



The Influence of Organizational Power on the Achievement of Entrepreneurship for Business Organizations An Analytical Study of the Views of a Sample of Managers in the Iraqi Ministry of Education

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Received: 28/7/2019

Accepted: 4/11/2019

Published: March / 2022



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Abstract:

This research aims to study the influence of organizational power on the achievement of entrepreneurship for business organizations. It is an analytical study of the views of a sample of managers in the Iraqi Ministry of Education. The research highlights the contribution that can be made from the knowledge of the theory of business organizations in achieving organizational success. The organizational power of the organization contributes to achieving entrepreneurship in the business environment and achieving a competitive position in the work environment. The research dealt with two variables: the first is the independent variable, the organizational power in its dimensions (Expend Power, Structural Power, Prestige Power). And the second variable is the entrepreneurship of business organizations in their dimensions (initiative, investment opportunities, creativity). A sample of (32) directors of the Iraqi Ministry of Education was included, including the assistants of the general directors, departmental managers and the divisions at the ministry's center. The questionnaire was adopted as a main tool for collecting data. The SPSS program was used to measure, analyze and test the hypotheses and interpret the results of the research and the existence of a correlation relationship and the relationship of significant effect of statistical significance between the organizational power entrepreneurship of the business organizations in the Iraqi Ministry of Education. A number of conclusions were reached, the most important of which is that the organizational power has the greatest impact on the achievement of entrepreneurship for the organization. It contributes to its stability, growth and reputation, and achieves success among leading sectors.

Key words: organizational power , Entrepreneurship for business organizations

Introduction: The First Section: - Research Methodology

Introduction:

The research's methodology is a road map and the proper approach that determines the direction of the research results, and the research's methodology includes the problem of research and its objectives as well as hypotheses that are formulated based on the problem presented as well as the society and sample of the research.

First: The research problem: scientific and technical development in the field of technology and modern methods and methods imposed on organizations to develop them. The base of the organization is closely related to the leadership achieved by the organization in achieving leadership in the competitive environment "watching the leadership position among organizations.

The problem lies in the research in an attempt to study and diagnose in the field and know the extent to which the administration managers in the Iraqi Ministry of Education possess and exploit the experiences and workers in this practice, and in terms of leadership and the level of leadership in the Iraqi Ministry of Education.

Accordingly, you can know the construction of

- 1- Is there a role for the Organizational Power in achieving entrepreneurship?
- 2- What is the level of Organizational Power and entrepreneurship in the researched organization?
- 3- What is the relationship between Organizational Power and entrepreneurship for organizations?

Second: The importance of research:

Theoretical importance: - The importance of the research stems from the variables it studies, represented by Organizational Power and entrepreneurship, which contribute to providing theoretical knowledge to business organizations about these administrative terms because they represent a critical role in achieving the success of the organization in addition to providing a model for administrative leadership in the researched organization.

A scientific theoretical framework on the concepts related to Organizational Power and how to achieve it and about leadership and how to reach it.

It highlights the importance of the organization having the Organizational Power to improve the organization's work and achieve leadership in the competitive environment.

Evaluate the correlation and influence relationships between organizational power and its dimensions and leadership for business organizations, and then arriving at results that serve the organization in question. This research seeks to choose an important and vital sector that can achieve leadership in the educational process whenever the ministry's leaders enjoy the experience, competence, skill, knowledge and flexibility that achieve the Organizational Power of the ministry through cooperation, coordination and participation among the various departments and work as a team to reach leadership and achieve goals.

Third: Research Objectives: This research aims to achieve a set of objectives, the most important of which are:

1- To reveal the level of practice of middle management managers in the ministry of skills, experience and flexibility to possess the Organizational Power that achieves entrepreneurship in the Iraqi Ministry of Education.

2- Knowing the extent to which the Ministry of Education is interested in reaching entrepreneurship at the individual and collective level and at the level of the Ministry as a whole, among the middle management managers in the Iraqi Ministry of Education.

3- Determining and measuring the level of the correlation relationship and the influence relationship of Organizational Power with its dimensions and entrepreneurship for organizations at the Iraqi Ministry of Education.

Fourth: Research Hypotheses: The current research is based on the following assumptions:

The first main hypothesis: There is a significant statistically significant correlation between Organizational Power and entrepreneurship for organizations

1- The first sub-hypothesis: There is a positive, statistically significant correlation between the Power of experience and entrepreneurship for organizations

2- The second sub-hypothesis: There is a positive moral correlation with statistical significance between structural Power and entrepreneurship.

3- The third sub-hypothesis: There is a positive moral correlation with statistical significance between the Power of the status and entrepreneurship of organizations.

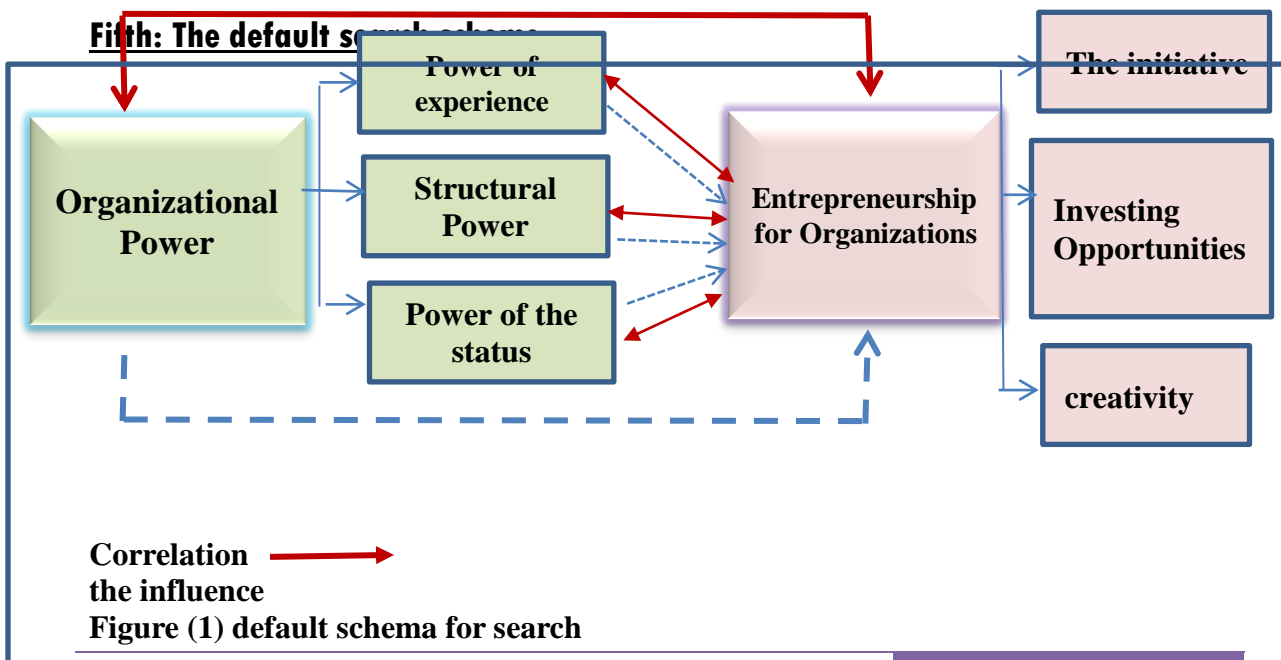
The second main hypothesis: There is a significant, statistically significant impact relationship between organizational Power and entrepreneurship for organizations

