know the role of leadership skills in the strategic entrepreneurship via the intermediate role of HR flexibility.
- 2-Find some solutions that will help the management in improving the leadership knowledge abilities depending on the HR flexibility which relects positive aspects in the bank entrepreneurial power.
- 3-help the bank sample of the to understand the variables included in this paper , how they interact , what impacts they produce, and giving some recommendations in this field.

Research model

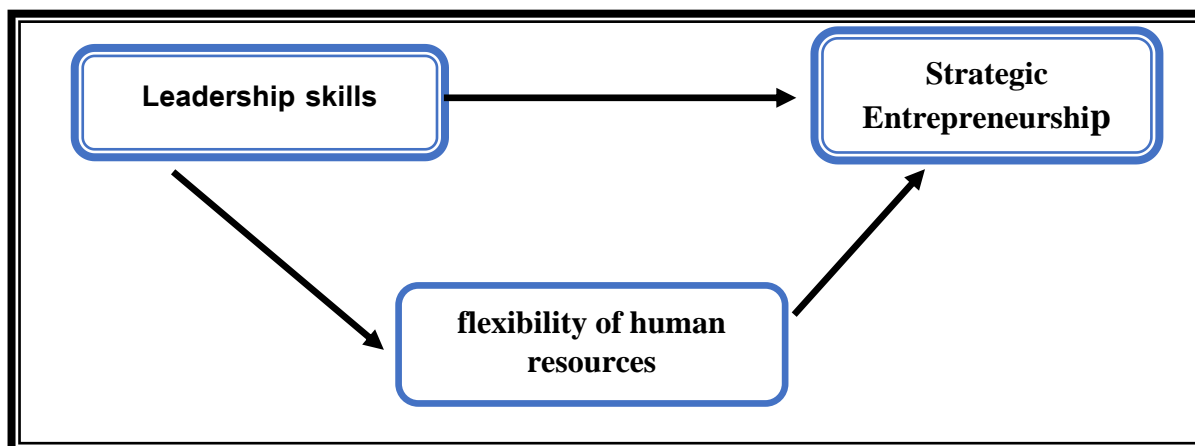


Figure (1) a hypothesis research outline

Source: Prepared by the researcher

Hypothesis Formulation

H1: There is positive significant correlation between leadership skills (administrative, technical, conceptual, and human) and the HR flexibility (skill flexibility, behavior flexibility, and practice flexibility).

H2: There is a positive significant relationship between leadership skills (administrative, technical, conceptual, and human) and the strategic entrepreneurship (innovation, proactiveness, and risk taking).

H3: There is a positive significant relationship between HR flexibility (skill flexibility, behavior flexibility, and practice flexibility) and strategic entrepreneurship (innovation, proactiveness, and risk taking)

H4: The leadership skills (administrative, technical, conceptual, and human) have a significant impact on the HR flexibility (skill flexibility, behavior flexibility, and practice flexibility) .

H5: The leadership skills have a significant impact on the strategic entrepreneurship.

H6: The HR flexibility have a significant impact on the strategic entrepreneurship

H7: The leadership skills is increased through the HR flexibility.

Research Limits

A. Spatial limits : the applied part of this study was carried out at Rafidain Public Bank (general head quarter, the main branch, Senek , Kadhimiyah, Adhamiyah,, and Almustansiriyah brances)'

B. Time limits : the gathered data covers the period 15/10/2016 – 26/8/2019

C. Human limits: the sample of 64 managers ,departmpents' heads, and sections' supervisors.

Research Style

The study follows the descriptive analytic method to enrich the theoretical part and to prepare for the applied section , because the study try to define the status quo of the fenomenon or the condition as it is , and to describe it in such a way that it could be clearly analysed so the relationships among its elements could be explained.

Data Gathering

The theoretical part is covered using the available arabic and English references that explain the research variables ; also, different websites were helpful in this study offering reports , papers, books, and dissertations related to this study. For the applied part of the paper, a questionnaire was distributed to collect data from the sample members. The questionnaire contains 40 statements covering the three main variables and 10 subvariables. Lickert scale was used with the weights 5= strongly agree, 4=agree, 3= neutral, 2= disagree, 1= disagree . The researcher relied on a scale () for the leadership skills variable, while Strategic Entrepreneurship relied on a scale (), and the flexibility of human resources was measured through a scale ()

Source: Prepared by the researcher

Population and Sample

Rafidain Public Bank (RPB) is the population targeted in this study ,general head quarter, the main branch, Senek , Kadhimiyah,Adhamiyah,, and Almustansiriyah branches were chosen to be the sample in this study .Then, 64 managers and supervisors were selected to answer the questionnaire because they have good information and long experience about the variables subject of the study .

Theoretical Framework

Leadership Skills

Leadership skills concept

The leadership function is a collection of behavioural and organizational skills that influence the followers , so not all practitioners can assure success for the organization , since not all managers are leaders and vice versa. Raddiffe pointed out to the way that the leadership skills can make change in peoples's life and achieve organizational success (Raddiffe, 2012: 2). Leadership skills are " Leader capacity to understand his work and to practice his activities in such a way that he can achieve the organizational goals, realize the top management objectives, and satisfy their needs(Kannan (2002 : 338), also know" A chain of human relations the manager practices with the employees aim to impact and to motivate them to do their jobs accurately and finally achieving the organizational goals. we can draw our definition for the purpose of this paper as “ the skills required for the successful managerial leader , that enable him managing his subordinates , motivating them , and forecasting the future in the surrounding environment to dedicate and to invest all the organizations' capabilities in an efficient way to achieve its goals” .

Leadership Skills Types

Skills of leaders are diverse in term of availability or shortage among them. Also, this variance exists or not depending on the type of the organization where the leader is working . Here, we will focus on four types of the skills which are comprehensive and widely required to perform the function : the technical, the intellectual, the administrative, and the human skills.

