



## Article

# Entrepreneurship and its Impact on Employee Performance through Job Satisfaction A Study of the Opinions of Senior and Middle Management in Telecommunications Companies Operating in Iraq

Ahmed AbdulSalam Ahmed<sup>1\*</sup>, Sinan Fadhel Hamad<sup>2</sup>

1. College of Administration and Economics, University of Samara
2. Administrative and Financial Department, Ministry of Higher Education and Scientific Research

\* Correspondence: [ahmed.alsalim@uosamarra.edu.iq](mailto:ahmed.alsalim@uosamarra.edu.iq)

**Abstract:** This study aims to examine the impact of entrepreneurship strategies on employee performance, with job satisfaction serving as a mediating variable, in telecommunications companies operating in Iraq. A sample of 340 individuals from senior and middle management was selected using random sampling. The study employed a descriptive analytical method, and data were collected via a questionnaire. Analysis was performed using SPSS and AMOS software. The results indicated a statistically significant effect of entrepreneurship strategies on both employee performance and job satisfaction. Furthermore, job satisfaction was found to mediate the relationship between entrepreneurship and employee performance. Recommendations include fostering a supportive environment that enhances job satisfaction, encourages creativity, and improves employee performance.

**Keywords:** Entrepreneurship, Employee Performance, Job Satisfaction

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## 1. Introduction

The world today faces many waves of rapid development and changes in various aspects of life, whether economic, social or political, as a result of the development of information and communication technology, which has contributed to making the world a small village and making it easy to cross geographical borders, which has contributed to changing and altering the rules of competition, especially after the spread of the concepts of privatization, globalization and openness to global markets. Therefore, Entrepreneurship has become a basic requirement that many institutions seek to achieve at the present time. The factors that have contributed to the increase in entrepreneurial ideas are that they are a necessary feature not only for the success of organizations, but also a means for the continuation of this success and maintaining the level of stability within these institutions. Entrepreneurship, from its strategic perspective, is an important element through which the strategic direction of the organization can be determined. That is, entrepreneurial strategies have become a global focus and a basic priority adopted by organizations with a high level of planning, forecasting, and investing in available opportunities to formulate new businesses; through innovative and qualitative methods and new technologies to deal with current and future variables and influences and to be

a basis for the development of organizations. All this will enhance the importance of human resources as the basic pillar for facing competitiveness and environmental changes, and an important source for enhancing the core organizational capabilities and adapting the internal environment to the requirements of the external environment and increasing the market share to achieve survival, growth and profitability. Therefore, the lack of qualified and trained human resources capable of adapting to changes and challenges will lead to a weakening of the organization's ability to compete locally and globally. Therefore, the management of organizations seeks, through its pioneering approach, to develop the skills and capabilities of human resources and influence their attitudes, and provide mechanisms for planning and monitoring their performance in order to achieve job satisfaction and enhance their loyalty and belonging to the work environment so that they move within the limits and scope of that satisfaction with the tasks and work assigned to them. Hence, this study aims to identify the impact of Entrepreneurship on employee performance through job satisfaction as an intervening variable for telecommunications companies operating in Iraq. The current research included four chapters. The first chapter dealt with the research methodology, while the second chapter dealt with the theoretical framework of the research, while the third chapter was about the practical aspect, and finally the fourth chapter clarified the conclusions and recommendations of the research.

## **2. Materials and Methods**

### **Research Problem:**

Human resources in business organizations are considered an important resource and one of the most important assets they possess, as the goals of these organizations cannot be achieved without human resources, which they must strive to take care of and invest in developing their skills and efficiency to be able to achieve their actual goals by helping them face changes and challenges. Therefore, the problem of the study stems from the exposure of business organizations in general and Iraqi telecommunications companies in particular to internal and external pressures that lead to crises due to the intense competition in the telecommunications sector, which requires the presence of pioneering employees capable of dealing with and managing these crises, and adopting pioneering strategies that are a revolutionary approach that brings about a major change in achieving effectiveness, flexibility and competitiveness in the performance of the companies under study. The researchers have deduced the problem of the current study through field visits to the study community, during which they conducted interviews with some managers and department heads. It was noted through the interviews that there was a lack of clarity regarding the dimensions of Entrepreneurship for the researched companies and a deficiency in applying some dimensions, in addition to the lack of attention to the results of evaluating the performance of employees in some researched companies, which could be evidence of the application of Entrepreneurship or not for the researched community. In addition to the recommendations of some studies, including the study of Al-Amouri (2014) on the necessity of human resources management taking the role it deserves in order to enhance its effective role in improving employee performance, and the necessity of caring for human resources as one of the most important assets and capital of the organization, and the study of Kharoub (2016) to repeat the study of employee performance in other societies and industries and generalize it to Arab countries through the same variables or other variables. And the study of Fairoz et al, (2010) The necessity of adopting the entrepreneurial direction and business performance among policy makers to plan their activities towards developing small and medium enterprises, and the study of Musa (2018) which recommended that the entrepreneurial direction should have an impact on the performance of employees, and the study of Attouf (2016) which emphasizes the Entrepreneurship strategy and its impact on developing outstanding performance. The study of Moustaghfir et al., (2020)

confirmed the knowledge of the effective relationship between human resource management practices and the entrepreneurial direction of companies, and based on what was mentioned above, the study problem is limited to the most important question (Does Entrepreneurship affect employee performance through job satisfaction as an intervening variable)?

The purpose of this study can be achieved by answering the following questions:

Is there an impact of Entrepreneurship in its dimensions (creativity, innovation, uniqueness, risk, and initiative) on the performance of employees in its dimensions (accomplishing tasks, accuracy of work, and behaviors) in telecommunications companies operating in Iraq?

Is there an impact of entrepreneurship in its dimensions (creativity, innovation, uniqueness, risk, and initiative) on job satisfaction in its dimensions (work environment, career growth, and compensation) in telecommunications companies operating in Iraq?

Is there an impact of job satisfaction in its dimensions (work environment, career growth, and compensation) on employee performance in its dimensions (task completion, work accuracy, and behaviors) in telecommunications companies operating in Iraq?

Is there an impact of entrepreneurship in its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance in its dimensions (task completion, work accuracy, and behaviors) through job satisfaction in its dimensions (work environment, career growth, and compensation) as an intervening variable in telecommunications companies operating in Iraq?

#### **Importance of the research:**

The importance of the research was summarized in two aspects:

##### **First: Theoretical importance:**

The theoretical importance of the current study is represented in its attempt to achieve a simple addition to researchers and the Arab library by adopting a scientific approach that seeks to achieve the objectives of the study. This study seeks to support theoretical studies and research and follow theoretical literature and previous studies in the field of Entrepreneurship and employee performance and know the impact between them through job satisfaction, in addition to its endeavor to clarify the importance of entrepreneurial direction and the aspects related to it and direct it towards achieving higher performance for human resources in communications companies operating in Iraq and other companies operating in the same field.

The researchers hope that future researchers will benefit from the current study, and that its results and recommendations will lead to a starting point for new future studies in this field.

##### **Second: Practical importance:**

The current study contributed to presenting a number of results, especially after taking the opinions of the study sample and their responses, and thus setting recommendations that meet and address each problem of similar studies, as the practical importance of the current study focused on determining the extent of the impact of Entrepreneurship in telecommunications companies on the performance of their employees through the mediating variable, in addition to that, the results of this study contributed to setting a number of supporting perceptions for the performance of employees in the companies under study and other companies operating in the same sector and other different sectors in Iraq.

