

## Research Article

# Entrepreneurial Performance of the Organization According to the Approved Training Strategy

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## A B S T R A C T

The research aims to determine the role of the training strategy with its dimensions of (strategic analysis, formulation of training strategy, implementation of training strategy, evaluation) in the pioneering performance of the organization with its dimensions of (pre-planning, renewal and modernization, efficiency, effectiveness). Important and modern in pioneering performance and training strategy, and in recognition of the importance of the subject and the expected results of the surveyed banks, an analysis was made of the data obtained through field visits in addition to the questionnaire and interviews, and the most prominent results that were reached were taking the research sample into consideration all the requirements of the training strategy of the trainers, curricula of training programs and trainees and their desire for training and administrative and supervisory services and their impact on the success of the training program, which enhances its strategic orientation towards performance.

**Keywords:** Training, Training Strategy, Entrepreneurial Performance, Leadership, Advance Planning

## Introduction

Contemporary organizations live in an era of interest in the training strategy and a trend towards more studies and research on the importance of the training strategy for organizations. "It came through the center of its strength and launch, which is the human resource and the importance of this research, comes to the fact that any success of the organization cannot be achieved without paying attention to the training strategy. Hence the intellectual dilemma of this research, which dealt with (the role of the training strategy in achieving performance pioneering).

From this standpoint, the current research idea was formed, to take upon itself the presentation of modern topics that have an effective and direct role in advancing the performance of organizations despite the challenges they face. And because the Iraqi environment and its organizations need such research, this research came to

adopt the testing of these concepts in the (Ministry of Industry and Minerals), for the purpose of unifying efforts and directing them on the most important aspects that serve the pioneering performance more and perpetuate competition and then achieve excellence. Hence the research problem that seeks to answer a basic question (Is there a role for the training strategy in the pioneering performance of the organization?).

The General Company for Electrical Industries - Motors Factory has been chosen as a field for the practical aspect, as these banks deal with evaluations of the most valuable human resources, they are the "directors of departments, units and people" in the researched organization who constitute the main engine and the essence of creativity in activating the work of the organization.

**The first topic:** the scientific methodology and previous studies.

**First Axis: Research Methodology****First: The problem of the study**

The environment in which organizations operate around the world is characterized by increased turbulence, ambiguity and complexity as a result of an overlapping set of economic, cultural and technological factors, the resulting multiplicity of environmental opportunities and challenges. By organizations, the trend has become towards training and developing individuals in order to provide qualified individuals who are able to direct the organization towards pioneering performance etc.

The Iraqi public organizations are in great need to benefit more from the practices of pioneering performance and exploit it in adopting the concept of leadership to keep pace with environmental developments and reduce the large gap between them and the international organizations that have become at a high level of leadership in their field of work, this is what the research is trying to explore in (the General Company for Electrical Industries The engines lab), the researchers will shed light on the extent to which the training strategy is applied through the use of a questionnaire and the interviews that it will conduct with a number of managers who have human energies at a high level of professionalism, which makes them qualified and able to keep pace with and compete with international organizations, but they did not give sufficient importance To find and invest talent management and take advantage of them in the work of the organization, which led the two researchers to consider this a problem that requires research and investigation, for the purpose of framing the mentioned problem, the following questions must be raised:

1. Is the General Company for Electrical Industries - Engines Factory, the research sample, interested in the training strategy?
2. Is there a role for the training strategy in the sample surveyed?
3. What is the level of interest of the surveyed sample in adopting the entrepreneurial performance? What is the level of leadership performance practice in the sample studied?
4. What is the level of the relationship between the entrepreneurial performance and the training strategy of the researched sample?

**Second: The Importance of Research**

The research gains its importance in the availability of two important variables, the first is the importance of pioneering performance and the second is the importance of the training strategy. The importance of the research can be determined by the following:

1. The importance of research stems from the importance

of the variables investigated, the leadership performance of the organization, the training strategy, these variables are in dire need of research, study and analysis to seek their data in Iraqi organizations.

2. To be the beginning of the way for other studies of research due to the novelty of this topic at the theoretical and practical level and the lack of such studies by Iraqi organizations.
3. Diagnose the extent of interest in the training strategy in organizations. And then achieve the goals that it seeks to achieve by focusing on (the General Company for Electrical Industries - Engines Factory ) the research sample.