A- **The administrative skills** : those are reflected in the ability of the leader to comprehend and practice his job and its activities in form that conducts to the organizational goal realization and to the followers' needs fulfillment. Some of the qualities that show that the leader has this kind of skills are : planning competence , work scheduling, tasks content fairly distribution, developing performance appraisal systems, and empowering subordinates(Kannan, 2009 : 338) . As stated in (Mahmood, 2014 : 56) , quoted from (Abozuaiter, 2009) , the administrative skills are classified into eight categories :

decision making, time management, failure management, stress management , meeting management, self management, change management , and conflict management. Figure 2 shows those skills

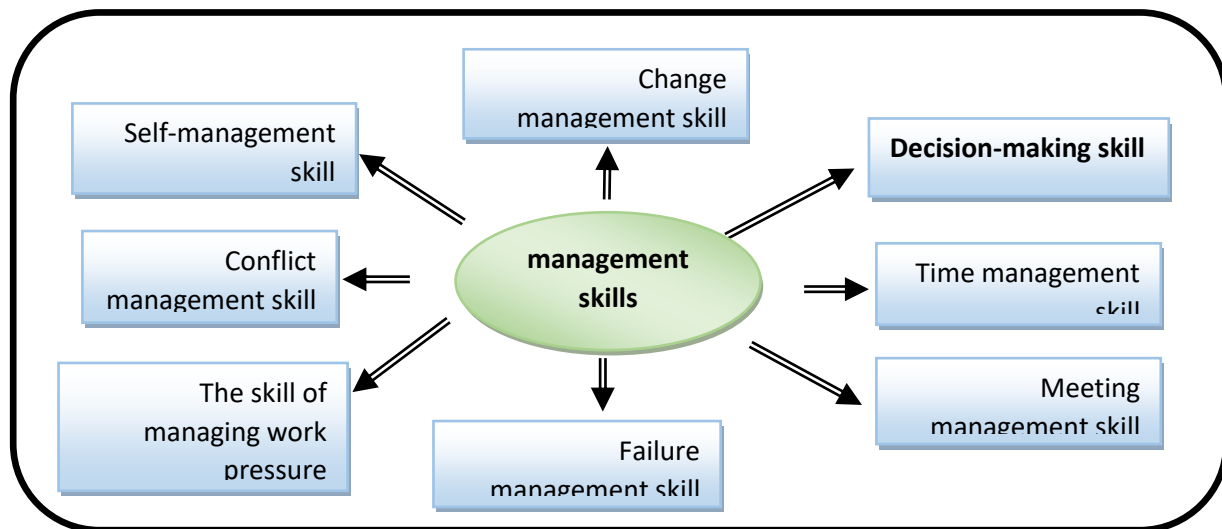


Figure (2) management skills

Source: Mahmoud, Zaid Khawam, (2014), "Leadership skills and their impact on strategic planning, field research in the Ministry of Planning," Master Thesis, College of Administration and Economics - University of Baghdad.

B- **Technical skills** : This kind of skills is represented by the abilities acquired by the administrative leader during his professional formation in addition to the experience and training gained in his major . This shows his capacity to perform his duties that the job contains,also it includes the specific knowledge and information related to the activities that must be done . Another technical element that leaders have to perfect is their continuous readiness to deal with the new technology in the workplace (Alnuaimi, 2008 : 39).

4-They are easier to be acquired than other skills' types .

C- **Intellectual skills** : They are shown in the capacity of an individual to do his work using analytical and critical thinking . They reflect the ability of the managerial leader to demonstrate a clear vision about the issues and cases to be solved based on a comprehensive difficulties faced in the organization (Alnuaimi, 2008 : 40). The presence of those skills enable the leader to have a wholistic look , more understanding, and comprehension to the relationships among all the organization's units . Also, he will develop the organization's responsiveness to the environment where it is functioning and the hard situations it faces(Robbins and Coutler , 2009 : 27) .

D- **Human skills** : this sort of skills means the capacity of the managerial leader to interact with the followers in such comprehensive, positive, and open way. Also, they show the method he uses to motivate and to satisfy the different needs of his subordinates . Behavioural schools of management put much emphasis on this kind of skills (Addouri, 2012 : 35) . This kind of skills requires high awareness in understanding and recognition of the employees' perceptions , orientation, and ability to change their behaviours the way that serve the group interests and the whole organization. The leader

who own such skills, can understand himself first, and master the individual role during the performance of his duties and at the same time, he takes in account other's feelings .

Strategic Entrepreneurship

Strategic Entrepreneurship Concept

Sadberg discussed the possibility connection between entrepreneurship and strategic management as a company entrepreneurship stating that each field can get use of the other. In addition, there is a common research area between strategic management (looking for an advantage) and the entrepreneurship (looking for opportunities) that include new ventures , innovations, capturing opportunities, and risk taking, so the concept of strategic entrepreneurship means the integration of both perspectives in such a way that they can form and excute entrepreneurial strategies that have as a goal the wealth and value creation , thus strategic entrepreneurship is a set of entrepreneurial processes that the work performed according to its strategic approach(Noori, 2012 : 869). The final goal of this integration is to achieve the organizational goals with the support of the strategic entrepreneurship.

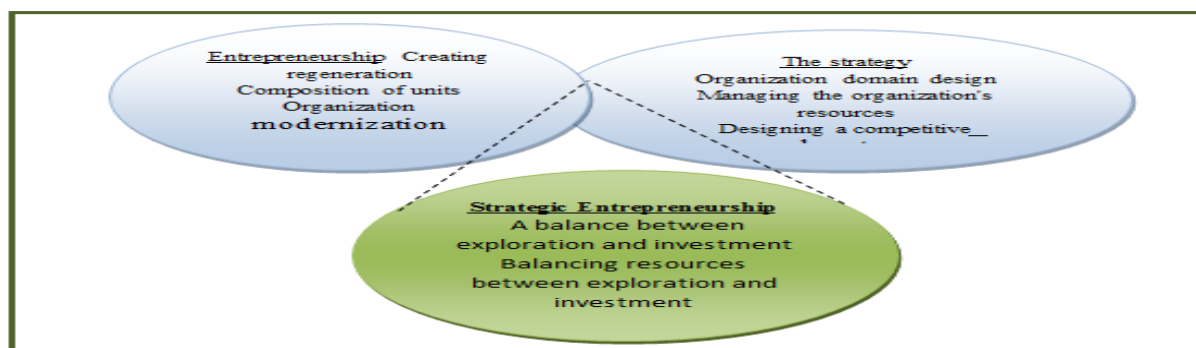


Figure (3) Forming strategic entrepreneurship through alignment between strategy and entrepreneurship. Source: Ireland ,R.Duane & Webb, Justin, W., (2007), "Strategic Entrepreneurship: Creating Competitive Advantage through streams of innovation", Business Horizons, Kelley School Of Business, pp.49-59.p:51.

