

The Impact of Entrepreneurial Competencies on Organizational Success

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Abstract

The research, represented by (the effect of entrepreneurial Competencies on organizational success), aims to know the extent of the impact of entrepreneurial Competencies in achieving organizational success, as (10) private colleges in Baghdad were selected. In the statistical analysis appropriate to the nature of the research, a number of statistical tools were used to process the data, including the arithmetic mean, coefficient of variation and standard deviation for sample description and analysis, and the simple linear correlation coefficient (Pearson) to test correlation hypotheses and to test Direct and indirect influence hypotheses, as well as the t-test for the purpose of testing the credibility of the research hypotheses. The results showed that entrepreneurial Competencies have a direct impact on organizational success.

Key-words: Entrepreneurial Competencies, Organizational Success, Organization Management.

1. Introduction

As a result of the development taking place in all areas of life, especially in the field of organization management, the rapid transformation in the environment and the intense competition between organizations, the organizations must take upon themselves these challenges. Hence, this research resulted, which deals with the most important axis in organizations, which is the entrepreneurial Competencies and their impact on the success of organizations, as the dimensions of entrepreneurial Competencies were represented by four dimensions, namely (the Competencies to seize the opportunity, the Competencies to formulate strategy, the Competencies to organize resources, the Competencies to commit to competition). Practically in any organization, especially in

the organizations to which the research has been applied, which are the private colleges, it will lead to success, prosperity, development and progress due to the impact of the variables in the management of organizations. Business by studying the variables that are a cornerstone for building strong organizations that keep pace with the development and progress taking place in the world.

2. Research Methodology

First: The Research Problem

The problem was embodied by asking the following questions:-

1. What are the bases adopted in determining the entrepreneurial Competencies in private colleges in the field of research?
2. What is the impact of entrepreneurial Competencies on organizational success in private colleges in the field of research?
3. What is the impact of entrepreneurial Competencies to reach the organizational success of private colleges in the field of research?

Second: The Importance of Research

The importance of the research is manifested in several aspects, the most important of which are as follows: -

1. The research gained its importance by contributing to identifying the extent to which employees in private colleges are aware of the concepts of entrepreneurial Competencies and organizational success.
2. Variables are among the important factors in the organizations investigated, as the leadership Competencies in them are the most important element because of its positive impact on both the workers and the organization, as it supports the organization and improves its performance towards achieving success.
3. The research deals with concepts that represent the focus of the leaders' interest, whether in the public or private sectors. Entrepreneurial capabilities, which will be addressed as an independent variable, will contribute to achieving many positive trends within private colleges.

4. The research is expected to contribute directly to providing the means to know what the entrepreneurial Competencies are and how to obtain them and develop business, which leads to job satisfaction and thus achieving the success of the organization.

Third: Research objectives

In light of the research problem and its importance, the existing research aims as follows: -

1. Determining the level of entrepreneurial Competencies as a whole and at the level of each of its dimensions in private colleges.
2. Determining the level of organizational success in general and at the level of each of its dimensions in private colleges.
3. Knowing and clarifying the correlation and effect between the entrepreneurial Competencies and the success of the organizer in private colleges
4. Indicate which of the dimensions of entrepreneurial Competencies have the most impact on the success of private colleges
5. Arriving at a set of conclusions and recommendations that may contribute to persuading the researched organizations of the importance of entrepreneurial Competencies in achieving success.

Fourth: Variables and Research Dimensions

Dimensions of Entrepreneurial Competencies 1-4

The Delphi method was used and there were two rounds, as follows: -

*The first round: according to the researcher's knowledge of the literature, (12) were selected, which are: (the Competencies to seize the opportunity, the Competencies to formulate strategy, the Competencies to relate, the Competencies to organize resources, the Competencies to commit to competition, conceptual ability, personal ability, teaching ability, and motivation Competencies for achievement, persistence and challenge capabilities, leadership capabilities, intellectual abilities) and to determine which of the dimensions that were selected are the most practiced within the research sample and concluded by identifying (6) dimensions for the entrepreneurial Competencies variable

*The second round: - The results of the second round were the choice of (4) dimensions, which are (the Competencies to seize the opportunity, the Competencies to formulate the strategy, the Competencies to organize resources, the Competencies to commit to competition) and as shown in

the hypothetical model of the research above, and their proportions were respectively (30%, 20%, 20%, 15%).

