

**The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)**

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### ABSTRACT

The personality characteristics of the Leader are considered one of the main elements to reach into business organizations entrepreneurship; and because of the development of the organizations of the continuous transformations as result of huge Competition in private High Education sector, there is a great need for Leaders characterized of certain personality capable of managing their organizations and can positively effect on them. Also these organizations' success to reach into entrepreneurship requires a main significant element that is (strategic flexibility) which is considered one of the important elements for success.

Accordingly, this research is trying to find the effective role of the personality characteristics of the Leader in business organization entrepreneurship by studying the effect of the special dimensions of personality characteristics (neuroticism, extraversion, openness, Agreeableness, and conscientiousness) on business organizations entrepreneurship dimensions representing in the two main dimensions (entrepreneurship direction and strategic entrepreneurship) with strategic flexibility mediated with its dimensions (competitive flexibility, information flexibility, human capital flexibility and procedures simplification) across field research in thirteen private colleges in Baghdad.

This research came in an attempt to answer several questions the most important of them are (Is there an effect for Leader personality characteristics on strategic flexibility?), (Is there an effect for strategic flexibility on business organizations entrepreneurship?), (Is there an effect for Leader personality characteristics on business organizations entrepreneurship when strategic flexibility mediated?).

The researchers have designed an opinion Questionnaire form to determine the dimensions of business organizations entrepreneurship, it is distributed on three private colleges on a sample of (40) persons, the model consisting selecting two main dimensions for business organizations entrepreneurship by selecting the highest percentage the items obtained, which is for entrepreneurship direction and strategic entrepreneurship. Then a questionnaire is made as a tool for measurement, All construct items were measured on a five-point Likert Scale, ranging from (1= strongly disagree) to (5= strongly agree)





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The Result confirm there are effect of some personality characteristics of the leaders on business organizations entrepreneurship.

**Keywords:** strategic flexibility, business organizations entrepreneurship, personality characteristics.

### **1- Introduction**

The twenty-first century has experienced and still, many variables that represent new challenges for administrative leaders. These variables have resulted from the winds of change occurred in the higher education environment after 2003, especially with the emergence of a large number of private colleges, which necessitated the existence of fierce competition between these colleges in the provision of educational services, and not only the competition between private colleges themselves, but also exceeded that to compete the private colleges to government universities, therefore many administrative concepts have been changed to cope with these changes and challenges and keep pace with them.

In addition, new administrative concepts have emerged in business organizations such as the concept of strategic flexibility and other concepts that have been received significant attention by the writers and those interested in the field of business management. Several economic, technological, cultural and cognitive factors contributed to the emergence of these concepts, thus, this situation imposed on the strategic decision makers, in the process of selecting the administrative leadership of the private universities, to look for efficient administrative leaders with a range of distinctive personality characteristics which contribute to the facing these new challenges that emerged in the twenty-first century Perhaps the most prominent of these personality characteristics are (neuroticism, extraversion, openness to experience, gentleness, conscientiousness), these personality characteristics have a great impact on the conduct, direction, and performance of the administrative leader. Given the importance of this subject, the researcher reviews the concept of entrepreneurship and the impact of the features and personality characteristics of the leaders upon it by the mediation of strategic flexibility, through reference to the theoretical literature and related previous studies, to make use and compare them. Then conducting a comparative study on a sample of the private colleges and measuring the availability of personality characteristics for the administrative leaders and the level of availability of strategic flexibility and entrepreneurship for these colleges and showing their impact on the business organizations entrepreneurship.

Therefore, the research was divided into four parts to achieve the purpose of this research The first part includes the research methodology; the second part includes the theoretical aspect, while the third part represents the practical aspect of research by presenting and Discussion the results and testing the hypotheses. Finally, the fourth part contains the major conclusions which



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research gets, and the most important recommendations consolidated to these conclusions.

### **2- theoretical background and research framework**

#### **2-1 personality characteristics**

Many of the intellectual and administrative literature that dealt with the concept of personality.

The literature show that it is difficult to determine the personality in one sense, some researchers pointed out that it is a set of features or individual characteristics, others referred to as models, and the researchers believe that the personality is the apparent attributes or characteristics of the individual and appear to others publicly, These attributes are biological at birth and are formed and sculpted through his/her experiences as a result of his/her interaction with the surrounding environment and over time (Jennifer & Gareth, 2012:42, Stephen & Timothy, 2013: 133, Irengun & Arikboga, 2015: 1187, Yildirim et al., 2016: 285, Majumder, 2017: 74).

The views expressed by the researchers differed on the characteristics determine according to different trends and criteria, Derry noted (Derry, 2011: 276-277) that personality characteristics can be identified as follows:

- a) The personality includes multiple components, including physical, psychological, emotional, sensory, subjective and environmental.
- b) Personality refers to the existence of differentiation and difference between individuals i.e. the personality of each individual is independent of the others.
- c) Personality is relatively stable.
- d) Through the previous characteristic, the behavior of the individual can be predicted with similar situations due to the relative stability of the personality
- e) Partial personality components interact to form an integrated personality to distinguish the identity of the individual from other individuals.
- f) personality can be measured and observed and know the reaction.
- g) The personality has different characteristics and common characteristics.
- h) There are superficial aspects and deep aspects of personality that can only be known through interaction with this personality.
- i) Personality evolves over time and through social interaction and adaptation to the surrounding environment.

The success of leadership depends largely on the set of characteristics enjoyed by the individual, (Daft, 2001: 384) summarized the importance of characteristics as the expression of the required attributes in today's business world, and the capacities needed to build the organization's capabilities. (Kanaan, 1995: 275) explained that the importance of characteristics is to contribute to clarify the requirements of administrative leadership and identify the characteristics that must be provided in these leaders for the purpose of success in managing their leadership, he also explained that the individual's possession of these characteristics is not necessarily considered qualified to make him/her a leader, but is the first qualified to occupy leadership positions. While



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(Ivancevich & Matteson, 2002: 427) shows the importance of characteristics as the main supporter of personality testing methods for scientific administrations. (Gibson et al., 2003: 301) considers that characteristics can be used as a predictive tool as credible enough to ensure continuity of studies.

### 2-2 strategic flexibility

strategic flexibility described conditions such as "flexibility efficiency", "dynamic efficiency" or "dynamic capacity", since 2000, however, there has been greater consistency in the use of the term "strategic flexibility", thereafter; there was a clear distinction between it and the term "organizational flexibility". It seems that this development has led to the emergence of more consistent definitions of strategic flexibility, operational flexibility, and organizational flexibility. The common idea among strategic flexibility definitions is the ability to evolve by modifying a particular strategy when changes occur in the external environment. Most researchers follow this common idea and suggest additional dimensions. For example, (Leeuw & Volberda, 1996: 121) suggested that flexibility was "the double and relative control of an organization and its environment". Two cases have been described in this dimension, one of the proposed cases is that organization are overwhelmed and controlled by environmental changes, while the other is when the organization responds in a way that affects and controls the environment. Table (1) show some of the contributions of researchers that explain the meaning of strategic flexibility.