1- The first sub-hypothesis: There is a positive, statistically significant impact relationship between the Power of experience and entrepreneurship for organizations

2- The second sub-hypothesis: There is a positive, significant, statistically significant impact relationship between Organizational Power and entrepreneurship.

3- The third sub-hypothesis: There is a positive, statistically significant impact relationship between the Power of status and entrepreneurship for organizations.

Fifth: The default search scheme



Source: Figure prepared by the researcher

Sixth: Research Limits:

1- **Spatial limits:** the application of the field side of the research was limited to the Ministry of Education - the Ministry's center.

2- **Temporal limits:** The duration of the theoretical research and the practical aspect included distributing the questionnaire to the research sample, receiving it from them, analyzing it, and extracting results from it for the period from 1/2/2019 – 1/6/2019.

3- **Human limits:** the research sample was limited to a group of assistant directors general, directors of departments and directors of divisions in the center of the Iraqi Ministry of Education.

4- **Cognitive limits:** the research included two variables, the independent variable (organizational power with its dimensions: the power of experience, the structural power, the power of status) and the dependent variable (the leadership of business organizations with its dimensions: initiative, investment or seizing opportunities, creativity).

Seventh: The research sample and community: The researcher identified the Iraqi Ministry of Education as a community for research and study. A group of directors working in the center of the ministry were deliberately selected, including directors of departments and divisions, as (36) questionnaires were distributed to the managers, and (32) questionnaires were retrieved, with a percentage of response (89%) of the research sample.

Eighth: Data collection methods:

1- **Means of collecting data related to the theoretical aspect:** A group of scientific sources were used to complete the theoretical aspect, as the Arabic sources were relied on from scientific books, theses, published research, scientific journals, periodicals and websites on the Internet.

2- **Means of collecting data related to the field aspect:** The questionnaire was relied on as a main tool for collecting and obtaining primary data, the research sample, as the questionnaire was divided into two parts, one part was devoted to measuring the dimensions of organizational power B (12) paragraphs, and the second part was devoted to measuring the dimensions of entrepreneurship for business organizations for (12) paragraphs.

The five-point Likert scale was used in the design of the questionnaire, as shown in the following table.

not agree at all	not agree	neutral	agree	very agree
1	2	3	4	5

As the stability of the research tool was tested, the questionnaire was distributed to an exploratory sample of (15) individuals, and after a week the questionnaire was redistributed to the same sample. and statistically significant at the same time, and this means that the questionnaire with its different scales has high stability and can be adopted at different times for the individuals themselves and gives the same result, and the use of the (SPSS) statistical analysis program) to reach the results.

Table (1) The main and sub-research variables and the approved metrics

ت	Main variables	Sub-Variables	Secondary dimensions	Items	Metrics
1	Organizational Power	Independent Variable (Explanatory)	Power of experience	1,2,3,4	The Gerow Scale: 2012 was adopted in a study (Jader, & Rashid, 2017)
			structural Power	5,6,7,8	
			Power of the status	9,10,11,12	
2	Entrepreneurship for Organizations	dependent variable (reactive)	The initiative	13,14,15,16	The scale adopted in the study (Al-Hadrawi, 2013) was adopted.
			Investing Opportunities	17,18,19,20	
			Creativity	21,22,23,24	

Source: The table was prepared by the researcher based on the above sources.

Ninth: Statistical tools used:

A set of statistical tools were used to reach and interpret the results using the statistical program Spss. The arithmetic mean, percentage, standard deviation, simple correlation coefficient, T-test to test hypotheses, halved segmentation, and Cronbach's alpha coefficient to test the validity and reliability of the paragraphs of the questionnaire were used.

The second topic: The Theoretical Side

The first axis: organizational power

First: The concept of power:

There are various opinions of researchers in defining the concept of power according to their views, as it shows, (Abdul Sattar, 2014: 105) that it means the possibility of successfully influencing others and achieving the goals set. He also pointed out that power is a social concept in the sense that it is related to individuals and the relationships that develop among them. A person believes that power arises for him as a result of his relationship with others and influences them, and the exercise of influence and power is something that happens daily. He explained (Sharif, & Abd, 2015:363) power as the ability and ability to be affected. In the behavior of others in a way that makes them submit to him and carry out his orders and desires, not out of fear of him but rather conviction of his opinion. (Khatheer & Ahmed, 2017: 520) Power is one of the necessary factors for every institution, as it is a basic element at all levels. Without the presence of force, there will be no order at work and chaos will prevail. The power of some individuals is what makes the institution work efficiently and effectively.

Power can be defined according to behavioral sciences as a set of qualifications and capabilities that individuals and organizations have, through which they can influence others in a way that achieves superiority over others.

Second - The factors on which the influence of force depends: Among these factors are:

1- Factors related to those who possess power: these factors include the personal characteristics of those from which they gain their sources of power, in addition to their personal willingness to show their powers.

2- Factors related to those affected by force: These factors are divided into the following:

a. Personal characteristics of those affected by force: where the manager's power to influence subordinates increases or decreases according to the personal characteristics of the subordinates.

B. The reaction of those affected by force: Subordinates can cause many reactions when superiors use certain types of force, and the reactions of the subordinates are represented in three patterns: complaint, obedience and rejection.

C. Strategies used: It means those strategies that individuals or groups who have power may resort to increase the degree of their influence on others, or those adopted by those affected by power to limit the ability of those who have power to influence them.