Dimensions of organizational Success 2-4

Also, the same Delphi method was used in selecting the dimensions of organizational success. There were also two rounds of selection processes, as follows: -

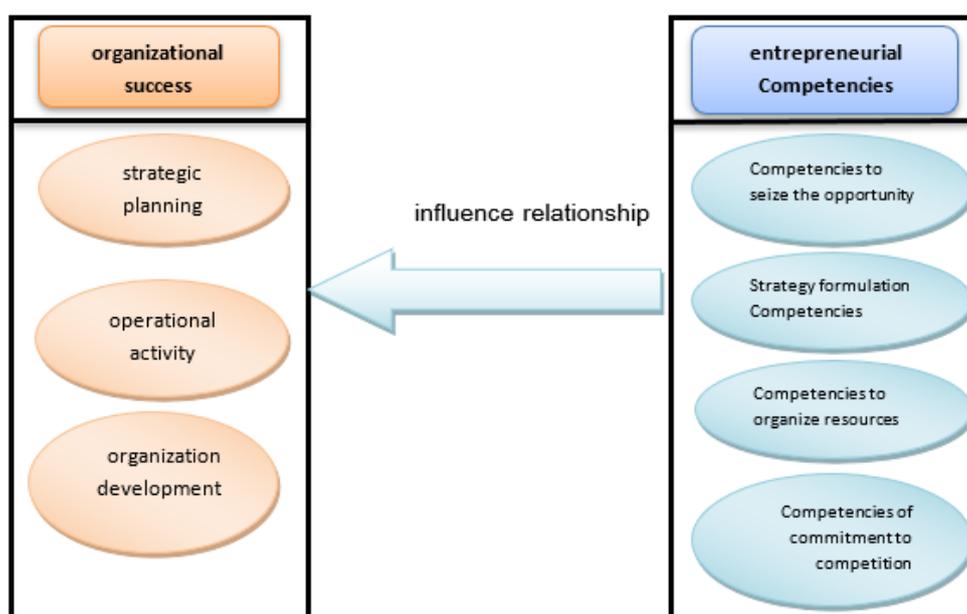
*The first round: - according to the researcher's review of the literature, (11) after were selected, which are:

(Effectiveness, efficiency, leadership, strategic planning, operational activity, organization development, personnel selection, organizational culture, leadership and management, personal development, evaluation and review) and to determine which of the dimensions that were chosen are the most practiced within the research sample and concluded to determine (5) Dimensions of the organizational success variable.

*The second round: - The results of the second round were a choice of (3) dimensions, namely (Strategic Planning, Operational Activity, Organization Development), as shown in the hypothetical model of the research above, and their percentages were respectively (35%, 25%, 20%).

Fifth: Research Hypothesis

First: The Hypothetical Scheme



Second: The Research Hypotheses

The research is based on the following hypotheses:

The second main hypothesis (impact hypothesis) H0.2: There is no statistically significant effect of entrepreneurial Competencies (seizing the opportunity, formulating strategy, organizing resources, commitment to competition) on organizational success as a whole (strategic planning, operational activity, organizational development) at the level of ($\alpha \leq 0.05$) in the research sample.

Sixth: The Field of Research

Time limits: The research was completed during the period from November 2020, until June 2021.

