

DIAGNOSING ENTREPRENEURIAL LEADERSHIP FACTORS AMONG A SAMPLE OF MANAGERS OF COMPANIES OF THE MINISTRY OF WATER RESOURCES

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ABSTRACT

The current research aims to test the relationship of the impact of entrepreneurial leadership and its factors (strategic factors, communication factors, personal factors, motivational factors), among a sample of managers of companies of the Ministry of Water Resources, in addition to examining the level of interest of the researched companies in the research variable, its factors and stages, and undoubtedly In it, the research variable is important for the ministry and the research sample, given the challenges and rapid changes in the course of events, especially the factors of entrepreneurial leadership, and what it provides to the companies under research, so the research problem was to identify the level of practice and interest, and the companies' ability to employ the factors of entrepreneurial leadership, and two research hypotheses were formulated. Their validity was confirmed by surveying the views of an intentional stratified sample (62) views, from workers in companies and who holds the position (general manager, assistant general manager, department head, division official and unit), and the researcher employed the exploratory descriptive approach, and used the questionnaire as a main tool to collect Data and application level recognition and relationship to the research variable. The sample responses were subject to descriptive and inferential statistical analysis via the AMOS V.25 & SPSS V.25 programs, and for the purpose of data processing. The researcher will work with statistical methods (ratios and frequencies, arithmetic mean, standard deviation, relative importance, relative difference coefficient, empirical and exploratory factor analysis, natural distribution, Pearson simple correlation coefficient, and simple and multiple regression coefficient). The statistical analysis has led to the availability of entrepreneurial leadership and its factors, In addition to employing the research companies to lead the leadership through communication and personal factors.

Key words: *entrepreneurial leadership, motivational factors, strategic factors, and the Ministry of Water Resources.*

INTRODUCTION

The development in leadership theories in the last decade has led to widespread interest in leadership leadership and its adoption by researchers and writers, as it is the best method for exercising leadership behaviors that are compatible with the requirements of managing

contemporary organizations, in the absence of an optimal leadership style that can be generalized to all organizations, as a result of the complexity of the environment and uncertainty He expected the environmental conditions and the rapid developments in them, in addition to predicting the behavior of individuals, and the need for organizations today to have leadership in possession of sufficient skills

and knowledge that enables them to exercise their multiple roles at the same time, the need to achieve the factors of leadership leadership to maintain a balance in leadership behaviors and maintain Capabilities of those who address decisions in the joints of organizations.

Hence the idea of the researcher crystallized, which attempted to shed light on the diagnosis of entrepreneurial leadership factors that shape the modern direction of managing public organizations of the researched companies.

A sample of the Ministry of Water Resources companies was chosen as a field for the applied side of the research, as its leaders deal with problems and challenges and planning to build a water resources sector that has a number of capabilities and capabilities to achieve renewable requirements, as well as dealing with their subordinates, directorates, divisions and people to discover and confront organizational conditions.

THE FIRST TOPIC / RESEARCH METHODOLOGY AND PREVIOUS STUDIES

First: research problem

The leadership of the Ministry's companies seeks to adopt projects and programs that reduce the environmental impacts surrounding them, so the aspects of leadership become a pioneer towards finding a future that carries dimensions, with which to base it in that direction, so corporate leaders resorted to adopting the practices of entrepreneurial leadership, and they employ strategic factors and communication factors, Personal factors, and to complement them by adopting catalytic factors at the level of their internal and external environment and their internal customer or external customer, the main research problem emerged (What is the impact of entrepreneurial leadership factors for managers of companies and the Ministry of Water Resources) and the research problem can be formulated with the following questions:

1. What is the level of availability of entrepreneurial leadership with its dimensions (strategic factors, communication factors, personal factors, motivational factors) in the researched companies?
2. What is the level of application and adoption of the research companies, the leadership leadership in its

dimensions (strategic factors, communication factors, personal factors, motivational factors)

Second: The importance of research

The importance of the research lies in polling the opinions of the sample by the researcher, identifying the availability of the variables and their dimensions, and presenting a visualization of the nature of the pioneering leadership and verifying its availability with its dimensions, reinforced by the quantitative numbers, this is on the one hand and on the other hand, the companies are currently living in a critical period in light of the pandemic of krone and season turnout Summer and the demand for water, it is in urgent need to provide a picture of the nature of its current position, which will enable it to draw the future road map according to the dimensions of the leadership leadership, and the importance can be summarized as follows:

1. The current research provides a new theoretical framework, to be added to the administrative library, in addition to contributing to the definition of the research companies and the leadership leadership and its dimensions and any models beneficial to them.
2. The two variables (the leadership leadership) are among the variables that mainly affect the environment of Iraqi public organizations in general, and the Ministry of Water Resources and its companies.
3. Test a number of measures employed in a global environment in the environment of Iraqi public organizations represented by companies of the Ministry of Water Resources, and provide accurate statistical results.
4. The current research is a serious attempt to draw attention to the importance of positive recruitment to the dimensions of entrepreneurial leadership in creating a work environment that supports the workforce of companies in a future approach that aims to build a balance between it and the community, given the fact that these companies provide customers with satisfactory quality and quantity services. With their needs.

Third: Research objectives

The research aims at real translation of the research questions, in addition to the following:

1. Determine the level of application and interest of the Ministry of Water Resources companies in pioneering leadership and its dimensions (strategic factors, communication factors, personal factors, motivational factors).

2. Diagnosing the level of entrepreneurial leadership impact for the directors of companies of the Ministry of Water Resources, identifying the type of impact and its strength, as well as identifying any factors of entrepreneurial leadership that are more influential.

3. Providing a number of conclusions and recommendations that would help in setting the appropriate measures for the researched companies, which enhance the application of entrepreneurial leadership, that possess factors that truly invest in all the companies' businesses.

Fourth: Procedural definitions of the research:

Entrepreneurial leadership: a leadership style based on practices, methods and methods in decision-making through which he searches for serious strategies that enhance and develop the company's position in light of the adoption of opportunities and commensurate with the strategic factors and his ability to communicate, as well as personal and motivational factors.

□ Strategic factors: All strategic plans adopted by the company in light of the intuition and overall outlook, encouraging its people to be creative, distinguished, proactive and achieve difficult business with the aim of competing and adapting to the surrounding environment flexibly, in addition to directing towards investment in projects of an innovative and proactive nature that are risky.

□ Communication factors: the company's ability to persuade its subordinates to work with projects of a proactive and risky nature in light of the available opportunities, inspiring them to trust themselves and fostering a positive climate that avoids conflict and calls for participation in tasks that are oriented towards the future and seize its opportunities with the spirit of one team.

□ Personal factors: The company's ability to generate new opportunities and work methods through which it encourages dealing with problems and emergency events,

as a result of its affection for emotional stability and creativity and possessing tolerant thought and humility and placing the appropriate individuals in the workplaces that fit with the requirements of creativity explicitly and which calls them to discipline to perform those tasks vigorously And efficient.

التحج Motivational factors: the activity directed by the company's leadership aimed at creating an atmosphere of competition between its members and cultivating confidence in themselves to reach outstanding performance and success in tasks by meeting their personal and organizational needs and conveying positive feelings to maintain behavior directed towards future goals and invest opportunities and develop competitive advantages for individuals.

Fifth: research hypotheses

Based on the research problem and its importance and objectives, two main hypotheses have been addressed, the researcher seeks to prove the extent of acceptance or rejection, with the degree of relationship and the potential impact of entrepreneurial leadership and its factors in the managers of the research companies to be those assumptions as follows:

2. The first main hypothesis of the research: It stipulates that (entrepreneurial leadership will affect morally and positively in the directors of companies of the Ministry of Financial Resources), and the following sub-assumptions have branched out from them:

Strategic factors have a positive moral effect on company managers.

Communication factors have a positive moral impact on company managers.

Personal factors have a positive moral impact on company managers.

The catalytic factors have a positive moral effect on company managers.

Sixth: Research Methodology:

The approach adopted by the researcher is the descriptive and analytical approach through his knowledge of the reality of the administration and the leaders of the

researched companies, as well as looking at the reports of the implementation of annual activities, statements, documents, statistics, achievement reports, periodic performance evaluation and other things that have been accessed and viewed from the reports for the last three years. In addition, the experience of the researcher and interviewing the leaders at various levels in companies, in addition to the field survey of a sample of those with responsibilities, is added to this, especially as the researcher is part of the field of research.