D. Bargaining: One example is collective bargaining between management and workers. On the one hand, management demands a stable and productive workforce to be able to achieve the company's economic goals, while workers demand appropriate wages and additional benefits.

G. Merger: Merger often occurs between some individuals or groups to increase power or mitigate the effects of the power of others, and there are many cases of merger that occur between organizations, even giant ones, and merger also occurs in the field of politics, especially in the field of international politics to gain power resulting from consolidation of opinions. This is also true of political systems that are based on plurality of parties.

H. Polarization: Another strategy for gaining power, which is the process of attracting new elements or groups to the existing group or groups.

3- Situational factors: These are those factors that affect the functions of individuals and the activities of groups. The most important of these factors are the following:

A - ambiguity.

B - control over resources.

C- timing.

4- Dimensions of power: It includes power, whether it is individual or administrative, on three sides or different dimensions, which are scope, field, and weight or weight.

A - range of force.

B - force field.

c- The weight or weight of the force.

The factors that depend on the extent of the influence of power on both individuals and organizations can be clarified through the following figure:

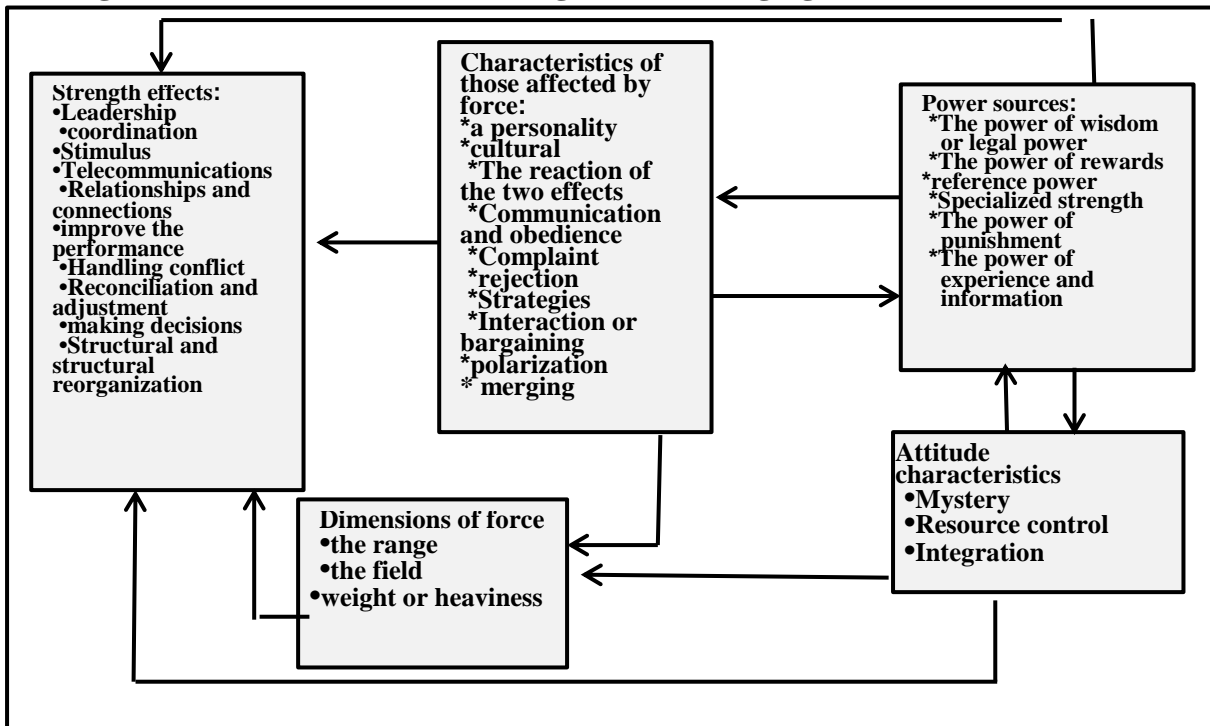


Figure (2) Factors on which the effect of force depends

Source: <http://vb.ckfu.org/attachmenIs% C7%E1%E3%D3%CA%E6%EC-%C7%E1%CB%C7%E3%E4-%C5%CF% C7%D1%C9->

Third - The concept of organizational power: The researchers differed in defining a specific concept of organizational power, as there were many opinions according to the views of the researchers, as follows:

(Dosa & et al, 2009: 117) is the ability or energy of individuals and units to influence the behavior of others. And defined (Abdul Sattar, 2014: 105) is the ability of the individual or group to influence the behavior of individuals, as the force penetrates into all the joints of the organization and is almost the main focus of all activities due to its influence in all aspects of the institution and its daily presence in all units of the institution. (Sharif, & Abd, 2015:362) Organizational power is defined as the ability to influence organizational events, things, and decisions. (Jader, & Rashid, 2017:200) It is the inherent ability of a person or group of people to exercise control over a person or group of people. (Al-Zubaidi, 2017:315) The ability to influence the potential of changing the course of events, overcoming resistance and forcing others to do things.

Organizational power is also defined as a set of capabilities, experiences and decisions owned by the organization and capable of changing the course of events and adapting to the surrounding environment in an efficient and effective manner by influencing the behavior of others inside and outside the organization.

Fourth - The Importance of organizational power:

The ability of the organization to achieve its goals and how it works depends on the significant impact of the organizational power on the operations carried out by the organization and in the long-term strategic plans. The individual who holds the power can be a positive action factor, as he can achieve the needs of individuals, meet their personal desires, and achieve high levels of effectiveness for the organization. On the other hand, it may be a negative factor if force is used in the wrong path in a selfish and authoritarian manner, which will lead to a decrease in the productivity of the organization (Alanzy, 2015).

(Daft, 2010) believes that the impact that organizational power has on social relations within the work environment in the organization, formally or informally, as well as the impact it has among working individuals and making them do what managers want them to do. (Jader, & Rashid, 2017:200)

Khurshid believes that organizational power and political behavior have been neglected a lot in business organizations, because most researchers focused on the implications of power at the social and political level instead of the organizational level, and that the majority of workers in the administrative field (managers, employees...) are ignorant of a lot about power and its effects in the different fields of work, which made many perform their work at a lower level than their actual abilities due to the lack of understanding of the dynamics of this phenomenon and its role in the future of administrative behavior in the organization. Beyond that, it tries to discuss some psychological aspects of "organizational alienation" as one of the outputs of organizational power. (Fatina, 2016:8).