3. Theoretical Framework

First: The Concept of Entrepreneurial Capabilities

Entrepreneurial Competencies are high-level characteristics that represent the Competencies of an entrepreneur to perform his work successfully, and these Competencies include personal traits, skills and knowledge, which in turn are affected by the individual's entrepreneurial experience, training, learning, family background, or other demographic variables (Man, 2001: 67). It is defined (Jamin et al., 2016: 193) as a set of high-level characteristics that include personality traits, skills and knowledge as a comprehensive Competencies that enables the entrepreneur to perform his job role successfully. And (Zahrudin, 2017:222) gives it the Competencies to improve the opportunity and the Competencies to acquire resources. It is seen by (Zizile & Tendai, 2018: 225) the Competencies of entrepreneurs to innovate and be creative, and the Competencies to identify opportunities and identify strengths and weaknesses.

4. The Dimensions of Entrepreneurial Capabilities

A lot of literature, which the researcher reviewed, reported several dimensions of entrepreneurial capabilities:-

First: The Competencies to Seize the Opportunity

(Casson, 1982) gave a concept of the Competencies of entrepreneurial opportunities are those situations in which new goods, services, raw materials and methods of organization can be introduced and sold at a cost that exceeds the cost of production (Shane & Venkataraman, 2000: 220). Both speak of the Competencies to seize the opportunity, (Man et al. 2002:132) (Ahmad et al., 2010:185) (Tehseen & Ramayah, 2015:55) (Umar & Ngah, 2016:63) It is the Competencies to recognize market opportunities through various means by measuring certain behaviors such as offering the products they demand customers, realizing the unmet needs of customers, searching for products and services that are useful to the customer, and taking advantage of the best opportunities.

Second: The Competencies to Formulate Strategy

Strategic planning for the organization and development of competitive advantage, leadership and external awareness (Thompson et al, 1997: 56). Describes the Competencies to apply planning skills in different functional areas within the strategic direction, and the essence of this Competencies is to advocate the use of skills and Competencies from a broad and long-term perspective (Man, 2001: 63). Points out (Rothaermel, 2017: 44) is part of the strategic management process that relates to the selection of strategy in terms of where and how to compete. (Wheelen et al, 2018: 202) demonstrates the Competencies of investigation, analysis and decision-making that provides the organization with criteria for obtaining a competitive advantage.

Third: The Competencies to Organize Resources

(Boyatzis 1982) gives an understanding of this Competencies as the Competencies to lead, control, monitor, organize and develop external and internal resources towards the company's Competencies through the capacity of the entrepreneur's organizational resources in different fields, and it is similar to the administrative Competencies specified in the literature (Xiang, 2009:10). (Akinyemi, 2017:24) says it is the Competencies to control, arrange, control, lead and coordinate the company's internal and external resources to achieve its goal. It gives a brief concept (Zaharudin, 2017:196) as the collection and organization of resource exploitation.

Fourth: The Competencies to Commit to Competition

Commitment to an employment contract and an obligation to others, i.e., making a personal sacrifice or making an extraordinary effort to complete a job, or interfering with workers or working in their place to get the work done (McClelland, 1987:225) (Fastre & Gils, 2007: 388). And (Ahmad, 2007:32) (Xiang, 2009:10) (Phelan, 2014:11) (Umar & Ngah, 2016:63) (Zaharudin, 2017:63) shows that it is the Competencies that drives the entrepreneur to move forward with work and achieving the goals that have been set.

Second: Organizational Success

Despite the importance of other variables in the organizational success formula, individuals are the main component of organizational success in any organization (Trott, 2008:10). (Taie, 2015:18) (Chowhan et al, 2016: 60) sees linking organizational success with acquiring and managing talent and they say, organizations around the world have realized that talented employees drive competitive advantage where in a competitive market, talent management is the driver essential to organizational success.