Seventh: Research Standard:

The researcher adopted the five-Likert level in five degrees (I totally agree, agree, neutral, do not agree, do not agree completely). As for quoting the paragraphs, they behaved less according to what was mentioned in the following studies with details regarding each of them in Table (1):

Table (1) the original questionnaire sources

	Variable	No.	
1	Strategic factors	10	(Hejazi et al., 2012)
2	Communication factors	9	
3	Personal factors	9	
4	Motivational factors	7	
	Entrepreneurial leadership		

Eighth: Research Limits:

Spatial limits: A sample of companies from the Ministry of Water Resources (Al-Fao State Company for Irrigation Projects, Al-Rafidain State Company for Dams Implementation, Al-Alaq Public Company for Irrigation Projects).

Time limits: represented in the time period from 15/2/2020 to 4/30/2020 in terms of distributing the questionnaire, viewing the statements and data for the last three years, and documents and interviews.

Human frontiers: company directors, company directors' assistants, department heads, divisional and unit officials.

Knowledge boundaries: Entrepreneurial leadership and its factors.

Ninth: The research community and its sample:

The research community is represented by the higher and executive departments in the researched companies (Al-Fao General Company for Irrigation Projects, Al-Rafidain State Company for Dams Implementation, Iraq General Company for Irrigation Projects), which is one of the subsidiaries of the Ministry of Water Resources, and the research sample was an intentional class sample (62) Respondent in all three companies as shown in the results of Table (2).

Table (2): The research sample according to its representation

The position	Relative Frequency	Percentage
Director	3	4.8
Associate Director	4	6.5
Head of the Department	15	24.2
Division Officer	39	62.9
Unit official	1	1.6
Total	62	100%

Tenth: Previous studies**1- (Sandybayev:2019) Impact of Effective Entrepreneurial Leadership Style on Organizational Performance: Critical Review-**

Research Aims	Study the relationship of entrepreneurial leadership and organizational performanc
Research Importance	To reveal what institutions require a new type of management - entrepreneurial leadership that differs greatly from the concept of classic business leadership in behavioral standards. As a manager, the organization's leader recognized the legitimate and empowering authorities to solve organizational problems effectively, and as a pioneering leader who uses the power of personal influence on subordinates.
Sample and Research Community	87 participants from small and medium-sized companies in the United Arab Emirates.
Search tool	Questionnaire
Most prominent results	Leaders benefit from the entrepreneurial mindset more than others, and this type of leadership contributes to the strong improvement and enhancement of their organizational performance.

2- (Elazepeth: 2019)**Study Entitled "Entrepreneurial Leadership as a Creative Mediator: Practicing and Practicing Shared Innovation and Promoting Opportunities" An Ethnographic Field Study for Music Producers in Nashville - Published Research**

Research Aims	To demonstrate how entrepreneurship leads the process of shaping and developing opportunities
Research Importance	The importance of entrepreneurial leadership in providing a tense competitive environment, and thus its impact on investing opportunities.
Sample and Research Community	A group of music producers in Nashville
Search tool	Questionnaire
Most prominent results	Entrepreneur leaders face three tensions (generating new ideas and placing them in the competitive landscape, embracing opportunity and seizing the moment in the market, and promoting experimentation and excessive observation so that tensions arise that leaders can benefit from their role in mediation to navigate these tensions in order to advance opportunities as a creative medium, and expand the grant of creative mediation Existing to look at more actors in the distant market, and show how creative brokerage and leadership towards creative outcomes involve iterative repetition to enhance market perspective and exercise of control.

3- (Yang, Guan: 2019)

"Entrepreneurship, Entrepreneurship and Employee Attention: The Role of Effective Commitment and Job Fit with Person" Field Study on Newly Established Projects - Published Research

Research Aims	A survey of the causal systems between entrepreneurial leadership and employee turnover by examining the mediation effect of effective commitment and the moderate impact on a person's job in startups.
Research Importance	It shows to junior leaders the tendency of entrepreneurial leadership to adopt an effective leadership style and plays a critical role that accompanies the development of adventure and achieves the goals of the organization.
Sample and Research Community	427 newly established project staff over the past years
Search tool	Questionnaire
Most prominent results	The results showed that effective commitment works as a mediator and that the person works as a manager

THE SECOND TOPIC / THEORETICAL SIDE**First: the concept of entrepreneurial leadership:**

Business organizations face an accelerating competitive environment that requires a new type of leadership and differs from other forms of administrative leadership, to contribute to assisting his subordinates in discovering, investing and adapting their capabilities and maximizing them, to contribute effectively to achieving organizational policy, and leadership leadership is characterized by courage and belief in ideas and ability to work hard In all circumstances and circumstances, these leaders usually challenge themselves and feel satisfied with work and enjoy overcoming obstacles and achieving success (Dess, 2007: 489).

