



The Capabilities of the Human Resources of Al-Rafidain College in Light of the Exercise of its Leadership Entrepreneurial

***Dr. Zahraa Ghanim Mirjah, *Hameed Salim Al-Kaabi, **Dr. Abdul Kareem Mezaal
Taher**

*Department of Business Management, Rafidain University College
**Department of Business Management, University of AlMustanseryia

DOI: <http://doi.org/10.37648/ijrssh.v11i02.002>

Paper Received:

04th March, 2021

Paper Accepted:

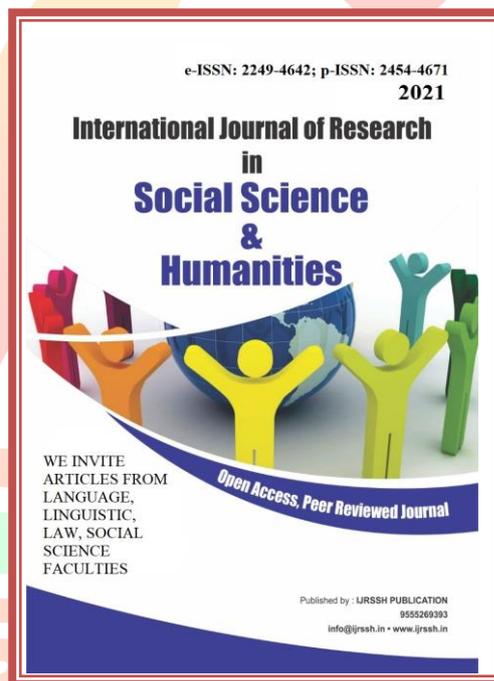
26th March, 2021

Paper Received After Correction:

28th March, 2021

Paper Published:

06th April, 2021

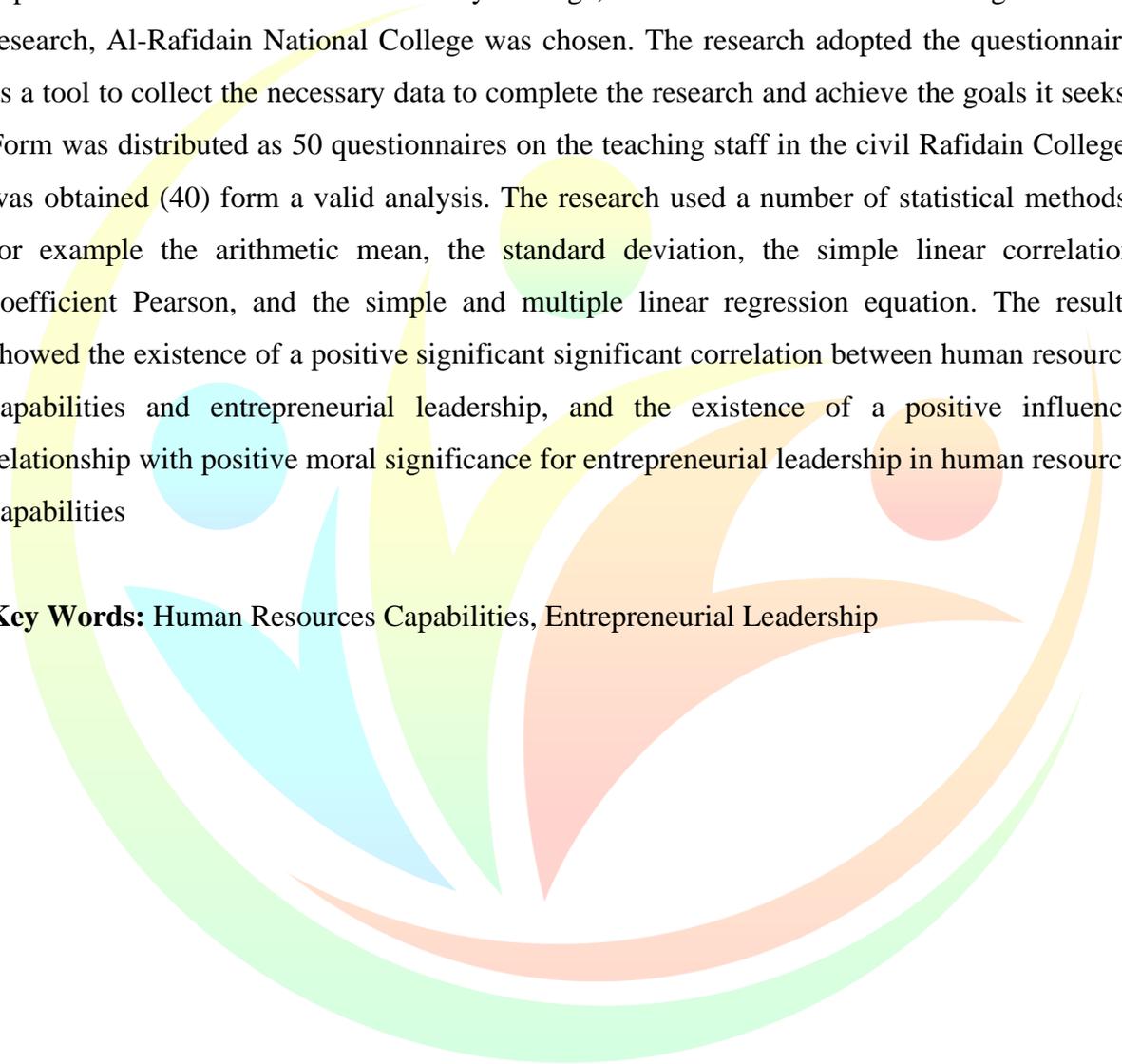


How to cite the article: Dr. Zahraa Ghanim Mirjah, Hameed Salim Al-Kaabi, Dr. Abdul Kareem Mezaal Taher, The Capabilities of the Human Resources of Al-Rafidain College in Light of the Exercise of its Leadership Entrepreneurial, IJRSSH, April-June 2021 Vol 11, Issue 2; 17-35, DOI: <http://doi.org/10.37648/ijrssh.v11i02.002>

ABSTRACT

The current research aims to know the impact of the pioneering leadership on the resource capabilities of Al-Rafidain Community College, and in order to achieve the goal of the research, Al-Rafidain National College was chosen. The research adopted the questionnaire as a tool to collect the necessary data to complete the research and achieve the goals it seeks. Form was distributed as 50 questionnaires on the teaching staff in the civil Rafidain College, was obtained (40) form a valid analysis. The research used a number of statistical methods, for example the arithmetic mean, the standard deviation, the simple linear correlation coefficient Pearson, and the simple and multiple linear regression equation. The results showed the existence of a positive significant significant correlation between human resource capabilities and entrepreneurial leadership, and the existence of a positive influence relationship with positive moral significance for entrepreneurial leadership in human resource capabilities

Key Words: Human Resources Capabilities, Entrepreneurial Leadership

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central figure that resembles a person or a flame, composed of several overlapping, curved shapes in shades of blue, green, yellow, and orange. This central figure is set against a background of a large, light-colored circle. Below the graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

IJRSSH

INTRODUCTION

The capabilities of human resources constitute the most important capabilities that the company possesses, as it may possess good financial capabilities, advanced technology, successful organizational and other capabilities, but it cannot use it efficiently and effectively without the presence of human resources with rare core capabilities, capable of directing and exploiting them in a manner consistent with the objectives of Business organizations, and accordingly, the capabilities of the human resource remain the main driver for all the successes achieved by organizations today in their various activities, so the task of attracting and developing human resources with high competencies and preserving them constitutes the most important challenges facing the human resources manager in light of the intensification of competition. Researchers in management science The ability of business organizations to survive and grow for hundreds of years, but reached that thanks to the human resource within them, and were able to enhance their competitive advantage through those capabilities.

RESEARCH METHODOLOGY

First: The Research Problem

The rapid local and international changes in the business environment have led to an increase in the volume of competition between the various public organizations, which contributed to their strengthening their competitive position by seeking to possess a core capacity that distinguishes them from their working counterparts, as maintaining the continuity of communication with organizations keeps pace with developments in the surrounding environment, especially the technological aspect. In light of the above, the research problem can be formulated with the following questions: _

1. What is the extent of the availability of human resources capabilities for the study sample?
2. Is there an impact of strategic leadership in improving human resource capabilities?

Importance

The importance of research is highlighted by the following

1. The research deals with new variables in the research, as they greatly affect the work of organizations, which are entrepreneurial capabilities and leadership, as the topic of human resource capabilities and entrepreneurial leadership occupies a

fundamental place in the organization, which necessitated the need to study it in detail.

2. The researcher hopes that this research will constitute a new addition to knowledge enrichment of the different effects of the modified role of problem-solving in the relationship between human resource capabilities and entrepreneurial leadership in the researched faculty.

3. The research tests two variables that were not previously collected in one study and a specific model.

OBJECTIVES

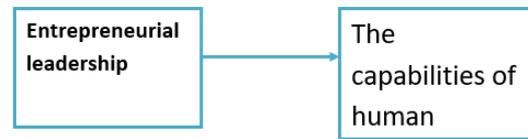
In light of the research problem presented, the research aims to:

1. Knowing the nature of the human resources capabilities in the researched faculty
2. Identify the extent of implementing pioneering leadership in the researched faculty
3. Diagnosis and analysis of the impact of entrepreneurial leadership on the capabilities of the respondent's human resources

THE HYPOTHETICAL MODEL

In light of what was discussed in the methodology, objectives and importance of the research, a hypothetical model was prepared to express the relationship

between human resource capabilities in entrepreneurial leadership



THEORETICAL FRAMEWORK

The Concept of Human Resources Capabilities

Human resources are the main resource for competitive advantage through finding a strategic resource that has high performance efficiency. Human resource management is the science and practice that is based on the nature of work relations, procedures, and administrative decision-making and issues that govern that relationship. Skills, knowledge and behaviors connected with each other in order to easily and easily achieve the tasks assigned to individuals.