Researchers and scholars in management field developed many definitions for strategic entrepreneurship, defined as the The integration of classical perspective (searching for opportunities) and the strategic perspective , to design and excute strategic entrepreneurship that contributes to wealth creation(Hitt et al ,2003 : 416). Which"The process that facilitate the organizations' actions to capture new opportunities with real potential. Those opportunities will conduct to value creation through standard entrepreneurship contact possible to be exploited using strategic actions depending on its resources . The entrepreneurial aspect will contribute to opportunity recognition and the readiness of the organization to adopt it (Kyrgidou&Huges ,2010 : 47).

we can define strategic entrepreneurship for the purpose of this study as “ all the activities and processes that the organization practice and it is characterized by being innovative, creative , and risk taking . Those activities aim to capture opportunities and to exploit them to support organizational performance and to achieve excellence “

Strategic Entrepreneurship Importance

Organizations are by strategic leadership to manage their resources the way that they can face the challenges and difficulties related to building and m aintaining a competitive advantage . Also, strategic management enables organizations to diognize and capture new opportunities for ruture competitive

advantage from an entrepreneurial point of view . Both supports will be used to develop and create value and accumulate wealth (Hitt et al , 2011 : 60). As stated, Hitt, (2002: 16) strategic leadership importance at the individual and societal levels emerges from participating in economic development and growth, increasing individual's satisfaction, generating more innovation, modernizing organizations , and increasing its vitality , increasing profits , and creating competitive advantage in small as well as large companies. In their model, Ireland and Webb (2007) state the importance and benefits of merging both entrepreneurship and strategy. Abo Riden (2012) quoted in Alnuaimi (2016 : 47) that strategic entrepreneurship's advantages are as follow:

- 1-Determining the unsatisfied customers' needs , and unserved market segment to fill the gap and to add a competitive advantage.
- 2-In case of new projects and new products success ,the organization will gain higher ROI.
- 3-Creating new products (goods and services) that will promote the R&D department value.
- 4-Developing efficiency and effectiveness of supply chain management , in particular the support chain and the customer relationship management.
- 5-Building new alliances and relations with new local or global companies.
- 6-Considering the potential candidates of other companies for future mergers and alliances
- 7-Reducing the risks in general with the help of new technologies .
- 8-Retaining the internal manpower and empowering it to continue working on new projects.

Strategic Entrepreneurship Dimensions

we will consider the following three in this paper: Innovation, Proactiveness, and risk taking.

A-Innovation : It is the process of creating new things , improving products and services produced by an organization , and working on production lines development to make them more effective and efficient (Jones and George, 2008 : 28) . Innovation is the determinant function of entrepreneurship in business organizations or in public institutions or any new project launched by somebody . It is origin of new resources that contribute to wealth or to maintain the actual ones and to improve its productivity. Likewise, is the main outcome of the organization seeking for entrepreneurship ;in most cases , it is the reason for the successful competition . Innovation could be in two forms (Hitt et al ,2008 : 394) :

- 1-Creativity, in form of new or developed product or process.
- 2-Imitation, which is copying the innovations of others , normally it is launched in the markets with less prices .

B-Proactiveness :

It is the fundamental element of innovation and the behavior most effective the organization and its adopted initiatives , and the clearest component of the strategic behaviors towards the actual opportunities . Proactive orientation in the business impulse them to seek more opportunities and to response to the possible changes that take place in their environment (Joachim et al ,2011: 317) . Market research is an indicator of the existence of the proactive orientation , it encourages organizations to be in continuous research for new opportunities introducing new products and withdrawing old ones (Alamary and Fung, 2008, 2008 : 77) .

C-Risk taking : This dimension shows how big is the risk that will appear in the main decisions taken by the organization instead of the individual decisions made by managers. Concerns in this context revolve around the effects of risk on organizations and its economic performance, resources allocation , goods and services it produces, and markets (Joachim et al, 2011 : 317) . Also, this impact could be seen in form of losses of projects outcome from organizational processes and it might be the principle

determinant of the organizations' operations and the mechanism of competition in the market. When adopting a risk taking perspective, then performance will be improved through the flexibility, creativity, and profitability enhancement (Jalili, 2012 : 42).

HR flexibility concept

It refers to the available abilities that human resources or manpower owns in form of skills, behaviours, and attitudes that can supply the organization with flexibility in acquiring the capacity of following effectively the strategic alternatives in a competitive environment; in addition to determining the required HR management practices and developing and executing them quickly to achieve the maximum level of the inherent flexibility in those resources (Ngo and Loi, 2008 : 138). Also, it could be defined as the individuals' abilities to diagnose and to practice the suitable behaviours for the adoption and responsiveness to the emergent events and to the new variables, with the minimum of efforts and costs showing excellence (Somers, 2009 : 13). Figure (4) shows that the HR flexibility points out to the HR capacity in the organization by getting use of the behaviours and skills of the employees via different styles based on HR practices reforming or remodeling.

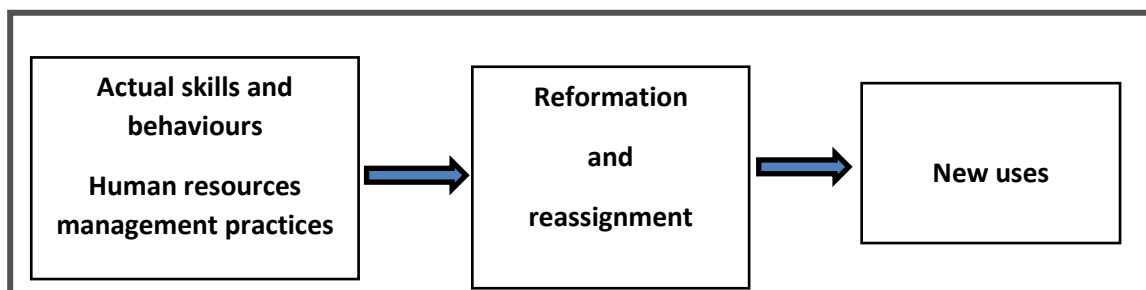


Figure (4) Human resource flexibility

source : Alabdy, A. R., 2012

Carvalko and Cardoso (2008), classified the HR flexibility into numerical and functional. The first one, the numerical, means the organizational capacity to control the employees number or the daily hours. The functional flexibility is the readiness of employees to perform on different tasks responding to the different work requirements.

The importance of human resources flexibility

Likewise, Yuki and Becker (2006 : 217), explained that the significance of the work team flexibility is determined by having multiple skills, wide knowledge, and readiness to provide the other employees in case of illness or job turnover. Furthermore, the HR flexibility supports organizations in the easy and quick adaptation to the changing processes requirements. It helps, also, to build the competitive advantage that leads to connect the HR system individually or collectively with organizational performance (Albady, 2012 : 102).