##### **Research objectives:**

The objectives of the study are as follows:-

Diagnosing the reality of Entrepreneurship in telecommunications companies operating in Iraq.

Providing a cognitive framework for the study variables and their sub-dimensions to define the concepts for each of them.

Identifying the differences in the answers of the sample members about the reality of the dimensions of Entrepreneurship, which are attributed to the mediating variable and the demographic variable.

Providing suggestions and recommendations to the companies surveyed and clarifying the extent to which Entrepreneurship contributes to employee performance through job satisfaction.

### **Study hypotheses**

#### **First main hypothesis:**

There is no statistically significant effect at the level ( $\alpha=0.05$ ) of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance with its dimensions (task completion, work accuracy, and behaviors) through job satisfaction with its dimensions (work environment, career growth, and compensation) as an intervening variable in telecommunications companies operating in Iraq.

#### **The second main hypothesis:**

There is no statistically significant effect at the level ( $\alpha=0.05$ ) of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on job satisfaction with its dimensions (work environment, career growth, and compensation) in telecommunications companies operating in Iraq.

#### **The third main hypothesis:**

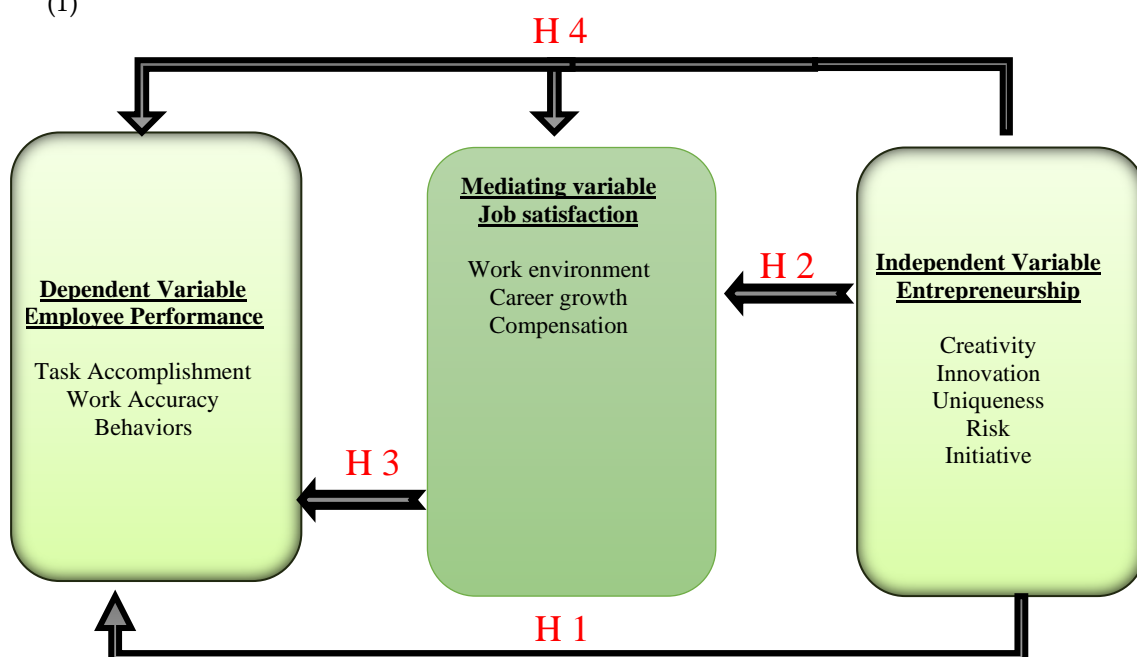
There is no statistically significant effect at the level ( $\alpha=0.05$ ) of job satisfaction in its dimensions (work environment, career growth, and compensation) on employee performance in its dimensions (task completion, work accuracy, and behaviors) in telecommunications companies operating in Iraq.

#### **Fourth main hypothesis:**

There is no statistically significant effect at the level ( $\alpha=0.05$ ) of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance with its dimensions (task completion, work accuracy, and behaviors) through job satisfaction with its dimensions (work environment, career growth, and compensation) as an intervening variable in telecommunications companies operating in Iraq.

#### **Study Model:**

To achieve the purpose of this study and reach the specific objectives of determining the effect of the independent variable on the dependent variable through the mediating variable, the researchers developed a model specific to this study according to Figure No. (1)



## Figure No. (1)

### Study model

#### **Research community and sample:**

The study community consisted of three telecommunications companies operating in Iraq, namely (Asia, Zain, Korek) spread across all Iraqi governorates, with the number of employees in upper and middle management reaching (490). The sampling unit consists of all employees in upper and middle management, namely (management council, managers, their deputies and assistants, executive heads, branch heads and their deputies, department heads, division managers, and unit managers). The study sample amounted to (340) individuals. It was taken using a simple random sample method according to the opinion of (Sekaran, 2003). The researchers sought to accurately represent the research community by increasing the sample numbers, with the aim of obtaining sample numbers that represent all employees in the companies (Asia, Zain, Korek) and achieving the purpose of the current study. (490) questionnaires were distributed to the study sample, and the number of returned questionnaires was (403). The questionnaires that were not suitable for statistical analysis were excluded, which were (63) questionnaires. Thus, the number of questionnaires suitable for statistical analysis became (340) questionnaires, with a response rate of 69%.

#### **Chapter Two**

#### **Theoretical Framework:**

#### **Independent Variable: Entrepreneurship**

Perhaps the talk about Entrepreneurship has gone beyond the stage of debate about its importance and role in developing and supporting the economies of countries. It is one of the contemporary administrative concepts that is related to future management, as it helps business organizations to reach Entrepreneurship in their work through effective management that is in harmony with their external and internal environment by raising their efficiency, effectiveness, and ability to compete, innovate, and bear risks.

Business organizations that seek to survive place the concept of Entrepreneurship among their priorities, especially after the transformation of the economy of many business organizations from a financial economy to a knowledge economy, hoping to achieve the economic stability that most organizations in the world seek to achieve and to ensure economic and political security for themselves in light of the technological and scientific development that prevails in the world, which will help them exploit investment opportunities in the market through creativity and innovation with the increase in global competition and the emergence of other factors to make organizations more pioneering.

Researchers have differed in their definition of Entrepreneurship and its concept. Some have defined Entrepreneurship as a dynamic and risky process that includes a combination of capital, technology and human skills. It can be applied to all businesses regardless of their size and economic or service directions (Sethi, Jyotsna, 2011, p2). The concept of Entrepreneurship varies according to several determinants, some of which are related to culture. Others are related to society or the economy, and the characteristics associated with them that distinguish individuals in society. The concept of Entrepreneurship is still a question raised in different readings, and the definitions mostly depend on the social and economic dimensions that vary according to society or the circumstances surrounding society (Hamed and Irsheid, 2007: p. 5). Therefore, it can be said that the first idea of entrepreneurship is the exploitation of capital, in addition to the presence of a group of main factors that contribute to pushing a person to entrepreneurial work: personal factors, factors related to the organization, or external factors (Al-Ani et al., 2010). Personal factors include personality traits, childhood environment, family, education, age, previous career, friends. Entrepreneurship is also affected by social development by some internal and acquired factors represented by the innate factor, such as: intelligence, character, personality; the acquired factor, such as: education or training; and the social factor, such as: birth order, socio-economic class, parents' jobs, and culture.



This model gives a clearer picture of entrepreneurial behavior than those that assume a tendency toward heredity, as the entrepreneur develops and is not born.