Organizations view capabilities as the primary source of competitive advantage that they can achieve through skills, knowledge and experiences of scarce human resources that are difficult to imitate by competitors (Chuang et al., 2015: 6)

The Importance of Human Capabilities

At the end of the twentieth century, writers and researchers seemed to pave the way for the capabilities of human resources, as they discussed and studied them within a specific period and scope. The importance of human resource capabilities stems from being one of the popular topics in human resources management, and these capabilities have clearly and explicitly contributed to increasing the effectiveness of human resources management by implementing its various functions through its association with several different fields, as the importance of human resources indicates a prediction in the success of resources. Human resources and determining how capabilities differ according to the type of situation facing the human resource, and the capabilities represent the ability to integrate human resource practices (Al-Taie and Alawi, 2019: 7)

Dimensions of Human Resources Capabilities

Many theoretical and practical references have dealt with the dimensions of human resources capabilities now that the most common and our use in line with the current research (business knowledge, change management, delivery of human resources) Business knowledge includes three factors which are the value chain, the

proposed value and the ability to perform, as the value chain emerges. In its ability to clarify or determine the value of activities inside and outside the organization, as for change management, change management is one of the most controversial topics between writers and researchers, that is, it represents the process of change based on a series of administrative processes based on the introduction of some degree of development on one or more elements in the organization. In terms of the direction of the infrastructure or capabilities to meet the needs of customers, and the effectiveness of human resources management stems from the existence of a set of policies that direct operations and administrative practices in human resource issues in line with the objectives of the organization (Al-Taie and Alawi, 2019: 8)

Entrepreneurial Leadership

The Concept of Entrepreneurial

Leadership: The concept of entrepreneurial leadership originated at the intersection between entrepreneurship, leadership and entrepreneurial leadership that includes setting clear goals, creating opportunities, empowering individuals, maintaining the organizational relationship of intimacy, and developing the human resource system. Many common traits include vision, activity, risk-taking,

innovation, change, creativity, influence, motivation, concentration of opportunity, perseverance, orientation towards achievement, and the internal position of control, to name a few. These qualities, behaviors, and leadership actions characterize the entrepreneurial leadership and focus on the ability to recognize this opportunity and invest this opportunity in a positive way (Saadoun and Daoud, 2020: 403) and define it (Newman et al., 2018: 2) as a leadership style that affects the followers and directs them towards the achievement of organizational goals. Which involves distinguishing profitable opportunities and investing in them.

The Importance of Entrepreneurial Leadership

Entrepreneurial leadership is one of the most essential elements for the success of projects and the success of administrative work in organizations, as it represents the distinctive case or the ideal model that an organization or institution can characterize from another, through what it has of leaders capable of adopting and presenting creative and development ideas on a permanent basis. Others' ideas are flexibly adopted unless changes are made in its structure to suit the organization's capabilities, hence the importance of pioneering leadership in the following: (Hussein and Saeed, 2020: 346), (Saadoun

and Daoud, 2020: 404), (Jamal and Taher, 2017: 363)

1. It is considered an important tool in the processes of change in organizations, as well as ideally presenting and embracing ideas in order to create organizational discrimination
2. It is one of the basic components in the development and development of organizations' work towards achieving their goals and improving the level of communication between their members and enabling them to work and participate in decision-making
3. Its importance lies in its ability to maximize the capabilities and skills of managerial leaders and expand their horizons of perception through their continuous practices in generating ideas.

Leadership of a new type is different from other leaders (transformational, reciprocal) in that it is characterized by helping others and maximizing their capabilities to contribute effectively to the organization's plans.

Dimensions of Entrepreneurial Leadership (Al-Shammari, 2017:

321), (Al-Qurah Ghuli and others, 2020: 261)

1. Proactive: the exemplary ability of entrepreneurial leaders to generate and lead the future rather than waiting for it to be influenced by it. They are activities that have the ability to influence the leadership style in the future instead of waiting to be affected by it, investing opportunities and accepting responsibility for failure. They must be able to anticipate future occurrences of problems, as well as the need for change, continuous improvement and rapid response to environmental opportunities.
2. Creativity: the tendency and ability of entrepreneurial leaders to develop new and useful ideas to identify entrepreneurial opportunities, solve problems and make use of resources, i.e. the ability and tendency to think creatively and develop vision and ideas useful in identifying opportunities, investing resources and solving problems, the distinctive feature that distinguishes entrepreneurs from those who They just want to be self-employed. That is, it is related to the quality and ability of the

entrepreneur to think differently and creatively, develop rare ideas, and the possibility of generating entrepreneurial value.