Table (1)

Contribution of researchers to the concept of strategic flexibility

| Name of researcher                  | Definition   |
|-------------------------------------|--|
| (Butler & Ewaldm 2000: 11)          | A part of the organization's competitive strategy, mechanisms adapted to environmental changes.                |
| (Grewal & Tansuhaj 2001: 67)        | Organization's ability to manage risks, threats and opportunities.   |
| (Skeibrok & Svensson, 2016: 16)     | Strategic flexibility is the ability to adapt and respond to changes in the environment                        |
| (Schulze & Heidenreich, 2017: 1505) | The company's ability to predict and adapt rapidly to its environment and thus to gain a competitive advantage |

The researchers believe that strategic flexibility means the company's ability to anticipate and respond quickly to changes in the environment and competitive conditions, Allocate resources as responses to these changes and work efficiently in resource allocation and thus develop and maintain the competitive advantage of the organization. This show the importance of Strategic flexibility works on a predictor on vital and sustainability of the organization, it helps to achieve synergies between the views of the economic, environmental and social consideration with the participation of all shareholders and stakeholders. Strategic flexibility serves not only as a driver of financial



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performance but also as a long-term survival (sustainability) and growth (change) of an organization. Only organizations have strategic flexibility that can survive from the problem of the great environmental uncertainty, economic fluctuations, technical obsolescence, and unknown parts of competition/substitution in the global business world. Organizations with strategic flexibility can adjust their learning and innovation processes, they can quickly adapt to the changing environment, which helps them to survive for a long time (Sushil, 2011: 3). In this environment of uncertainty and constant change, leaders need a certain amount of strategic flexibility to prepare to respond quickly to problems (Katsuhiko and Hitt, 2004: 44) So that flexibility is a strategic necessity for organizations to ensure advanced acquisition of dynamic capabilities, Having strategic flexibility means having the ability to change quickly and easily in key aspects of a business strategy.

Strategic flexibility enhances the organizations' capacity and ability to respond to changes in changing customer needs and desires, And to reveal any preferences to customers, and interests in the organization's marketing capabilities through the process of interaction between it and its customers (Wang & Lo, 2003: 483).

### **2-3 business organizations Entrepreneurship:**

The focus on the entrepreneur means focusing on an individual organization maker, while the focus on entrepreneurship is to focus on the process through which the organization appears for existence, its interaction with the environment, and its performance. The process of entrepreneurship includes catching the available opportunity in the environment, managing the resources to exploit these opportunities, providing the goods and services for the end consumers and achieving the profit as a bounce on risks. As a result, the entrepreneur is an individual who sees these opportunities and takes needed actions to gain the required resources in order to provide the new goods and services or enhancing ones (Oguntibeju et al., 2014: 72).

Entrepreneurship as a vital process that creates increasing wealth (Kuratko & Hodgetts, 2011: 4). This wealth is achieved by individuals with high risks of property rights, time and professional commitment to providing value for some service products. The product or service in itself may not be new or unique, but entrepreneurs must enter in value in some way by securing and allocating the necessary resources and skills. Table (2) illustrates the concept of business organizations entrepreneurship from the perspective of some researchers.



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Table (2)

The concept of business organizations entrepreneurship from the perspective of some researchers.

| Researcher                      | The concept  |
|---------------------------------|--|
| (Griffin, 2005: 305)            | The ability to organize, plan, reduce the losses at new risks  |
| (Rothaermel, 2013: 180)         | A process that takes on the risks of economic innovation and sometimes finding new production processes or new companies   |
| (Laguador, 2013: 61)            | the ability of individuals to recognize and produce the kind of products or services that people need and deliver on time, in the right place, at the right price. |
| (Letaifa & Primard, 2016: 5129) | The process through which opportunities are explored to create, evaluate and exploit future goods and services.  |

The important of business organizations entrepreneurship comes through its key role in improving productivity and encouraging economic growth (Chen et al, 2005: 529). Entrepreneurship is the keystone of economic development by linking the concept of entrepreneurship to innovation (Wickham, 2001: 9), the importance of business organizations entrepreneurship as a vital element of both youth and aging organizations, small and large, service and industry (Hitt et al., 2007: 84). Entrepreneurship helps the organization to create new business by creating a product, a productive process, or by developing the market or adopting a new strategy (Ireland et al., 2006: 13).

### 2-4 the dimensions of business organizations Entrepreneurship

There are many dimensions of Business organizations entrepreneurship that are similar and overlap in some with strategic entrepreneurship and entrepreneurial orientation. There are those who believe that the business organizations entrepreneurship includes the entrepreneurial orientation, which is confirmed by the study (Fox, 2008: 437), when it was considered that the business organizations entrepreneurship is divided into entrepreneurial orientation and strategic management, both (Bleeker, 2011: 5-8) (Lumpkin & Dess, 1996: 140) (Ejdys, 2016: 16) defined the dimensions of entrepreneurial orientation with (innovation, risk tolerance, proactive, independence, competitive offensive), through the table (5) on the dimension of business organizations entrepreneurship, we see that a number of dimensions correspond to the dimensions of strategic entrepreneurship, where (Gelard & Ghazi, 2014: 209) defined the dimensions of strategic entrepreneurship with (entrepreneurial mind, entrepreneurial culture, entrepreneurial leadership, strategic resource management, (Hitt et al., 2007 :58) identified four dimensions of strategic entrepreneurship: (1) mentality of entrepreneurship, culture and leadership, (2) strategic management of organizational resources, (3) application of innovation, and (4) development of innovation. Thus, it can be said that strategic entrepreneurship is part of the business organization's entrepreneurship as well as entrepreneurial orientation.



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**Table (3) dimensions of business organizations entrepreneurship**

| The researcher               | Dimensions  |
|------------------------------|---|
| (Ireland et al., 2003: 967)  | Entrepreneurial mind, Entrepreneurial culture, Entrepreneurial leadership, strategic management of resources  |
| (Katz & Shepherd, 2004: 176) | New projects, new business, innovation in products and services, innovation in operations, self-renewal, risk tolerance, proactive, competitive offensive |
| (Zhang et al, 2008: 133)     | Innovation, adventure, strategic renewal  |
| (Fox, 2008: 437)             | entrepreneurial direction, strategic management   |
| (Ağca et al., 2009: 8)       | Innovation, strategic renewal, new business, adventure, risk tolerance, proactive   |
| (Javalgi et al., 2014: 1195) | Innovation, risk tolerance, proactive, independence, Competitive offensive.   |
| (Bierwerth et al, 2015: 258) | Innovation, adventure companies, strategic renewal  |
| (Serai, 2017: 430)           | Innovation, risk tolerance, competitive offensive, independence, self-renewal, new projects, new alliances, communications                                |

### **3- Research Methodology**

#### **3-1 Research Problem**

There is a growing need to understand the role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated, this leader to six research questions, which will be addressed in this paper:

1. What are the leading personality characteristics of the leaders of the private colleges?
2. What is the level of strategic flexibility at the private college?
3. What is the level of entrepreneurship at the private colleges?
4. Is there an impact the personality characteristics of leaders on strategic flexibility?
5. Is there an impact the strategic flexibility on business organizations' entrepreneurship?
6. Is there an impact the personality characteristics of leaders on business organizations' entrepreneurship by mediation of strategic flexibility?

#### **3-2 Justification for research and its importance**

The importance of this research can be determined as follows:

- 1- Highlight the role of successful administrative leadership in achieving entrepreneurship in Iraqi organizations in general, and in private colleges in particular.
- 2- Diagnose the level of availability of strategic flexibility at private colleges.
- 3- Determine the extent to which the leaders of the private colleges have personal characteristics.



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4- Diagnose the level of business organizations entrepreneurship, and the level of availability of them

5- Determine the nature of the relationship and the influence between the variables of research (personality characteristics of the leader, strategic flexibility, business organizations entrepreneurship)

### **3-3 Research objectives**

The researchers seek to reach a set of main objectives, including the following:

1. To diagnose the impact of personality characteristics of the academic leaders in terms of their dimensions (neuroticism, extraversion, openness to experience, gentleness, conscientiousness) on the business organizations entrepreneurship by mediating strategic flexibility.