HR Flexibility Dimensions

A-Skill flexibility : Pandey (2012) defined skills as one of the vital bases for better performance and for learning dynamic work. Skills show the cultural, professional, and educational level of an individual and the extent to which his ability to perform on the duties required to be done by him. Those skills, normally developed and learnt through training or practical experience acquired through performance (Pandey, 2012 : 23-24).

The main types of skills are: problema solving, social, technical , systemm and resources management skills. Hill et al (2011), explained two skills' dimensions : diversity and speed.Diversity means the different applications and uses of the resources and processes; meanwhile, speed referes to the time needed to recollect or reform those materials and processes. So, those two dimensions , diversity and speed , will lead to higher flexibility , then this kind of flexibility as a function increases both diversity and speed (Alabdy, 2012 :117) .

B-Behaviour flexibility : It referes to the possibility of adjusting and adapting of employees' behaviour . Through this kind of flexibility ,employees are able to adapt their behaviour to align with new situation and changing taking place in the workplace or in the environment , this means that organization takes advantage of the real potential of individuals , not just their fixed pattern of behaviour (Atawi and Fatlawi, 2013 : 10). The behaviour flexibility focuses on the external environment and pays more intention to individuals' innovation and consolidates the leadership roles that enable the management to quick response to the continuos changes and good achievement . The high flexibility of leadership roles supports and increase the management ability to deal with different situations and facing successfully the new administrative and organizational fenomena (Alenizy and Alatawy, 2013 : 263).

C-HR pretices flexibility: In all organizations, the human resources are considered the most important resources which contribute positively and continuously to their succee and achieving a sustainable competitive advantage. This function is related to the processes and activities directed to recruiting, hiring, training, developping, compensating, and maintaining employees-human resources- of the organization (Chaudary and Singh, 2014 : 18). Alfatlawi (2014 :147), said that it represented the managemnt freedom to the effective distribution of individuals inside the organization to assure the máximum level of efficiency and effectiveness in achieving organizational goals .

The Applied Part

The veracity of the measuring instrument

- **Believe the content virtual tool (questionnaire)"** The questionnaire was presented to (10) arbitrators with experience and competence in the field of management. The percentage of agreement (91%) was adopted for each paragraph, and some phrases were amended and formulated, which the arbitrators saw the need to reformulate them to be more clear.
- **Consistency Components of the scale (Cronbach Alpha)**
Table (1) shows the consistency of all the components of the scale, as the values of the correlation coefficients (Cronbach Alpha) were the minimum acceptable (0.70), and this confirms the consistency of the components of the scale and then the required stability in the event of repeating the test.

Table (1) results of consistency between components of the scale		
	Cronbach's alpha dimensional coefficient	Cronbach's alpha variable
leadership skills		
administrative skills	0.912	

CFA

Technical skills	0.894	0.919
Intellectual skills	0.903	
Human skills	0.929	
Strategic Entrepreneurship		0.938
Innovation	0.911	
Proactiveness	0.944	
Risk taking	0.889	
HR flexibility		0.925
Skill flexibility	0.914	
Behaviour flexibility	0.920	
HR prtices flexibility	0.937	

analysis

Figure (5) shows that all sufficient saturation rates for each of the research variables, as the researcher conducted the Case-Mayer-Olkin (KMO) test as a criterion for the sufficiency of the sample size to perform the factor analysis, as the sample size appears sufficient and appropriate, allowing to perform the factor analysis, as The value was (KMO = 0.91), and with a significant level (Sig = 0.000).

Table (2) Internal validity coefficients and Barrett-Lett (KMO) test

Corrected Item Total Correlation			Dimensions
The value of the latent root	Factors recycling	after Factors before rotation	
1.000	0.737	0.620	administrative skills
1.000	0.842	0.843	Technical skills
1.000	0.750	0.717	Intellectual skills
1.000	0.824	0.721	Human skills
1.000	0.774	0.607	Innovation
1.000	0.731	0.790	Proactiveness
1.000	0.790	0.566	Risk taking
1.000	0.847	0.607	Skill flexibility

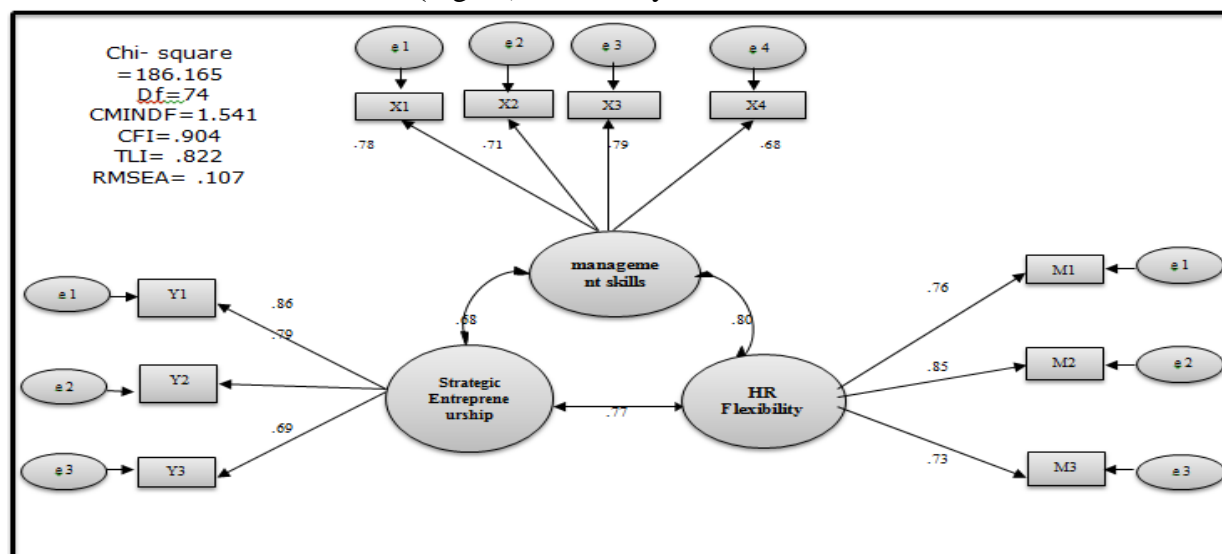
1.000	0.725	0.654	Behaviour flexibility
1.000	0.780	0.666	HR prtices flexibility
kmo	measure	of	KMO and Bartlett`s Test
sampling	adequacy.	0.910	
Bartlett`s	Test	of	
Sphericity	416.480		
Approx	Chi-Square		
Df		78	
Sig.		0.000	

As for the table (3) it shows the latent roots (Eigenvalues) associated with the linear (dimensions) elements before and after the extraction process and after the recycling process.