Fifth- The objectives of organizational power: The objectives can be clarified as follows: (Fatina, 2016:8)

- 1- Recognizing the sources of power as perceived by the administrative leaders and the extent of their impact on subordinates and their repercussions on the efficiency and effectiveness of organizations.
- 2- Introducing managers (administrative leaders) to the necessity of using organizational power and determining the appropriate choice that is most appropriate for the organizations' work environment.
- 3- Contribute to the development of the work of administrative leaders to master the art of leadership and the behavior used to influence subordinates.
- 4- Knowing the level of awareness of the leaders of the organization of the size of the capabilities available to the organization and the level of knowledge, abilities and skills of the employees of the organization
- 5- Enhancing and developing the leadership behavior of the administrative leaders in exploiting the available opportunities and enhancing the position of the organization in the competitive environment.

Sixth-Characteristics of organizational power:

Organizational power is one of the most important concepts produced by administrative thought, and it has a social curve, meaning that it is linked to individuals and the relationships between them. Power is not absolute, as it changes with changing circumstances, as it is characterized by changing movement, and by changing individuals and times. Power is the course of business, and without it, work is not accomplished in organizations of all kinds, in addition to its presence

between two or more individuals. (Fulmer, 1983) identified three characteristics of organizational power, which were as follows:

1- It is vested in an individual's job.

2-It is acceptable to the subordinates. The individual who possesses legitimate authority by virtue of his position exercises power and can achieve compliance with the obedience of others.

3-Power is used mainly from the top to the bottom of the organizational hierarchy, and they view power as the ability to make others do what another individual wants to do (Al-Zubaidi, 2017:315).

There are also some characteristics of organizational power: Fulmer identified three main characteristics of organizational power: (Othman, 2017:46)

1-It is authorized for a person's job.

2- It is acceptable to the subordinates. The person who has legitimate authority by virtue of his position exercises the authority and can achieve the compliance and obedience of others.

3- Power is used vertically from the top of the hierarchy, and they view power as the ability to get others to do what someone else would like them to do.

Seventh - Dimensions of organizational power:

A-Expend Power:

This power is based on the personal characteristics of the manager. It is based on the scientific and practical experience that the manager acquires. It means the ability to control the behavior of others or influence them by having knowledge of the job regardless of the position they occupy. The power of experience means the ability to provide the best solutions to problems and take action. Peaceful decisions and the power of experience are not only achieved through the manager's possession of knowledge or skills, but through the awareness and knowledge of others with this experience by making sound decisions, providing advice and providing objective opinions to the organization. (Gerow: 2012) describes the power of experience as the ability to deal with situational circumstances of the organization through the knowledge and information possessed by the manager. (Jader, & Rashid, 2017:201)

B- Structural power:

This power is defined as the manager's ability within the organization's hierarchy to take decisions and actions that are at the heart of the work and influence individuals to carry out the functions specified for them through the power of the job position they occupy. The structure in communication and information flow within the organization, which is based on the higher organizational levels, as managers at these levels are the only ones who have the authority to develop appropriate strategies, develop policies, allocate resources, make decisions, and determine activities and events within the organization. (Jader, & Rashid, 2017:201)

C- Prestige Power:

It means the reputation enjoyed by the manager and the degree of respect and appreciation that he enjoys, which depends on his personal and social characteristics, and that obtaining the power of status is not easy because it requires intelligence, experience, acceptance from others and the fulfillment of expectations, that is, the more the manager's behavior matches the expectations of individuals, the more he is accepted greatly, and this power takes precedence over

a good reputation and outward appearance, so its impact on individuals is great because of the importance that the owner of this power enjoys from others, as well as the relationships he enjoys from outside the organization from his affiliation to external associations or organizations that give him a source of power. (Jader, & Rashid, 2017:201).

The second axis: Entrepreneurship of business organizations

First: - The concept of entrepreneurship: Some definitions of researchers related to the concept of entrepreneurship can be clarified

(Ismail, 2010:71) means that individuals or organizations discover and exploit available business opportunities. (Hussein, 2013:389) defines leadership as the action that emphasizes creativity, productivity, work and economic growth. It is also defined (Naa'im, 2017: 62) as the ability and willingness to organize and manage the business related to it as well as innovation and the ability to take risks. (Ali, 2017:63) defines it as being ahead of others without recognizing regression and complacency, while maintaining the organization's identity, distinction and continuity.

Some definitions of an entrepreneurial person:

An entrepreneur is described as a person who takes advantage of opportunity in risky situations. (Mohammed et al., 2011: 4). The entrepreneur is the one in whom creativity and leadership skills are characterized. (Al-Hadrawi, 2013: 95) Establishes something of remarkable value by realizing a specific opportunity (Ali, 2017: 66).

Second - The importance of entrepreneurship:

Entrepreneurial behavior is what defines the organization in a purposeful and continuous manner and shapes its field of operations with distinction and exploitation of pioneering opportunities directed towards creativity without a competitor, because it is unique in its innovative achievements and services in the market; it is an important goal for business organizations to meet their ambition to obtain differentiation in their field of work to attract the largest marketing share. Some points must be mentioned: (Hussein, 2013:393)

- 1- It is one of the inputs to the decision-making process related to the best use of the available resources to reach the launch of the new product or service, as well as access to the development of new methods of operations.
- 2- It is also responsible for stimulating and encouraging creativity within the organization by selecting and implementing new opportunities and exploiting and acquiring resources for the production of new goods and services.
- 3- The organization's leadership includes a set of diverse attitudes and procedures that enhance its ability to adopt risk and adhere to opportunities and creativity.
- 4- Entrepreneurship for business organizations is an important feature as a strategy for competitive growth.
- 5- It is an opportunity to reap profits and contribute to society through the services provided by the organization.

Third: - Objectives of Entrepreneurship:

There are several goals that entrepreneurship seeks to achieve, which are: (Al-Hadrawi, 2013:96)

- 1- Supporting the shift towards productive practical programs.
 - 2- Encouraging creativity and innovation in the field of business.
- Contribute to the preparation of distinguished trainees of future entrepreneurs.

4- Preparing specialized frameworks in the fields of knowledge economics.

5- Enhancing the principle of partnership with the private sector.