**Third: Research objectives**

The research aims at a set of goals that it seeks to achieve. The main goal is to clarify the training strategy in (the General Company for Electrical Industries - Motors Factory) and its impact on enhancing the requirements for the leadership performance of the organization:

1. Provide a basic understanding of the training strategy.
2. Identifying the level of senior management practice, the research sample for entrepreneurial behavior. And to determine the extent of variation in the administrations' adoption of the pioneering role at the level of (the General Company for Electrical Industries - Engines Factory).
3. Recognize the impact of the training strategy on entrepreneurial performance.
4. Identifying the pioneering performance of (the General Company for Electrical Industries - Motors Factory) and whether it can intersect or integrate with the achieved practices of the training strategy in the same organization.

**Fourth: The hypotheses of the study**

This study is based on two main hypotheses:

The first main hypothesis:

There is a significant correlation between the training strategy and the leadership performance of the organization and its dimensions at the overall level.

The second main hypothesis:

(There is an effect of the training strategy and its dimensions on the entrepreneurial performance at the overall level and at the level of each sub-variable)

**Fifth: The limits of the study**

The limits of the search can be determined through the following areas:

**Human limits:** the research sample includes a group of managers and workers in the General Company for Electrical Industries - Engines Laboratory, the sample of the research, the sample size was(43)A person who retrieved

the questionnaire distributed to him by the researcher. And(7) A manager was interviewed by the researcher, distributed according to the bodies, departments, divisions, administrative units of the company in question.

**Spatial limits:** the search was limited to (the General Company for Electrical Industries - Engines Factory)

### Sixth: Definitions of Terms

**Training Strategy:** Many from Activities that Aims to design and implement number from practices and policies related to training Resources Humanity congener internally the way that Could Of which get capital Human constrict in a Investigation Organization goals The strategy.

**The Entrepreneurial Organization:** is the organization that contributes to pioneering projects that produce creative ideas with independent and creative values, whose members are characterized by high initiative and insight that enables them to select opportunities in the market to activate their ideas and establish their projects.

### Seventh: The Study Tool

The two researchers conducted a number of interviews with the managers who work in (the General Company for Electrical Industries - Motors Factory) in order to listen to their opinions, suggestions and experiences on the subject of the research.

The researchers designed a questionnaire that contained two parts, the first part was devoted to the identification data about the person who filled out the questionnaire, the second part included many (52) questions about the subject of the research, which in turn is divided into two parts to include the independent variables and the dependent variable, the first part was for the variable The independent (training strategy) and contains (36) paragraphs to cover all its dimensions (strategic analysis, formulation of training strategy, implementation of training strategy, evaluation) and the sequence of paragraphs starts from (1-36), while the second part is devoted to the dependent variable (the leadership performance of the organization) It in turn consists of (16A paragraph to cover all its dimensions (pre-planning, renewal and modernization, efficiency, effectiveness) and the sequence of paragraphs in it starts from (37-52).

In order to analyze the information on the research variables and test their hypotheses, the researchers used several statistical methods, including:

Frequency distribution and percentage, arithmetic mean, standard deviation, reliability coefficient by (Alpha-Cronbach method), test (t), Test ((f).

### Ninth: Honesty and Constancy

#### The Validity of the Questionnaire

Validity is one of the basic characteristics of tests and

standards because it refers to the scale's ability to measure the characteristic or phenomenon for which it was developed, this is one of the most important conditions that must be met in building the scale. using the following.

**Apparent Honesty:** It is often called the honesty of the arbitrators, as the questionnaire was presented to a number of arbitrators specialized in the field of human resource management, strategic management, organization theory, organizational behavior, public administration. The comments and opinions of the arbitrators were taken, thus the questionnaire settled on (52) paragraphs, while some paragraphs were reformulated at their request.

**Content Validity:** The content validity is used to ensure the clarity of each paragraph of the scale in terms of meaning, formulation and logical design, as it covers the objectives specified for it. Since the validity and reliability are inseparable and the fixed scale is valid, then it is possible to extract the validity of the content from the reliability coefficient, as the value of the validity of the content has reached (98) It is a value that confirms the validity of the scale.

Honesty = square root of consistency

**The stability of the resolution:** The value of the reliability coefficient of the resolution as a whole was according to the coefficient of «Cronbach's alpha». Cronbach-Alpha (97) It is a good, acceptable and statistically significant percentage at the same time, this means that with its different scales it has high stability that can be adopted at different times for the individuals themselves and gives the same results. The validity of the content and the reliability of the questionnaire can be explained according to the following table.