The linguistic meaning of entrepreneurship, as the lexicon of Al-Aalam defined it, is "pioneer and pioneer" and means something that is requested. And the people of the earth lost their pastures and waters to see if they were fit to descend, and the opinions of writers and researchers on the concept of entrepreneurial leadership multiplied, so he defined it (Ruble & Palladion, 2000: 6) as "the ability to collect the necessary resources in order to benefit from new opportunities." (Ireland, 2003: 971) as "the ability to influence others and manage resources strategically to emphasize the behaviors of both seeking opportunities, advantage and value", and leadership has been defined as "the ability to embrace the risk of buying goods or a

portion of them at certain prices and selling them in order to obtain On profits, whether the goods are old, new or old "(Druid, 2001: 4).

And leadership from a leadership perspective "the process of generating something new of value, allocating time, effort and money for it, and bearing the associated risks, and receiving the resulting rewards, it is a dynamic process that secures the accumulation of wealth, presented by individuals who undertake the risks in their capital, and commitment to implementation in order to add Value to some products that may or may not be new or unique, but the entrepreneur adds value to them by allocating the necessary resources and skills (Kuratko & Hodgetts, 2001: 29).

There are those who see it as "the leadership that works to formulate scenarios with a vision that is invested in collecting, mobilizing and supporting stakeholders to act, according to a vision that seeks to discover and benefit from the generation of strategic value" (Vipin, 2004: 103). In the same vein, she was defined as "the group of individuals who work independently or within organizations and prospect for new opportunities, and then undertake the process of creativity involving risks for the purpose of investing those opportunities" (Hitt, et. Al, 2009: 523).

Many organizations have realized that the only way to survive and grow in a new business environment is to achieve strategic leadership. Therefore, it must adopt

the requirements of strategic leadership and entrepreneurial characteristics represented in (personal, behavioral and administrative characteristics) and fulfill the requirements of strategic leadership (entrepreneurial leadership, entrepreneurial thinking, entrepreneurial culture, and strategic resource management). Entrepreneurship reflects both the organization of businesses and their intersection with the surrounding opportunities. Entrepreneurial leadership is a pattern of strategic leadership. Depending on the dimensions of strength and the need for achievement, five patterns of strategic leadership can be identified that are managerial, analyst, resolute entrepreneurial and team management style.

From all of the foregoing, the researcher sees the leadership leadership (a leadership style based in his practices and methods for decision-making methods through serious strategies that are characterized by modernity and proactive, working to strengthen and develop the current status of the organization, in light of exploring and adopting opportunities to invest in a manner consistent with its resources through strategic factors and ability To communicate, owning personal and motivational factors.

Second: The personal characteristics of entrepreneurial leadership:

There is increasing interest in the study of entrepreneurship and entrepreneurship, and the involvement of entrepreneurs has been observed with behavioral characteristics and various characteristics, and many studies have been based on two basic methods of introducing entrepreneurship, namely: (Maina, 2017: 107).

The career method: focuses on the entrepreneur's actions, behaviors, and functions, and this method defines the entrepreneur according to his behavior and actions, and classifies the entrepreneur according to his functions.

Descriptive method: This method is based on the characteristics and characteristics of an entrepreneur, focusing on personal dimensions, social background, previous experience or descending from families who own entrepreneurial projects.

Third: Entrances to Entrepreneurial Leadership:

There are four basic entries in the literature related to the concept of entrepreneurial leadership, which the researcher was able to track, delve into, and present. They can be summarized as follows: (Fernald, et. Al, 2005: 4)

1- The intersection between leadership and leadership: This approach views leadership and leadership as two separate concepts, and then the areas of conceptual overlap between the two concepts are defined, as this interference is developed through a detailed plan indicating the most appropriate areas between the two concepts.