Table(3) matrix of total variance and latent roots of dimensions

co mp one nt	Initial Eigenvalues			Extraction Sums of Sq. loading			Rotation Sums of Sq. loading		
	Total	% of Var.	Cumulative%	Total	% of Var.	Cum. %	Total	% of Var.	Cum. %
1	5.222	56.024	56.024	5.222	58.222	58.023	4.244	47.157	47.157
2	1.022	11.360	69.383	1.022	11.360	69.383	2.000	22.226	69.383
3	0.769	8.549	77.932						
4	0.553	6.145	84.077						
5	0.383	4.254	88.331						
6	0.337	3.740	92.072						
7	0.311	3.456	95.528						
8	0.224	2.491	99.019						
9	0.371	3.790	93.628						
10	0.178	1.981	100.00						

5(Figure) CFA analysis for dimensions



natural distribution test:

The table (4) deals with the results of testing the normal distribution of the data using the (Kolmogorov-Smirnov) test. It was clear from the results of the table (4) that the value of the significance level of the research variables is greater than the significance level (0.05), and this indicates that the data follow a normal distribution.

Table (4) of the results of the normal distribution test for the search variables

Variables	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
leadership skills	.204*	89	.067
Strategic Entrepreneurship	.182	89	.084
HR flexibility	.210*	89	.072

Study Variables Description in RPB

The leadership skills variable

Table (5) shows the means and standard deviations that represents the surveyed simple opinions about leadership skills, and their dimensions. It is obvious that the general mean is 3.57 is greater than the hypothetical mean which is 3, also the whole standard deviation is 0.77. Those results indicate that the bank's leadership, according to the sample's points of view, have good set of skills that contributes positively to the bank performance success. Following, is an explanation of the real conditions of the leadership skills dimensions.

Table (5) the arithmetic mean, standard deviation, coefficient of variation, and the level of importance of leadership skills and their dimensions

Sub dimension	mean	standard deviation	Coefficient of variation	Relative importance
management skills	3.94	0.82	7.25	the first
Artistic skills	3.46	0.79	12.4	the fourth
Intellectual skills	3.31	0.86	8.39	The second
Human skills	3.58	0.65	10.07	the third
Total leadership skills	3.57	0.77		

Source: Prepared by the researcher

A-Administrative skills : going back to table (5), this subdimension has a mean of 3.94, which is above the hypothetical mean of 3, its standard deviation is 0.82 , and this means that the simple answers were less dispersed . So, this is a confirmation that the RPB has the administrative skills, the ability to prioritize activities, and to develop the necessary plans that lead to the bank success.

B-Technical skills : Table(5) shows that this dimension has a mean of 3.46, more than the hypothetical mean which is 3, its standard deviation is 0.79 . This indicates that there is Little dispersion and a sign that the RPB leadership possesses the technical skills that enable them to solve problems that may take place at the workplace and to have the knowledge of the work details.

C-Intellectual skills : The mean of this dimension is 3.31 which is higher than 3 , the hypothetical mean, according to what is displayed in table (5). Also, its standard deviation is 0.86 which means less dispersion ; the conclusion that could be drawn here is that the leadership can forecast the external environment , diagnose the threats and opportunities, develop new products' ideas , and encourage the innovation and creativity of the followers.

D-Human skills : It is illustrated in table(5)that the human skills dimensions has a mean of 3.58 , higher than the hypothetical mean which is 3, its standard deviation is 0.65 , showing that there is little dispersion of simple responses around it. This confirms that the bank leaders own good human skills to deal positively with employees empowering, encouraging, and motivating them to perform on assigned tasks to them. This will contribute to the organization's performance.

For the coefficient variance (CV) and its use to process the data and to explore the differences among the simple answers and to prioritize the dimensions (leadership skills) according to its importance , we found that the administrative skills comes first with CV of 7.25 . The meaning behind this number is that the responses of simple members within this dimensions is less dispersed , more homogeneous , and more important than other dimensions.

Strategic Entrepreneurship Descriptive Analysis

was measured giving the results shown in table (6). The mean of the strategic entrepreneurship is 3.6 with standard deviation of 0.82. Although the mean is higher than the hypothetical one , it is clear that RPB needs to make more efforts to reach an entrepreneurial position in the banking business .following, we will see each subvariable individually.

Table (6) the arithmetic mean, standard deviation, coefficient of variation, and the level of importance of Strategic Entrepreneurship and its dimensions

Sub dimension	mean	standard deviation	Coefficient of variation	Relative importance
invention	3.98	0.91	14.15	The second
Preemptive	3.85	0.73	12.8	the first
The risk	2.97	1.09	17.98	the third
Total strategic Entrepreneurship	3.6	0.82		

Source: Prepared by the researcher

A-Innovation : as it is seen in table (6) , this dimension's mean is 3.98 , higher than hypothetical mean which is 3; the standard deviation is 0.91 which indicates less dispersion and ensured the existence of same innovation signs in RPB through the efforts made by the bank to adopt innovation in the work and in trying to find new innovation styles in customer services.

B-Proactiveness : from the same table(6) , it is shown that this dimension achieved a mean of 3.85 which is considered good level. The standard deviation is 0. 73 which is a positive sign of low dispersion . This demonstrates the bank capacity to deal with the changes in the external environment and to forecast the future events and preparing the solutions for them.

C-Risk taking : going back to table(6) , we find that the mean for this dimension is 2.97 , lower than the hypothetical mean; the standard deviation is 1.09 . This means that the bank does not accept the risk taking in practicing its activities.

Regarding the CV , which is used to prioritize the three dimensions according to its importance, table (6) shows the CV values and relative importance of strategic entrepreneurship dimensions. First in importance comes the proactivenessdimension with CV of 12.8, this means that the simple members responses are less dispersed , more homogeneous , more important , and more relevance than other dimensions. Second and third in ranking comes innovation and risk taking with CV of 14.15 and 17.98 successively.

HR Flexibility Descriptive Analysis

Table (7) presents means and standard deviations of these dimensions . The main variable –HR flexibility– demonstrates 3.90 as a mean, and 0.73 as a standard deviation. This could be explained that the bank has a qualified workforce empowered with flexible skills and capacities that enable RPB to meet the new business requirements and to adapt to the new changes in the environment . Following , we explain the subdimensions individually.