3. Taking risks: being prepared, absorbing uncertainty and bearing the burden of responsibility in the future. Hedging and calculated risk are one of the common characteristics of entrepreneurial leaders, especially the early stages of the leadership process. Risks can be defined as the desire to absorb uncertainty and bear the burden of responsibility for the future.

Practical Framework

First: The Measuring Instrument Tests

The researcher conducted the sample size adequacy test (KMO), the exploratory and confirmatory factor analysis, as well as the stability test, so the Kaiser-Meyer-Olson test had a value of (0.701), and the value of the Bartlett test was (423.182) at the level of significance (0.000) and the degree of freedom (55). The resolution in its ten dimensions obtained a latent root (5.139), and an explanatory variance value (63.748%), while the values of the dendrites ranged (0.898-0.401) for the components of the rotation matrix, while the value of the stability factor was high for the resolution in general (0.892), and the researcher employed the method The

statistical half-segmentation coefficient for the paragraphs (40), the individual paragraphs (20) items received the alpha Cronbach coefficient (0.869), while the marital items (20) items got the alpha Cronbach coefficient (0.852), while the correlation strength of the two halves of the questionnaire was the correlation coefficient (0.691) is strong, with the

value of Spearman Brown's coefficient (0.890), and Cottman's segmentation coefficient (0.872), in addition to all the composite stability values exceeding (0.70), and the mean deviation of the variance is greater than (0.50), and that all the values of the paragraph saturation are significant, and as shown With the results of Table (1).

Table (1) Reliability test for the search scale

Average contrast	Cronbach's Alpha Laboratories	Compound stability	Coefficient of internal consistency	Variables
0.683	0.835	0.892	0.903	Preemptive
0.800	0.916	0.941	0.919	Creative
0.818	0.925	0.947	0.931	Embrace risk
0.645	0.968	0.972	0.977	Entrepreneurial leadership
0.715	0.920	0.901	0.942	Business knowledge
0.701	0.901	0.812	0.921	the management of change
0.518	0.936	0.946	0.965	Human resource capabilities
64.234%				The overall explanation for the variance

5.139	Latent root
0.701	Kaisermayr-Olsen test
423.182	Bartlett test
55	Degree of freedom
0.000	The significance of the test

Second: Demographics of the research sample:

The researcher conducted her current study at Rafidain College through (40) views, such as the male component of it (82.5%), while the percentage of females was (17.5%), and at the level of viewers' ages, the age group (15-11) ranked first with a percentage (37.5%), while the

category (6-10) came in the second order by (30%), and in the third place the category (20-16) came with (20%), while the category (5-1) came in the fourth order by (0.075) Finally, the age group of more than (21) years ranked last with a rate of (0.05), and at the level of scientific qualification, the doctoral degree was the top by (55%), and the master's degree by (45%).

Table (2) demographics of the research sample

Academic achievement		Years of career service					Gender	
M.A	PhD	>21	20-16	15-11	10-6	5-1	Female	Males
45	22	2	8	15	12	3	7	33

Third: Descriptive statistics of the research The level of the research sample responses about the two variables studied, as well as their dimensions, as shown in the results of Table (3), were analyzed and

diagnosed through the arithmetic mean, standard deviation, coefficient of variation, relative weight, and variance. And its dimensions, the results of the descriptive statistical analysis were as follows:

Table (3) Analysis and diagnosis of the level of sample answers (n)n=40(

الترتيب	V.	R.W	C. V	St. D	Mean	Variables
الثالث	.646	.788	.203	.803	3.94	Preemptive
الثاني	.497	.760	.185	.705	3.80	Creative
الأول	.220	.832	.113	.468	4.16	Embrace risk
الثاني	.483	.774	.179	.695	3.87	Entrepreneurial leadership
الأول	.126	.846	.083	.355	4.23	Handing over human resources
الثاني	.163	.820	.098	.403	4.10	the management of change
الثالث	.559	.756	.197	.747	3.78	Business knowledge
الأول	.332	.796	.144	.575	3.98	Human resource capabilities

Discussing the results in light of the descriptive analysis of the data of the research variables:

1. Entrepreneurial leadership obtained in total an arithmetic medium (3.87) available, and it is practiced with relative interest (77.4%) through the possession of Al-Rafidain National College, the ability to acquire knowledge, skills and functional merit, with the aim of investing it in bringing about positive change in the behavioral aspects at the individual, group and

organizational levels, and by what gives The ability to compete and provide innovative services on an ongoing basis, so the pioneering leadership won the sample agreement, with a standard deviation (0.695) and a relative coefficient of variation (17.9%), which indicates the convergence of the sample answers, in light of the variance (0.483), which made it receive the second rank at the level of priority Attention and practice.