1. Reasons for the Failure of Organizational Success

Presenting the first ten risks that cause the failure of ERP implementation, most of which are the result of organizational non-compliance and thus directly affect organizational success. Below are the ten risks: (Vayyavur, 2015:2760)

(1) Lack of managerial commitment. (2) Insufficient training of employees. (3) Ineffective communication with workers. (4) Insufficient support from the executive authority. (5) Lack of an effective project management methodology. (6) The conflict between Department workers. (7) Attempting to build bridges to apply the previous work without considering the required change. (8) Forming the members of the implementing project team. (9) Not re-designing business processes. (10) Misunderstanding the requirements of change.

2. The Importance of Organizational Success

The organization strives to reach organizational success by maximizing its physical, commercial, social and intellectual Competencies- internally and in exchange with all stakeholders -

in order to achieve its goals and other stakeholders by adding value to the economic, social and environmental areas. The following can be achieved: (Marrewijk et al, 2004: 9-13).

1. Organizational success refers to the optimal use of human, material and financial resources.
2. Optimum access to information, knowledge and market opportunities.
3. Achieving maximum results related to the activities of all entities and means over which the organization has direct control.
4. The tension resulting from a mixture of concepts of shareholders and stakeholders is balanced when they are involved in the organization's strategy.

3. Dimensions of Organizational Success

3.1. Strategic Planning

The Competencies of the organization to achieve its goals through the use of available resources in an efficient and effective manner (Daft, 1988: 12). Explains (David & David, 2017: 46) is a complex process that takes the organization into uncharted territory that does not provide a ready-to-use prescription for success; Instead, it takes the organization on a journey and provides a framework for addressing questions and solving problems Recognizing potential risks and being willing to address them is essential to success.

3.2. Operational Activity

The process is defined in terms of the mission it provides to the organization, the technology it uses and the human and managerial processes involved (KUMAR&SURESH, 2008:8). They define (Kaplan & Norton, 1996:28) the internal processes in which an organization must excel to enable the business unit to deliver projects that will attract and retain customers—and meet shareholder expectations for good returns. Speaking (Weil & Maher, 2005: 659) demonstrates the Competencies of internal business processes to add value to customers and shareholders.

3.3. Organization Development

Organizational development is a planned effort, at the organization level, and managed from above, to increase the effectiveness and health of the organization through planned interventions in the organization's "operations", using scientific behavioral knowledge (Beckhard, 1969:10). shows

both (Pratap, 2019:7) (Arora, 2020:4) demonstrates a systematic application of behavioral science knowledge to planned development and enhancement of organizational strategies, structures and processes to improve organizational effectiveness through the use of behavioral science techniques, research and theory.

Practical Framework

The main hypothesis (impact hypothesis) H0.1: There is no statistically significant impact relationship for the entrepreneurial Competencies (seizing the opportunity, formulating the strategy, organizing resources, commitment to competition) on organizational success as a whole (strategic planning, operational activity, organizational development) at the level($\alpha \leq 0.05$) in the research sample, from which the following sub-hypotheses emerge:-

Sub-hypothesis H0.1.1: There is no statistically significant effect of the Competencies to seize the opportunity on organizational success with its group (strategic planning, operational activity, organizational development) at the level ($\alpha \leq 0.05$) in the research sample.

Table (1) shows the results of the regression analysis of the effect of the Competencies to seize the opportunity dimension on organizational success. %) of the contributions made to organizational success, and the calculated (F) value amounted to (124.266), which is greater than the tabular value at the significance level (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of (β) amounted to (0.763) and indicates that the change that occurs in the dimension of Competencies to seize the opportunity by one unit leads to an increase in (organizational success) by (0.763), and since the value of (β) is positive, this means that the effect of the dimension of Competencies to seize the opportunity is positive in success regulator.

Table 1 - Shows the Effect of the Competencies to Seize the Opportunity on Organizational Success

Independent variable	dependent variable	constant value a	The value of the beta coefficient β	The value of R2 coefficient	The calculated F value	Indication level (0.01 - 0.05)
Competencies to seize opportunity X1	organizational success Y	0.977	0.763	0.450	124.266	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

Sub-hypothesis H0.1.2: There is no statistically significant effect of the strategic formulation Competencies on organizational success as a whole (strategic planning, operational activity, organization development) at the level ($\alpha \leq 0.05$) in the research sample.