2- Psychological Approach: This approach focuses on researching the characteristics of entrepreneurial leaders, their distinctive behaviors, and continuous conflict with the administrative director. This entry represents early studies in the study of entrepreneurship that focused on the inherited traits and their role in the emergence of entrepreneurs (Brokhuse 1982: 39). The entrance concept of leadership from its calculations (Fernald, et. Al, 2005: 4).

3- The Environmental Context entry: This approach addresses the concept of entrepreneurial leadership in the context of environmental factors, as the overall environmental context of the organization is the one that governs the leadership characteristic of leadership, and therefore this entry emphasizes the need for a leadership team separate from the leader and his collaborator, and this team has leadership characteristics While the primary part of any change remains the leader who has the main role in building the appropriate climate for entrepreneurial behaviors (Eyal&Kark, 200: 211).

4- Holistic Entrance: This approach links the concept of entrepreneurial leadership with modern leadership models, and then looking at it as one of the directions contained in these models, it focuses on linking entrepreneurial leadership as a direction of transformational leadership (Wilson & Kickul, 2007: 115).

The researcher agrees with the proposals (Callway & Kelly, 2009: 13), as it represented the first entry to integrate common characteristics and entrepreneurs, and this is the main specific entry for the concept of entrepreneurial leadership, while the second entry neglected the concept of leadership in its research areas, while the third entrance adopted leadership as a process of the competence of a team Other than the leader and thus this entrance kept a state of separation between leadership and leadership and made them in two parallel lines, while the fourth entrance looked at the concept of entrepreneurial leadership with a secondary view by making it one of the transformational leadership directions.

Fourth: Dimensions of leadership

Many of the theoretical and practical references dealt with the dimensions of entrepreneurial leadership, but the most common and used, and appropriate for the current research are: (strategic factors, personal factors, communication factors, motivation factors), as the researcher adopted a model (Hejazi et al., 2012), Because it fits with the Iraqi environment, as well as the possibility of its application and testing and exploring its dimensions and paragraphs, especially as the researched organization adopts its dimensions and tries to enhance it.

1- Strategic factors:

Strategic factors represent requirements that the organization needs and works to achieve in order to succeed and achieve a shared vision with major stakeholders, customers, suppliers, employees, owners, and any other organization, business unit, or individual that depends on it for success, and stakeholders use these criteria to evaluate the organization (Graham , 2001: 4).

2- Personal factors:

The success of an entrepreneur depends a great deal on his personal nature and psychological and behavioral characteristics, as he is a distinguished person in his works and behaviors and enjoys excellent capabilities in management, creativity and innovation, and others can infer his personality through the originality of

individual thinking and behavior characterized by (intuition, judgment, appreciation, wisdom, experience, and insight) (Mintzberg) et al., 2009: 124), for many organizations today, attach great importance and create an appropriate atmosphere for entrepreneurship, such as setting up business incubators, educating and supporting entrepreneurs, encouraging them, and providing the necessary financial, administrative, and legal assistance, assistance and advice, we conclude from this that entrepreneurs are born and manufactured at the same time (Bolton and Thompson, 2000: 15)).

3- Communication factors:

An individual spends most of his daily life dealing with individuals, groups, and organizations, whether in the form of schools, universities, or in the form of business organizations, factories, companies, hospitals, government agencies, or social and sports clubs, and this interaction can only take place Through communication, active communication plays a fundamental role in the success of human relations in various areas of life, and therefore it is a skill that workers in organizations must acquire and implement; To be able to get their job done (Mintzberg et al., 2009: 124).

4- Motivation factors:

The process of motivation is a phenomenon that correlates with individuals and groups and is where individuals are, as it is through which needs are fulfilled that drive the individual to perform various activities to meet those needs, as these needs result from a shortage of some of the basic elements he has, and this deficiency may be physical, psychological, or social, or My information is that the desire to obtain it is called (motivation), and as a result of a need that produces a psychological motivation, the motivation is what the entrepreneur activates for the organization and prepares it for development and achieving goals. (See Seta et al., 200: 119) Specific goals, and since most goals take time to accomplish, only individuals who are constantly motivated will achieve them, and stimulation is made through entrepreneurial awareness through signals about the potential profit by investing the opportunity, taking into account the potential risks, when entrepreneurs develop an idea.