2. Al-Rafidain National College showed that it relied on adopting risk in the first order in strengthening entrepreneurial leadership as a whole. The highest agreement shown by the sample was a relative coefficient of difference (11.3%), and with relative interest (83.2%) in focusing on group thinking that supports multiple viewpoints, and guides the organization's culture to support The method of learning, group growth and encouraging results at the group and individual level, while the second order in terms of priority was for the independent dimension of creativity with relative interest (76%), and with a relative coefficient of difference (18.5%) about spreading a common vision that expresses the sharing of the mental image of the desired future and finding a harmonious ground Ideas at all administrative levels and the attainment of immediate and future goals. As for anticipation, it was ranked third in terms of agreement with a relative coefficient of difference (20.3%) regarding the relative interest of the faculty (78.8%) in adopting a style of thinking that enhances cooperation between various administrative levels and reduces the severity of problems. And overcome the challenges of work, and as shown in the results of Table (3).
3. The capabilities of human resources as a dependent variable were ranked first in the level of availability, interest and practice by Al-Rafidain National College, with an arithmetic mean (3.98) available, with a standard deviation (0.575), with a relative coefficient of variation (14.4%), and with a variance at the general level (0.332). This indicates agreement, coherence and convergence in the level of the sample's answers about the relative interest (79.6%) of the college's good in adopting and practicing all activities and processes that generate new (ideas, behavior) that result in positive change in the outputs of Al-Rafidain National College.
4. As for the level of the three dimensions in which the capabilities of human resources were measured, after the delivery of human resources, the highest agreement among the sample members was obtained, with a relative difference coefficient

(8.3%), and a high relative interest (84.6%) in enhancing the skills of its managers in diagnosing problems and identifying their causes. Depending on their creativity, by employing the elected solutions to efficiently and successfully manage their activities and work, while the second order in terms of priority and relative interest (82%) was good in managing change by expanding capabilities and skills at the individual and collective level for effective communication, and working on exchanging ideas with owners. Specialization inside and outside the college, with the aim of developing their creative abilities and providing them with effective and renewable solutions, with the agreement of the sample and with a relative coefficient of difference (9.8%). As for the priority of business knowledge, it was one of the college's priorities in the third order, with a relative factor of difference (19.4%), and a relative interest (79.2%) Good in adopting the college administrators' spirit of initiative based on risk, confronting risks, solving chronic problems, and facing emergencies, in innovative ways and methods

compatible with the environmental changes and developments taking place in them.

Fourth: Inferential statistics and testing the main research hypothesis (Entrepreneurial leadership and its dimensions affect human resources capabilities positively).

1. Proactive affects the capabilities of human resources positively

Table (4) shows that the statistical value of the regression equation (f) reached (255.407) at the level of significance (0.000), and it is greater than the tabular (f) (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.933) and accordingly Acceptance of the first sub-hypothesis of the main hypothesis (preemption affects human resource capabilities a significant effect), as this result indicates the presence of a clear effect, especially when anticipation is explained by (determination coefficient) $R^2 = 0.870$) changes that occur on creativity in Al-Rafidain College Eligibility, indicating that pre-emption explained (87%) of the changes that occur in the faculty's human resources capabilities, while the remaining 13% of the impact is attributed to other factors that were not

included in the research model, and the value of the marginal tendency was (the standard beta) (β). = 0.933), that is, an increase in interest by the college in anticipation for one unit, will cause a change in the automatic interest by it in the capabilities of human resources by (93.3%), as the value (t) calculated for the marginal tendency (15.981) proves the significance of the effect, which is greater than its value. Tabular (1.96) at the level of significance (0.05).

Estimates of human resources (Y) = 1.342 + 0.933 * (proactive)(

2. Creative excellence affects the capabilities of human resources morally

From the results of Table (4), the researcher finds that the statistical value of the regression equation (f) reached (220.221) with a significance level (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.923), and therefore accepting the second sub-hypothesis of the main hypothesis (creativity affects the capabilities of human resources a moral influence), as this result indicates the existence of a clear effect, especially when creativity is explained by (coefficient of determination) $R^2 = 0.853$) the changes that occur On creativity in Al-

Rafidain National College, he indicates that creativity explained (85.3%) of the changes that occur to the human resources capabilities of the authority, while the remaining percentage (14.7%) of the impact is attributed to other factors that were not included in the research model, and the value of the marginal tendency was (The standard beta) (β = 0.923), meaning that an increase in interest by the faculty in creativity for one unit, will cause a change in the automatic interest by it in the capabilities of human resources by (92.3%), as the value (t) computed for the marginal inclination (14.840) is significant. The effect, which is greater than its tabular value (1.96), at the level of significance (0.05)