(www.sustech.edu/entrepreneurship/file/ebc.pdf)

Fourth - Characteristics of entrepreneurial business organizations:

Leading business organizations in their field are characterized by several distinctive characteristics, including: (Al-Hadrawi, 2013:96)

1- Vision and organizational climate: The creative organization has a clear vision and the presence of support necessary for its survival.

2- Market orientation: Knowing the market is important for driving creativity.

3- Small organization with a flat structure: Small organizations maintain the flat organization and above the small work and form a primary domination of individuals or very small groups of the entrepreneurial organization.

4- Multiple approaches: According to (Quinn) he says for every success there are hundreds of failures, and every entrepreneur has experience in facing failure before he establishes to go into a successful adventure.

5- Interactive learning: learning and realizing ideas through traditional functional lines.

6- Non-traditional work groups. (Ali, 2017:74)

Fifth: Dimensions of Entrepreneurship:

1. The Initiative: Enriching the environment surrounding the initiators, satisfying their needs and investing opportunities by using all available resources in the community is the real challenge facing them to achieve an integrated vision to enhance the concept of self-employment among members of the community. Hence, the importance of the initiative is to carry out pioneering work and try to achieve ideas and make them see the light. The adoption of the entrepreneurial promoter affects greatly and effectively in arriving at pioneering ideas that can add a competitive value to almost nothing, as it begins with the creation or realization of the opportunity and then the pursuit of it. Therefore, the idea of the entrepreneurship industry environment aims to instill entrepreneurship among the emerging youth in refining business and deepening the concept of work Freeing them and motivating them to set up, organize and projects, promote a culture of correct commercial thinking, develop skills, and make use of various sources of information in the search and exploration of single opportunities. (Al-Hadrawi, 2013:96)

2. Investing or seizing opportunities: Investing in opportunities represents how to create, discover and develop opportunities, and assess the capabilities that must be based on the type of strategic relationship. The operations of entrepreneurial organizations begin with the ability to serve unsatisfied needs and acquire emerging opportunities before competitors. Creativity and innovation are two critical tools that help entrepreneurial organizations circumvent opportunities. And the facts that focus on creating a new type of product that is intended to lead the customer through innovation. Opportunities represent unnoticed market topics that are potential resources for fixed profit, as these resources emerge from the unsaturated needs of the market and exploit them without leadership and discovery. (Al-Hadrawi, 2013:96)

3. Creativity: Creativity is an ancient phenomenon with new roots and interest. Since creation and man began to create and innovate in various fields, the interest in creativity has increased in all organizations regardless of the nature of their work and activity. Creativity is needed by all industrial, commercial and service organizations, and the best organizations are those that have the ability to be creative. The best managers and business leaders are those who can provide the appropriate organizational climate to help the members of the organization to use their creative talents fully. Some believe that creativity is the initiative that the individual shows by his ability to deviate from the norm in thinking, then he directs creative thinking towards the requirements of practical life and here the concept of creativity emerges in two directions. It is based on the following principles: (Al-Hadrawi, 2013:96)

1- Begin by analyzing the priorities needed for development.

2- Encouraging individual initiatives for businesses and projects of promising economic feasibility.

3- Spreading creative awareness and shedding light on the intellectual and talented segment of the country.

4- Exchanging ideas and experiences related to highlighting the talents and developing their potentials.

The third topic: the practical part

First: Description of the research sample

Properties Category	Gender		Age				Educational attainment						Years of experience			
	Male	female	20 - 30	31 - 40	41 - 50	more than 51	Junior high	diploma	Bachelor's	Higher Diploma	Master's	PhD	less than 5	5- 10	10 -15	more than 15
sum	11	21	6	11	13	2	1	3	11	12	3	2	0	5	6	21
The ratio	34%	66%	19%	34%	41%	6%	3.1%	9.4%	37.5%	34.4%	9.4%	6.3%	0	15%	19%	66%
100%	100%		100%				100%						100%			

Table (2) shows the characteristics of the research sample

Source: Prepared by the researcher based on the results of statistical analysis Spss v.25

1- Gender

The table above shows that the sample members were distributed between males and females, and that most of the respondents from the sample members were female, as their number reached (21) out of 32 individuals, or (66%), while the number of male respondents was (11) per person, or 34%, and this is due to the fact that the ministry enables women to work in leadership positions and invest their abilities to achieve leadership in work.

2- Age: The above table shows that most of the sample members were aged (41-50), as their percentage reached (41%), and the few groups were of those aged (more

than 51), as their percentage amounted to (6%). This indicates that most respondents from the sample have maturity and experience.

3- Academic achievement: The above table indicates that (37.5%) are holders of a bachelor's degree, and they are the largest percentage of the sample members, while the lowest percentage are holders of a preparatory certificate, as their percentage reached (3.1%), and this indicates that most of the respondents have a level of knowledge and an educational attainment that helps them to master work and reach leadership, which is a source of power for the ministry.

4- experience: The above table shows that (66%) of the individuals who have served them for more than 15 years, and it also shows that (15%) of the individuals whose service ranges between (5-10) years, and this shows, however, most of the sample members have practical experience related to the nature of their work, and it is considered one of the powers of the ministry.

Second: Description of the search variables:

Table (3) shows the relative importance, mean and standard deviation of the paragraphs of the research variables.

ع		Relative importance	The scale					Mean	Standard deviation	
			very agree	agree	neutral	not agree	don't totally agree			
The power of experience	1	The manager encourages you to work and develop your performance according to his experiences	Repetition	19	11	1	1	0	4.50	0.7184
			The ratio %	59.4	34.4	3.1	3.1	0		
	2	Your manager relies on his previous experience in tackling difficult issues	Repetition	14	13	2	3	0	4.187	0.931
			The ratio %	43.8	40.6	6.3	9.4	0		
	3	Your boss uses his expertise to guide and guide you	Repetition	12	15	4	1	0	4.187	0.780
			The ratio %	37.5	46.9	12.5	3.1	0		
	4	Your manager has experience in improving relationships between you	Repetition	11	9	9	2	1	3.843	1.080
			The ratio %	34.4	28.1	28.1	6.3	3.1		
The sum total of the mean and deviation								4.18	0.88	
Structural power	5	Job position gives formal power to make appropriate decisions in the organization	Repetition	17	11	1	3	0	4.312	0.931
			The ratio %	53.1	34.4	3.1	9.4	0		