THE THIRD TOPIC / PRACTICAL SIDE**First: Description and diagnosis of the influential independent variable**

The independent variable (influencing) is the leadership leadership, and it was measured through four dimensions (strategic factors, communication factors, personal factors, motivational factors) among a sample of companies of the Ministry of Water Resources, as it represented the dimension by (35) paragraphs, distributed according to four dimensions Scale (Hejazi, et al., 2012), as the results of the confirmatory factor analysis resulted in the deletion of (7) paragraphs from it as a result of not obtaining the degree of saturation (0.40), which the researcher was forced to exclude according to the conditions of confirmatory factor analysis, and the descriptive statistical analysis of the driving dimensions has concluded Entrepreneurial as follows:

1. Strategic factors:

Measured after the strategic factors, through six items, after excluding four items through empirical factor analysis. The dimension obtained a weighted arithmetic mean (3.47) available, exercising with relative interest (69.4%), good, with a coefficient of relative difference (14.7%), and with a standard deviation (0.512). The results indicate, as in Table (22), an agreement and harmony in the opinions of the sample on the adoption of the directors and heads of departments, divisions, and units in the companies in the sample, all strategic initiatives and plans in light of the power of intuition and a comprehensive view of the facts and events taking place in their corporate environment, and motivates them to encourage their subordinates to adopt initiatives Creativity, excellence, initiative and implementation of difficult and new and sometimes risky business, with the aim of competing with others, adapting to the surrounding environment with high flexibility, as well as their orientation towards investment in projects of an innovative and proactive nature.

2. Communication factors:

The leaders of the research companies have the ability to persuade their subordinates to work with projects of a proactive nature and fraught with the calculated risk in light of the opportunities provided by the surrounding environment, to inspire them to trust themselves and work to enhance the positive atmosphere looking for the future and away from the negative conflict, and calling for their participation in tasks with a future orientation and seize the opportunities spiritually The one team, then the independent dimension obtained the factors of communication on agreement and convergence in the level of responses to its availability in a weighted arithmetic mean (3.79) available and practicing with relative interest (75.8%) is good, so the agreement was derived from the value of the standard deviation at the overall level of the dimension (0.599), and a coefficient of relative difference (15.8%).

3. Personal factors:

It becomes clear to the researcher that the independent dimension of personal factors in a sample of the Ministry of Water Resources companies has a relative interest (76.8%) that is good in its ability to find opportunities and generate new work methods through which individuals are encouraged to deal with problems and emergency events in its business and activities, as these factors are stable Emotionalism emanating from their conviction of their job positions, their ability to creativity and possessing tolerant thought and humility, and putting the right person in the right place objectively and impartially, which are compatible with the requirements of creativity that companies explicitly desire, and which calls for them to adhere to and discipline in performing these tasks vigorously and efficiently, so the dimension obtained a factor of relative difference (17.3%), and a standard deviation (0.668), which indicates an orientation towards agreement on the availability of personal factors for the leaders of the researched companies and their practice with a weighted mean (3.84) available.

4. Motivational factors:

Measured after motivational factors being one of the four dimensions of leadership leadership with a sample of Ministry of Water Resources companies across seven paragraphs, the results of Table (25) showed that the dimension at the general level has a weighted arithmetic mean (3.75) available and practices with relative interest (75%) good, and with deviation Normative (0.754), and with a relative difference coefficient (20.1%), which indicates agreement and homogeneity in the opinions of the sample on the adoption of the leaderships of the research companies for the motivational factors embodied in all activities directed to create an atmosphere of competition among its members, as well as planting confidence in themselves to reach successful performance Distinguished in quantity and quality, and work to meet their personal and organizational needs, and convey positive sentiments to maintain behavior directed towards future goals, and to invest opportunities and develop the competitive advantage of research companies due to the core capabilities of their individuals.

It becomes clear to the researcher that the leaders of the research companies rely on strategic factors in the first order, as they agree (85.3%) to practice and adopt strategic factors with a relative difference factor (14.7%) and with relative interest (69.4%), while their

Table () Arranging the data of the independent variable, leadership leadership, according to the relative difference coefficient

Variables	Arithmetic mean	standard deviation	Coefficient of variation %	Relative importance %	Priority
Strategic factors	3.47	0.512	14.7	69.4	First
Communication factors	3.79	0.599	15.8	75.8	Second
Personal factors	3.84	0.668	17.3	76.8	Third
Motivational factors	3.75	0.754	20.1	75	Fourth
Entrepreneurial leadership	3.71	0.535	14.4	74.2	

relative agreement to adopt and practice communication factors (84.2 %), And with a factor of relative difference (15.8%), as it exercises it with relative interest (75.8%), and in the third order in terms of relative agreement (82.7%) the dimension was to adopt and practice personal factors with relative interest (76.5%), and finally the fourth ranking was after the motivational factors By relative agreement (79.9%), and by a coefficient of relative difference (20.1%), adoption, interest and practice (75%).

