



The Effect of Human Resources Abilities on entrepreneurial orientation: An Exploratory Study of the Opinions of a Sample of Employees at Tikrit University

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ABSTRACT

The study aimed, to identify the relationship and impact, of human resources capabilities represented by (capacity building, activity credibility, and technology champion) on the entrepreneurial orientation of the organization and by applying it to Tikrit University, by shedding light on the human resources capabilities at Tikrit University and explaining its effective role in the entrepreneurial orientation. A questionnaire for this purpose was distributed to a random sample of directors and employees of the human resources divisions in the colleges, centers and administrative units affiliated with the University of Tikrit, numbering (113) people. To verify the research hypotheses, statistical methods were used represented by correlation analysis and multiple linear regression analysis, and using the statistical program SPSS-26. The data was analyzed and the results were drawn, the most important of which is that the perceptions and impressions of respondents in the research sample about the areas of human resources capabilities and entrepreneurial orientation were positive and to a high degree. There is a significant, correlation between the areas of human resources capabilities and the field of entrepreneurial orientation. The greater the importance of human

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resources capabilities among employees at Tikrit University, the greater the importance of the role. The university's entrepreneurial orientation to a greater extent. It was also shown that there is a significant impact of human resources capabilities on the entrepreneurial orientation of Tikrit University, as these capabilities contribute to explaining (74%) of the variance in the entrepreneurial orientation. Capacity building is considered the most influential area in the entrepreneurial orientation, followed by the field of credibility of activity. Then the field of technology champion, and one of the most prominent recommendations is to pay attention to human capital with experience and high efficiency and give them their role in directing workers and benefiting from their experience in order to reach leadership.

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Introduction:

Introduction:

Recently, organizations have given great attention to the capabilities of human resources due to the changes and transformations they have witnessed in most areas of life, especially in the field of technology. We find that the success of organizations depends on competition, proving existence, and resisting the changes that occur in the business environment, so On which the success of this is based Institutions through which they can face challenges. Modern management focuses its attention on developing human resources, which stems from the essence of the institution that the human element is the primary key in achieving the goals and success of any institution. We find that the entrepreneurial orientation is one of the goals of institutions that strive to achieve To him because of his great importance in supporting senior management And make it capable of formulating a systematic strategy of ideas and innovations, working to find new methods of production that enable it to enter new markets and businesses and have priority in satisfying the needs and desires of customers. In order to remain in these markets and be at the forefront of institutions and have a leadership position in the world of business, it must It focuses its attention working in it, and they are distributed according to their qualifications and abilities for entrepreneurial success.

The first section: research methodology.

First: the research problem.

Human, resources capabilities are a set, of knowledge and values among employees in institutions, and the process of developing and evaluating them makes their performance more effective in performing the work entrusted to them with high accuracy and in the shortest time. Business institutions in these times face a major challenge in the business world if they no longer have resources. A human being properly prepared and in unconventional ways enables it to achieve a qualitative leap from its current place to the stage of pioneering institutions. All of this is done through these institutions' knowledge of how to manage their human resources and rely on their capabilities. The problem of the study can be

identified in the main question, which is (what is the level of human resources capabilities Entrepreneurial orientation at Tikrit University) and the following sub-questions emerge from the main question.

- a. Is there an effect of building capacity on entrepreneurial. orientation
- B. Is there an effect, of activity credibility on, entrepreneurial orientation.
- C. Is there an effect of technology champions on entrepreneurial orientation.

Second: Research objectives.

The importance of the research lies in the following;

1-Clarifying and addressing terms that were not previously linked to the researchers' knowledge.

2-Highlighting the capabilities of human resources at Tikrit University and demonstrating their effective role in entrepreneurial orientation.

Statement of the level of leadership role at Tikrit University. 3-

Third: The importance of research.