HR capabilities (Y) = 1.682 + 0.923 * (creativity)

3. The adoption of risk has a significant effect on the capabilities of human resources

From the results of Table (4), the researcher finds that the statistical value of the regression equation (f) reached (220.221) with a significance level (0.000), which is greater than (f) tabular (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.924), and therefore accepting the third sub-hypothesis of the main hypothesis (the adoption of risk affects the capabilities of human resources morally), as this result indicates the

existence of a clear effect, especially when you explain the adoption of risk with a parameter of determination $R^2 = 0.853$) changes that occur on creativity in the whole Al-Rafidain Al-Ahlia, indicating that the adoption of risk explained (85.3%) of the changes that occur to the human resources capabilities of the authority, while the remaining percentage (14.7%) of the impact is attributed to other factors not included in the research model, and the value of the marginal slope was (the standard beta) ($\beta = 0.924$), that is, an increase in interest by the faculty and adopting the risk for one unit, will cause a change in the automatic interest by it in the capabilities of human resources by (92.4%), as the value of (t) calculated for the marginal slope (14.851) proves the significance of the effect. It is greater than its tabular value (1.96) at the level of significance (0.05)

HR estimators (Y) = 1.561 + 0.924 * (risk adoption)

Entrepreneurial leadership has a significant effect on human resource capabilities

Table (4) shows that the statistical value of the regression equation (f) reached (464.909) at the level of significance

(0.000), and it is greater than the tabular (f) (3.841) at the level of significance (0.05), while the value of the correlation coefficient was (0.961). Accept the main hypothesis of the research (Entrepreneurial leadership affects human resource capabilities a moral influence), as this result indicates a strong influence of entrepreneurial leadership on human resource capabilities.

The overall entrepreneurial leadership is explained by (determination coefficient) $R^2 = 0.924$), as it indicates that the independent variable entrepreneurial leadership explains (92.4%) of the changes that occur in the capabilities of human resources, while the remaining percentage (7.6%) is of the impact. In addition to other factors that were not tested by the research model, while the value of the marginal slope, which represents the influence factor ($\beta = 0.961$), that is, an increase in the college's interest in pioneering leadership for one unit, will bring about a change in the automatic interest by it in human resources capabilities by (96.1%), As the calculated value of (t) for the marginal slope (21,562) confirms the significance of the effect, and it is greater than its tabular value (1.96) at the level of significance (0.05).

HR capabilities (Y) = 0.897 + 0.961 * (Entrepreneurial Leadership)

Table (4) The impact of entrepreneurial leadership and its dimensions on human resources capabilities

Human resource capabilities (Y)								Variables
DF	A	β	Sig	T	F	R	R ²	
1, 38, 39	1.342	.933	.000	15.981	255.407	.933	.870	Preemptive
	1.682	.923	.000	14.840	220.221	.923	.853	Creative
	1.561	.924	.000	14.851	220.562	.924	.853	Embrace risk
	.897	.961	.000	21.562	464.909	.961	.924	Entrepreneurial leadership

The researcher added multiple regression by the (Enter) method, with the aim of identifying any dimensions of entrepreneurial leadership represented by (proactive, creative, risk-taking) an impact on human resources capabilities, and as shown by the results of Table (5), so the effect of preemption was alone and the rest of the dimensions were not effective. The value of the standard marginal tendency of systemic thinking is (0.379) and with a significant level (0.005), which is less than the level of significance (0.05), and the value of (T) calculated (3.033). And at various administrative levels, with the aim of reducing problems and overcoming work difficulties as much as possible, as well as its keenness to understand its members of the cases of change in structures, strategy, technology, culture

and processes in a manner that adapts to the dynamic complexity in its work environment, as this approach is in order to improve the form of organizational practices and processes that integrate with Each other to create new business ideas, introduce a product, or adopt a behavior that will result in positive change and renewal in its outputs and satisfy its audience and stakeholders.

As the model correlation coefficient was (0.963), the value of the multiple regression coefficient (0.928), the value of (F) calculated for the model (87.938), and the value of the modified interpretation coefficient (0.918), which indicates that the proactive independent variable has interpreted its percentage (91.8%) Among the changes that occur in the human

resources capabilities of Al-Rafidain Al-Ahlia College, noting that the value of the test (D. W = 2.057), while the constant value was (0.892), at the level of significance (0.004), and the value of (T) calculated (3.053), as for the dimensions

The other four of the tested model were disabled at the overall level, given that the significance of the effect is greater than (0.05), and the value of its calculated T-test is less than the tabular value (1.96) at the level of significance (0.05)

Table (5) the multiple influence of the Entrepreneurial Leadership Dimensions on Creativity

Dependent		The Independent	Impact treatment	Standard error	T value	Moral	the sample
Human resource capabilities	<---	Preemptive	.379	.089	3.033	.005	40
	<---	Creative	.197	.091	1.482	.147	
	<---	Embrace risk	.129	.102	.872	.389	
F	Sig		A		R	R²	AR²
87.938	0.000		0.893		.963	.928	.918
D.W (2.057)			T=3.053		DF(5,34,39)		

) Estimates of human resources (Y) = 0.892 + 0.379 * (proactive

The Fourth Axis of The Research

First: Conclusions:

1. It is evident that the research sample is a male sample, and that the college relies on it greatly, in light of a group of ages with experience and skill, but it suffers from higher and elementary degrees.