The availability of the four dimensions combined (strategic factors, communication factors, personal factors, motivational factors), respectively, has led to the availability of the main independent variable. Entrepreneurial leadership with a weighted arithmetic mean (3.71) is available, and exercises relative interest (74.2%) well, with agreement and homogeneity of opinions. The sample has a standard deviation (0.535), and a relative difference coefficient (14.4%) on the existence of a leadership pattern based on all practices, methods and methods adopted by the researched companies, as well as serious strategies that enhance and develop its current situation in light of exploring and investing opportunities by relying on strategic factors and possessing communication factors , And personal factors, and motivational factors, and has been ranked first among the search variables, as shown in the results of the table ().

THE FOURTH TOPIC / CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. It is evident that the researched companies possess a work force characterized by their tendency towards the male gender at the expense of females as a result of the nature of the work they perform, as well as their experience homogeneous with the number of years that gained them knowledge and skill in the undergraduate degree they hold.
2. The leaders of the research companies possess the ability to invest strategic factors, especially by clarifying the future events of their members and enjoying the flexibility of decision-making, and the ability to employ their intuition in making economic decisions in a way that does not meet ambition.
3. The leaders of the researched companies showed their dependence on communication factors, in a way that enhances the inspiration of its employees confidence in their ability to accomplish tasks, especially through setting up regular organized meetings through which to hear different opinions about the performance of their employees.
4. The leaderships of the research companies show personal factors that employ them to maintain the discipline of their subordinates in difficult situations and put them in the appropriate workplaces and find new methods and methods of work characterized by creativity.
5. The leaderships of companies' investment are shown by motivational factors and what motivates their employees to succeed in the work, in addition to achieving their needs and desires in a way that does not meet the aspiration of the sample.

Second: Recommendations

1. The companies of the Ministry of Water Resources should study openness to the two types of social and attract competencies, especially those with higher degrees in order

- to face crises, and work to strengthen the practices of their leadership.
2. The necessity for the research sample companies of the Ministry of Water Resources to put in place mechanisms to assist them in additional attention and support strategic factors because of their impact in improving their leadership leadership through:
 - A- Supporting its leaders to be more able to deal with unforeseen circumstances.
 - B- Providing information systems to help their leaders explore and study changes in the surrounding environment.
 - C- Clarify the company's vision and make it available and public to all.
 - D- Promote a space for brainstorming sessions, in such a way as to expand the capabilities of anticipation and intuition and formulate future scenarios.
 - E- Providing a flexible and modified decision-making system in line with environmental requirements.
3. Promote the adoption of research sample companies for communication factors, especially through mechanisms that contribute to the improvement of the practices of their leadership through:
 - A- Organizing meetings pay extra attention and receive regular feedback.
 - B- Working to involve the company's employees in the main individual and different activities and expanding the circle of receiving their opinions and proposals on various issues and listening to them.
 - C- Show sympathy with the company's employees and enhance confidence in their capabilities and convince them that new business, if difficult, gives them a new competitive advantage and increases their individual capabilities.
4. Encouraging attention to personal factors by the companies of the Ministry of Water Resources, the research sample, as it has an impact on enhancing entrepreneurial leadership practices through:
 - A- Putting the right individuals in the right places for work.

- B- Spreading frankness, clarity, transparency, creativity and adopting a clever thinking style.
 - C- Creating new methods and working methods characterized by initiative, proactive and creative.
 - D- Promote emotional stability among the company's members and maintain their job security.
5. The necessity for the Ministry of Water Resources companies to pay extra attention to motivational factors and invest them in order

to develop the practices of their pioneering leaderships through:

- A- Work to fulfill the material and moral needs and desires of its employees.
- B- Encourage the transmission of positive emotions among employees.
- C- Broadcast the methods and methods of renewal and positive change among the company's employees.
- D- Enhancing confidence in the company's employees and motivating them to succeed in the tasks and burdens they bear.

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