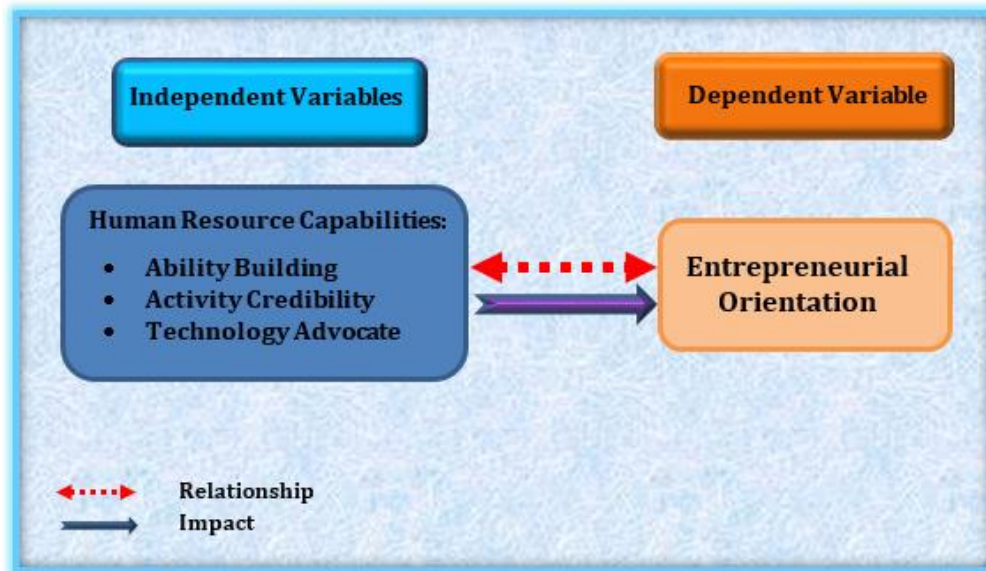
- a. Recognizing the importance of human resources capabilities. .
- .B. Identify the level of availability of human resources capabilities at Tikrit University.
- .C. Explaining the impact of human resources capabilities in achieving entrepreneurial orientation.

Fourth: The study population and sample.

The research community consists of all managers and employees of the Human Resources Division at Tikrit University. As for the research sample, it was chosen randomly. The researcher distributed (130) questionnaire forms, of which (118) questionnaires were retrieved. It was found that there were (113) questionnaires suitable for analysis, representing (96%) total questionnaires distributed. while there were (5) Forms that contain in, complete answers. and do not meet the required purpose and therefore were excluded.

Fifth: Research scheme.

The research scheme represents the relationship between the independent variables and the dependent variables. It can be considered that the organizational human resources capabilities in their three areas (capacity building, activity credibility, and technology champion) represent the independent variables, and the entrepreneurial orientation represents the dependent variable.



Source: prepared, by the researcher

Figure (1): Research's Model

Sixth: Research hypotheses.

Based on what was mentioned in the statement. of the importance of the research and its objectives, and in order to answer the research questions, it is possible to formulate the main and secondary research hypotheses as follows:

The first main, hypothesis: There is a statistically significant correlation between human resources capabilities and the entrepreneurial orientation of Tikrit University. The following sub-hypotheses emerge from this hypothesis:

a. There is. a statistically significant correlation between capacity building and the entrepreneurial orientation of Tikrit University.

B. There is a statistically significant correlation between the credibility of the activity and the entrepreneurial. orientation of Tikrit University.

C. There is a statistically significant correlation between technology champion and the entrepreneurial orientation of Tikrit University.

The second main hypothesis: Human resources capabilities have a statistically significant relationship with the entrepreneurial orientation of Tikrit University.

The second section: The theoretical. framework.

First: The concept of human, resources capabilities.

human resources capabilities the. main driver of any organization because they reflect the ability and effectiveness of its employees. They are also a basic building block in the innovation processes that enable the organization to achieve competitive advantage and increase the rate of growth and progress of the organization in which the human element is

).Rashid et al, 2015:464.(considered the basis

It is known as the outcome of the knowledge, values, and roles of human resources and their ability to provide a means to link the organization's activities together and to ensure that human resources management is constantly effective) .Priksat & Hoque, 2018:2 (It is defined as the capabilities required in humans that can be measured and enable them to perform their jobs or roles with high professionalism and the best results) Poba & Clarke, 2020:4 (It also defines the behaviors, skills, and knowledge that employees have in order to succeed at work and carry out the job roles assigned to them.) .Cohen, 2015:3-4(

Second: The importance of human resources capabilities.

The abilities, of human, resources are great importance, formulating the strategies of institutions, and these strategies affect the success of those institutions, because the human element possesses the necessary knowledge, skills, and experience that lead to success (Saeed et al, 2022:346) Capabilities have a significant impact on human activities through drawing up policies, designs, and disseminating the practices of the human element in a very flexible manner and rapid achievement in reaching the desired goals. (Srikanth, 2020:2). He says that human resources capabilities are important in achieving the success of organizational performance by providing the organization's departments with what they need in order to develop knowledge, manage purposeful change, and add new responsibilities based on their functional expertise. (PBS, 2019: 343).

Third: Dimensions of human resources capabilities.