2. To diagnose the entrepreneurship of the private colleges through their dimensions, which are: (entrepreneurial orientation and strategic entrepreneurship), which help the colleges to benefit from modern methods and concepts in the field of entrepreneurship and present some recommendations for achieving entrepreneurship in the field of service delivery.

3. To conceptualize for the academic leaderships at the private colleges about the dimensions of strategic flexibility and how to exploit them in order to achieve entrepreneurship.

4. To measure and analyze the correlation between the personality characteristics of the leader.

### **3-4 Conceptual research framework**

The researchers adopted the analytical experimental method by collecting and analyzing the necessary data; The fact that this approach focuses on surveying the views of the research sample and its directions, and using the descriptive approach; to describe the reality of the variables studied, the analytical approach, is used in the analysis of the results of statistical treatments of the variables of research, and to draw conclusions on which to adopt recommendations. Figure (1) shows the Conceptual research framework that we have developed it as a path for us to determining the basic parameters of the research, which consists of three main aspects. The first aspect is personality characteristics, which include (neuroticism, extraversion, Agreeableness, openness, and conscientiousness); the second aspect is strategic flexibility which depends on a number of dimensions (competitive flexibility, information flexibility, human capital flexibility, and procedures simplification)

The third aspect of this model is business organizations entrepreneurship, which in turn is represented by (strategic entrepreneurship, entrepreneurship direction), and strategic entrepreneurship includes (entrepreneurial mind, entrepreneurial leadership, entrepreneurial culture, strategic renewal), while entrepreneurship direction includes (innovation, risk tolerance, independence, proactive). Figure 1 shows these aspects:





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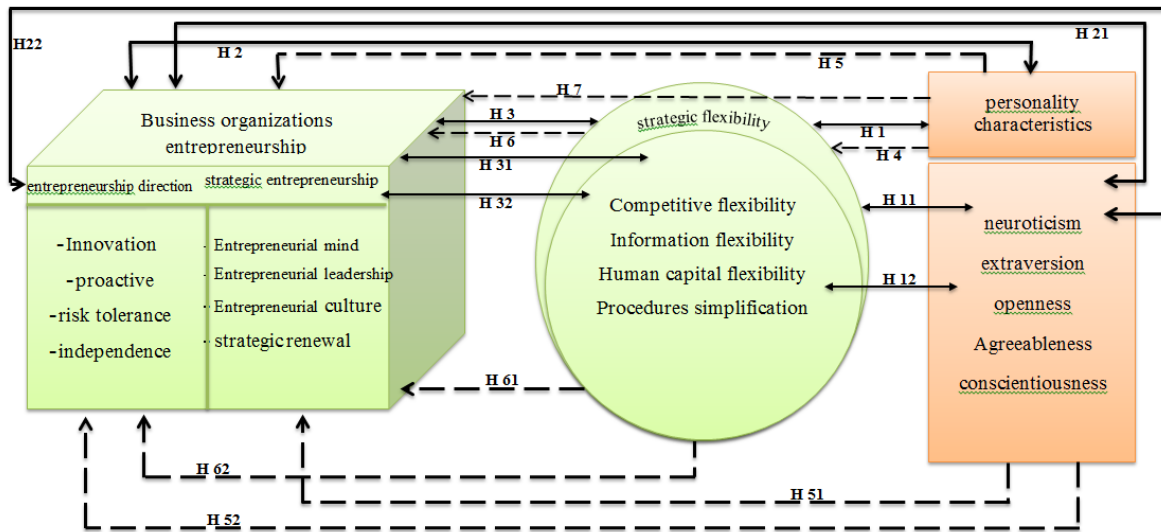


Figure (1) the Conceptual research framework

The research suggests the following hypothesis:

**A) Correlation hypotheses:** the following hypotheses are defined

- 1- The first main hypothesis: There is a statistically significant correlation between personality characteristics and strategic flexibility.
- 2- The second main hypothesis: There is a statistically significant correlation between personality characteristics and business organizations' entrepreneurship.
- 3- The third main hypothesis: There is a statistically significant correlation between business organizations' entrepreneurship and strategic flexibility.

**B) Effect hypotheses:** the research proposer the following hypotheses to test this in the privet college

- 1- The fourth main hypothesis: There is a significant effect of personality characteristics on strategic flexibility.
- 2- The fifth main hypothesis: There is a significant effect of personality characteristics on business organizations entrepreneurship.
- 3- The sixth main hypothesis: There is a significant impact of strategic flexibility in business organizations entrepreneurship

**C) Mediating role of strategic flexibility** the below hypotheses are developed to text and verify the mediating role of strategic flexibility.

The seventh main hypothesis: The effect of personality characteristics increase in business organizations entrepreneurship by mediating strategic flexibility.



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### 3-5 sample and respondent profile:

The researcher selected the private colleges as a research society, which are according to the statistics of the Ministry of Higher Education and Scientific Research (66), of which 13 a -purposive sample were chosen (in Baghdad), due to the differences in the research society, and for accurate and reliable results,

### 3-6 Research limitations

1- Place limitations: Some of the colleges are located in Baghdad and include both (Al-Esraa University College, Al-Turath University College, Mamoun University College, Al Mansour University College, Rafidain University College, Baghdad College of Economic Sciences University, Dijla University College, Madenat Alelem University College, University of Imam Jafar Sadiq, "p", Rashid University College, Farabi University College, Nisor University College, Al-Bayan University).

2- Temporal limitations: the period that reflects the performance of the college recently from the time of taking administrative leadership and so far for i.e. for the last three years.

3- Human sample: The sample of the research included the members of the college councils represented by (deans of the private colleges, deans' assistants, heads of the scientific departments, and some other departments).

### 4- Date analysis and results

#### 4-1 Diagnosis of the actual fact of the research variables

4-1-1 Presenting and analyzing the results of the total personality characteristics Table (4) shows the results according to the views of the research sample regarding the variable (personality characteristics), as the value of the arithmetic mean of this variable is (3.74), which indicates the option (agreed), and a standard deviation value is (0.39), the coefficient of variation is (0.1042), and the relative importance value (74.78), as this degree indicates that most leaders in the private colleges are able to control their nerves when faced with tremendous pressure in the work and most of these leaders are characterized by the social personality loving others and seek to be surrounded by, and they have a fun and lively personality and optimistic in the working life , in addition to, these leaders have a vision for the future and are keen to set their objectives and also keen to clarify their point of view on the topics that are put forward.

Table (4) The arithmetic mean and standard deviation, the coefficient of variation and the relative importance of variable of the total personality characteristics

| Variables                   | arithmetic mean | standard deviation | coefficient of variation | the relative importance |
|-----------------------------|-----------------|--------------------|--------------------------|-------------------------|
| Personality characteristics | 3.74            | 0.39               | 0.1042                   | 74.78                   |



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### 4-1-2 Presenting and analyzing the results of the total strategic flexibility

Table (5) shows the results according to the views of the research sample regarding the variable (strategic flexibility), as the value of the arithmetic mean of this variable is (4.16), which indicates the option (agreed), and a standard deviation value is (0.50), the coefficient of variation is (0.1201), and the relative importance value is (83.15), as this degree indicates that the private colleges emphasize the necessity for innovation and creativity, which leads to the improvement of the service provided in addition to the work of these universities to store and collect data in an orderly way to benefit later in strengthening their information systems to develop their services, in addition to, these colleges organize their horizontal and vertical communication between their departments and units, in line with their mission and objectives. This leads to the reduction of excessive routine procedures, which in turn leads to speed in providing services while maintaining accuracy in achievement.