Table (7) the mean, standard deviation, coefficient of variation, and the level of importance for human resource flexibility and dimensions

Sub dimension	mean	standard deviation		Coefficient of variation	Relative importance
Skill flexibility	3.92	0.64		13.6	The second
Flexibility of behavior	3.78	0.76		16.7	the third
Flexibility of human resource practices	4.01	0.85		11.4	the first
Total human resource flexibility	3.90	0.73			

Source: Prepared by the researcher

- A- **Skill flexibility** : referring to table (7) , this dimension has a mean of 3.92 higher than the hypothetical mean, with 0.64 as standard deviation which shows Little dispersion and to ensure that the bank simple members have flexible skills that enable them to fulfill different tasks in various locations , this is a positive sign of the bank performance.
- B- **behaviour flexibility** : for this subvariable , table (7) tells us that its mean is 3.78 , which is above the hypothetical mean 3 . Its standard deviation is 0.76 , in other words, there is Little dispersion , so the capacity of adapting the behaviours in accordance with changes taking place in the work requirement by the bank employees is available.

C-HR practices flexibility : with reference to table (7) , this dimension shows 4.01 as a mean with 0.85 as a standard deviation . The hypothetical mean of 3 is lower than the mean , so we understand from that , the low dispersion of simple responses , and that the HR flexibility participate actively in responding and adapting to continuous changeable environment's requirements.

Respect to the CV which is used to prioritize the importance of the three dimensions of HR flexibility , the HR practices flexibility ranks in the first place with CV of 11.4 , so the simple responses within this dimension are less dispersed , more homogeneous , more relevant and important than the other two dimensions which come in the second and fourth place with CV of 13.6 and 16.7 respectively.

Correlation Relationships Among the Variables

the correlation between leadership skills and HR flexibility

This section aims to examine the first main hypothesis (there is a significance relationship between leadership skills with its dimensions : administrative , technical, intellectual, and human skills , and HR flexibility with its dimensions : skill, behaviour, and practice flexibility). The result is found in table (8). Where the value of correlation coefficient between both – leadership skills and HR flexibility as main variables

Table (8) values of (Spearman) correlation coefficient between leadership skills and the dimensions of human resource flexibility

resource flexibility	Y1	Y2	Y3	Total human resource flexibility	Total leadership skills and total human resource flexibility
Leadership skills	Skill flexibility	Flexibility of behavior	Flexibility of practice	Y)(
	r	r	r	r	
management skills X1	.620**	.491**	.516**	.423**	r=.502**
Artistic skills X2	.610**	.366*	.487**	.681**	
Intellectual skills X3	.445**	.593**	.466**	.501**	
Human skills X4	.724**	.599**	.584**	.738**	
Total leadership skills X	.572**	.658**	.799**	.502**	
**Correlation was significant at a significant level (0.01)					N= 64
*Correlation was significant at a significant level (0.05)					

Source: Prepared by the researcher

Also, appears in the same table the correlation relationships among all the main and the subvariables . The outcomes indicate that all the relationships between both variables are positive and significant at the level of confidence $p \leq 0.01$ and $p = 0.05$. the highest correlation between leadership skills and practice flexibility , which reaches 0.799** . This correlation is high and positive at the level of confidence $p \leq 0.01$. On the other side, the lowest correlation coefficient was between technical skill and behaviour flexibility which was 0.366*, it is positive and significant at the level of confidence $p \leq 0.05$.

Analysis of the correlative relationship between leadership skills and strategic entrepreneurship.

The goal of this section is to test the second main hypothesis which states that there is a significant correlation between leadership skills (administrative, technical, intellectual, and human) and the strategic entrepreneurship (innovation, proactiveness, and risk taking) . Table (9) shows all the correlations values for the main and subvariables for both variables.

The correlation between leadership skills and strategic entrepreneurship is 0.514 ** which means significant positive correlation at a confidence level of $p \leq 0.01$. The highest correlation value is between

leadership skills and proactiveness which is 0.846 **, a high positive significant relation at the confidence level of $p \leq 0.01$. The lowest correlation value is between human skills and risk taking with 0.186, which means a weak relationship and it is not significant.

Table (9) values of the (Spearman) correlation coefficient between leadership skills and the dimensions of Strategic Entrepreneurship					
Strategic Entrepreneurship Leadership skills	Z1 invention	Z2 Preemptive	Z3 The risk	Total Strategic Entrepreneurship (Z)	Total leadership skills and total Strategic Entrepreneurship
	r	r	r	r	
management skills X1	.434**	.627**	.550**	.683**	r=.514**
X2 Artistic skills	.561**	.701*	.454**	.596**	
Intellectual skills X3	.688**	.713**	.553**	.648**	
Human skills X4	.511**	.320*	.186	.496**	
Total leadership skills X	.617**	.846**	.591**	.614**	
**Correlation was significant at a significant level (0.01)					N= 64
*Correlation was significant at a significant level (0.05)					

Source: Prepared by the researcher

Correlation analysis between HR flexibility and strategic entrepreneurship.

Testing the correlation between HR flexibility and the strategic entrepreneurship is the aim of this section. The third main hypothesis states that there is a positive significant correlation between HR flexibility (skill, behaviour, and practice) and strategic entrepreneurship (innovation, proactiveness, and risk taking). Table (10), presents the spearman correlations values between the principal variables and its subvariables.

Table (10) values of the (Spearman) correlation coefficient between human resource flexibility and the dimensions of strategic Entrepreneurship					
Strategic Entrepreneurship human resource flexibility	Z1 invention	Z2 Preemptive	Z3 The risk	Total Strategic Entrepreneurship Z)	Total human resource flexibility and total Strategic Entrepreneurship
	r	r	r	r	
Skill flexibility Y1	.528**	.463**	.471**	.612**	r=.525**
Flexibility of behavior Y2	.405**	.207*	.379**	.452**	
Flexibility of practice Y3	.698**	.633**	.586**	.591**	

Total human resource flexibility Y	.547**	.661**	.600**	.525**	
**Correlation was significant at a significant level (0.01)					N= 64
*Correlation was significant at a significant level (0.05)					

Source: Prepared by the researcher

The correlation coefficient between HR flexibility and strategic entrepreneurship is 0,525**. It is positive significant correlation at the level of confidence $p \leq 0,01$. The highest correlation between HR practice flexibility and innovation with 0.698** which is positive and significant at level of confidence of $p \leq 0,01$. Also, table (10) , illustrates that the lowest correlation coefficient is 0.207 between behaviour flexibility and proactiveness, which is positive significant at the level of confidence of $p \leq 0,05$.

Effect relationship analysis among study variables

The impact relationship between leadership skills and HR flexibility

Here we will test the fourth main hypothesis which states that the leadership skills with its dimensions affects significantly the HR flexibility. The simple regression analysis is used to test the metioned hypothesis.