Therefore, entrepreneurship is the ability of the individual and the organization to accomplish a specific activity successfully and with distinction (Kansikas et al., 2012), i.e. it is a set of characteristics related to starting a business, planning it, organizing it, and bearing risks in its management (Al-Ghalbi and Idris, 2009), or it is a set of procedures carried out by a person or a group of people in order to create a new pioneering project that aims to provide something distinct from others that fulfills the desire of customers and achieves added value for the organization (Al-Ani et al., 2010).

(Al-Najjar and Ali 2006) suggested three modes of entrepreneurship. The first mode is the organization adopting the venture in a new business and starting to implement it, which is called institutional venture. The second mode is supporting the individual or group of individuals to adopt the idea of launching a new product within the institutional context, which is called internal entrepreneurship. The third mode is adopting and spreading the philosophy of entrepreneurship at all administrative levels and across the organization's operations. Therefore, the concepts of entrepreneurship in administrative literature are diverse and different according to the scientific background of academics and researchers. Entrepreneurship is the transformation of ideas into businesses, and it is a commercial activity or businesses that operate in any field as a means of earning a living. There are job opportunities at all times because a person cannot produce all the goods and services he needs in order to survive. It is an important source of income, but it is an important strategy for creating new job opportunities and achieving economic recovery and remarkable growth for countries that Entrepreneurship sponsor (Matshaba, 2013: p1).

The review of the literature and sources concerned with entrepreneurship showed that there is a consensus with the opinion of (Al-Najjar and Al-Ali, 2008: p. 6) and (Hisrich & Peters, 2002: p. 10) that the definition of Entrepreneurship includes four aspects:

- The process of creating something new of value.
- Allocating time, effort and money.
- Accepting various risks.
- Receiving the resulting rewards such as: dependability, independence and money.

Organizations that are heading towards Entrepreneurship manage risks well, due to the tendency of the organization's management to take calculated risks in order to become more innovative (Hill & Wright, 2000: p25). It must be remembered that creativity and innovation are crucial tools that help entrepreneurial organizations seize opportunities. Facts confirm that creating a new type of product is in itself an innovation, and therefore creativity in the organization is not determined by products only, but also by operations or marketing strategies (Kilenthong et al., 2010: p3).

It is clear that Entrepreneurship can give real reasons for the competitive advantage of the existing organization, and that the manifestations of this competitive advantage may be as seen by (Mokaya, 2012:p138-139):

- Differentiation or cost leadership in the market.
- Rapid response to any changes.
- New strategic direction or new ways of working or learning within the organization.

Thus, Entrepreneurship has become the process that includes the spirit of initiative and its basis is the focus on innovation, which is manifested in the form of new products, new production methods, new markets and new forms of organization (Klein et al., 2013). Discovering and exploiting profitable opportunities is the basis for creating wealth through Entrepreneurship (Dissanayake, 2013:p1).

Based on the above, the following can be summarized:

The concept of Entrepreneurship stems from achieving a state of integration between the strategic perspective and the Entrepreneurship perspective, which was explicitly confirmed by (Yilmaz, 2012:p73).

Entrepreneurship focuses greatly on the productive resources of organizations, as it recognizes the role of resources in investing growth opportunities in order to create a sustainable competitive advantage, as stated by (Sokolova, 2011:p16).

Researchers in the field of modern management thought, especially in the field of Entrepreneurship, confirm the growing need to provide intellectual contributions towards justifying the Entrepreneurship perspective within the philosophy of management.

Some concepts have revealed that organizations working in this field have the ability to find an opportunity that contributes to achieving creativity in value creation, as this type of organization can anticipate new problems and challenges, respond to them with the required effectiveness, and at least develop plans for its path towards the future with the aim of enhancing performance and adding different aspects of value. This was confirmed by (Hoglund et al. 2014: p4) (Andrews & Van ,2013: p766) (Foss & Lyngsie,2011: p9)).

Entrepreneurship helps the organization to adapt to important environmental changes and helps it to develop relatively sustainable competitive advantages (Becker & Kundsén, 2004: p1).

It can be noted that the definition of Entrepreneurship for organizations includes both organizations, workers and businessmen. Entrepreneurship does not necessarily mean the growth of business organizations, but rather it is a more important phenomenon, as it includes social strategy Entrepreneurship.

In order to reach Entrepreneurship, skills must be available, Which can be classified into three main types (technological skills, business management skills, personal entrepreneurial skills) are explained as follows (Al-Sakarna, 2008: p. 31):

1. Technological skills: writing, listening, good preparation, organization, job opportunities, knowledge technology.
2. Business management skills: decision-making, marketing, management, finance, accounting, production, control, negotiation, growth organization and product launch skills.
3. Personal entrepreneurial skills: commitment, control, risk taking, control, vision, leadership, and the ability to change, and that these skills can be obtained through training, learning and gaining experience.

#### **Dimensions of Entrepreneurship:**

- 1- Creativity
- 2- Risk-taking
- 3- Initiative (Proactivity)
- 4- Innovation
- 5- Uniqueness

#### **The dependent variable is the workers**

The issue of human resources and maximizing human capital has become the most important issue of the twenty-first century as it is the most important investment. Institutions of all types and sizes need trained and qualified human resources to implement all their activities and operations because the human resource is the main pillar of the success of institutions.

That is, the success or failure of any institution is primarily linked to its beating heart, which is human resources management. Therefore, human resources management is a strategic approach to managing the most important assets of the organization, despite attempts to study how to manage them efficiently. This necessitates the presence of specialized departments in various institutions to prepare good human resources policies and programs that enable increasing the productive efficiency of workers. Caring for and nurturing human resources is the most important phenomenon that occupies the minds of officials in developed and developing countries alike at the present time. In fact, it has become imperative for organizations today to realize the importance of this resource, which occupies the greatest importance among the organization's other resources, given

the difficulty of predicting its behavior and future performance, especially in light of the current circumstances (increasing global competition, strategic alliance, and globalization). This care is due to the fact that human resources represent the most important elements of production and the source of distinction and superiority for the institution. After the activity of human resources management was limited to carrying out routine tasks such as recruiting employees, appointing and keeping records, and completing leave procedures for employees, it has turned into strategic activities that involve danger and sensitivity that touch the core of the institution's goals.

It is worth noting that human resources began to occupy their place in the organizational structure at the beginning of the twentieth century as a result of classical thought that emphasized the importance of developing work methods, as management principles and theories emerged in response to the large size of institutions that required more efficient organization of their resources, as well as the expansion in total demand, in response to the requirements of the twentieth century.

The concept of human resources is one of the basic axes of development and a major indicator of the civilization and growth of society. By analyzing the reality of human resources in a society, the future of this society can be predicted and whether it is moving towards more progress and advancement or towards more decline and backwardness (Abu Bakr, 2020). Viewing human resources at the organizational level as a system with its material and intellectual characteristics, and consisting of a group of interconnected and interacting parts in an integrated and continuous manner (Nankervis et al., 2019). (Banfield et al., 2018) believes that human resources management as a function is concerned with forming an appropriate structure of human resources with an appropriate level of capabilities and skills required to meet the needs of the organization, then training and developing these skills continuously, as well as rewarding individuals with a fair reward that is consistent with the efforts made, then achieving a kind of integration and coordination between the interests of individuals and the organization and preventing any conflict between them, and finally providing the necessary care and services for them, all in order to contribute to achieving the organization's goals. From this standpoint, human resources management is the activity of planning, organizing, directing and monitoring the performance of a group of activities and various operational processes related to managing the human element in the organization.