Researchers differed in determining the dimensions of human resources capabilities, but the researcher chose the dimensions that he considered could be compatible with the population and sample of the study, which are as follows;

1-Capacity building: In order for an organization to be effective and strong, it must integrate individual capabilities so that it can build its organizational capabilities such as speed, customer service, cooperation with others, and innovation, which are of high importance in order to reach leadership (Ulrich & Ulrich, 2013:464) If the organization is looking for strength, it must integrate individual capabilities in order to be able to build organizational capabilities that are important to the institution. These capabilities include innovation, providing distinguished services to customers, speed in work, and cooperation with others. There are also other capabilities, such as the organization's culture, in which institutions must invest. and scrutinize it (Ulrich & Ulrich, 2012:2), Capacity building also contributes to managing and directing effective human resources in creating a strong institution capable of facing challenges by developing and identifying these capabilities present in the institution, which are an essential pillar of the institution's culture (Laine & Tuominen, 2017:35).

2-Credibility of activity: Credibility of activity has the ability to create strong personal relationships that take the initiative in institutions (Salam, 2020:16). The credibility of the activity is defined as the human resources official being an honest and reliable person who possesses a sense of credibility and is able to build personal relationships (Venegas & Dmnanovich, 2015:2688).

The human resources official must also have high credibility at work by building others' self-confidence towards the organization (Ulrich & Ulrich, 2012:2). When the activity is honest, the human resources administrator is able to build trusting relationships and possess a proactive point of view, through a normal, upright and

reliable person who possesses a sense of honesty to be able to build personal relationships (Ulrich & Brockbank, 2017:37).

3-Supporter for Technology: Technology has an important and influential role on the work of institutions due to the very rapid transformations that the world is witnessing, in addition to the external environment characterized by development, which makes it necessary for human resources managers to use all technological techniques in all aspects of the institution, which will achieve many advantages for it, such as reducing... Cost, increase in profits, competitiveness and survival in the markets (Ulrich & Ulrich, 2012:4). Because of the capabilities that the technology champion possesses, he is able to use technology and various social media sites that contribute to building institutions whose performance is very high (Ulrich & Brockbank, 2017:38). The human resources officer is considered an advocate and supporter of developments through the use of the best available technology methods, increasing its use with the best modern means, and applying this technology in providing new services that enable the organization to be a pioneer capable of surviving and competing (Salam,2020;16).

Fourth: The concept. of entrepreneurial, orientation.

The entrepreneurial. orientation appeared in twentieth century. and researcher Miller said about it, it is new innovations that produce products and services and their entry into markets, in addition to projects that are largely fraught with risks and the pursuit of proactiveness (Miller, 1983: 771). (Zeebaree & Siron, 2017:44) also see that entrepreneurial orientation is a strategic direction taken by organizations in order to adapt to the changing business environment in order to overcome their competitors in the market and within a fixed context. Likewise, strategic knowledge is what drives organizations to adopt innovative behaviors. Taking the initiative to enter new markets, obtain value, and achieve excellence and competitive superiority. (Basco, Hernandez-Perlines, & Rodnuez-Garcia,2020;113). .

Fifth: The importance of entrepreneurial orientation.

Entrepreneurial orientation has become necessary for the management of institutions, as it is a strategic direction for the institution. It helps institutions to challenge and overcome the problems that appear in their face. Entrepreneurial orientation is also of great importance in increasing economic development by generating modern ideas that challenge risks and achieve profits (Karacaoglu et al, 2012). :163), and also highlights the importance of entrepreneurial orientation for institutions by promoting innovations in work, and makes institutions able to deal with internal and external threats in a competitive environment, and creates new perceptions among pioneering leaders in order to make the right entrepreneurial decision, in addition to helping raise (Shah & Bhutta, 2013: 79).

Sixth: Objectives of entrepreneurial orientation.

The entrepreneurial orientation aims to encourage innovation and search for new ideas that enable the organization to provide new services or products to customers. Leadership, at its foundation, is about innovative and new activities. The entrepreneurial orientation also aims to exploit opportunities by presenting new ideas in order to provide the best services. Competitiveness in the business environment (Cantaleano et al, 2018:6), and that the entrepreneur must be proactive in seizing opportunities because proactiveness is a series of interconnected processes that work to direct the organization towards achieving the desired goals by exploiting the available opportunities by taking risks and not Ensure and take responsibilities for the future. Risk-taking makes managers ready to make commitments with great risks in an unstable environment (Bakar & Zainol, 2015:49). The entrepreneurial orientation also aims at

competitive adventure in order to challenge competitors in the work environment directly and with intense efforts to achieve entry and superiority over its competitors in providing the services it provides to customers. (Kosa et, al., 2018:4).