### Tenth: The Method used in the Research

The researchers adopted the (descriptive-analytical approach), which is based on an accurate and detailed description of the phenomenon or problem under study, does not stop at collecting information to describe the phenomenon, but rather depends on analysis and revealing the relationships between its dimensions and thus drawing conclusions and standing on the most prominent indicators and allowing description and field analysis.

### The Second Axis: Previous Studies

**Study Fu:** 2012 "A Model of Network Marketing business entrepreneurial performance" Dai, (Network Marketing Model for Entrepreneurial Performance).

**Study Tapan, Sema Sakary:** 2001: "Entrepreneurial ventures and small business, an assessment of the entrepreneurial roles of the franchisor and the franchisee from an entrepreneurial school of strategy formation perspective." (Entrepreneurial adventures and small

business companies, assessment of the entrepreneurial role).

**Study:** Al-Samawi, Rawaa Habib Abdul-Hussain Al-Abdul-Rasoul (2007), diagnosing the reality of the training strategy in health organizations within the framework of the organizational learning philosophy, analytical diagnostic research in a sample of health organizations in Muthanna Governorate, Higher Diploma in Hospital Administration, College of Administration and Economics, Baghdad University.

**Study:** Al-Zahrani, Abdullah bin Attia (2012), strategy training and its effect On Merits behavioral for workers in a banks commercial Saudi Arabia, The Jordanian Journal of Business Administration, Volume 8, Issue 7.

**The Second Topic:** the theoretical side of the research prelude.

There is no doubt that investment in the rehabilitation of the human element occupies a distinguished position among the various aspects of investment due to the importance of human resources (the human element) in achieving development and progress. production and other services. Also, effective and efficient organizations in today's environment are always characterized by a basic feature that is unique from other organizations, which is the presence of effective pioneering performance, which has become the rare resource, but rather the most scarce resource in the modern era, especially if we know that the preparation of entrepreneurial individuals is not easily available and requires more investment. In the resource, effort and time to reach the stage of leadership.

For the purpose of identifying the content of the training strategy, this topic will be (the concept of training, the concept of training strategy, the steps of preparing the training strategy, the obstacles facing the implementation of the training strategy and the training process, the dimensions of the training strategy).

In order to identify the content of pioneering performance, it will be addressed (the concept of leadership, the entrepreneurial organization and its characteristics, the pioneering performance of the organization, the dimensions of the pioneering performance of the organization).

### **The First axis..Training Strategy**

The concept of training: The human element has become one of the most important resources owned by the organization, as it can increase the value of these resources by investing in the development of skills and capabilities. No organization today, regardless of its size or its competitive activity, will be able to integrate training into its strategies. Training, as most studies and research gather, is considered one of the most important policies that help in the effective performance of institutions.

Training is one of the activities of human resource management that aims to provide workers with skills (Skillsabilities or knowledgeKnowledge(behaviours or attitudes) Attitude) new or modifying existing behaviors to make them fit with the requirements of career development, which is the planned effort to facilitate the learning of the employee's cognitive and behavioral skills that are related to work.

Administrative training is the organized effort that aims to provide members of the organization with certain knowledge and try to bring about a positive change in their skills and abilities on the one hand, in their behavior and attitudes on the other hand.

**The Concept of Training Strategy :** The strategic approach to training management is based on conducting an analysis of opportunities and threats in the organization's external environment and its various and changing factors, whether economic, political, technological or social, as well as identifying strengths and weaknesses in the organization's internal environment, whether physical, human or informational factors.

The training strategy is defined as a process that aims to take long-term strategic decisions that affect the development and development of the performance of the employees in the organization and the extent to which they possess the skills, knowledge, competencies and capabilities and the main entrance to the training strategy and the general strategy of the organization, which determines the future vision of the organization and the goals that must be achieved.

Al-Zahrani defines it as a set of activities that aim to design and implement a set of practices and policies related to the training of internally homogeneous human resources in the way through which the achievement of human capital contributes to achieving the organization's strategic goals.

And she knows the plague "proces regularity seeking from through it the organization in a gain workers skills And Knowledge And development their abilities current And futuristic Of the order more chances the organization in a Investigation Success The Strategist.

### **Steps to Prepare a Training Strategy**

The training strategy plays an important role in determining the organization's needs in terms of skills, knowledge, behaviors in terms of quantity and quality, in line with the strategic aspirations of the organization.