2. Al-Rafidain Al-Ahlia College has demonstrated its adoption of pioneering leadership well, and strengthens it through its interest and eagerness to adopt risk-taking, proactive, as well as a relative interest in creativity.
3. Al-Rafidain National College is interested in human resources capabilities and gives it priority

at the expense of other organizational variables, especially when it supports it by enhancing the capabilities of its managers to make decisions, improving their ability to communicate, encouraging cases of creativity, as well as adopting risk and taking risks in some of the activities it provides, and encouraging cases of creativity.

4. Al-Rafidain National College employs pioneering leadership in improving the level of creativity that it aspires to achieve continuously, and this is evidenced by being proactive, adopting mental models, resorting to creativity and creativity, and employing the adoption of risk alone, but in fact it employs proactive when it resorts to energy work. The maximum dimensions are combined, suggesting disruption of the other dimensions.

Second: Recommendations

1. Al-Rafidain National College should be open to the two types of the workforce, especially when recruitment and polarization are based on competence, merit and

knowledge, and openness to university competencies, especially since investment requires essential skills, knowledge and competencies.

Second: Recommendations

1. Al-Rafidain National College should be open to the two types of the workforce, especially when recruitment and polarization are based on competence, merit and knowledge, and openness to university competencies, especially since investment requires essential skills, knowledge and competencies.
2. The necessity for the college to give more attention to entrepreneurial leadership by focusing on creativity, risk-taking, proactive, and unifying vision through:

A - Reliance on advanced methods and knowledge sharing in providing faculty members with work skills that are compatible with the change in the academic investment environment.

B - Providing material and moral support to individuals who have creative initiatives.

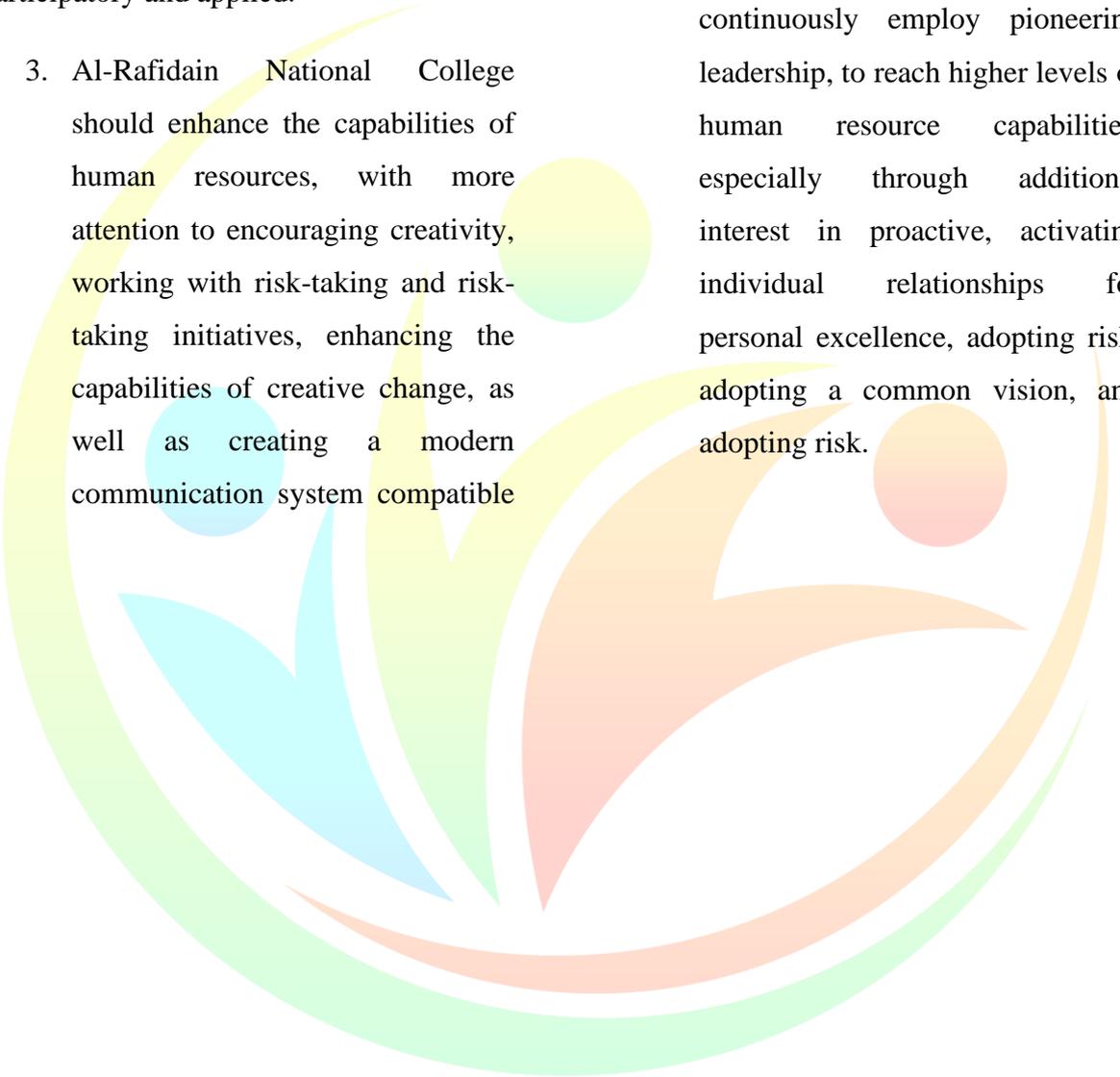
C- Supporting faculty members with training programs that raise the level of skills and knowledge, and accept feedback.