The third section: the applied framework

First: the, search tool.

The research tool was a questionnaire that was designed with reference to theoretical framework and previous studies related to the research topic, which consists of three main parts:

The first part: represents the personal information of the respondents, including: academic qualification and number of years of experience.

The second part: represents the three areas of human resources capabilities, namely: capacity building, activity credibility, and technology champion, each of which consists of (5) paragraphs.

The third part: represents the field of entrepreneurial orientation and of a consists, of (5) paragraphs.

a five-point Likert scale (strongly agree, agree, somewhat agree, disagree, strongly disagree) was used in designing the research questionnaire, and in line with the statistical analysis of the respondents' answers, a score of (5) was given as a weight for each strongly. agree answer, and the score was (4) as a weight for each answer (I agree), and a score of (3) as a weight for each answer (I somewhat agree), and a score of (2) as a weight for each answer (I disagree) and a score of (1) as a weight for each answer (I strongly disagree) To determine the levels of human resources capabilities and entrepreneurial orientation according to the opinions of the respondents. Answers were classified based on the average into five levels. Where the categories corresponding levels were found as follows.

Range = largest answer value - lowest answer, value = 5 - 1 = 4

Class length = range / number of classes = 4 / 5 = 0.8

In light of this the general trend of the respondents answers will be interpreted according to the, table below:

Table (1) Levels and direction of respondents answers

| Trend | Level | Average |
|------------------------|-----------|-----------|
| I strongly disagree | Very low | 1.8 – 1.0 |
| I do not agree | Low | 2.6 – 1.8 |
| I agree to some extent | Stable | 3.4 – 2.6 |
| I agree | High | 4.2 – 3.4 |
| I agree very much | very high | 5.0 – 4.2 |

Source: Prepared by the researche

Second: The statistical, methods used. in the research

The following. statistical methods and means were used

.Cronbachs reliability coefficient - Cronbachs alpha1-

.Weighted, arithmetic mean2-

.Standard, deviation3-

.Spearman correlation coefficient4-

.Multiple linear, regression analysis5-

a obtain results as accurate, as possible the statistical program SPSS, version 26, was used.

Third: The reliability and validity, of the research tool.

Tool stability.

1-

The stability, of the tool is defined, as the degree of agreement. in the answers of the respondents when the test or an equivalent version of it is repeatedly applied to the same group. The reliability coefficient takes a value limited to (0%) and (100%) If the value of the reliability coefficient is high this is considered a good indicator of the stability of the questionnaire. and thus the validity and suitability of the questionnaire for research purposes. As is known in the field of human and social sciences the reliability coefficient is Acceptable starting from (60%) To verify the reliability of the research tool the Cronbach-alpha reliability coefficient will be, calculated.

:- statistical, validity2-

the easiest way to calculate the validity coefficient is to take the square, root, of the consistency coefficient,

To calculate validity and reliability of the study tool, the questionnaire. was distributed to an exploratory sample consisting of (15) respondents, and the validity and reliability coefficients were calculated for their answers to all questionnaire axes and for the entire questionnaire and the results were as in the following table.

Table (2): Reliability and validity of the research tool

| Honesty coefficient | Stability coefficient | Number of paragraphs | Dimensions |
|---------------------|-----------------------|----------------------|------------------------------|
| | | | Human resources capabilities |
| 0.89 | 0.80 | 5 | Capacity structure |
| 0.88 | 0.77 | 5 | Credibility of activity |
| 0.87 | 0.75 | 5 | Technology champion |
| 0.94 | 0.88 | 15 | Total |
| 0.90 | 0.82 | 5 | Entrepreneurial orientation |
| 0.96 | 0.92 | 20 | The questionnaire |

Source: SPSS-26 program output.

Through Table No. (2), it was observed that the reliability coefficient was 70% and the validity coefficient exceeded 80%. It can be said that the research tool has a high degree of reliability and stability based on the George and Mallery scale. (George & Mallery, 2003:121).

Fourth: Personal data of the respondents.