Table (2) shows the results of the regression analysis of the effect of the strategy formulation Competencies dimension on organizational success, and it is noted that the strategy formulation Competencies dimension achieved a significant effect with organizational success, that is, there is a significant effect relationship between strategy formulation Competencies and organizational success, and explain (R²) a percentage of (53.5 %) of the contributions made to organizational success, and the calculated (F) value amounted to (174.890), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of (β) amounted to (0.835) and indicates that the change that occurs in the strategy formulation Competencies dimension by one unit leads to an increase in (organizational success) by (0.835), and since the value of (β) is positive, this means that the effect of the strategy formulation Competencies dimension is positive on success. regulator.

Table 2 - Shows the Effect of Strategy Formulation Competencies on Organizational Success

Independent variable	dependent variable	constant value a	The value of the beta coefficient β	The value of R ² coefficient	The calculated F value	Indication level - 0.05) (0.01)
Strategy formulation Competencies X₂	organizational success Y	0.600	0.835	0.535	174.890	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90)*						
Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

Sub-hypothesis H0.1.3: There is no statistically significant effect of the Competencies to organize resources on organizational success as a whole (strategic planning, operational activity, organization development) at the level ($\alpha \leq 0.05$) in the research sample.

Table (3) shows the results of the regression analysis of the effect of the resource organizing Competencies dimension on organizational success, and it is noted that the resource organizing Competencies dimension achieved a significant effect with organizational success, that is, there is a significant effect relationship between resource organizing Competencies and organizational success, and explain (R²) a percentage (52.0 %) of the contributions made to organizational success, and the calculated (F) value amounted to (164.674), which is greater than the tabular value at the level of

significance (0.01 - 0.05) and under the degree of freedom (1,152) of (6.80 - 3.90), and the value of (β) amounted to (0.706) and indicates that the change that occurs in the dimension of the Competencies to organize resources by one unit leads to an increase in (organizational success) by (0.706), and since the value of (β) is positive, this means that the effect of the dimension of the Competencies to organize resources is positive in organizational success.

Table 3 - Shows the Effect of the Competencies to Organize Resources on Organizational Success

Independent variable	dependent variable	constant value a	The value of the beta coefficient β	The value of R2 coefficient	The calculated F value	Indication level - 0.05) (0.01)
resource organization Competencies X3	organizational success Y	1.246	0.706	0.520	164.674	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90)*						
Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

Sub-hypothesis H0.1.4: There is no statistically significant impact relationship for the Competencies of commitment towards competition in organizational success in its totality (strategic planning, operational activity, organizational development) at the level ($\alpha \leq 0.05$) in the research sample.

Table (4) shows the results of the regression analysis of the effect of the dimension of commitment Competencies towards competition on organizational success, and it is noted that the dimension of commitment Competencies towards competition achieved a significant effect with organizational success, that is, there is a significant effect relationship between commitment Competencies towards competition and organizational success, and explain (R2) what The percentage of (59.9%) of the contributions made to organizational success, and the calculated (F) value was (217,620), which is greater than the tabular value at the level of significance (0.01 - 0.05) and below the degree of freedom (1.152), which is (6.80 - 3.90), and The value of (β) amounted to (0.701) and indicates that the change that occurs in the commitment capacity dimension towards competition by one unit leads to an increase in (organizational success) by (0.701), and since the value of (β) is positive, this means that the effect of the commitment capacity dimension is Towards positive competition in organizational success.

Table 4 - Shows the Effect of the Competencies of Commitment to Competition on Organizational Success

Independent variable	dependent variable	constant value a	The value of the beta coefficient β	The value of R2 coefficient	The calculated F value	Indication level - 0.05) (0.01)
Competencies to Commit to Competitiveness X4	organizational success Y	1.330	0.701	0.589	217.620	moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90)						
Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

H0.4: There is no statistically significant effect of the entrepreneurial abilities with a group on organizational success with a group.