Human resource management is one of the basic and main functions or departments in all types of organizations. The focus of its work is all the human resources that work in it, everything related to them in terms of functional matters, from the time of their appointment in the organization until the time of the end of their service and work in it. Human resource management represents a basic department and function in organizations, working to achieve the optimal use of the human resources that work in it, through a strategy that includes a set of multiple policies and practices, in a way that this use is consistent with the organization's strategy and mission and contributes to achieving them (Aqili, 2015: p. 14).

(Analoui, 2018) defined it as the management that specializes in managing the affairs of individuals in the organization in order to place the right individual in the right place, in an effort to achieve the desired goals. (Wilkinson et al., 2017) defined human resources management as those activities designed to provide the workforce according to the required specializations while maintaining, developing and motivating those competencies in a way that enables the organization to achieve its goals efficiently and effectively, in addition to defining (Al-Hariri, 2012: p. 14) Modern human resources management is the development of modern and advanced strategies in monitoring and evaluating employees with the aim of developing them and their talents and increasing their administrative, cultural and cognitive experiences and thus achieving better performance. (Carbery & Cross, 2018) see human resource management as administrative processes that include a number of functions and activities that are practiced for the



purpose of managing the human element in an effective and positive manner that achieves the interest of the organization, the interest of employees and the interest of society. (Al-Siyah, 2012: p. 3) defines it as a group of activities related to the organization obtaining its needs for human resources, developing them, motivating them, and maintaining them in a way that enables the organization's goals to be achieved with the highest levels of efficiency and effectiveness. (Hijazi, 2005: p. 30) indicates in his definition that it is the total administrative activities that lead to the formation, recruitment, development, motivation, evaluation, maintenance, and future of human resources.

**Performance dimensions:**

- 1) Effort expended.
- 2) Amount of effort.
- 3) Performance pattern.

**The mediating variable is job satisfaction:**

Job satisfaction is one of the most prominent topics that has received great importance from researchers and specialists in management and organizational behavior due to its direct connection to the human element, which is the focus of the production or service process in any organization, as it represents the motivation and desire to work. Therefore, organizations realize that failure to meet the needs of employees and achieve a level of job satisfaction with their work will lead to poor and declining levels of performance and productivity and an increase in the level of employee absence and thus leaving work.

The issue of job satisfaction of employees has become increasingly important to the management of organizations, all in order to ensure the loyalty of employees and their support for the goals they seek, despite the many factors that have an impact on job satisfaction at work and that are related to the organization and the feelings and emotions of the employee, which may constitute psychological pressures that may have effects on him and the organization. Accordingly, the management must be aware of the incentives that motivate employees before determining the goals assigned to them by the organization, taking into account the reasons that may lead to an increase in productivity in his work, as well as taking into account the organizational relationships of the employee and their connection to the goals of the organization.

The term job satisfaction has become a commonly used term, especially in sciences concerned with studying the conditions surrounding work. Therefore, job satisfaction of employees in business organizations has received great attention from researchers since the beginning of the second half of the twentieth century until today. Definitions of this term have varied due to the different approaches of scientists and researchers, as some believe that job satisfaction expresses the worker's feelings towards his work or the amount of security that the worker feels as an occupant of the job, in addition to his feeling of membership in that organization (Loan, 2020).

Al-Freijat et al., 2009: p. 117) indicated that job satisfaction is associated with three main dimensions:

- 1- The emotional or sentimental aspect, which is related to the emotional response towards work and the nature of the association with it, and therefore it cannot be seen clearly, as it is related to the individual's latent emotions towards the work itself.
- 2- Job satisfaction is related to the extent to which the worker exceeds expectations as a result of his work.
- 3- Job satisfaction is related to many interconnected trends that form a great desire for him to be associated with his work and take pride in it.

(65 p: 2013, Soltani & Taheri) explained that job satisfaction is a feeling of psychological comfort towards work and employees that the individual shows through his behavior, his keenness to deal well and increase productivity as a result of the material and moral incentives he receives from the organization in which he works. Job satisfaction can be defined as the individual's positive feeling towards the work he performs, which is linked to the extent to which this work satisfies his needs and interests. It results from his

conviction in the satisfaction of his material, personal and social needs through a set of dimensions. Al-Sharaideh (2010: p. 59) defined job satisfaction as the extent of satisfaction that the individual believes he obtains from work, and the more positive the individual's belief is, the more positive his feelings are and the higher his levels of satisfaction are. (Abu Samura, 2014: p. 94) believes that the degree of satisfaction represents the difference between what the employee actually achieves and what he aspires to achieve. Both (Aziri, 2011) and (Uhl-Bien et al., 2014) interpreted job satisfaction as employees' attitudes and feelings towards their work. Positive attitudes towards work indicate job satisfaction, while negative attitudes towards work indicate job dissatisfaction. (Winda et al., 2017) believe that job satisfaction is the result of what workers get from their work in a more specific form, which may be formed as a result of satisfaction with wages, satisfaction with the content of the work, satisfaction with promotion opportunities, satisfaction with supervision, satisfaction with the work group, satisfaction with working hours, and satisfaction with working conditions.

The concept of job satisfaction is a complex concept, it is more than an internal situation or state, but it is often stated that job satisfaction is necessary in order to achieve a high level of motivation and performance (Mohsen, 2015). Thanos, 2015, believes that job satisfaction is the result of employees' awareness of the things they want at work.

In the study (Rajput et al., 2016), job satisfaction was defined as a combination of psychological and physiological feelings and environmental conditions that make the individual satisfied with his job. (Jawish, 2004: p. 96) believes that job satisfaction is not absolute, as there is no upper or lower limit for it, but rather job satisfaction and dissatisfaction are relative matters, and the feeling of satisfaction is the result of the interaction between what the individual wants and what he actually gets in a specific situation.

(Melanie et al., 2009) defines it as a pleasant emotional state resulting from the evaluation of an individual's work or professional ability. Based on that, despite the researchers' interest in defining job satisfaction, they looked at it from different angles and schools, the most important of which are (Abdul Raouf and Al-Masry, 2014: p. 27):

1. The school of psychological needs, which believes that motivation is the main factor in job satisfaction, and that the factors leading to it are achievement, accomplishment, status, appreciation, and responsibility.
2. The school of leadership, which focuses on the impact of leadership on employees.
3. The school of material incentives, which focuses on the relationship between job satisfaction and salaries and material incentives.
4. The school of administrative ideology, which focuses on different administrative methods and their impact on employees.
5. The school of work content, which believes that the nature of the work and the way it is performed determines job satisfaction.

Based on the above, organizations realize that failure to meet employees' needs and achieve a level of job satisfaction with their work will lead to poor and declining levels of performance and productivity, and an increase in the level of employee absence and consequently leaving work (Wafiq, 2016). (Marazqa, 2017: p. 236) mentioned that there are three types of job satisfaction: internal satisfaction factors, the source of which is job happiness, the individual's sense and feeling of what he achieves in terms of social levels of success and his achievement of his personal capabilities in achieving success; satisfaction factors related to the physical and psychological conditions of the individual's work, such as cleanliness of the place and ventilation; and external satisfaction factors, which are rewards, wages and bonuses. Therefore, satisfaction occurs when a group of factors interact, which are (motivational needs, performance, satisfaction and contentment).