Based on Table No. (3), the proportions and numbers of respondents according to personal data, it is shown that the majority of the study sample members numbered (72) individuals and they hold a master's degree, representing 63% of the total sample members. It was found that the percentage of 8% are holders of a doctorate degree and those who hold a bachelor's degree are 24. at a rate of (22.1%), while there were (7) respondents, at a rate of (6.2%) in the study sample, who had other academic

qualifications, As for the years of experience of the respondents, we find that the majority of them have years of experience (15 years or more), as their number reached (39) individuals, representing (34.5%) of the total respondents in the sample. There are (24) respondents, representing (21.2%) of the sample, who have years of experience between (10-14 years), and (29) respondents, representing (25.7%) of the sample, having years of experience between (5-9 years), while there are (21) respondents (18.6%) of the sample had years of experience less than (5 years). It is clear from the demographic description stated above, that the majority of the respondents hold the highest academic degrees (Master's and Doctorate), and also have long experience (15 years or more). These characteristics will play a positive role in the respondents' giving realistic impressions and perceptions about the impact of Human resources capabilities in entrepreneurial orientation.

Table (3): Personal information of respondents in the research sample

| percentage | number | Groups | Characteristics |
|------------|--------|-------------------|---------------------------|
| 22.1 | 25 | Bachelor's | Educational Qualification |
| 63.7 | 72 | Master's | |
| 8.0 | 9 | Ph.D | |
| 6.2 | 7 | Other | |
| 18.6 | 21 | Less than 5 years | Years of Experience |
| 25.7 | 29 | 9-5years | |
| 21.2 | 24 | 14-10years | |
| 34.5 | 39 | 15years and over | |

Source: SPSS-26 program output.

Fifth: Results and discussion.

Respondents' impressions about human resources capabilities. 1-

Respondents' impressions about the field of capacity building. -

The results of Table (4) show the arithmetic, means and standard deviations, of the answers of the respondents in the research sample to the items in the field of capacity building. The results of the table above show that the respondents in the research sample believe, to a high degree, that workers at Tikrit University have the ability to encourage innovation, and that they possess the necessary ability to It leads to speed of implementation, and they have a clear vision of the culture that achieves the business strategy, and they also have a culture that establishes high ethical standards, as well as a culture that enables them to balance personal life and work. The fourth paragraph occupied the first importance among the respondents, with an approval rate of (73%), and the fifth paragraph was of second importance, with an approval rate of (72%), while the first and second paragraphs were of third importance, with an approval rate of (72%), while the third paragraph occupied the fourth importance among the respondents, with a percentage of approval. Agree (68%). In general, the opinions the field of capacity building were high, at a rate of (72%), in light of the overall arithmetic mean on the field items of (3.58) on, the scale consisting of -5- points.

standard deviation values respondents' answers. to the paragraphs in. the field of capacity building indicate that the answers were more homogeneous and close to the second paragraph, while they were dispersed and divergent to the third paragraph.

Table (4): Arithmetic means and standard deviations of respondents' answers to items in the field of capacity building

| level | significance | standard deviation | Arithmetic mean | Paragraphs |
|-------|--------------|--------------------|-----------------|---|
| high | 3 | 0.817 | 3.61 | The organization's employees have the ability to create a culture that encourages innovation. |
| high | 3 | 0.807 | 3.61 | Employees have the necessary culture that encourages speed of implementation. |
| high | 4 | 1.123 | 3.42 | Employees have a clear vision of the culture that achieves the business strategy. |
| high | 1 | 0.986 | 3.67 | Employees have a culture that fosters high ethical standards. |
| high | 2 | 0.859 | 3.62 | Employees have a culture that enables them to balance personal life and work. |
| high | | 0.691 | 3.58 | the field |

Source: SPSS-26 program output

Respondents' impressions about the field of activity credibility.

The results of Table (5) show the arithmetic means and standard deviations of the answers of respondents in the research sample to the items in the field of activity credibility. The results of the table above show, to a high degree, that workers at Tikrit University are characterized by fulfillment in their obligations, that they demonstrate personal integrity and good manners in dealings, that they are able to influence others, and that they have an appropriate sense of humor at work, in addition to that they are characterized by earning money. Managers' confidence in work. The second paragraph was of first importance to the respondents, with an approval rate of (75%), and the fourth paragraph was of second importance, with an approval rate of (74%). The fifth paragraph was of third importance, with an approval rate of (74%), while the first paragraph was ranked fourth in importance among the respondents, with an approval rate of (74%). 73%), while the third paragraph was ranked fifth in importance with an approval rate of (72%). In general, the opinions of the respondents, in the research, sample regarding, the field of activity. credibility were high, at a rate of (74%), in light of the overall arithmetic mean on the field items of (3.68) on the scale consisting of (5) degrees. The standard deviation values of the respondents' answers to the paragraphs in the field of activity credibility indicate that the answers were more homogeneous and close to the first paragraph, while they were more dispersed and divergent to thiparagraph.