Table (5) The arithmetic mean and standard deviation, the coefficient of variation and the relative importance of variable of the total strategic flexibility

| Variables             | arithmetic mean | standard deviation | coefficient of variation | the relative importance |
|-----------------------|-----------------|--------------------|--------------------------|-------------------------|
| strategic flexibility | 4.16            | 0.50               | 0.1201                   | 83.15                   |

### 4-1-3 Presenting and analyzing the results of the total business organizations entrepreneurship

Table (6) shows the results according to the views of the research sample regarding the variable (business organizations entrepreneurship), as the value of the arithmetic mean of this variable is (3.77), which indicates the option (agreed), and a standard deviation value is (0.47), the coefficient of variation is (12.46), and the relative importance value is (75.48), as this degree indicates that most of the private colleges are engaging everyone in the analysis and follow-up entrepreneurial opportunities, and inspire individuals to provide untraditional ideas, invest these ideas for enhancing and providing a profitable services, as the private colleges allocate amounts for new projects in order to promote their competitive situation as well as evaluate the factors of risk to reduce the matter of uncertainty.

Table (6) The arithmetic mean and standard deviation, the coefficient of variation and the relative importance of variable of the total personality characteristics

| Variables                               | arithmetic mean | standard deviation | coefficient of variation | the relative importance |
|---|-----------------|--------------------|--------------------------|-------------------------|
| business organizations entrepreneurship | 3.77            | 0.47               | 12.46                    | 75.48                   |



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### 4-2 analysis of the correlation relationship

#### a. macro-level correlation relationship between personality characteristics and strategic flexibility

Through table (7) we find that there is a positive significant correlation between both of the personality characteristics and strategic flexibility in private colleges, which is a strong relationship, as the value of correlation coefficient was (0.408\*\*). This result confirms the validity and acceptance of the first main assumption (there is a statistically significant correlation between personality characteristics and strategic flexibility)

Table (7) Results of correlation relationship between variables personality characteristics and strategic flexibility

|                             |                       |
|-----------------------------|-----------------------|
| Dependent variable          | strategic flexibility |
| Independent variable        |                       |
| personality characteristics | .408**                |

(\*\*) Significant correlation at the level of significance (0.01)

#### b. macro-level correlation relationship between the personality characteristics and business organizations entrepreneurship

Through table (8) we find that there is a positive significant correlation between both of the personality characteristics and business organizations entrepreneurship in private colleges, which is a strong relationship, as the value of correlation coefficient was (0.516\*\*). This result confirms the validity and acceptance of the second main assumption (there is a statistically significant correlation between personality characteristics and business organizations entrepreneurship).

Table (8) Results of correlation relationship between variables personality characteristics and business organizations entrepreneurship

|                             |   |
|-----------------------------|---|
| Dependent variable          | business organizations entrepreneurship |
| Independent variable        |   |
| personality characteristics | .516**                                  |

(\*\*) Significant correlation at the level of significance (0.01)

#### c. macro-level correlation relationship between the business organizations entrepreneurship and strategic flexibility

Table (9) shows that there is a positive significant correlation between both of the business organizations entrepreneurship and strategic flexibility in private colleges studied, which is a strong relationship, as the value of correlation coefficient was (0.682\*\*). This result confirms the validity and acceptance of the third main assumption (there is a statistically significant



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correlation between business organizations entrepreneurship and strategic flexibility).

Table (9)

Results of correlation relationship between variables personality characteristics and business organizations entrepreneurship

|   |                                |
|---|--------------------------------|
| Dependent variable                      | organizations entrepreneurship |
| Independent variable                    |                                |
| business organizations entrepreneurship | .682**                         |

(\*\*) Significant correlation at the level of significance (0.01)

4-3 Test the relationship of impact between the main research variables.

4-3-1 Test the relationship between personality characteristics and strategic flexibility

Table (10) shows that the value of (F) has reached (25.933), this result means that there is a strong impact of personality characteristics in strategic flexibility because the value of (F) calculated is greater than the value (F) theoretical (6.83) with the level of significance (0.000) and (0.01). It is also show that the value of the constant term (a) is (2.194) which means that the personality characteristics exist by (2.194), although the strategic flexibility is (zero or null), it shows that the value of (R<sup>2</sup>) was (0.166), which represents the amount of variation explained by personality characteristics and (16.6%) of the variation obtained by the strategic flexibility, and the remaining ratio (83.4%) is a variation was explained by a number of factors that are not included in the regression model. The beta value (0.525) and its interpretation that any change of one unit of personality characteristics would result in a change of 0.525 in strategic flexibility.

These results indicate the acceptance of the fourth main assumption (there is a significant impact of personality characteristics in strategic flexibility)

Table (10) the impact of personality characteristics in strategic flexibility

| Dependent variable   | Strategic Flexibility |                    |   |                    |              |                    |
|--|-----------------------|--------------------|---|--------------------|--------------|--------------------|
| Independent variable                                       |                       |                    |   |                    |              |                    |
| Personality Characteristics                                | Constant term (a)     | Beta coefficient β | Coefficient of determination R <sup>2</sup> | F value calculated | significance | Decision           |
| N=132  | 2.194                 | 525.               | .166  | 25.933             | .000         | There is an effect |
| * The value (F) theoretical at the level of 0.05 = (3.91)  |                       |                    |   |                    |              |                    |
| ** The value (F) theoretical at the level of 0.01 = (6.83) |                       |                    |   |                    |              |                    |



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The validity of the fourth main assumption was proven by the results shown in table (11) to be presented , value of (t) calculated of the correlation was greater than (t) theoretical, which is respectively (5.092), (2.36) at a significance level (0.000) and (0.01).

**Table (11) Test (t) for the significance correlation relationship of the impact of personality characteristics in strategic flexibility**

| Coefficients <sup>a</sup>   |                             |                             |            |                           |       |      |
|---|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model   |                             | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|   |                             | B                           | Std. Error | Beta                      |       |      |
| 1   | (Constant)                  | 2.194                       | .338       |                           | 5.658 | .023 |
|   | personality characteristics | .525                        | .103       | .408                      | 5.092 | .000 |
| a. Dependent Variable:  |                             |                             |            | strategic flexibility     |       |      |
| The value (t) theoretical at the level of significance 0.05, 0.01 |                             |                             |            |                           |       |      |
| t=1.66 *  |                             |                             |            |                           |       |      |
| ** t=2.36   |                             |                             |            |                           |       |      |

### 4-3-2 Test the relationship between personality characteristics and business organizations entrepreneurship

Table (12) shows that the value of (F) has reached (47.176), this result means that there is a strong impact of personality characteristics in business organizations entrepreneurship because the value of (F) calculated is greater than the value (F) theoretical (6.83) with the level of significance (0.000) and (0.01). It is also show that the value of the constant term (a) is (1.432) which means that the personality characteristics exist by (1.432), although the business organizations entrepreneurship is (zero), it shows that the value of (R<sup>2</sup>) was (0.266), which represents the amount of variation explained by personality characteristics and (26.6%) of the variation obtained by the business organizations entrepreneurship, and the remaining ratio (73.4%) is a variation was explained by a number of factors that are not included in the regression model. The beta value was (0.626) and its interpretation that any change of one unit of personality characteristics would result in a change of 0.626 in business organizations entrepreneurship.