6	The proximity of information allows the ability to provide influential and renewable ideas in the work of the organization	Repetition	18	11	3	0	0	4.468	0.671
		The ratio %	56.3	34.4	9.4	0	0		
7	The Power of the position gives control over the current problems in the ministry	Repetition	12	15	3	2	0	4.156	0.846
		The ratio %	37.5	46.9	9.4	6.3	0		
8	The job position gives senior management managers the authority to change some work procedures in the organization	Repetition	10	15	3	3	1	3.937	1.045
		The ratio %	31.3	46.9	9.4	9.4	3.1		
The sum total of the mean and deviation								4.22	0.875
9	The higher management seeks to possess a good reputation among all individuals working in the organization	Repetition	13	17	1	1	0	4.281	0.812
		The ratio %	40.6	53.1	3.1	3.1	0		
10	The higher management exchanges diverse opinions and viewpoints with all individuals working in the organization	Repetition	8	9	8	4	3	3.468	1.269
		The ratio %	25	28.1	25	12.5	9.4		
11	The higher management has the ability to establish personal relationships with the employees of the organization	Repetition	4	12	9	6	1	3.375	1.039
		The ratio %	12.5	37.5	28.1	18.8	3.1		
12	The top management tries to communicate constantly with all individuals working in the organization	Repetition	5	11	10	4	2	3.406	1.103
		The ratio %	15.6	34.4	31.3	12.5	6.3		
The sum total of the mean and deviation								3.64	1.055

The Initiative	13	The organization's management is interested in adjusting and improving capabilities before others	Repetition	8	14	6	4	0	3.812	0.965
			The ratio %	25	43.8	18.8	12.5	0		
	14	The administration is making a great effort to find new possibilities	Repetition	7	16	5	4	0	3.812	0.931
			The ratio %	21.9	50	15.6	12.5	0		
15	The organization works to be the first in providing services to beneficiaries and workers	Repetition	7	12	9	4	0	3.687	0.965	
		The ratio %	21.9	37.5	28.1	12.5	0			
16	The organization aims to be the first to use modern technological methods	Repetition	10	12	9	0	1	3.937	0.948	
		The ratio %	31.3	37.5	28.1	0	3.1			
The sum total of the mean and deviation								3.81	0.96	
Investing Opportunities	17	We evaluate opportunities according to cost and revenue criteria	Repetition	6	12	11	3	0	3.656	0.901
			The ratio %	18.8	37.5	34.4	9.4	0		
	18	We monitor changes in the environment in which we work and related to our specialization	Repetition	8	8	10	6	0	3.562	1.075
			The ratio %	25	25	31.3	18.8	0		
19	We invest all available opportunities to solve problems and provide the service to the fullest	Repetition	17	8	6	1	0	4.281	0.888	
		The ratio %	53.1	25	18.8	3.1	0			
20	Constantly seeking or seizing opportunities that exceed our current capabilities	Repetition	7	16	7	11	1	3.843	0.919	
		The ratio %	21.9	50	21.9	3.1	3.1			
The sum total of the mean and deviation								3.83	0.95	

creativity	21	Management motivates all employees to present new ideas	Repetition	10	12	7	2	1	3.875	1.039
			The ratio %	31.3	37.5	21.9	6.3	3.1		
	22	We invest our relationships with everyone in order to get new ideas	Repetition	11	14	5	1	1	4.031	0.966
			The ratio %	34.4	43.8	15.6	3.1	3.1		
	23	The organization introduces modifications to its services in order to improve them for the better	Repetition	8	17	6	0	1	3.968	0.860
			The ratio %	25	53.1	18.8	0	3.1		
	24	The organization uses the ideas of external experts to develop services	Repetition	11	5	9	5	2	3.562	1.293
			The ratio %	34.4	15.6	28.1	15.6	6.3		
The sum total of the mean and deviation								3.86	1.04	

Source: Prepared by the researcher based on the results of the statistical analysis program Spss v.25

Table (4) shows the mean and general standard deviation of power and entrepreneurship

Organizational power	Mean	Standard deviation	Entrepreneurship for organizations	Mean	Standard deviation
The power of experience	4.18	0.88	The initiative	3.81	0.96
Structural power	4.22	0.875	Investing Opportunities	3.83	0.95
Power of stature	3.64	1.055	creativity	3.86	1.04
Total organizational power	12.04	2.82	Total entrepreneurship	11.5	2.95

Source: Prepared by the researcher based on the results of the statistical analysis program Spss v.25

A- Presentation and analysis of research results for the organizational power variable

1- The power of experience: we note from Table (4) that the dimension of the power of experience was measured through 4 paragraphs and in the light of the answers of the sample members researched in the Ministry of Education, as the general arithmetic mean of this dimension appears (4.18), which is higher than the standard mean of (3) and with a general standard deviation of (0.88), which is a good and high value as it is higher than the standard deviation value of (0.60), but at the level of the paragraphs, the highest value of the arithmetic mean achieved by the paragraph (the manager encourages you to work and develop your performance according to his experiences) was recorded (4.50). , and the deviation was acceptable for the paragraph, as it reached (0.72), while the lowest value of the

arithmetic mean for the paragraph (your manager has experience in improving relations between you) was recorded at (3.84), which is above the standard mean, and this indicates that the Ministry possesses managers who have experience and the ability to develop skills of employees to improve their performance to reach leadership.

2- Structural power: This dimension achieved a general arithmetic mean of (4.22), which is higher than the standard mean, and a dispersion of values from its mean reached (0.87). Influential and renewable in the work of the organization) reached (4.47) which is higher than the value of the standard mean, and the deviation of the paragraph was (0.85), which is a high value, while the lowest value of the arithmetic mean was recorded (the job position gives the senior management managers the powers to change some work procedures in the organization) and reached (3.94), and a deviation of the paragraph was (1.05), and this indicates that the Ministry has the power to obtain information through leaders who possess renewable ideas.

3- The power of status: Table (4) shows that this dimension recorded a general arithmetic mean of (3.64), which is higher than the standard mean and a dispersion of values from its mean reached (1.055). The highest level for having a good reputation among all individuals working in the organization) amounted to (4.281), which is higher than the value of the standard mean, and the deviation for the paragraph was (0.812), which is a high value, while the lowest value for the arithmetic mean was recorded (the top management has the ability to establish personal relationships with employees in the organization) amounted to (3.375), and a deviation of the paragraph amounted to (1.039), and this indicates that the leaders in the ministry have the power to issue instructions and decisions by virtue of the position and status they possess in the hearts of employees, which ensures the implementation of these decisions at the executive level.