Table (5): Arithmetic means and standard deviations of respondents' answers to items in the field of activity credibility

| Level | significance | standard deviation | Arithmetic mean | Paragraphs |
|-------|--------------|--------------------|-----------------|------------|
|-------|--------------|--------------------|-----------------|------------|

| | | | | |
|------|---|-------|------|---|
| high | 4 | 0.767 | 3.64 | Employees are distinguished by their fulfillment of their obligations |
| high | 1 | 0.889 | 3.76 | Employees demonstrate personal integrity and ethics in dealing |
| high | 5 | 0.912 | 3.59 | Workers can influence others |
| high | 2 | 0.844 | 3.70 | Employees have an appropriate sense of humor at work |
| high | 3 | 0.901 | 3.68 | Employees gain the trust of managers at work |
| high | | 0.628 | 3.68 | the field |

Source: SPSS-26 program output

Respondents' impressions about the field of technology support-

The results of Table (6) show the arithmetic means and standard deviations of the answers of the respondents in the research sample to the items in the field of technology supporter. It is noted from the table, to a high degree, that employees at Tikrit University have knowledge in using modern technology, and that they have alignment between human resources practices and customer standards, and that they use social media in order to attract customers, and that the availability of technology helps human resources in communicating with customers. Customers, and the availability of computer software and technology increases the efficiency of the university's activity. The fifth paragraph was of first importance to the respondents, with an approval rate of (76%), and the fourth paragraph was of second importance, with an approval rate of (74%). The third paragraph was of third importance, with an approval rate of (73%), while the first paragraph was ranked fourth in importance among the respondents, with an approval rate of (73%). 70%), while the third paragraph was ranked fifth in importance with an approval rate of (68%). In general, the opinions, of technology supporter were high, at a rate of (73%), in light of the overall arithmetic mean on the field items, which amounted to (3.63) on the, scale consisting, of (5) degrees. The standard deviation values of the respondents. answers to the paragraphs in the field of technology supporter indicate that the answers were more homogeneous and close to the fifth paragraph, while they were more dispersed and divergent to the third paragraph.

Table (6): Arithmetic means and standard deviations of respondents' answers to items in the field of technology supporter.

| Level | significance | standard deviation | Arithmetic mean | Paragraphs |
|-------|--------------|--------------------|-----------------|--|
| High | 4 | 1.002 | 3.48 | Both scientists have knowledge in using modern technology |
| High | 5 | 0.951 | 3.41 | The two businesses have alignment between human resources practices and customer standards |
| High | 3 | 1.069 | 3.64 | Employees use social media to attract customers |

| | | | | |
|------|---|-------|------|--|
| High | 2 | 1.012 | 3.69 | Availability of technology that helps human resources communicate with customers |
| High | 1 | 0.814 | 3.80 | The availability of computer software and technology increases the efficiency of the organization's activity |
| High | | 0.690 | 3.63 | the field |

Source: SPSS-26 program output.

2-Respondents' impressions about entrepreneurial orientation.

Table (7) The results of show arithmetic means a standard deviations the answers of respondents in the research sample to the items in the field of entrepreneurial orientation. It is noted from the table, to a high degree, that employees at Tikrit University have freedom and independence in making decisions related to their work, and they play a role in finding, evaluating, and identifying entrepreneurial opportunities produced by the university, and that Tikrit University is always creative and innovative in terms of methods and methods of work, and wants Those who work to deviate from the norm and come up with something new that increases the value of the university, in addition to having the ability to accept others and adapt according to the prevailing circumstances. The fifth paragraph was of first importance to the respondents, with an approval rate of (76%), and the second and fourth paragraphs were of second importance, with an approval rate of (70%). The third paragraph was of third importance, with an approval rate of (68%), while the first paragraph was ranked fourth in importance among the respondents, with an approval rate. (66%). In general, the opinions of the respondents in the research sample regarding the field of entrepreneurial orientation were high, at a rate of (70%), in light of the overall arithmetic mean on the items in the field of (3.50) on the scale consisting of (5) points.

The standard deviation values of the respondents' answers to paragraphs in the field of entrepreneurial orientation indicate that the answers were more homogeneous and close to the fifth paragraph, while they were more dispersed and divergent to the first paragraph. Table (7): Arithmetic means and standard deviations of respondents' answers to the items on the entrepreneurial orientation axis.

| Level | significance | standard deviation | Arithmetic mean | Paragraphs |
|-------|--------------|--------------------|-----------------|--|
| High | 4 | 1.010 | 3.31 | The organization's employees have the freedom and independence to make decisions related to their work |
| High | 2 | 0.867 | 3.49 | Employees play a role in finding, evaluating, and identifying entrepreneurial opportunities produced by the organization |
| High | 3 | 0.951 | 3.41 | The organization is always creative and innovative in terms of methods and methods of work |

| | | | | |
|------|---|-------|------|---|
| High | 2 | 0.983 | 3.49 | Employees want to deviate from the norm and come up with something new that increases the value of the organization |
| High | 1 | 0.857 | 3.79 | Employees have the ability to accept others and adapt according to prevailing circumstances |
| High | | 0.713 | 3.50 | the field |

Source: SPSS-26 program output.