These results indicate the possibility of accepting the fifth main assumption (there is a significant impact of personality characteristics in business organizations entrepreneurship)



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**Table (12) the impact of personality characteristics in business organizations entrepreneurship**

| Dependent variable   | business organizations entrepreneurship |                          |                                    |                    |              |                    |
|--|---|--------------------------|------------------------------------|--------------------|--------------|--------------------|
| Independent variable                                       | business organizations entrepreneurship |                          |                                    |                    |              |                    |
| Personality Characteristics                                | Constant term (a)                       | Beta coefficient $\beta$ | Coefficient of determination $R^2$ | F value calculated | significance | Decision           |
| N=132  | 1.432                                   | .626                     | 266.                               | 47.176             | 000.         | There is an effect |
| * The value (F) theoretical at the level of 0.05 = (3.91)  |   |                          |                                    |                    |              |                    |
| ** The value (F) theoretical at the level of 0.01 = (6.83) |   |                          |                                    |                    |              |                    |

The validity of the fourth main assumption was proven by the results shown in table (13) to be presented, value of (t) calculated of the correlation was greater than (t) theoretical , which is respectively (6.869), (2.36) at a significance level (0.000) and (0.01).

**Table (13)**

**Test (t) for the significance correlation relationship of the impact of personality characteristics in business organizations entrepreneurship**

| Coefficients <sup>a</sup>   |                             |                             |            |                           |       |      |
|---|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model   |                             | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|   |                             | B                           | Std. Error | Beta                      |       |      |
| 1   | (Constant)                  | 1.432                       | .343       |                           | 4.178 | .000 |
|   | personality characteristics | .626                        | .091       | .516                      | 6.869 | .000 |
| a. Dependent Variable: business organizations entrepreneurship    |                             |                             |            |                           |       |      |
| The value (t) theoretical at the level of significance 0.05, 0.01 |                             |                             |            |                           |       |      |
| t=1.66 *  |                             |                             |            |                           |       |      |
| ** t=2.36   |                             |                             |            |                           |       |      |

Source: program SPDD V23 output

### 4-3-3 Test the relationship between strategic flexibility and business organizations entrepreneurship

Table (14) shows that the value of (F) is (13.27), this result means that there is a strong impact of strategic flexibility in business organizations entrepreneurship because the value of (F) calculated is greater than the value (F) theoretical (6.83) with the level of significance (0.000) and (0.01). It is also show that the value of the constant term (a) is (0.643) which means that the strategic flexibility exist by (0.643), although the business organizations entrepreneurship is (0), it shows that the value of ( $R^2$ ) was (0.465), which represents the amount of variation explained by strategic flexibility and with (46.5%) of the variation obtained by the business organizations entrepreneurship, and the remaining



## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

ratio (53.5%) is a variation was explained by a number of factors that are not included in the regression model. The beta value was (1.102) and its interpretation that any change of one unit of strategic flexibility would result in a change of 1.102 in business organizations entrepreneurship.

These results indicate the possibility of accepting the sixth main assumption (there is a significant impact of strategic flexibility in business organizations entrepreneurship)

Table (14) the impact of strategic flexibility in business organizations entrepreneurship

| Dependent variable   | business organizations entrepreneurship |                          |                                    |                    |              |                    |
|--|---|--------------------------|------------------------------------|--------------------|--------------|--------------------|
| Independent variable                                       | business organizations entrepreneurship |                          |                                    |                    |              |                    |
| strategic flexibility                                      | Constant term (a)                       | Beta coefficient $\beta$ | Coefficient of determination $R^2$ | F value calculated | significance | Decision           |
| N=132  | 643.                                    | 1.102                    | .465                               | 13.27              | 000.         | There is an effect |
| * The value (F) theoretical at the level of 0.05 = (3.91)  |   |                          |                                    |                    |              |                    |
| ** The value (F) theoretical at the level of 0.01 = (6.83) |   |                          |                                    |                    |              |                    |

The validity of the sixth main assumption was proven by the results shown in table (15) to be presented , value of (t) calculated of the correlation was greater than (t) theoretical , which is respectively (10.63), (2.36) at a significance level (0.000) and (0.01).

Table (15)

Test (t) for the significance correlation relationship of the impact of strategic flexibility in business organizations entrepreneurship

| Coefficients <sup>a</sup>   |                       |                             |            |                           |        |      |
|---|-----------------------|-----------------------------|------------|---------------------------|--------|------|
| Model   |                       | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|   |                       | B                           | Std. Error | Beta                      |        |      |
| 1   | (Constant)            | .643                        | .060       | .682                      | 10.631 | .000 |
|   | strategic flexibility | 1.102                       | .253       |                           | 4.355  | .000 |
| a. Dependent Variable: business organizations entrepreneurship    |                       |                             |            |                           |        |      |
| The value (t) theoretical at the level of significance 0.05, 0.01 |                       |                             |            |                           |        |      |
| t=1.66 *  |                       |                             |            |                           |        |      |
| ** t=2.36   |                       |                             |            |                           |        |      |





## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

### 4-4 Test the direct and indirect impact relationship using the method of path analysis

In order to enhance the image of the direct and indirect impacts of the leader's personality characteristics (as an independent variable), in this hypothesis, in the responder variable the business organizations entrepreneurship (a dependent variable) with its two dimensions (strategic entrepreneurship, and entrepreneurial orientation), with strategic flexibility (as an mediated entrepreneurial variable), it has been taking the direct impact by the leader's personality characteristics, and the indirect impact by the effect of strategic flexibility using path analysis method to test the seventh main hypothesis which is : The effect of personality characteristics increase in business organizations entrepreneurship by mediating strategic flexibility.

The statistical of the personality characteristics' dimensions in the business organizations entrepreneurship by mediating strategic flexibility.

1. Table (16) and Figure (2) shows the impact of the total personality characteristics in the business organizations entrepreneurship through strategic flexibility in the presence of personality characteristics of their main types, It will lead to a direct impact on business organizations entrepreneurship (0.286), and also has an indirect impact (0.230). And the total overall impact (direct and indirect) of the total personality characteristics with main types (neuroticism, extraversion, openness to experience, conscientiousness, goodness/gentleness) reached by (0.517).

Table (16)

| The impact of total personality characteristics in business organizations entrepreneurship by mediating strategic flexibility |                 |
|---|-----------------|
| direct impact   | 0.286777        |
| indirect impact   | 0.230668        |
| <b>The total overall impact</b>   | <b>0.517445</b> |

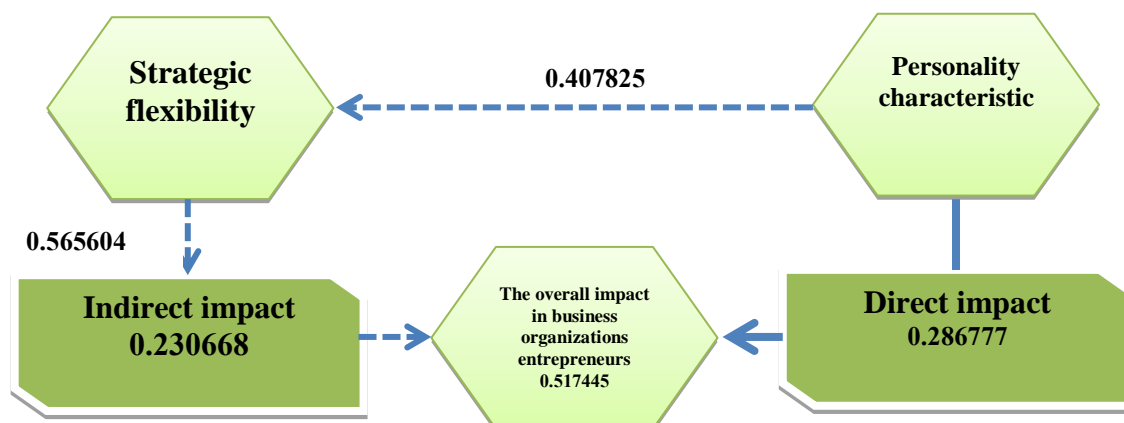


Figure (2) the impact of the total personality characteristics in the business organizations entrepreneurship by mediating strategic flexibility