B - Presentation and analysis of research results for the entrepreneurial variable of organizations

1- Initiative: We note from Table (4) that the initiative dimension was measured through 4 paragraphs and in light of the answers of the sample members surveyed in the Ministry of Education, the general arithmetic mean of this dimension appears (3.81), which is slightly higher than the standard mean of (3) and with a deviation A general standard amounted to (0.96), which is a good and high value, as it is higher than the standard deviation value of (0.60). 3.94, and the deviation was high for the paragraph, reaching (0.95), while the lowest value of the arithmetic mean for the paragraph (the organization is working to be the first in providing services to beneficiaries and workers) was (3.69), which is above the standard mean, and this indicates that the Ministry seeks to be the first to use and adopt modern means to achieve leadership for the Ministry.

2- Investing opportunities: The dimension of investing opportunities in Table (4) was measured through 4 paragraphs, as the general arithmetic mean of this dimension appears (3.83), which is slightly higher than the standard mean of the scale, and with a general deviation of this dimension amounted to (0.95), which is higher than the value of the accepted standard deviation is (0.60), but at the level of the paragraphs, the paragraph (we invest all available opportunities to solve problems and provide the service to the fullest) achieved the highest arithmetic

mean between the paragraphs of the dimension, as it reached (4.28), while the lowest value of the arithmetic mean was recorded for the paragraph (we monitor the changes The situation in the environment in which we work and related to our specialization) has reached (3.56), and this indicates that the Ministry seeks to overcome problems by confronting them by investing all the opportunities available to it.

3- Creativity: Table (4) shows that the creativity dimension was measured through 4 paragraphs, as the general arithmetic mean of this dimension appears (3.86), which is slightly higher than the standard mean of the scale and with a general deviation for this dimension reached (1.04), which is higher than the value of the standard deviation accepted (0.60), but at the level of paragraphs, the paragraph (we invest our relationships with everyone in order to obtain new ideas) achieved the highest arithmetic mean between the paragraphs of the dimension, as it reached (4.03), while the lowest value of the arithmetic mean was recorded (the organization uses the ideas of external experts to Development of services) and reached (3.56), and this indicates that the Ministry seeks to achieve leadership by supporting distinguished new ideas that achieve the organizational power of the Ministry.

Third: Testing the research hypotheses

In order to demonstrate the acceptance or rejection of the hypotheses of the correlation between the independent variable (organizational power) with its three dimensions, which included (the power of experience, structural power, the power of status), and between the dependent variable of entrepreneurship with its dimensions (initiative, investment opportunities, creativity), the correlation coefficient was used. The simple (Person), if its value is accompanied by a sign (* or **) in the results of the statistical analysis, which means (** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed) This indicates that there is a statistically significant correlation between the two variables. As for testing the impact hypotheses of the independent variable and the dependent variable, the T-Test will be used.

First: The correlation between organizational power and entrepreneurship for organizations

Table (5) shows the correlation between organizational power in its dimensions and entrepreneurship for organizations

Organizational power	Dependent variable	Entrepreneurship for organizations				Moral relationships	
	Independent variable	The initiative R	Investing Opportunities R	Creativity R	Total entrepreneurship	No.	Relative importance
Organizational power	The power of experience	0.63**	0.57**	0.72**	0.65**	4	%100
	Structural power	0.62**	0.38*	0.53**	0.42**	4	%100
	Power of stature	0.47**	0.40**	0.59*	0.55**	4	%100
	Total organizational power	0.68**	0.51**	0.61**	0.67**	4	%100
moral relationships	No.	4	4	4	4	16	%100
	Relative importance	%100	%100	%100	%100		

Source: Prepared by the researcher based on the results of statistical analysis Spss v.25

1- The relationship between the power of experience and entrepreneurship for organizations: Table (5) shows the existence of a statistically significant correlation between the power of experience and entrepreneurship for organizations, as the value of the correlation coefficient between them was (0.65**), which indicates a strong direct correlation between the power of experience and entrepreneurship organizations, bringing the number of moral correlations between the power of experience and entrepreneurship for organizations by its dimensions to (4) relationships at the level of significance (0.01) and (0.05) and thus accepting the hypothesis (there is a significant statistically significant correlation between the power of experience and entrepreneurship for organizations), while recorded the highest value of the correlation coefficient between the power of experience and creativity is (0.72**), and it indicates a strong and direct correlation between them.

Y x	Entrepreneurship for organizations													moral importance	
	The initiative				Investing Opportunities				Creativity				No.	Relativity %	
organizational power		T	DF	R ²	β	T	DF	R ²	β	T	DF	R ²	β		
	The power of experience	4.89	31	0.281	0.53	1.45	31	0.051	0.23	1.20	31	0.42	0.65	3	%100
	structural power	2.47	31	0.86	2.06	2.38	31	0.96	1.11	9.57	31	0.99	1.86	3	%100
	power of stature	2.24	31	0.58	1.86	3.93	31	0.87	1.83	5.76	31	0.97	1.12	3	%100
Entrepreneurship for organizations															
		T			DF			β							
The power of experience		11.99			31			0.8					3	%100	
Structural power		7.44			31			0.58					3	%100	
Power of stature		41.8			31			0.84					3	%100	

2- The relationship between structural power and entrepreneurship for organizations: Table (5) shows the existence of a statistically significant correlation between structural power and entrepreneurship for organizations, as the value of the correlation coefficient between them was (0.42**), which indicates a direct correlation between structural power and entrepreneurship for organizations. Thus, the number of significant correlations between structural power and entrepreneurship for organizations with its dimensions to (4) relationships at the level of significance (0.01) and (0.05) and thus acceptance of the hypothesis (there is a significant statistically significant correlation between structural power and entrepreneurship for organizations), while the highest value of the correlation coefficient between the power of the structure and the initiative is (0.62**), which indicates a strong and direct correlation between them.

3- The relationship of the power of prestige to entrepreneurship for organizations: Table (5) shows the existence of a statistically significant correlation between the power of prestige and entrepreneurship for organizations, as the value of the correlation coefficient between them was (0.55**), which indicates a direct correlation between the power of prestige and entrepreneurship for organizations. Thus, the number of moral correlations between the power of status and entrepreneurship for organizations with its dimensions to (4) relations at the level of significance (0.01) and (0.05) and thus acceptance of the hypothesis (there is a significant statistically significant correlation between the power of status and entrepreneurship for organizations), while the highest value of the correlation coefficient between the power of status and creativity is (0.59**), which indicates a strong and direct correlation between them.