Table (11) analysis of the impact of leadership skills dimensions on human resource flexibility					
The explanatory variable and its dimensions	Constants				Intermediate variable
	Coefficient value β	Constant value α	value R2	(F) calculated value	
leadership skills X	1.632	0.571	.463	26.031	resource flexibility Y
management skills X1	0.649	0.703	.338	18.005	
Artistic skills X2	0.864	1.027	.504	21.482	
Intellectual skills X3	0.539	0.518	.411	17.125	
Human skills X4	0.917	1.981	.517	20.096	
The tabular F value at significance level (0.01) = 4.03					N=64

Source: Prepared by the researcher

A functional relationship is formulated between the real value of thhe intermediate variable Y (HR flexibility) and the independent variable X (leadership skills) . Table (11) expose the result of the variance analysis , which explain the model significance according to F test, where the calculated F value amounts

to 26.031 ; it is higher than the F value which is 4.03 at a level of significance $p \leq 0.01$ and confidence limits of 0.99. This assumes that the leadership skills have an effect on HR flexibility and the regression curve is good to describe the relationship between both variables . Likewise, R^2 value is 0.463 , this means that an amount of 0.463 of the variance in the HR flexibility is explained by the leadership skills . The remaining variance of 0.537 , is variance that could be explained by other random factors not included in the regression model.

Furthermore, table(11) indicates that $\alpha = 0.571$, which means the availability of the leadership skills even the HR flexibility = 0. The $\beta = 1.632$, in other words if there is a change amounts to 1 in the leadership skills , the change in the HR flexibility will be 1.632; so, the fourth main hypothesis is proven as it was stated in the research methodology.

The effect relationship between leadership skills and strategic entrepreneurship.

The fifth hypothesis stated that the leadership skills have a significant effect on strategic entrepreneurship . The simple regression analysis will be used to test the mentioned hypothesis.

Table (12) Analysis of the Impact of Leadership Skills Dimensions on Strategic Entrepreneurship					
The explanatory variable and its dimensions	Constants				Responder variable
	Coefficient value β	Constant value α	value R2	(F) calculated value	
leadership skills X	1.464	0.642	.432	32.462	Strategic Entrepreneurship Z
management skills X1	0.574	0.626	.474	23.865	
Artistic skills X2	1.427	0.457	.521	15.005	
Intellectual skills X3	0.539	1.218	.493	29.162	
Human skills X4	0.647	0.883	.428	12.957	
The tabular F value at significance level (0.01) = 4.03					N=64

Source: Prepared by the researcher

A functional relationship is formulated between the real value of the dependent variable Z (strategic entrepreneurship) and the independent variable X (leadership skills). As it is reported in table (12), the variance analysis that explains the significance of the model according to F test , the calculated F value is 32.462 which is higher than its table value of 4.03 at the level of significance $p = 0.01$ and confidence limits of 0.99 . This assures that leadership skills impact strategic entrepreneurship , so the regression curve is good to describe the relationship between both variables. As well , R^2 value , which is considered as a descriptive measure that explains the advantage of using the regression equation to estimate values

and represents the errors' percentage in when using the mentioned equation. R^2 value is 0.432 ; thus this the variance of strategic entrepreneurship is because of the leadership skills, and the amount of 0.568 of the variance is due to random factors not existent in the model.

Likewise, table(12) shows that $\alpha = 0.642$, namely the availability of 0.642 of leadership skills even the strategic entrepreneurship = 0. Also, $\beta = 1.464$ which means that any change of 1 unit in leadership skills will contribute to a change in the strategic entrepreneurship of 1.464 . By this way , the fifth hypothesis has been proven .

3.4.3. The effect of HR flexibility on strategic entrepreneurship

The sixth hypothesis states that HR flexibility has significant impact on strategic entrepreneurship with the both subvariables . The simple regression analysis will be applied to test the above stated hypothesis.

Table (13) analysis of the impact of human resources flexibility dimensions on Strategic Entrepreneurship					
The median variable and its dimensions	Constants				Responder variable
	Coefficient value β	Constant value α	value R2	(F) calculated value	
resource flexibility Y	0.927	0.575	.513	31.688	Strategic Entrepreneurship Z
Skill flexibility Y1	0.684	0.470	.428	24.620	
Flexibility of behavior Y2	1.225	0.363	.398	19.047	
Flexibility of practice Y3	0.486	1.021	.420	31.132	
The tabular F value at significance level (0.01) = 4.03					N=64

Source: Prepared by the researcher

By the same way , a functional relationship model is formulated between the dependent variable Z (strategic entrepreneurship) and the intermediate variable Y (HR flexibility). As it is shown in table (13), the variance analysis that explains the significance of the model according to F test , the calculated F value is 31.688 which is higher than its table value of 4.03 at the level of significance $p = 0.01$ and confidence limits of 0.99 . This demonstrates that HR flexibility impact strategic entrepreneurship , so the regression curve is valid to describe the relationship between both variables. Furthermore, R^2 value , which is considered as a descriptive measure that explains the advantage of using the regression equation to estimate values and represents the errors' percentage in when using the mentioned equation. R^2 value reaches 0.513 ; so, the variance of strategic entrepreneurship is explained by HR flexibility, and the amount of 0.487 of the variance is attributed to other random factors not included in the model.

At the same time , table(13) reported that $\alpha = 0.575$, an indicator of the availability of 0.575 of HR flexibility even the strategic entrepreneurship = 0. Also, the table shows that $\beta = 0.927$ which means that any change of 1 unit in HR flexibility will conduct to a variation in the strategic entrepreneurship of 0.927 . We conclude now that the sixth hypothesis has been proven .

Test the seventh hypothesis, which states (the influence of leadership skills in Strategic Entrepreneurship increases through the flexibility of human resources)

In order for the researcher to test the extent of the influence of leadership skills on Strategic Entrepreneurship through the mediating variable (human resource flexibility), the researcher adopted the Path Analysis method through which direct and indirect influence relationships can be determined and compared using the structural modeling equation according to the Amos V program. As Figure (5) shows the standard regression paths and (R2) values of the direct influence relationship between the independent variable (leadership skills) and the dependent variable (Strategic Entrepreneurship) and the indirect effect of the independent variable (leadership skills) on the dependent variable (Strategic Entrepreneurship) via the mediating variable (Flexibility of human resources) as it is evident that the structural model has obtained a degree of complete conformity inferred by the values of the indicators of conformity of the model.