Research hypothesis testing3-

Testing the first research hypothesis;

a first research hypothesis, states. that “there is a statistically significant relationship between human resources capabilities and the entrepreneurial orientation of Tikrit University.” test ,this hypothesis Spearman's rank correlation coefficient is calculated between the respondents answers to areas of human resources capabilities and the area of entrepreneurial orientation. Table (8) shows. the values of Sipperman correlation coefficients in addition to their corresponding, probability values.

Table (8): Spearman correlation coefficients matrix between the axes of human resources capabilities and the axes of entrepreneurial orientation

| Entrepreneurial orientation | | Human resources capabilities |
|---|-------------------------|------------------------------|
| Probability value | Correlation coefficient | |
| 0.000 | 0.805* | Capacity building |
| 0.000 | 0.750* | Credibility of activity |
| 0.000 | 0.660* | Technology champion |
| 0.000 | 0.849* | fields together |
| * The correlation is statistically significant, a significance level (0.05) | | |

Source: SPSS-26 program output.

it is noted from the table that.

-Spearman's correlation coefficient between, building capacity and the field of entrepreneurial orientation was positive and significant at a significance level of (0.05) based on its probability value of (0.000), which is less than (0.05), which means. that there is a significant correlation. between building capacity and entrepreneurial orientation. The more capacity building increased at Tikrit University, the more the university's entrepreneurial orientation increased, and vice versa. Thus, the first sub-hypothesis, which stated, “There is a significant, statistically significant relationship between capacity building and the entrepreneurial orientation of Tikrit University” was fulfilled.

-The Spearman, correlation coefficient, between, the credibility, the activity entrepreneurial orientation a positive significant at a significance level of (0.05) based on its probability value of (0.000), which is less than (0.05), which means, that there is a significant correlation between the credibility of

the activity and the entrepreneurial orientation. The higher the level of credibility of activity at Tikrit University, the greater the entrepreneurial orientation of the university, and vice versa. Thus, the second, sub.hypothesis which stated, “There is a statistically significant relationship between the credibility of activity and the entrepreneurial orientation of Tikrit University,” has been achieved.

-The Spearman coefficient correlation between the technology advocate and the field of entrepreneurial orientation was positive and significant at a significance level of (0.05) based on its probability value of (0.000), which is less than (0.05), which means that there is a significant correlation between the technology champion and the entrepreneurial orientation. The more Tikrit University is a champion of technology, the more the university’s entrepreneurial orientation increases, and vice versa. Thus, the third, sub, hypothesis which states. “There is a significant, statistically significant relationship between the champion of technology and the entrepreneurial orientation of Tikrit University” has been achieved.

From the above, and based on the fulfillment of the three sub-hypotheses, first research hypothesis- which states, that “there is a significant, statistically significant relationship between human resource capabilities and the entrepreneurial orientation of Tikrit University” has been fully achieved.

Testing the, second research hypothesis

The second, research hypothesis, states that “human resources capabilities have a statistically significant effect on the entrepreneurial orientation of Tikrit University.” To test this hypothesis, we use multiple linear regression analysis, in which the three domains of human resources capabilities represent the independent variables, while the domain of entrepreneurial orientation represents the dependent variable. In addition, there must not be a high correlation, between the independent variables that exceeds (0.90) which leads to the problem of multicollinearity. Table (9) shows the results of multiple linear regression analysis to test the effect Areas of human resources capabilities in the field of entrepreneurial orientation. It is noted from the table that the values of the Variance, Inflation Factor (VIF) for the fields of human resources capabilities were less than (10), and thus the multiple linear regression model does not include the problem of multicol linearity. As can be seen from Table (9) the following;

The probability. value of the t-test for the field of capacity building was (0.000) which is less than, the level of significance (0.05) which indicates the presence of a significant, effect of capacity building on entrepreneurial orientation. Based on the value of the beta coefficient for this axis, which is (0.511), this indicates that when respondents’ impressions about the field of capacity building increase by (20%) (one point on a five-point Likert scale), their positive impressions about the field of entrepreneurial orientation will increase, by (51%)

a probability, value of t-test for the field activity credibility was (0.000) which is less than the level of significance (0.05), which indicates that there is a significant effect of activity credibility on entrepreneurial orientation. Based on the value of the beta coefficient for this axis, which is (0.347), this indicates that when the respondents’ impressions about the field of activity credibility increase by (20%) (one point on the five-point Likert scale), their positive impressions about the field of entrepreneurial orientation (35%).