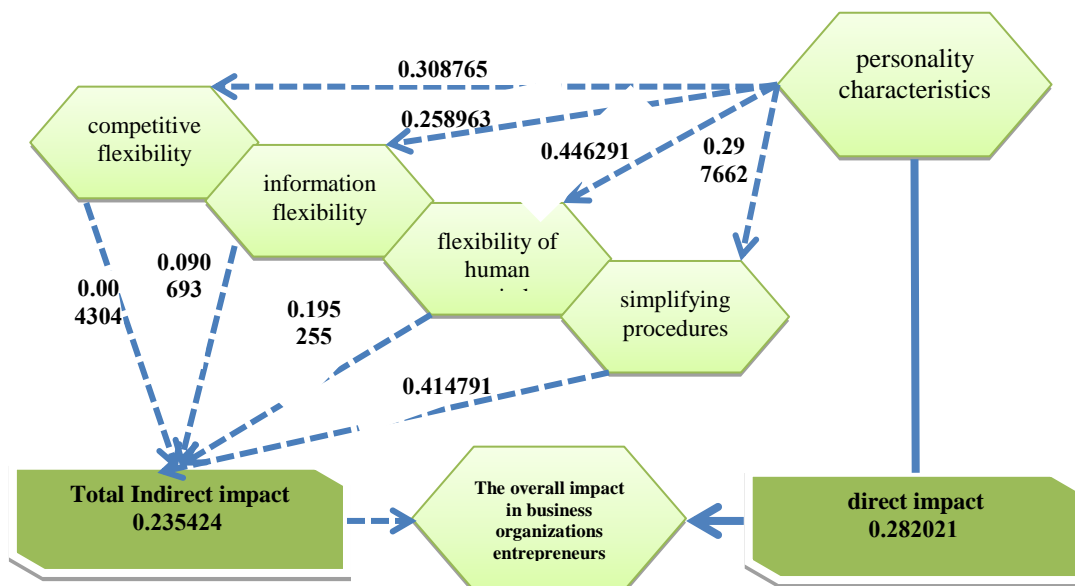


## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

2. Table (17) and Figure (3) shows the impact of the total personality characteristics in the business organizations entrepreneurship through strategic flexibility in the presence of personality characteristics of their main types; it will lead to a direct impact on business organizations entrepreneurship (0.282021), and also has an indirect impact on business organizations entrepreneurship by competitive flexibility (0.001329). It also has an indirect impact on the business organizations entrepreneurship through information flexibility (0.023486), an indirect impact on the business organizations entrepreneurship by flexibility of human capital (0.087141); it also has an indirect impact on business organizations entrepreneurship by simplifying procedures (0.123468). Thus, the total overall indirect impact was (0.235424). And the total overall impact (direct and indirect) of the total personality characteristics with the main types was (0.517444).

**Table (17) the impact of total personality characteristics in business organization's entrepreneurship by mediating strategic flexibility**

|                                 |                                  |                 |
|---------------------------------|----------------------------------|-----------------|
|                                 | direct impact                    | 0.282021        |
| indirect impact                 | competitive flexibility          | 0.001329        |
|                                 | information flexibility          | 0.023486        |
|                                 | The flexibility of human capital | 0.087141        |
|                                 | simplifying procedures           | 0.123468        |
|                                 | Total indirect impact            | 0.235424        |
| <b>The total overall impact</b> |                                  | <b>0.517445</b> |



**Figure (3) the impact of the total personality characteristics in the business organizations entrepreneurship by mediating strategic flexibility**



## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

3. Table (18) and figure (4) show the impact of the total personality characteristics in strategic entrepreneurship through strategic flexibility in the presence of personality characteristics of their main types; it will lead to a direct impact on strategic entrepreneurship (0.249395), and also has an indirect impact on strategic entrepreneurship by competitive flexibility, however, it is not important because it is negative (-0.038559). It also has an indirect impact on strategic entrepreneurship through information flexibility (0.039088), an indirect impact on the strategic entrepreneurship by the flexibility of human capital (0.087927); it also has an indirect impact on strategic entrepreneurship by simplifying procedures (0.150129). Thus, the total overall indirect impact was (0.238585). And the total overall impact (direct and indirect) of the total personality characteristics with their main types was (0.487980).

Table (18) The impact of total personality characteristics in strategic entrepreneurship by mediating strategic flexibility

|                                 |   |                  |
|---------------------------------|---|------------------|
| <b>direct impact</b>            | <b>0.249395</b>                         |                  |
| <b>indirect impact</b>          | <b>competitive flexibility</b>          | <b>-0.038559</b> |
|                                 | <b>information flexibility</b>          | <b>0.039088</b>  |
|                                 | <b>The flexibility of human capital</b> | <b>0.087927</b>  |
|                                 | <b>simplifying procedures</b>           | <b>0.150129</b>  |
|                                 | <b>Total indirect impact</b>            | <b>0.238585</b>  |
| <b>The total overall impact</b> | <b>0.487980</b>                         |                  |

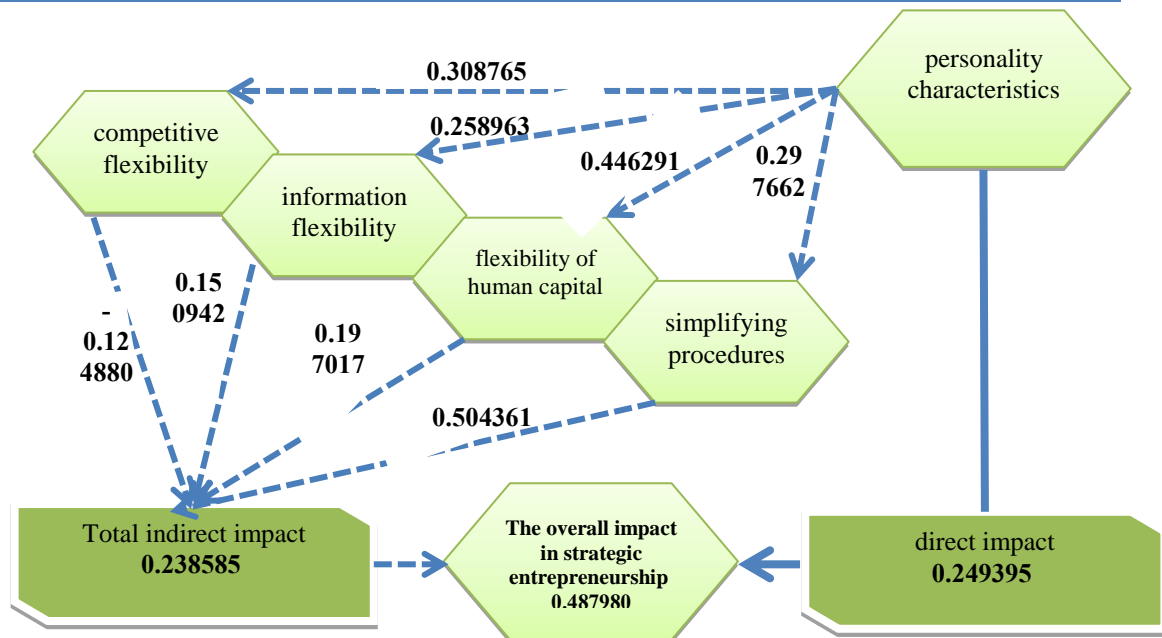


Figure (4) the impact of the total personality characteristics in strategic entrepreneurship by mediating strategic flexibility