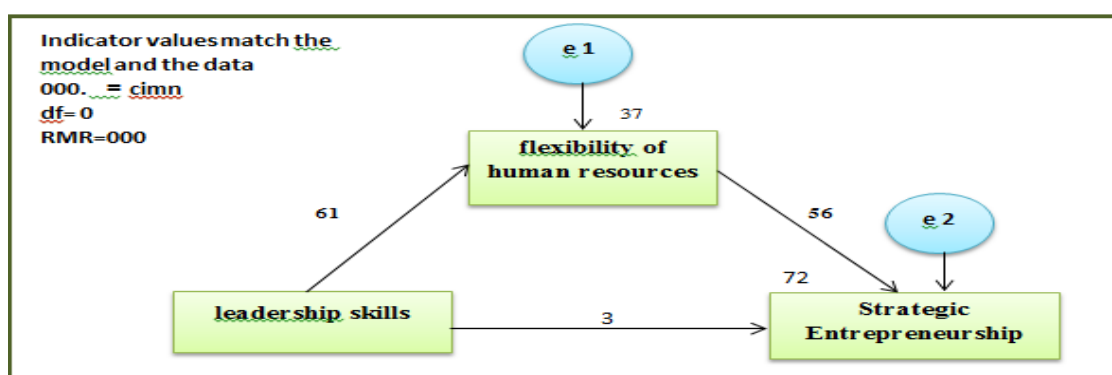


Figure (6) the direct and indirect effect paths of the seventh hypothesis test.

Source: Prepared by the researcher based on the Amos program outputs.

it is also evident from Table (14) that there is a direct effect of the leadership skills variable in Strategic Entrepreneurship, as its value reached (.378). It was also evident that there is an indirect effect of the leadership skills variable in Strategic Entrepreneurship through the variable of human resource flexibility, as its value reached (.342), It is also evident that the direct and indirect effect coefficients are significant, inferred to the values of the critical ratio (CR) and the values of significance (P-value) appearing in Table (15)..

Table (14) the values of the direct, indirect, and overall effect of the seventh hypothesis test.				
Relation Between Variables	Direct Effect	Indirect Effect	Total Effect	R ²
Strategic Entrepreneurship <-- leadership skills	.378	-	.70	.70
Strategic Entrepreneurship <-- flexibility of human resources <-- leadership skills	-	.342		

Source: Prepared by the researcher based on the Amos program outputs.

Table (15) Impact Parameters for Leadership Skills in Strategic Leadership by Human Resource Flexibility

			Estimate	S.E.	C.R.	P
flexibility of human resources	←--	leadership skills	.661	.067	8.677	***
Strategic Entrepreneurship	←--	leadership skills	.368	.050	8.111	***
Strategic Entrepreneurship	←--	flexibility of human resources	.502	.048	11.908	***

Regression Weights: (Group number 1 – Default model)

Source: Prepared by the researcher based on the Amos program outputs. V.23

Thus, a change of one unit in leadership skills directly affects (0.378) Strategic Entrepreneurship and indirectly through the human resource flexibility dimension by (0.342), and then the total direct and indirect impact of leadership skills reached (0.72). Interpretation (R²) has reached (.70). This means that leadership skills through human resource flexibility explain 70% of the changes that occur in Strategic Entrepreneurship, and the remaining 30% are due to other variables that are not included in the study model, and these results confirm the presence of an indirect effect. For leadership skills in Strategic Entrepreneurship through the flexibility of human resources at the level of the researched organization. And to make sure that the mediator (the flexibility of human resources) has an effect between leadership skills and Strategic Entrepreneurship, it will be tested by Sobel as shown in the figure (), as it appears from the p-value test that it is less than the significance level at (0.05) and it is also clear from the value of the Sobel test (4.19) It is greater than the critical normative value of (1.96), and this confirms that the mediating variable has an impact on the relationship between leadership skills and Strategic Entrepreneurship.

Input:	Test statistic:	Std. Error:	p-value:
a 0.815	Sobel test: 4.19711328	0.11107158	0.00002703
b 0.572	Aroian test: 4.18240265	0.11146225	0.00002884
s _a 0.074	Goodman test: 4.21198024	0.11067953	0.00002531
s _b 0.126	Reset all	Calculate	

Figure (7) The test of significance between the variables of the third sub-hypothesis based on standard errors and the effect

Conclusions and Recommendation

Conclusions;

1. The RPB simple of leaders have good experience and knowledge which can support them in performing and getting the development in banking business.
2. 2-the results of the descriptive analysis of strategic entrepreneurship variable shows that it is available in the bank leadership except the risk taking , this indicates the ability of the studied bank to respond to the enviromental changes.
3. 3-The study simple answers illustrates that the bank leadership does not look for activities with high risk ; meanwhile, the strategic entrepreneurship depends heavily on risk taking which means higher profits and the hard working for new ventures and adopting new creative and innovative ideas.
4. 4-There is a positive relationship between leadership skills and human resources flexibility; thus, when the bank leadership has administrative , technical, intelectual, and human skills, the human resources flexibility increased.
5. 5-The statistical analysis demonstrates an agreement in the sample's points of view about the HR flexibility in RPB. The HR practices marks the highest mean, followed by the skills flexibility , and finally comes the behaviour skills.
6. 6-The results concluded in this paper , found that HR flexibility has an important role in increasing the total impact of the leadership skills on strategic entrepreneurship as the presence of HR flexibility (skills, behaviour, and practice) , enhances the reciprocal relationship quality levels and conduct to consolidate the RPB's strategic entrepreneurship.

Recommendations;

1. The RPB must insist on the empowering and developping training programs that are specialized in building effective administrative leadership for the highest positions , to meet the new challenges in the banking business.
2. It is of great importance that the senior leadership positions should occupied by individuals who are highly qualified with good technical knowledge and experience in the banking business. So, an ambitious goals should be set for employees to to develop a creative and innovative bank.
3. It is necessary for RPB to pay more attention for the available leaders and their skills,increasing the mutual trust among them in the different organizational levels, this will make progress in the mentioned skills.
4. It is important to remember that organizations wanting to be entrepreneurs in their business, should take risk and tolerate the spirit of venturing considering it as organizational culture , allowing its workforce to innovate or introduce creative ideas without fear of punishment in case of failure , and adopting proactive and innovative ways to perform.
5. Maintaining the HR flexibility through focusing on training and development programs , and improving continuously its content. Also, the adjustment and modernizing the HR systems in a way that responses to the new business requirements, is a must in order to put RPB in an entrepreneurial position.

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