Table (5) shows the results of the regression analysis of the impact of entrepreneurial abilities on organizational success, and it is noted that entrepreneurial abilities achieved a significant effect with organizational success, that is, there is a significant effect relationship between entrepreneurial abilities and organizational success, and explain (R2) (66.8%) of the contributions made In the organizational success, the calculated (F) value was (306.224), which is greater than the tabular value at the level of significance (0.01 - 0.05) and below the degree of freedom (1,152) which is (6.80-3.90), and the value of (β) amounted to (0.952). It indicates that the change that occurs in the entrepreneurial abilities by one unit leads to an increase in (organizational success) by (0.952), and since the value of (β) is positive, this means that the impact of the entrepreneurial abilities is positive on organizational success.

Table 5 - Shows the Impact of Entrepreneurial Competencies on Organizational Success

Independent variable	dependent variable	constant value a	The value of the beta coefficient β	The value of R2 coefficient	The calculated F value	Indication level - 0.05) (0.01)
Entrepreneurial Competencies X	organizational success Y	0.211	0.952	0.668	306.224	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90)*						
Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

5. Discussion and Conclusions

1. The analysis of the results of the research showed a clear interest in the dimension of the Competencies to seize the opportunity, as the results showed the interest of private colleges in determining the services that students need, which indicates the colleges' efforts to attract

students by providing quality services that lead to students' satisfaction with the performance of these colleges, with this paragraph Faculties confirm that there is a lack of knowledge of students' unexpected desire, which came with the least results within the research questions, which confirms the absence of studies or research in the field of knowing the student's unexpected desire.

2. The results showed that there is interest among the colleges investigated in the dimension of strategic formulation, and this indicates that the private colleges are interested in formulating their strategies in the long run, while the results showed that the private colleges are less interested in the process of defining strategic works that balance the expected costs and benefits, and this is considered to be a shortcoming in Its financial management.
3. The results showed that private colleges have a keenness on the Competencies to organize resources, as the results showed that the research sample continues to discover resources and Competencies from inside and outside the college, and this confirms the colleges' keenness to obtain resources and Competencies in all their forms, while taking studied remedial measures to solve work problems got the lowest Average answer This is evidence that the problem-solving process does not come in a practical and scientific way.
4. The results showed that the private colleges, the research sample, had an interest in the dimensions of commitment Competencies towards competition, by emphasizing the work under any circumstances, while there was a decline in observing the balance between the interests of the researched colleges and the interests of their employees, and this leads to a decrease in the interest and affiliation of workers to the colleges in which they work.
5. All influence relationships between entrepreneurial Competencies and organizational success were strong and significant, which indicates the distinctive role played by entrepreneurial Competencies in organizational success, through its activities related to the Competencies to seize the opportunity, the Competencies to formulate strategy, the Competencies to organize resources, and the Competencies to commit to competition and these dimensions Entrepreneurial Competencies based on the results shown by this research and related to these activities and their relationship and impact on the dimensions of organizational success.
6. There is a clear shortcoming by the research sample in knowing the unexpected desire of the students. Therefore, we stress the private colleges of the research sample by conducting

studies and research on knowing the students' desire and meeting it. I mean the unexpected desires such as (the existence of a simulation program in colleges for training students).

7. The research sample should look at the process of balancing the expected costs and benefits in a practical way, through a number of programs such as the feasibility study for any new project.
8. Addressing problems and finding solutions in a scientific and practical way, by relying on the expertise available to the research sample, or by enabling employees to participate in developing work plans and taking their suggestions and opinions.
9. The interests of the employees of the private colleges should be taken care of, the research sample, and a state of balance should be found between the interests of the colleges and the employees, for the purpose of increasing the loyalty and belonging of the employees to the organizations in which they work.

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