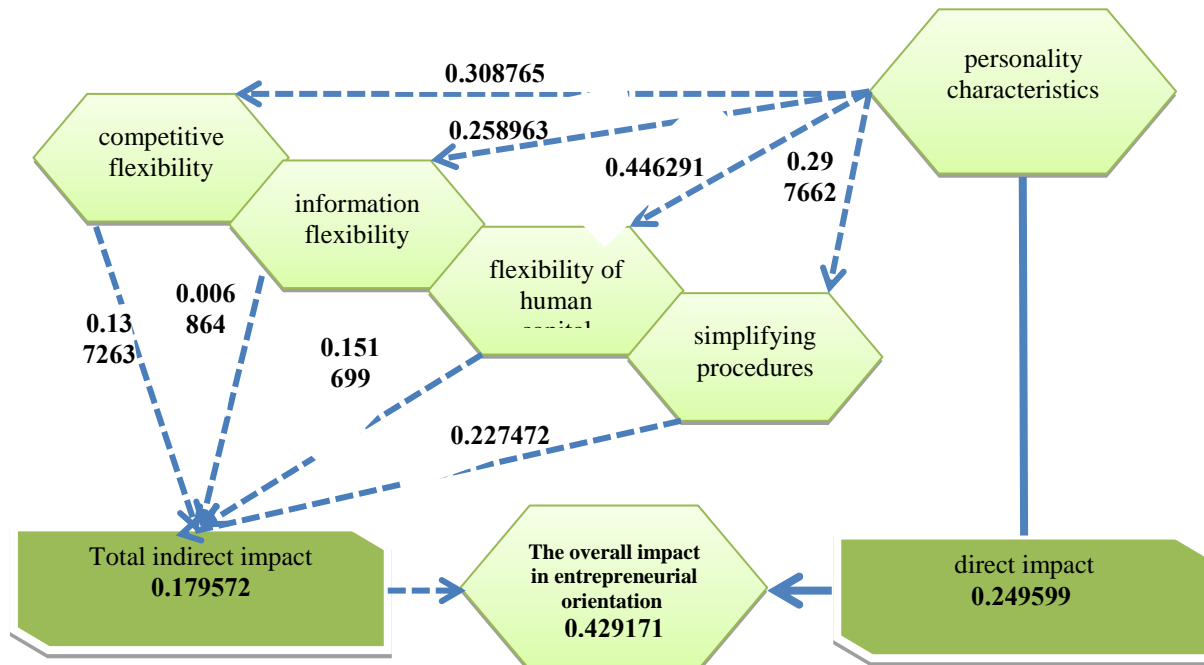
## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

4. Table (19) and figure (5) show the impact of the total personality characteristics in entrepreneurial orientation through strategic flexibility in the presence of personality characteristics of their main types; it will lead to a direct impact on entrepreneurial orientation (0.249599), and also has an indirect impact on entrepreneurial orientation by competitive flexibility (0.0423820). It also has an indirect impact on entrepreneurial orientation through information flexibility (0.0017776), an indirect impact on the entrepreneurial orientation by flexibility of human capital (0.0677020); it also has an indirect impact on entrepreneurial orientation by simplifying procedures (0.0677099). Thus, the total overall indirect impact was (0.179572), and the total overall impact (direct and indirect) of the total personality characteristics with their main types was (0.429171)

Table (19)

The impact of total personality characteristics in entrepreneurial orientation by mediating strategic flexibility

|                          |                                  |           |
|--------------------------|----------------------------------|-----------|
| Direct impact            | 0.249599                         |           |
| competitive flexibility  | 0.0423820                        |           |
| indirect impact          | information flexibility          | 0.0017776 |
|                          | The flexibility of human capital | 0.0677020 |
|                          | simplifying procedures           | 0.0677099 |
| Total indirect impact    | 0.179572                         |           |
| The total overall impact | 0.429171                         |           |



**Figure (5) the impact of the total personality characteristics in entrepreneurial orientation by mediating strategic flexibility**



## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

Through the results reached in the second section of chapter third on the correlation relationship and impact between dimensions of personality characteristics and the dimensions of business organizations entrepreneurship, extraversion was the highest impact with degree of correlation (0.374) followed by the dimension (openness to experience) at a correlation degree (0.339), followed by dimension (goodness / gentleness) and correlation (0.318) while the dimension (conscientiousness) was with the degree of correlation (0.182), and finally dimension (neuroticism) at degree of correlation (0.150).

The relationship of correlation and impact between the dimensions of strategic flexibility and the dimensions of business organizations entrepreneurship where the highest degree of correlation was the dimension (simplified procedures) with degree of correlation (0.668) followed by the dimension (human capital flexibility) at a correlation degree (0.646), followed by dimension (competitive flexibility) and correlation (0.451), and finally dimension (information flexibility) at degree of correlation (0.429). There was a strong correlation between the main variable (business organizations entrepreneurship) and its secondary dimensions (strategic entrepreneurship) with a correlation (0.896), and (entrepreneurial orientation) with a correlation (0.885)

Thus, the model will be based on the results obtained as shown in Figure (6):

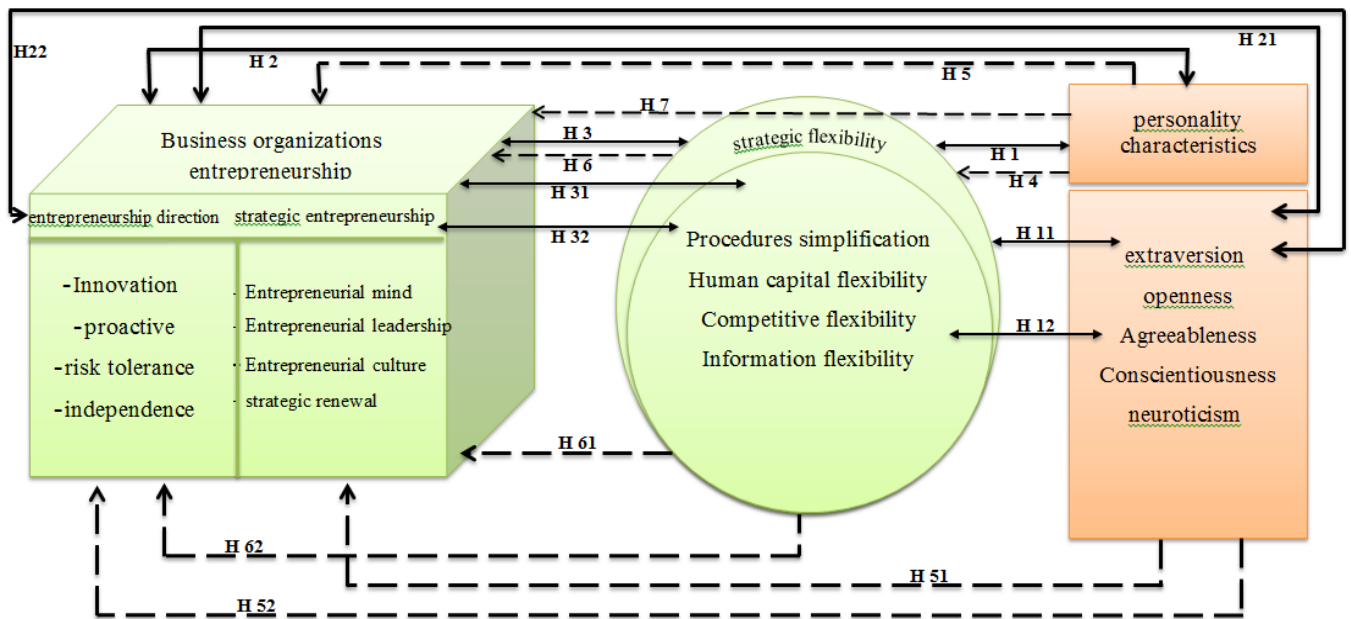


Figure (6) the final model based on the results reached through the correlation and effect relationship



## **The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)**

### **5- Conclusions and Recommendations**

5-1 The dimensions of the business organizations entrepreneurship is one of the most important trends used by business organizations to achieve customer satisfaction by improving the levels of service provided to them.