The main stages of the process of determining the training strategy can be identified as follows:

1. Analyzing the organization's strategy and its objectives, programs and policies.
2. Analysis and study of the organization's external

environment in terms of economic conditions and trends, technological development, demographic factors, government regulations and competition.

3. Analyzing and studying the internal environment of the organization in terms of the current situation of the organization, the rate of work turnover, the efficiency of the workforce.
4. Preparing and formulating the training strategy and its policies, programs and budgets in a way that contributes to integration with the organization's strategy.
5. Review the strategic plan for training when changes occur in the internal and external environment of the organization.

**Obstacles facing the implementation of the training strategy and the training process:** In spite of the many advantages achieved by the training strategy, it faces many obstacles, which are represented by Abu Wati, State: 1976:

1. Weakness or lack of belief of senior management in the strategic role of training.
2. Weak participation of human resources management managers in preparing and formulating strategies at the level of the organization and at the level of their functional departments.
3. Lack of commitment by senior management to prepare and formulate strategies at all organizational levels.
4. The lack of supportive systems for training strategies, such as information systems, communication systems, others.
5. Lack of clarity about the objectives, strategies and general policies of the organization.
6. There are problems related to the collection, analysis and processing of data for the preparation and formulation of strategies.
7. The lack of a cultural environment that supports the training strategy.
8. Poor job analysis and design activity in the organization.

**Believes that the Training Process faces Obstacles Represented in the Following**

1. Non harmony and bonding between Specify needs training and between Goals the operation training that throws to her the organization from hand and not Presence Standards Occasion in a Specify needs training that is extracted degree first from Objectives training Than impact On mechanism and implement and evaluation Software training from hand Other.
2. that Non Commitment by selecting Standards for needs training may be leads to me rise the organization or training centers that Relies on her in a The performance carry out Programs training No need to her originally in a all or bit of contents This is amazing Software training and this is Than Increases in a deepen Gap

while between content Software Training and goals the operation training for university.

### Dimensions of the Training Strategy

**Strategic Analysis:** It is intended to review all of the external environment to identify the most important opportunities and threats facing the training process, the internal environment to identify the most important strengths and weaknesses of the organization and this process should be continuous, the purpose of this analysis, both to Estimating the capabilities of the organization.

**Formulating a Training Strategy:** Formulating a training strategy is one of the responsibilities of the human resources department in the organization. job analysis, questionnaire surveys, production reports, long-term organizational planning.

The two researchers believe that for the purpose of formulating a training strategy, it is necessary to know the stages the training is going through, which can be summarized as follows:

1. Determining all the needs represented (actual needs, individual needs, task needs).
2. Development and implementation of training represented in (signed options, presentation options 'patterns').
3. Evaluation.
4. Reverse feeding.

**Implementation of The Training Strategy:** The implementation process is defined as a set of activities and events that are practiced to put strategies into practice through executive programs, financial budgets and procedures.

**Evaluation:** Evaluation includes a set of activities and results leading to the successful implementation of the organization's strategy. In a stable state, the organization may have performance evaluation systems that focus on self-performance evaluations of people, this means that those at the top of the organizational hierarchy possess extensive knowledge about how to get work done, in Whereas organizations targeting diversification use quantitative measures of performance to evaluate people, those at the top of the pyramid do not. They have a great deal of knowledge of how the work is done by the workers at our levels.

The evaluation of the training program is also known as the set of procedures used by the administration in order to measure the efficiency of the training program and its success in achieving the objectives, to measure the efficiency of the trainees and the extent of the change caused by the training in them. As well as measuring the efficiency of the trainees who carried out the training work.

The researcher also believes that with regard to the

trainees, invitations to participate in the program should reach them before a period of time in order to obtain approval for participation, there should be lists of their names, qualifications, jobs and job titles.

As for the trainers, it is necessary to ensure the integrity of communications between the trainer and the organization organizing the program and to create the necessary means necessary for the trainer to reach the place where the program is being held on time, to provide all the requirements that the trainer requires from training materials and techniques, to ensure that it is presented to the trainees in appropriate words, in addition to paying The allowances that the coach deserves in a timely manner, finally sending a letter of thanks and appreciation to the coach by the entity for which he trained.