Dimensions of job satisfaction

The dimensions that achieve job satisfaction or that can be measured through them have been determined differently by researchers depending on the nature of the studies and the differences in objectives and tools. The various studies that have addressed these dimensions indicate that there are three dimensions that have come before others, this is the result of the agreement of researchers (Shekhawat, 2016) , (Aziri, 2011), (Kelvin & Shan Chin, 2018), (Awida, 2008), (Bin Tarri, 2016) , (Muhammad, 2010) , (Al-Sayed, 2009) , (Al-Aboudi, 2008) ,(Asif, 2011), (Saleh, 2004) , (Fu & Deshpande, 2013), (Hamdi, 2015) , (Rajput et al., 2016) and (Rezvani et al., 2016) . the dimensions of job satisfaction will be summarized as follows:

1. Work environment
2. Career growth
3. Compensation

### **Chapter Three**

#### **Description and diagnosis of the research dimensions**

This section deals with a presentation of the analysis of the study results related to the study variables, through which the opinions of the study participants were known on the content of each paragraph. In this chapter, the researchers will try to answer the study questions and test the primary main hypothesis of the study to know the relationship between the study variables, which paves the way for the final results and recommendations of the next chapter.

In addition to a description of the main research dimensions, represented by Entrepreneurship as an (independent) dimension, the performance of employees in the researched organization as a (dependent) dimension, and job satisfaction as an (intermediary) dimension. Based on that, statistical analyses were used, such as frequency distributions, percentages, arithmetic means, and standard deviations for each of the two dimensions using the (SPSS) program.

#### **Arithmetic averages for the study areas**

The arithmetic averages and standard deviations for the study areas were extracted using the statistical methods specified in the research methodology, which are as follows:

#### **Independent variable: Entrepreneurship**

Arithmetic means and standard deviations of the degree of practicing Entrepreneurship, and Table No. (1) shows that.

**Table No. (1):** Arithmetic means, standard deviations, ranks and degree of practicing Entrepreneurship

Practice score	Relative weight	Rank	Standard deviation	Arithmetic mean	Domain	Number
High	79.90%	2	0.70	3.996	Creativity	1
High	79.94%	1	0.65	3.997	Innovation	2
High	79.66%	3	0.59	3.983	Uniqueness	3
High	67.24%	5	0.61	3.362	Risk	4
High	79.64%	4	0.68	3.982	Initiative	5
High	77.28%		0.53	3.864	Overall Entrepreneurship Practice Score	

Source: Prepared by the researchers based on SPSS data.

Table No. (1) shows that the degree of practicing Entrepreneurship came in a high degree, with an arithmetic mean of (3.864) and a standard deviation of (0.53), where the

arithmetic mean of the field of creativity was (3.996) with a standard deviation of (0.70), with a high degree and in second Rank, and the field of innovation came in first Rank with an arithmetic mean of (3.997) and a standard deviation of (0.65), with a high degree, while the field of uniqueness came in third Rank with an arithmetic mean of (3.983) and a standard deviation of (0.59) and a high degree. The field of initiative came in fourth Rank with an arithmetic mean of (3.982) and a standard deviation of (0.68) and a high degree, while the field of risk came in fifth and last Rank with an arithmetic mean of (3.362) and a standard deviation of (0.61) and a medium degree. The reason for the innovation dimension occupying first Rank among the dimensions of Entrepreneurship is attributed to the fact that the companies under study have the ability to meet the needs of customers beyond their expectations in an effort to achieve competitive advantage through their tools and workers.

**Dependent variable: Employee performance**

Arithmetic means and standard deviations of the degree of employee performance practice, Table No. (2) shows this.

**Table No. (2):** Arithmetic means, standard deviations, ranks and degree of employee performance practice

Practice score	Relative weight	Rank	Standard deviation	Arithmetic mean	Domain	Number
High	75.80%	3	0.78	3.79	Task Accomplishment	1
High	79.00%	2	0.72	3.95	Accuracy of Work	2
High	80.80%	1	0.63	4.04	Behaviors	3
	78.60%		0.65	3.93	Overall score for employee performance	

Source: Prepared by the researchers based on SPSS program data.

It is clear from Table No. (2) that the degree of practicing employee performance was high, with an arithmetic mean of (3.93) and a standard deviation of (0.65), where the arithmetic mean of the behavioral domain was (4.04) with a standard deviation of (0.63), with a high degree and in first Rank, and the work accuracy domain came in second Rank with an arithmetic mean of (3.95) and a standard deviation of (0.72), with a high degree, while the task completion domain came in last Rank with an arithmetic mean of (3.79) and a standard deviation of (0.78) as a high degree. The reason for the behaviors occupying the first Rank among the dimensions of employee performance is that the employees in the companies under study maintain human relations and the positive image that others have created about the company, in addition to their careful handling of the company's assets, which in themselves are ideal employee behaviors.

**Mediating variable: Job satisfaction**

Arithmetic means and standard deviations of the level of job satisfaction, and Table No. (3) shows that.

**Table No. (3)** Arithmetic means, standard deviations, ranks and level of job satisfaction

level score	Relative weight	Rank	Standard deviation	Arithmetic mean	Domain	Number
Medium	65.20%	1	0.66	3.26	Work Environment	1
Medium	64.00%	2	0.70	3.20	Career Growth	2

Low	42.40%	3	0.73	2.12	Compensation	3
Medium	57.20%		0.52	2.86	Overall level of job satisfaction	

Source: Prepared by the researchers based on SPSS data

Table No. (3) shows that the level of job satisfaction was at an average level, with an arithmetic mean of (2.86) and a standard deviation of (0.52), where the work environment field came in first Rank with an arithmetic mean of (3.26) and a standard deviation of (0.66), and at an average level, while in second Rank came the career growth field with an arithmetic mean of (3.20) and a standard deviation of (0.70), and at an average level. In the last rank came the compensation field with an arithmetic mean of (2.12) and a standard deviation of (0.73) at a low level. The reason for the work environment taking first rank among the dimensions of job satisfaction is attributed to the fact that the environment of the companies under study supports workers to accomplish their work and provides all the material requirements necessary for work, thus achieving psychological stability for them.

### 3. Results

#### Testing the first main hypothesis (H<sub>01</sub>):

There is no statistically significant effect at the significance level ( $\alpha = 0.05$ ) of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on the performance of employees with its dimensions (task completion, work accuracy, and behaviors) in communication companies operating in Iraq.

Multiple Regression Analysis was used to verify the impact of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance with its dimensions (task completion, work accuracy, and behaviors) in telecommunications companies operating in Iraq, as shown in Table (4).

**Table (4):** Multiple Regression and Variance Test to Analyze the Impact of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance with its dimensions (task completion, work accuracy,

Analysis of variance ANOVA				Model Summary		Dependent Variable	Coefficient table				
Sig Significance Level	DF Degrees of Freedom	Tabular F	F Calculated	(R <sup>2</sup> ) Coefficient of determination	(R) Correlation coefficient		Sig Significance level	T	Standard error	B	Independent variable
0.000	5	2.22	109.356	0.621	0.788	Employee performance	0.004	2.865	0.054	0.155	Creativity
							0.000	5.604	0.062	0.347	Innovation
							0.466	0.730	0.061	0.044	Uniqueness
							0.065	1.853	0.041	0.075	Risk
							0.000	4.322	0.061	0.264	Initiative

\*The effect is statistically significant at the significance level ( $\alpha \leq 0.05$ )

The statistical results shown in Table No. (4) showed the existence of a significant effect with statistical significance for the Entrepreneurship variable and each of its dimensions on the variable of employee performance in telecommunications companies operating in Iraq, as evidenced by the high value of the correlation coefficient, which reached ( $R = 0.788$ ), indicating the existence of a positive and direct relationship between the independent variable and the dependent variable. This result was reinforced by the high value of the calculated (F) which amounted to (109.356) at the significance level ( $\alpha \leq 0.05$ ) which is greater than its tabular value (2.22).