5-2 Neuroticism's dimension ranked fifth among the main dimensions of personality characteristics, indicating that individuals in the study sample had a neutral level of this dimension where the bipolar disorder neuroticism factor is considered to be between the manifestations of good compatibility and maturity or emotional stability, and between the imbalance of this compatibility or neuroticism, and neuroticism is not neurosis, but the readiness to be infected when conditions of pressures and neuroticism attitudes be available

5-3 The private colleges of the research sample have the ability to influence others to manage the resources strategically and to emphasize the behaviors of the search for opportunity, which is confirmed by the entrepreneurial leadership ranked first among the dimensions of the main strategic leadership.

5-4 The University of the Study Sample has many values of renewal and beliefs of individuals to improve its services, which confirms that the entrepreneurial culture's dimension ranked fourth among the dimensions of the main strategic leadership and a significant importance.

5-5 The senior management plays a key role in identifying and selecting the entrepreneurship opportunities pursued by the universities. This is confirmed by the fact that independence's dimension is ranked third among the main dimensions of the entrepreneurial orientation.

5-6 The management of the universities benefits from the information systems required to develop its services whenever necessary, as well as provide the necessary information to the employees so that they can deal with others and provide a distinguished service with the least effort and time. This is confirmed by the flexibility of information ranked second among the main dimensions of strategic flexibility.

5-7 The management of the universities of Study Sample organizes horizontal and vertical communication in line with its mission and vision. This is confirmed by the fact that human capital flexibility is ranked third among the main dimensions of strategic flexibility.

5-8 The university's management of the Study sample is keen to ensure the smooth performance of services in a manner that leads to the provision of outstanding service and keen to perform the similar works in one process, which confirms that the simplification of procedures ranked fourth among the main dimensions of strategic flexibility.

This section is devoted to presenting a number of recommendations based on the findings of the researchers as well as presenting a set of proposals as follows:

1. Develop entrepreneurial strategies for research and development by benefiting from previous experiences of competitive organizations and trying to outmatch them.



## **The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)**

2. In spite of the importance of adopting the business organizations entrepreneurship by private colleges, it is necessary to focus on the entrepreneurial orientation and the strategic entrepreneurship as an integral part of the business organizations entrepreneurship by applying the dimensions of both the entrepreneurial orientation and strategic entrepreneurship:
  - a. Promote and implant the entrepreneurial culture among departments, groups, and individuals.
  - b. Promoting of being proactive through the provision of new and innovative services before being submitted by competitors.
  - c. Encouraging the leaders to engage in works that are characterized by studied risks and give them an opportunity to learn from their mistakes
3. Despite the importance of adopting the concept of strategic flexibility by the private colleges in its dimensions, however, there is some variation from one college to another in adopting these dimensions. In order to address this variation, strategic flexibility must be built on the following steps:
  - a- A call to spread the concept of strategic flexibility in its dimensions within their main plans as part of their culture.
  - b- The need to apply the strategic flexibility in universities and adapt its dimensions with their reality.
4. Attention must be paid to the dimensions of (entrepreneurship, strategic flexibility and personality characteristics) as one of the main means to help to stay and achieve excellence and superiority and entrepreneurship on competitors.
5. Senior management should be made aware of characteristics important in the selection of leaders because there are personality characteristics that lead the leader to be an entrepreneurial figure that contributes effectively to the success of the organization.
6. Attention to the personality characteristics of the leader in all industrial and service organizations as an important factor helps support the business organizations entrepreneurship, and taking into account the selection of leaders who have the experience and knowledge and with specialized certificates when replacing the administrative staff, and work on the development of these leaders through conducting ongoing educational and scientific courses.
7. Emphasis should be placed on the study and reformulation of the instructions concerning the appointment and nomination of administrative leaders in accordance with the needs of these leadership centers of special characteristics and capabilities, through the setting of minimum levels of characteristics, attributes, expertise and skills which must be available in the administrative leaders.
8. The need to focus the private colleges on leaders who have an entrepreneurial mind and are characterized by expertise and competencies in order to exploit them in the search for available opportunities to achieve competitive advantage.



## **The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)**

9. Working on activating the role of entrepreneurial leadership in private colleges by giving it greater powers and independence in decision-making.

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## The Role of personality characteristics of Leader in Business organizations entrepreneurship with strategic flexibility mediated (A Field Research)

### دور الخصائص الشخصية للقائد في ريادة الأعمال في منظمات الأعمال مع المرونة الإستراتيجية (بحث ميداني)

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الباحث / فرح حسين علي علقلي / وزارة الثقافة والسياحة والآثار

#### المستخلص:

تعتبر الخصائص الشخصية للقائد أحد العناصر الرئيسية للوصول إلى ريادة منظمات الأعمال ؛ وبسبب تطور مؤسسات التحولات المستمرة نتيجة للمنافسة الضخمة في قطاع التعليم العالي الخاص ، هناك حاجة كبيرة للقادة الذين يتميزون بشخصية معينة قادرة على إدارة مؤسساتهم ويمكن أن تؤثر عليهم بشكل إيجابي. كما يتطلب نجاح هذه المنظمات في الوصول إلى ريادة الأعمال عنصراً مهماً رئيسياً (المرونة الإستراتيجية) والذي يعتبر أحد العناصر المهمة للنجاح.

وفقاً لذلك ، يحاول هذا البحث إيجاد الدور الفعال لخصائص شخصية القائد في ريادة تنظيم الأعمال من خلال دراسة تأثير الأبعاد الخاصة لخصائص الشخصية (العصبية ، الانبساط ، الانفتاح ، التوافق ، والضمير) على أبعاد ريادة منظمات الأعمال تمثل في البعدين الرئيسيين (اتجاه ريادة الأعمال والريادة الاستراتيجية) مع المرونة الاستراتيجية بوساطة أبعادها (المرونة التنافسية ، مرونة المعلومات ، مرونة رأس المال البشري وتبسيط الإجراءات) عبر البحوث الميدانية في ثلاث عشرة كلية خاصة في بغداد. جاء هذا البحث في محاولة للإجابة على العديد من الأسئلة أهمها (هل هناك تأثير لخصائص شخصية القائد على المرونة الاستراتيجية؟) ، (هل هناك تأثير للمرونة الاستراتيجية على ريادة منظمات الأعمال؟) ، (هل هناك تأثير لخصائص شخصية القائد على ريادة منظمات الأعمال عندما تتوسط المرونة الاستراتيجية؟).

صمم الباحثون نموذج استبيان للرأي لتحديد أبعاد ريادة منظمات الأعمال ، ويتم توزيعه على ثلاث كليات خاصة على عينة من (40) شخصاً ، يتكون النموذج من اختيار بعدين رئيسيين لريادة منظمات الأعمال من خلال اختيار أعلى نسبة العناصر التي تم الحصول عليها ، والتي هي لتوجيه المشاريع وريادة الأعمال الاستراتيجية. ثم يتم إجراء استبيان كأداة للقياس ، وتم قياس جميع عناصر الإنشاء على مقياس Likert من خمس نقاط ، تتراوح من (1 = لا أوافق بشدة) إلى (5 = أوافق بشدة) تؤكد النتيجة وجود تأثير لبعض الخصائص الشخصية للقادة على ريادة منظمات الأعمال.

**الكلمات المفتاحية:** المرونة الإستراتيجية ، تنظيم المشاريع التجارية ، خصائص الشخصية.