## **The second axis.. the pioneering performance of the organization**

### **The Entrepreneurial Organization and Its Characteristics**

The entrepreneurial organization is characterized by emphasizing the organizational function of the organization, which allows it to have a high capacity for innovation and growth The entrepreneurial organization is entities that contribute strongly to economic development and increase the national income, by generating innovations, developing markets, creating job opportunities and introducing advanced technology to improve goods and services, whether within a local or international scope. whose management works to find a new opportunity and use new technologies and the entrepreneurial organization is the one that contributes to pioneering projects that produce creative ideas with independent and creative values. Their projects.

Entrepreneurial organizations have necessary features and characteristics, the most important of which are the following:-

1. Not being convinced of the current situation and working methods and the continuous emphasis on improvement without stopping.
2. Adopt flexible organizational structures and appropriate operational procedures.
3. As an imaginary tool and openness to Western ideas.
4. Test the integration and acceptance of ideas and methods of work.
5. Develop individual and team skills for problem solving.
6. Emphasis on experimentation, exploration, continuing education, training and executive development.
7. Emphasis on alternative methodologies for solving problems and alternative models for decision-making.

### **Leadership Performance of The Organization**

The linguistic meaning of the verb "led" refers to the

meaning of he walked, neither fast nor slow, he performed the thing he did, he performed the testimony he made, the thing led to him brought him to him, the performance corresponds to the Latin word performare Which means to give the totality of the form to something, from which the English word is derived performance Which means accomplishing the work or "how the organization achieves its goals".

Despite the accumulation of knowledge in the field of performance and leadership, it is difficult to frame the concept of entrepreneurial performance within a specific concept due to the different philosophies, approaches and interests. However, there is an implicit agreement to express performance leadership with the ability of the organization to achieve goals and objectives with a degree of competitive advantage, It is the results of the creative and entrepreneurial organization employing its various resources in order to achieve its goals, which are often characterized by innovation and innovation and have the effect of acquiring the competitive advantage that is important in leading the markets, that excellence and achieving goals does not mean only standing here, but going beyond that to reach creativity in The field of achieving goals towards leading to leadership in the market and the focus of the attention of other organizations, so the pioneering performance requires the formulation of helpful and creative strategies in the field of their implementation, as well as the use of modern technology, building a dynamic competitive advantage, the possession of highly skilled human capabilities.

Defines pioneering performance as the results of the creative organization's employment of its various resources in the totality of its activities in a way that guarantees it the best aspects of achieving its objectives, which are often characterized by innovation and innovation in a way that has an impact on the acquisition of competitive advantages that are important in the field of leadership of the organization to markets In other words, it is the performance that the benefits of excellence in achieving do not stop at the mere achievement of the organization's planned goals, but rather go beyond that to reach creativity in achieving these goals in a way that leads to making the organization a leader in the markets and the focus of the eyes of other organizations to follow.

### **Dimensions of the Leadership Performance of the Organization**

#### **Advance Planning: Proactive Planning**

Before starting any project, every organization should carry out the planning process for it, this process includes conducting research and analyzing the potential of the product/ or service in the target markets. Planning is an intellectual act as the planner relies on his experiences and

skills in studying the current situation of the organization and trying to know the surrounding circumstances. Whether these circumstances Internal or external to crystallize the facts and available information in order to be able to develop a plan that fits with the activities to be achieved.

In order for the planning to be fruitful for the organization and achieve the desired goals, it should be proactive, the time element is what determines whether the organization will have control and leadership over other organizations in the market, or will it be just a follower of it, because the anticipation is The effective behavior of the organization, which is the main component of innovation and renewal, it is one of the initiatives adopted by the organization.

Accordingly, proactive planning is preparing to deal with environmental developments, controlling them, responding to them with the aim of predicting the future and working on change and renewal for the future. (68) It is the preparation in advance to deal with a potential difficulty, which is the effectiveness of the participants in solving future problems.

### **Proactive Planning has Justifications as Follows Must do for Successful Development**

Proactive planning is necessary in all circumstances. It is essential in every business in order to survive and maintain competition.

Proactive planning is required even if the work is small, as the lack of any planning work will lead to overcompetition in the market and therefore there will be missed opportunities, errors in judgments, lack of a general direction for the organization, consequent organizational confusion and deviations.