Based on the value of the coefficient of determination, which is (0.621), the coefficient of determination explains (62.1%) of the variance in the dependent variable, which is a relatively high explanatory power that reflects an acceptable degree of strength and stability of the model.

**The second main hypothesis (H<sub>02</sub>):** There is no statistically significant effect at the significance level ( $\alpha = 0.05$ ) of Entrepreneurship in its dimensions (creativity, innovation, uniqueness, risk, and initiative) on job satisfaction in its dimensions (work environment, career growth, and compensation) in telecommunications companies operating in Iraq.

Multiple Regression Analysis was used to verify the impact of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on job satisfaction with its dimensions (work environment, career growth, and compensation) in telecommunications companies operating in Iraq, as shown in Table No. (5).

**Table No. (5):** Multiple Regression and Variance Test to Analyze the Impact of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on job satisfaction with its dimensions (work environment, career growth, and compensation) in telecommunications companies operating in Iraq

Analysis of variance					Model Summary		Dependent Variable	Coefficient table			
ANOVA											
Sig	DF Degrees of	F Tabular	F Calculated	R <sup>2</sup>	R		Sig	T	Standard error	B	Independent variable
Significance Level	Freedom			Coefficient of determination	Correlation coefficient		Significance level				
0.000	5	2.22	19.324	0.224	0.474	Job satisfaction	.3190	.9970	.0620	Employee performance	Creativity
							0.000	3.682	.0710	0.261	Innovation
							.6640	-.434	.0700	-.030	Uniqueness
							.0010	3.337	.0460	0.155	Risk
							.8880	.1410	.0700	.0100	Initiative

The statistical results presented in Table No. (5) showed the existence of a significant and statistically significant effect of the Entrepreneurship variable and each of its dimensions on the job satisfaction variable in telecommunications companies operating in Iraq, as evidenced by the high value of the correlation coefficient, which reached ( $R = 0.474$ ), indicating the existence of a positive and direct relationship between the independent variable and the dependent variable. This result was reinforced by the high value of the calculated ( $F$ ) which amounted to (19.324) at the significance level ( $\alpha \leq 0.05$ ), which is greater than its tabular value. Based on the value of the coefficient of determination, which is (0.224), the coefficient of determination explains (22.4%) of the variance in the dependent variable, which is a relatively acceptable explanatory power that reflects an acceptable degree of strength and stability of the model.

**The third main hypothesis (H<sub>03</sub>):** There is no statistically significant effect at the significance level ( $\alpha = 0.05$ ) of job satisfaction in its dimensions (work environment, career growth, and compensation) on employee performance in its dimensions (task completion, work accuracy, and behaviors) in telecommunications companies operating in Iraq.

Multiple linear regression analysis was used to verify the effect of job satisfaction in its dimensions (work environment, career growth, and compensation) on employee performance in its dimensions (task completion, work accuracy, and behaviors) in telecommunications companies operating in Iraq, as shown in Table No. (6).

**Table No. (6):** Multiple Regression Test to Analyze the Impact of Job Satisfaction in Its Dimensions (Work Environment, Career Growth, and Compensation) on Employee Performance in Its Dimensions (Task Accomplishment, Work Accuracy, and Behaviors) in Telecommunications Companies Operating in Iraq

Analysis of variance ANOVA				Model Summary		Dependent Variable	Coefficient table				
Sig Significance Level	DF Degrees of Freedom	F Tabular	F Calculated	R <sup>2</sup> Coefficient of determination	R Correlation coefficient		Sig Significance level	T	Standard error	B	Independent variable
0.000	3	2.61	46.360	0.293	0.541	Employee performance	.0000	7.025	.0490	.3410	Work Environment
							.8520	18.70	.0660	.0120	Career Growth
							.7750	28.60	.0660	.0190	Compensation

\*The effect is statistically significant at the significance level ( $\alpha \leq 0.05$ )

The statistical results shown in Table No. (6) showed the existence of a significant effect with statistical significance for the job satisfaction variable and each of its dimensions on the variable of employee performance in telecommunications companies operating in Iraq, as evidenced by the high value of the correlation coefficient, which reached ( $R = 0.541$ ), indicating the existence of a positive and direct relationship between the independent variable and the dependent variable. This result was reinforced by the high value of the calculated (F) which amounted to (46.360) at the significance level ( $\alpha \leq 0.05$ ), which is greater than its tabular value. Based on the value of the coefficient of determination, which is (0.293), the coefficient of determination explains (29.3%) of the variance in the dependent variable, which is a relatively high explanatory power that reflects an acceptable degree of strength and stability of the model.

**The fourth main hypothesis (H<sub>04</sub>):** There is no statistically significant effect at the level ( $\alpha = 0.05$ ) of Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on employee performance with its dimensions (task completion, work accuracy, and behaviors) through job satisfaction with its dimensions (work environment, career growth, and compensation) as a mediating variable in telecommunications companies operating in Iraq.

**Table No. (7):** Stepwise Regression Analysis to Verify Whether Job Satisfaction Changes the Impact of Entrepreneurship on the Performance of Employees in Telecommunications Companies Operating in Iraq

Model 2			Model 1			Independent variables	Dependent Variable
Significance level	Beta	T	Significance level	Beta	T		
			0.000	0.735	13.842	Entrepreneurship	Employee Performance
						Entrepreneurship *Job Satisfaction	
0.000	0.621	9.314					
	0.702			0.601		Value (R)	
	0.492			0.362		Value (R <sup>2</sup> )	
			0.131			Value of change in (R <sup>2</sup> )	
	163.486			191.609		F	
	0.000			0.000		Significance level (sig)	

The data included in the first model indicate that the effect of Entrepreneurship on the performance of employees in telecommunications companies operating in Iraq was studied. The results show that there is a significant effect of Entrepreneurship on the

performance of employees in the observed companies, through the value of (F) which is (191.609), which is a significant value at the significance level ( $\alpha \leq 0.05$ ). This model indicates that this effect is positive (direct). This result is supported by the values of (T, B) which are (13.842) (0.735), respectively, which are significant values at the significance level ( $\alpha \leq 0.05$ ). The value of the correlation coefficient "R" reached (0.601). It appears from the model that Entrepreneurship explains (36.2%) of the differences in the performance of employees in telecommunications companies operating in Iraq, according to the values of the explanation coefficient R<sup>2</sup>, which is a good value. As for the data of the second model, the mediating variable (job satisfaction) was entered into the regression model, where the value of the correlation coefficient R increased to become (0.702), and the same applies to the interpretation coefficient R<sup>2</sup>, where it increased by (13.1%). This percentage is statistically significant, as the value of (F) reached (163.486), which is a significant value at the significance level ( $\alpha \leq 0.05$ ), the values of each of (T, B) reached (9.314) (0.621), respectively. This confirms the moral impact of the effectiveness of job satisfaction in improving the relationship and impact between Entrepreneurship and the performance of employees in telecommunications companies operating in Iraq, as the percentage of explaining the variance in employee performance improved by (13.1%), rising from (36.2%) to (49.2%).