The probability. value t-test for the field of technology champion was (0.009), which is less than the level of significance (0.05), which indicates that there is a significant effect of technology champion on entrepreneurial orientation. Based on the value of the beta coefficient for this axis, which is (0.181),

this indicates that when respondents' impressions about the field of technology champion increase by (20%) (one point on a five-point Likert scale), their positive impressions about the field of entrepreneurial orientation will increase by(18%).

The probability. value of the (F) test for the regression model was (0.000), which is less than the level of significance (0.05), which indicates that there is a significant effect of the areas of human resources capabilities combined on entrepreneurial orientation.

a value, coefficient of determination. for the regression model, was (74%), and this indicates- that (74%) of the changes that occur in the respondents perceptions. about the field of entrepreneurial orientation are caused by their perceptions and impressions. about the fields of human resources capabilities.

Table (9): Results of multiple linear regression analysis to test the effect of human resource capabilities on entrepreneurial orientation

| Contrast inflation | Probability value | a test t | Standard error | Coefficient B | Human resources capabilities |
|--|-------------------|-----------------------|----------------|---------------|------------------------------|
| — | 0.238 | -1.186 ^{n.s} | 0.221 | -0.262 | (independent variables) |
| 2.015 | 0.000 | 7.170* | 0.071 | 0.511 | Constant |
| 2.166 | 0.000 | 4.268* | 0.081 | 0.347 | Capacity building |
| 1.809 | 0.009 | 2.673* | 0.068 | 0.181 | Credibility of activity |
| %74 | | | | | R² |
| 104.743* | | | | | F-test |
| 0.000 | | | | | P-value |
| (0.05).The effect is statistically. significant, a significant level * | | | | | |
| n.s . effect is not statistically significant | | | | | |

Source: SPSS-26 program output.

Based on the above, the hypothesis of the second research, which states that “human resources capabilities have a statistically significant effect on the entrepreneurial orientation of Tikrit University,” has been fully achieved.

Conclusions and recommendations.

Conclusions-

1-he field of activity credibility occupies the first importance among human resources capabilities at a rate of (74%), followed by the field of technology champion with second importance at a rate of (73%), while the field of capacity building came in third importance at a rate of(72%).

2-The field of entrepreneurial orientation is of great importance to employees at Tikrit University(70%).

3-There is a significant correlation between the areas of human, resources, capabilities. and the area of entrepreneurial orientation. The greater the importance, a human resources capabilities among employees Tikrit University, greater the importance of the leadership role of Tikrit University, and vice versa.

4-The field of capacity building is considered the most influential field in entrepreneurial orientation, followed by the field of activity credibility, then the field of technology championing.

5-There is a moral effect of building capacity on entrepreneurial orientation. When the importance of the field of capacity building among employees at Tikrit University increases by (20%), the importance of entrepreneurial orientation of Tikrit University increases by(51%).

6-There is a significant effect of the credibility of the activity on the entrepreneurial orientation. When the importance of the field of activity credibility among the employees of Tikrit University increases by (20%), the importance of the entrepreneurial orientation of the University of Tikrit increases by (35%).

7-There is a significant effect of the technology champion on the entrepreneurial orientation. When the importance of the technology champion field among employees at Tikrit University increases by (20%), importance, entrepreneurial, orientation of the University of Tikrit increases (18%).

8-Human resources capabilities: capacity building, credibility of activity, and technology champion explain (74%) of the field of entrepreneurial orientation, while there is a rate of (26%) of the field of entrepreneurial orientation that is explained by other fields and aspects.

recommendations.

1-Paying attention to training and providing appropriate and required instructions and programs that help workers accomplish the tasks assigned to them.

2-The need for Tikrit University to pay attention to the creative fields of employees in order to build their own capabilities to support their entrepreneurial orientation.

3-Paying attention to highly experienced and competent human capital and giving them their role in directing workers and benefiting from their experience.

4-The university must be prepared and prepared to implement any new ideas presented by employees that are in the interest of the university.

5-The need to pay attention to technology and provide employees with modern devices and train them on how to use them in a way that makes the university more pioneering.

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