### **Renovation and Update: Renewal & Modernization**

Renewal as a sign has become an inevitable necessity to ensure adaptation, survival and effectiveness, as well-known management theorists pointed out (Arggris) And (Barnard) (indicating that the truly effective organization is the organization in which both the individuals and the organization grow and develop, without adopting renewal as a method, the organization will find itself in the second direction, which is (dissipation) and all the meaning of the word is (failure, weakness, death). Organizations are always changing, but the pace of change may be very slow. Local and/or global competition threatens survival, organizations must find new ways and methods for their sustainability and survival, what does not improve will undoubtedly disappear because others will precede him, Many organizations have tendencies to decline, decline and atrophy.

The update is restoration building On what he is Existing Without destroy and get rid Complete from the old all demonstration, So the update Administrative efforts partial restorative limited to process malfunction condition or failure Limited inside framework The organization.

### **Efficiency**

Efficiency refers to the extent to which objectives are achieved and to do things correctly, it is the extent to which the cost of the product is the least possible and the organization becomes highly efficient when it invests its available resources in areas that give the greatest returns The concept of efficiency represents the criterion of rationality in the use of the organization's resources, both tangible and intangible, as the organization aiming for growth and development must secure the possibility of continuing the flow of its resources in order to work effectively and continuously, efficiency is the translation of the English term Efficiency It is related to the completion of tasks in a proper manner, it is measured by looking at the relationship of inputs to outputs. Reducing the unit cost produced while maintaining quality is considered an indicator of increasing efficiency.

Efficiency is defined as the use of resources in a more efficient way to produce something. Efficiency is affected by the inputs, the environment, the level of management, the organization.

### **Activity:- Effectiveness**

Effectiveness is one of the important indicators in measuring the extent to which the organization achieves its goals in line with the environment in which it operates in terms of the exploitation of available resources.

Where he knew her khemakhem that it is the ability to achieve goals regardless of the possibilities used in that. It is the degree of the organization's ability to achieve its goals.

And he defined it as the extent to which the means set up to accomplish the work contributes to achieving the desired result. Hence, effectiveness means achieving the desired goals.

Achieving effectiveness in non-profit organizations, especially that these organizations are considered necessary, as they deal with a changing environment, seek to address the environmental problems and phenomena faced by trying to adapt to various environmental variables.

### **The Second Topic.. the Practical Side**

#### **Testing Research Hypotheses and Interpreting and Analyzing Results**

This topic aims to test the main and sub-hypotheses from which the current research was based, by finding and analyzing the relationships between the explanatory research variables and the responsive variable, using the rank correlation coefficient. Spearman As well as analyzing the effect of the independent variables on the dependent variable using the simple regression method, depending on the prepared statistical program (SPSS v.19), as explained in the following paragraphs.

**First:** Testing and analyzing correlations between search variables.

In order to reach the rejection or acceptance of the hypotheses related to the correlation between the research variables, it was divided into a main first hypothesis and secondary sub-hypotheses as follows:

### The First main Hypothesis

(There is a significant correlation between the training strategy and the dimensions of the organization's entrepreneurial performance).

It will be studied as follows:-

### Training Strategy and Advance Planning

**Table 1. The Relationship between Training Strategy and Advance Planning**

Advance Planning	Dependent Variable Independent Variable	
.63 (**)	degree of association	training strategy
.000	morale level	
43	N	
	** Morale at level (0.000).	

We notice from Table (2) that the correlation coefficient of the relationship between the training strategy and prior planning ((.63\*\*moral level (0.000), this is a strong, significant, significant and positive correlation in the sense that the change in the training strategy is by (0.63\*\*) leads to a change in the same direction in advance planning as it is a positive relationship, for every increase in the training strategy leads to an increase at the same level in advance planning and every decrease in the training strategy leads to a decrease at the same level in advance planning and vice versa.

### Training Strategy and Competency

As we note from Table (2) that the correlation coefficient of the relationship between talent management and competence (0.69\*\*)moral level (0.000), this is a strong, significant, significant and positive correlation in the sense that the change in the training strategy is by (0.69\*\*) leads to a change in the same direction in efficiency as it is a direct relationship, every increase in the training strategy leads to an increase in the same level of efficiency and every decrease in the training strategy leads to a decrease in the same level in efficiency and vice versa.

### Training Strategy and Effectiveness

As we notice from Table (3) that the correlation coefficient of the relationship between the training strategy and the effectiveness (.67\*\*) moral level (0.000), this is a strong, significant, significant and positive correlation in the sense that the change in the training strategy is by (0.67\*\*) leads

to a change in the same direction in effectiveness as it is a direct relationship, every increase in the training strategy leads to an increase at the same level in effectiveness and every decrease in the training strategy leads to a decrease in the same level in effectiveness and vice versa.