#### **Overall Goodness-of-Fit Index for the path model Structural equation modeling**

The analysis was conducted using the (AMOS) program, where the hypothetical model for the study was built. Table No. (8) shows the overall Goodness-of-Fit Index for the hypothetical model

**Table No. (8): Overall Goodness-of-Fit Index for the hypothetical model**

Acceptance level of conformity to the model	The extent of acceptability	Indicator value	Indicator
Acceptable	acceptable	32.6513	Chi-Square
Acceptable if less than (5)	acceptable	2.512	Chi 2 /df
Acceptable if greater than (0.90)	acceptable	0.935	GFI
Acceptable if greater than (0.90)	acceptable	0.922	Comparative Fit Index (CFI)
Acceptable if less than (0.08)	acceptable	0.078	Root Mean Square Error of Approximation (RMSEA)

- It is noted from Table No. (8) that the Chi-Square value is (332.651) which is statistically significant at the statistical significance level ( $\alpha = 0.05$ ).
- It is noted from Table No. (8) that the Chi 2 /df value is (2.512) which is the Chi-Square value calculated from the model divided by the degrees of freedom. If this ratio is less than 5, it indicates that the model is acceptable, but if it is less than 2, it indicates that the proposed model is completely identical to the assumed model for the sample data.
- It is noted from Table No. (8) that the value of the Goodness of Fit Index (GFI), which is an indicator of data quality, is equal to (0.935), which is close to (1), as this indicator measures the amount of variance in the analyzed matrix, through the model developed for the study, and thus it corresponds to the square of the multiple correlation coefficient in multiple regression analysis or the coefficient of determination, and its value ranges between (1,0), and the higher value between this range indicates a better match of the model with the sample data, and whenever this value is greater than 0.9, this indicates the quality of the model, and if its value is (1), this indicates complete match between the proposed model and the assumed model.
- The value of the Comparative Fit Index (CFI) reached (0.922), and this value is close to (1), and this high value indicates a better fit of the model with the sample data.
- The value of the root mean square error of approximation, known as (RMSEA), reached (0.078). This value is close to zero and is one of the most important indicators of the quality of the fit. If its value is equal to 0.05 or less, this indicates that the model matches the data

exactly. If the value is between 0.05 and 0.08, this indicates that the model matches the sample data to a large extent. However, if its value exceeds 0.08, the model is rejected. In order to confirm the overall Goodness-of-Fit Index of the structural equation path model, the direct and indirect path model coefficients were extracted through the mediation of job satisfaction in the model, as shown in Table No. (9).

**Table No. (9):** Direct and indirect path model coefficients through the mediation of job satisfaction in the model

Dependent Variable: Employee Performance			Type of Effect	Dimensions of Independent Variable	Independent Variable
Behaviors	Accuracy of work	Accomplishment of tasks			
0.164	0.129	0.150	Direct	Creativity	Entrepreneurship
0.19	0.193	0.093	Indirect		
0.354	0.322	0.243	Total		
0.175	0.072	0.184	Direct	Innovation	
0.215	0.218	0.105	Indirect		
0.39	0.29	0.289	Total		
0.218	0.254	0.437	Direct	Uniqueness	
0.076	0.076	0.037	Indirect		
0.294	0.33	0.474	Total		
0.126	0.101	0.051	Direct	Risk	
0.229	0.222	0.203	Indirect		
0.355	0.323	0.254	Total		
0.085	0.312	0.328	Direct	Initiative	
0.25	0.088	0.08	Indirect		
0.335	0.4	0.408	Total		

Table No. (9) shows the following:

**First:** The dimension of the independent variable Entrepreneurship (creativity) has a total statistically significant effect on the dependent variable Task Completion, amounting to (0.243), and affects work accuracy, amounting to (0.322), and behaviors, amounting to (0.354).

**Second:** The dimension of the independent variable Entrepreneurship (innovation) has a total statistically significant effect on the dependent variable Task Completion, amounting to (0.289), and affects work accuracy, amounting to (0.290), and behaviors, amounting to (0.390).

**Third:** The dimension of the independent variable Entrepreneurship (uniqueness) has a total statistically significant effect on the dependent variable Task Completion, amounting to (0.474), and affects work accuracy, amounting to (0.330), and behaviors, amounting to (0.294).

**Fourth:** The dimension of the independent variable Entrepreneurship (risk) has a total statistically significant effect on the dependent variable Task Completion, reaching (0.254), and affects the accuracy of work, reaching (0.323), and behaviors, reaching (0.355).

**Fifth:** The dimension of the independent variable Entrepreneurship (initiative) has a total statistically significant effect on the dependent variable Task Completion, reaching (0.408), and affects the accuracy of work, reaching (0.400), and behaviors, reaching (0.335).

Accordingly, we note that the mediating variable (job satisfaction) did its job, which confirms the moral impact of the effectiveness of job satisfaction in improving the relationship and impact between Entrepreneurship and the performance of employees in telecommunications companies operating in Iraq. Therefore, we reject the null hypothesis; meaning: There is a statistically significant effect at the level ( $\alpha=0.05$ ) for Entrepreneurship with its dimensions (creativity, innovation, uniqueness, risk, and initiative) on the performance of employees in its dimensions (accomplishing tasks, accuracy of work, and behaviors) through job satisfaction as an mediating variable in telecommunications companies operating in Iraq.

#### 4. Conclusion

1. The answers of the study sample members showed that the approximate validity of the study tool Cronbach's alpha was as if the highest stability coefficient for the questionnaire dimensions was (0.953), while it is noted that the lowest stability value was (0.741). This indicates the possibility of stability of the study results and the strength of the correlation and coherence between the questionnaire paragraphs.
2. The results of the study showed that the degree of practicing Entrepreneurship by Iraqi telecommunications companies was high, with an arithmetic mean of (3.864) and a standard deviation of (0.53). This explains that the strategies implemented by the companies under study were the result of optimal exploitation of resources and benefiting from modern technology to develop their services and their ability to adapt to rapid changes in the environment.
3. The results of the study showed that the degree of employee performance practice by Iraqi telecommunications companies was high, with an arithmetic mean of (3.93) and a standard deviation of (0.65). These data indicate that human resources in the companies under study were working within strategies and plans prepared in advance for a specific time and normal working conditions within a specific quality of production.
4. The study concluded that the level of job satisfaction came with an arithmetic mean of (2.86), and a standard deviation of (0.52), as these data indicate that there is a voluntary motivation that leads to improving job performance and reducing the rate of employee turnover, in addition to reducing the level of employee absenteeism in the companies under study to a moderate degree.
5. The results of the study showed that there is a statistically significant effect of Entrepreneurship in its combined dimensions on the accomplishment of tasks in telecommunications companies operating in Iraq, as the multiple correlation coefficient R reached (0.613), which indicates a strong positive effect of Entrepreneurship in its combined dimensions on the accomplishment of tasks in telecommunications companies operating in Iraq. As for the coefficient of determination R<sup>2</sup>, it explains the percentage of variance in the dependent variable (0.376), meaning that (37.6%) of the changes in the accomplishment of tasks are the result of Entrepreneurship in the companies under study, because the policy followed (innovation, creativity, initiative, uniqueness and risk-taking) by the companies will push employees to accomplish tasks in record time and with high accuracy.
6. The results of the study showed that there is a statistically significant effect of Entrepreneurship in its combined dimensions on the accuracy of work in telecommunications companies operating in Iraq, as the multiple correlation coefficient R reached (0.555), which explains the existence of a strong positive effect of Entrepreneurship in its combined dimensions on the accuracy of work, as it was shown that the coefficient of determination R<sup>2</sup> explains the percentage of variance in the dependent variable (0.308), meaning that (30.8%) of the changes in the



accuracy of work are due to Entrepreneurship in the companies under study, due to the constant endeavor of the employees in the companies under study to complete the tasks assigned to them with high accuracy and their implementation of management instructions, administrative programs and training courses, which have a tangible and positive effect on the level of their performance.