W - the tendency to work in the method of group thinking being more inclusive, participatory and applied.

3. Al-Rafidain National College should enhance the capabilities of human resources, with more attention to encouraging creativity, working with risk-taking and risk-taking initiatives, enhancing the capabilities of creative change, as well as creating a modern communication system compatible

with the size of changes in the environment, and granting its directors powers to help them develop their capabilities to Make decision.

4. Al-Rafidain Al-Ahlia College must continuously employ pioneering leadership, to reach higher levels of human resource capabilities, especially through additional interest in proactive, activating individual relationships for personal excellence, adopting risk, adopting a common vision, and adopting risk.

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central figure that resembles a person or a flame, composed of several overlapping, curved shapes in shades of blue, green, yellow, and orange. The figure is set against a background of a large, light-colored circle. Below the graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

IJRSSH

REFERENCES

1. Al-Gargouli, Hussein Ali Abdullah, Al-Hakim, Laila Mohsen, Al-Shammari, Ahmed Abdullah Amana, 2020, The Role of Entrepreneurial Leadership in Promoting Creative Work Behavior for Workers An Analytical Exploratory Study of the Views of a Sample of Private Colleges Employees in the Holy Karbala Governorate, a research published in the journal Iraqi Management Sciences, Volume 16, Issue 66
2. Al-Shammari, Ahmad Abdullah, 2017, The Role of Strategic Flexibility in Promoting Entrepreneurial Leadership, a research published in Karbala University Journal, Volume 15, Issue 3
3. Al-Taie, Ali Hassoun, Aliwi, Elham, 2019, Enriching Knowledge Sharing on Human Resources Capabilities Analytical Research in the Iraqi Ministry of Science and Technology, a paper published in the Journal of Administrative and Economic Sciences, Volume 25, Issue, 113
4. Chuang, Huan-Ming & Jen Liu, Mao & Chen , you-Shyang (2015) The Effects of Human Resource Capability and Internal Customer Satisfaction on Organizational Effectiveness, Hindawi Publishing Corporation International Journal of Distributed Sensor Networks .
5. Hussein, Muhannad Abbas, Saeed, Sanaa Abdul Rahim, 2020, Information and Communication Technologies in Strengthening Entrepreneurial Leadership: An Analytical Study in Al-Hur Municipality Directorate / Holy Karbala, a research published in Tikrit Journal of Administrative and Economic Sciences Volume 16, Issue 51
6. Jamal, Dina Hamed, Taher, Abdul-Karim Mazal, 2017, The Impact of Electronic Knowledge on Entrepreneurial Leadership - An Applied Study of a Sample of Travel and Tourism Companies in the City of Baghdad, Research Published in the Journal of Management and Economics, Issue 110
7. Newman, A.M & Kasimu, M.A "The Leadership Styles and its Effects on Construction Projects Performance in Nigeria", Environmental Technology & Science Journal, Vol. 9 Issue 2 June 2018.
8. Saadoun, Visions of Qasim, Dawood, Virtue of Salman, 2020, The Impact of Entrepreneurial Leadership on Skillful Performance An exploratory study in the Diwan of Dhi Qar Governorate for senior and middle leaders, a research published in Tikrit Journal of Administrative and Economic Sciences Volume 16, Issue 52