**Table 2. The Relationship between Training Strategy and Competency**

Efficiency	Dependent Variable Independent Variable	
.69 (**)	degree of association	training strategy
.000	morale level	
43	N	
	** Morale at level (0.000).	

**Table 3. The Relationship between Training Strategy and Effectiveness**

Efficacy	Dependent Variable Independent Variable	
.67 (**)	degree of association	training strategy
.000	morale level	
43	N	
	** Morale at level (0.000).	

### Training, Renewal and Modernization Strategy

We notice from Table (4) that the correlation coefficient of the relationship between the training strategy and renewal and modernization (.67\*\*) moral level (0.000), this is a strong, significant, significant and positive correlation in the sense that the change in the training strategy is by (0.67\*\*) leads to a change in the same direction in renewal and modernization as it is a direct relationship, every increase in the training strategy leads to an increase at the same level in renewal and modernization and every decrease in the training strategy leads to a decrease in the same level in renewal and modernization and vice versa.

### Training Strategy and Entrepreneurial Performance

As we notice from Table (5) that the correlation coefficient of the relationship between the training strategy and the entrepreneurial performance. (74\*\*) at a moral level)0.000), this means that there is a strong correlation between the training strategy and the entrepreneurial performance, meaning that the change in the training strategy is by. (74\*\*)It will necessarily lead to a change in the same direction in the entrepreneurial performance as there is a relationship between them. Every increase in the training strategy leads to an increase at the same level in the entrepreneurial performance, every decrease in the training strategy leads to a decrease at the same level in the entrepreneurial performance and vice versa.



**Table 4. The Relationship between The Training, Renewal and Modernization Strategy**

Renovation and update	Dependent Variable Independent Variable	
.67 (**)	degree of association	training strategy
.000	morale level	
43	N	
** Morale at level (0.000).		

**Table 5. The Relationship between Training Strategy and Entrepreneurial Performance**

Leading Performance	Dependent Variable Independent Variable	
.74 (**)	degree of association	training strategy
.000	morale level	
43	N	
** Morale at level (0.000).		

**Second: To test the hypotheses of the effect of the research variables**

**The Second main Hypothesis**

(There is an effect of the training strategy on the leadership performance of the organization and its dimensions at the overall level and at the level of each sub-variable).

This hypothesis was tested by simple regression analysis (Simple Regression Analysis), In the light of this hypothesis was formulated relationship Dalia between the real value of the independent variable (training strategy) and the dependent variable (performance leading), the linear regression equation is as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Leading performance} = 0.42 + 0.86 (\text{training strategy})$$

It is clear from Table (6) that the value of (F)calculated amounted to(5 7.39), this means having the effect for (training strategy) in the variable leading performance in the industries company Alkahrbaiah- motor plant, to the fact that any change in the training strategy will change the same level of performance leadership because of the impact in each other, this shows that The regression

curve is good for describing the relationship between the two variables. From Table (6) it can be observed that the constant value ( $\alpha = 0.42$ ) Which means that there is an existence of (entrepreneurial performance) an amount (0.42(even if the training strategy is zero. The value of )  $\beta = 0.86$  ) It indicates that an increase of one unit in the training strategy will lead to an increase in the entrepreneurial performance by the same amount.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (0.58) which means that the amount of (0.58 (from the variance in the training strategy is a variation explained by the training strategy that entered the model, that) 0.42) is an interpreted variance of factors that did not enter the research model, as Table (6) indicated to the significance that appeared in the amount of (0.000) in the outputs of the statistical system, which is to confirm the existence of an effect of the (training strategy) on the entrepreneurial performance of the organization. And the value was(t) calculated (7.57), which refers to the significant differences of the study variables and the importance of these variables in the research model, as shown in Table(6), in light of this result, the second main hypothesis is accepted, which is that (there is an effect of the training strategy on the entrepreneurial performance of the organization). With this result, the second main hypothesis of the current research is achieved.

Which is that (there is an effect of the training strategy on the entrepreneurial performance of the organization) for the purpose of confirming the previous result, the sub-hypotheses will be tested to support the achievement of the second main hypothesis, which is as follows:

**There is a Significant effect of the Training Strategy in the Dimensions of the Organization’s Entrepreneurial Performance**

Which will be examined as follows:

1. There is a significant effect of the training strategy on advance planning.
2. There is a significant effect of the training strategy on efficiency.
3. There is a significant effect of the training strategy on effectiveness.