7. The results of the study showed that there is a statistically significant effect of Entrepreneurship in its combined dimensions on the accomplishment of tasks in telecommunications companies operating in Iraq, as the multiple correlation coefficient  $R$  reached (0.613), which indicates a strong positive effect of Entrepreneurship in its combined dimensions on the accomplishment of tasks in telecommunications companies operating in Iraq. As for the coefficient of determination  $R^2$ , it explains the percentage of variance in the dependent variable (0.376), meaning that (37.6%) of the changes in the accomplishment of tasks are the result of Entrepreneurship in the companies under study, because the policy followed (innovation, creativity, initiative, uniqueness and risk-taking) by the companies will push employees to accomplish tasks in record time and with high accuracy.
8. The results of the study showed that there is a statistically significant effect of Entrepreneurship in its combined dimensions on the accuracy of work in telecommunications companies operating in Iraq, as the multiple correlation coefficient  $R$  reached (0.555), which explains the existence of a strong positive effect of Entrepreneurship in its combined dimensions on the accuracy of work, as it was shown that the coefficient of determination  $R^2$  explains the percentage of variance in the dependent variable (0.308), meaning that (30.8%) of the changes in the accuracy of work are the result of Entrepreneurship in the companies under study, due to the constant endeavor of the employees in the companies under study to complete the tasks assigned to them with high accuracy and their implementation of management instructions, administrative programs and training courses, which have a tangible and positive effect on the level of their performance.
9. The results of the study show that there is a statistically significant effect of Entrepreneurship in its combined dimensions on behaviors in telecommunications companies operating in Iraq, as the multiple correlation coefficient  $R$  reached (0.469), which indicates a positive effect of Entrepreneurship in its combined dimensions on behaviors in the companies under study. As for the coefficient of determination  $R^2$ , it explained the percentage of variance in the dependent variable (0.220), meaning that (22.0%) of the changes in behaviors are the result of Entrepreneurship in the companies under study due to the availability of a democratic climate that enhances active participation in presenting opinions and ideas, which will be reflected in achieving the organization's goals and pushes employees towards positive behavior.
10. The results of the study revealed the existence of a statistically significant effect of Entrepreneurship with its combined dimensions on career growth in telecommunications companies operating in Iraq, as the multiple correlation coefficient  $R$  reached (0.335), which indicates the existence of a positive effect of Entrepreneurship with its combined dimensions on career growth in the companies under study. As for the coefficient of determination  $R^2$ , it explained the percentage of variance in the dependent variable (0.112), meaning that (11.2%) of the changes in career growth are the result of Entrepreneurship, due to the companies under study adopting objective controls in the career progression process and considering the creativity and innovation provided by employees as a basic condition for career growth.
11. The statistical results showed that there is a statistically significant effect of job satisfaction in its combined dimensions on task completion in the surveyed

companies, as the multiple correlation coefficient  $R$  reached (0.549), which indicates the presence of a strong positive effect of job satisfaction in its combined dimensions on task completion. As for the coefficient of determination  $R^2$ , it explained a percentage of the variance in the dependent variable (0.301), meaning that the value of (30.1%) of the changes in task completion are due to job satisfaction due to the enthusiasm of employees to complete their work in the best possible way and within a specific time.

12. The results of the study showed that there is a statistically significant effect of job satisfaction in its combined dimensions on work accuracy in telecommunications companies operating in Iraq, as the multiple correlation coefficient  $R$  reached (0.503), which indicates the presence of a strong positive effect of job satisfaction in its combined dimensions on work accuracy in the companies under study. As for the coefficient of determination  $R^2$ , it explained the percentage of variance in the dependent variable (0.253), meaning that the value of (25.3%) of the changes in work accuracy are the result of job satisfaction due to the suitability of the wages received by workers and the nature of the work that motivates them to work efficiently and effectively.
13. (79.94%) of the study sample members' answers believe that innovation is one of the most important entrepreneurship that the research companies rely on, which achieves lucrative profits for them, in addition to achieving a competitive advantage as well, and that this strategy may be used to make radical changes to their products whenever the market requires it. This is evidence that the research companies encourage workers to adopt new methods in their production processes.
14. 80.80% of employees in the upper and middle management of the companies under study acknowledge that the behaviors issued by employees, such as providing assistance, taking care of the company's assets, maintaining human relations with customers, maintaining the reputation of the institution to which they belong, being fully prepared to work outside official working hours, and quality and accuracy in performance within specific standards, will achieve good and distinguished performance according to what is planned, which will be positively reflected in achieving the main objectives of the organization on the one hand and will enhance positive behavior and reduce negative behavior on the other hand.
15. The study sample members confirm that (79.00%) of the workers in the companies under study have accuracy in their work in an effort to avoid the mistakes that occurred previously. This came as a result of the management's care for the workers by conducting a job analysis to measure their efficiency and supporting them when work pressure increases and giving them the opportunity to participate in training programs in order to develop their skills and improve their performance. This result is reinforced by the indicators that indicate accuracy in work, which is the small number of complaints about the performance of the workers.
16. The results of the study showed that (65.20%) of the employees in the companies under study believe that the work environment achieves psychological stability for them, gives them a prestigious social status, and provides safety and health care. The above percentage confirms that the management treats its employees with justice, equality, and transparency, in addition to giving them sufficient opportunities to acquire new skills and experiences to develop their performance.

## 5. Recommendations

In light of the theoretical framework and the results of the aforementioned study, the researchers present a set of purposeful recommendations, as follows:

1. The researchers recommend generalizing the results of the study to include other institutions and industries, not just the communications sector.
2. Creating a suitable environment for human resources that affects their satisfaction, improves their performance on an ongoing basis, and motivates them to apply the innovation strategy in their work.
3. Business organizations in general and the companies under study in particular should pay attention to employee performance because of its important role in achieving Entrepreneurship.
4. The companies under study should provide all the necessary material requirements for their human resources to accomplish their work according to a pre-established plan.
5. The researchers recommend the necessity of establishing a fair promotion system that will have a positive impact on employee performance and will achieve a high level of job satisfaction.
6. The necessity of setting policies, especially in career progression, by the management of the companies under study for organizational purposes on the one hand and personal purposes at the level of individual workers on the other hand.
7. Working to provide sufficient opportunities to develop workers in a manner that is consistent with the size of the technological challenges they face and to provide them with new knowledge, especially in their work.
8. The researchers emphasize the necessity of providing material and moral incentives to distinguished workers in order to raise their level of job satisfaction and maintain their distinguished performance.
9. Work on granting rewards to human resources in the companies under study in an objective manner without discrimination or favoritism, which will have an effective impact on the job satisfaction of employees.
10. The researchers recommend setting appropriate compensations for employees that are adequate and sufficient for the nature of the work they accomplish within the time and standards specified for them.
11. The companies under study that seek to achieve sustainable Entrepreneurship must secure the future of their employees as they are the ones who create that Entrepreneurship and they are the ones who seek its survival and growth.
12. The researchers call on the management of the companies under study to establish a salary system that is consistent with the academic degree held by the individuals working in them.
13. The researchers urge the keenness to pay rewarding wages to the workers that make them stick to their company and not think about leaving it to work elsewhere.
14. The researchers urge the management of the companies to motivate the workers and push them towards behaviors with the aim of creating a spirit of readiness to work outside official working hours and to expedite the completion of the tasks assigned to them.
15. The researchers recommend the management of the telecommunications companies operating in Iraq to prepare and prepare an environment that nurtures creative ideas.

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