4- The correlation relationship between organizational power and entrepreneurship for organizations: Table (5) shows the existence of a statistically significant correlation between organizational power and entrepreneurship for organizations, as the value of the correlation coefficient between them was (0.67**), which indicates a direct correlation between organizational power and entrepreneurship organizations, bringing the number of moral correlations between organizational power and entrepreneurship for organizations by its dimensions to (4) relationships at the level of significance (0.01) and (0.05) and thus accepting the hypothesis (there is a significant statistically significant correlation between organizational power and entrepreneurship for organizations), while the recorded the highest value of the correlation coefficient between the power of status and creativity was (0.59**), which indicates a strong and direct correlation between them.

Second: The influence relationships between organizational power and entrepreneurship for organizations

Table (6) shows the influence relationship between the dimensions of organizational strength and entrepreneurship for organizations

Source: Prepared by the researcher based on the results of statistical analysis Spss v.25

1- It is noted from Table (6) that the (T) calculated for the power of experience reached a value of (11.99) which is greater than the tabular (T) value at the level of significance (0.05) and (0.01). Statistical significance between the power of experience and entrepreneurship for organizations).

2- It is noted from Table (6) that the (T) calculated for the structural power reached a value of (7.44), which is greater than the table (T) value at the level of significant significance (0.05) and (0.01). Statistical significance between structural power and entrepreneurship for organizations

3- It is noticed from Table (6) that the (T) calculated for the power of status reached its value (41.8), which is greater than the table (T) value at the level of significant significance (0.05) and (0.01). Statistical significance between the power of status and entrepreneurship for organizations).

Fourth topic: Conclusions and recommendations

First: The conclusions

1- The managers of the middle departments represented by the heads of departments and divisions have a strong experience through specialized skills and long experience in providing new ways to accomplish the tasks related to the workers by encouraging them to work as a team through their direct communication with the workers in the ministry.

2- It is noted that there are correlations between organizational power with its dimensions (the power of experience, structural power, the power of status) and entrepreneurship for organizations, as there is a strong and moral correlation between organizational power and its dimensions and entrepreneurship for organizations with its dimensions (initiative, investment opportunities, creativity), and thus the main hypothesis was achieved. The first is that there is a direct statistically significant relationship between the organizational strength and entrepreneurship of the Ministry of Education, to the realization of all sub-hypotheses.

3- The organizational power has the greatest impact on achieving entrepreneurship for the organization, which affects the activity of the organization, as it contributes to its stability, increase its growth and superiority, and achieve success not only at the local level, but also at the pioneering level among the rest of the sectors as well.

4- It became clear the extent of the general need for the organization to possess an organizational power that contributes to reaching entrepreneurship in administrative organizations and because of its direct impact on society that requires attention and work that increases the effort in order to achieve it by all available means.

Second: Recommendations

1- The necessity of the ministry's attention to the structural power of middle management managers through their possession of information and the degree of their affiliation with decisions and their efficient and correct use of the powers granted to them by virtue of their position.

2- The leaders in the Ministry of Education should cooperate and coordinate with people with specialized and high capabilities and expertise commensurate with contemporary technological progress in order to create and strengthen the organizational power to achieve leadership for the ministry through the use of scientific and academic expertise from advisory visions that support the field side and nourish experiences and productive minds.

3- The necessity of involving the employees working in the ministry in making decisions so that they feel that they are partners in the work, so they take responsibility with high confidence and make more intellectual efforts that lead to better performance and achieve leadership for the ministry and competitive superiority

4- There is a need to support and enhance the level of creativity in the ministry to develop and develop the work procedures in the Ministry in line with the development and modernity in the field of administrative work and the attempt to change reality for the better and the continuous evaluation of the pioneering leaders in the board of directors and executive leadership according to the dimensions of the strategic direction that serves the objectives and public interests of the ministry.

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1-<http://vb.ckfu.org/attachmenIs%C7%E1%E3%D3%CA%E6%EC-%C7%E1%CB%C7%E3%E4-%C5%CF%CF%C7%D1% C9->

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تأثير القوة التنظيمية في تحقيق الريادة لمنظمات الاعمال دراسة تحليلية لآراء عينة من المدراء في وزارة التربية العراقية

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Received: 28/7/2019

Accepted: 4/11/2019

Published: March / 2022

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نُسب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

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مستخلص البحث

يهدف هذا البحث الى دراسة تأثير القوة التنظيمية على تحقيق الريادة الاعمال لمنظمات دراسة تحليلية لآراء عينة من المدراء في وزارة التربية العراقية ، وتبرز أهمية البحث من مقدار المساهمة التي يمكن أن يقدمها كمعرفة نظرية لمنظمات الاعمال تساعد في تحقيق النجاح المنظمي وأنتقل البحث من المشكلة الاتية (كيف تساهم القوة التنظيمية التي تمتلكها المنظمة في تحقيق الريادة في بيئة الأعمال وتحقيق موقع تنافسي في بيئة العمل) وتناول البحث متغيرين الأول المتغير المستقل القوة التنظيمية بأبعادها(قوة الخبرة ، القوة الهيكلية، قوة المنزلة)، واما الثاني المتغير التابع الريادة الاعمال لمنظمات بأبعادها (المبادرة ، استثمار الفرص ، الابداع)، وتم اخذ عينة قصدية مقدارها (32) من المدراء في وزارة التربية العراقية شملت معاوني المدراء العامون مديروا الاقسام والشعب في مركز الوزارة ، وتم اعتماد الاستبانة كأداة رئيسة لجمع البيانات وقد استخدم برنامج (spss) لقياس وتحليل واختبار الفرضيات وتفسير النتائج التي سيتوصل اليها البحث، وافترض البحث وجود علاقة ارتباط وعلاقة تأثير معنوية ذات دلالة احصائية بين القوة التنظيمية والريادة الاعمال لمنظمات في وزارة التربية العراقية وتم التوصل الى مجموعة من الاستنتاجات والتي من أهمها ان للقوة التنظيمية الأثر الأكبر على تحقيق ريادة الاعمال للمنظمة مما يؤثر على نشاط المنظمة فهو يساهم بأستقرارها وزيادة نموها وسمعتها

المصطلحات الرئيسية للبحث: القوة التنظيمية ، الريادة لمنظمات الاعمال