**Table 6. Analyzing the Impact of The Training Strategy on Entrepreneurial Performance**

Dependent Variable	siq.	F	R <sup>2</sup>	R	siq	T	Regression Coefficient		Independent Variable
Leadership performance of the organization	000(a).	57.39	.58	.76	.000	.85	.42	a	training strategy
						7.57	.86	b	

4. There is a significant effect of the training strategy in renewal and modernization.
5. There is a significant effect of the training strategy in advance planning.

In light of this hypothesis, a functional relationship was formulated between the true value of the independent variable (training strategy) and the sub-responsive variable (pre-planning), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Advance planning} = .87 + .81 (\text{training strategy}).$$

It is clear from Table (7) that the value of (F) calculated amounted to (33), this means having the effect for (training strategy) in the planning variable advance in the General Company for Industries Alkahrbaiah- plant Mahrkat. obaltala that any change in the training strategy will positively or negatively affect the advance planning variable, this shows that the curve of a good regression to describe the relationship between the variables. From Table (7) it can be seen that the constant value ( $\alpha = .87$ ) Which means that there is an amount of pre-planning) .87 (even if the training strategy is zero. As for the value of ( $\beta = .81$ ) It indicates that a change in the amount of one unit in the training strategy will lead to a change of the same amount in the prior planning and in a direct way.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (.45) which means that the amount of (.45) (from the variance in the training strategy is a variation explained by the training strategy that entered the model, that) 0.55) is a variance explained by factors that did not enter the research model. Table (7) also indicated the significant value of (0.00) in the outputs of the statistical system, which is to confirm the existence of an effect of the (training strategy) on prior planning. And the value was (t) calculated (5.75), as shown in Table (7).

**Table 7. Analysis of the Impact of the Training Strategy on Prior Planning**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B		Independent Variable
Advance Planning	000(a).	33	.45	.67	.16	1.45	.87	a	Training Strategy
					0.00	5.75	.81	b	

**Table 8. Analysis of the Impact of the Training Strategy on Efficiency**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B		Independent Variable
Efficiency	000(a).	52.04	.56	.75	.05	1.99	.86	a	Training Strategy
					0.00	7.21	.73	b	

### There is a Significant Effect of the Training Strategy on Efficiency

In light of this hypothesis, a functional relationship was formulated between the true value of the independent sub-variable (training strategy) and the sub-responsive variable (efficiency), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Efficiency} = .86 + .73 (\text{training strategy}).$$

It is clear from Table (8) that the value of (F) calculated amounted to (52.04). And this means having the effect for (training strategy) in efficiency variable in the General Company for Industries Alkahrbaiah-motor plant. Therefore, any change in the training strategy variable affects the efficiency variable negatively or positively, this indicates that the regression curve is good for describing the relationship between the two variables. From Table (8) it can be seen that the constant value ( $\alpha = .86$ ) Which means that there is an amount of efficiency) 0.86) Even if the training strategy is equal to zero. 4

As for the value of ( $\beta = .73$ ) It indicates that a change of one unit in the training strategy will lead to a change of the same amount in efficiency and directly.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (0.56) which means that the amount of (0.56) (from the variance in the training strategy is a variation explained by the training strategy that entered the model, that) 0.44) is a variance explained by factors that did not enter the research model. Table (8) also indicated the significant value of (0.00) in the outputs of the statistical system, which is to confirm the existence of an effect of the (training strategy) on efficiency. And the value was (t) calculated (7.21), as shown in Table (8).

**There is a Significant effect of the Training Strategy on Effectiveness**

In light of this hypothesis, a functional relationship was formulated between the true value of the independent sub-variable (training strategy) and the sub-responsive variable (efficiency), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Potency} = .52 + .78(\text{training strategy})$$

It is clear from Table (3) that the value of (F)calculated amounted to (27.46), this means having the effect for (training strategy) in the efficiency variable in the General Company for Electrical Industries - motor plant. Therefore, any change in the training strategy variable affects the effectiveness variable in the company under study, this indicates that the regression curve is good for describing the relationship between the two variables. From Table (3) it can be observed that the constant values ( $\alpha = .52$ ) which means that there is (effectiveness) an amount (.52) even if the training strategy is zero. As for the value of ( $\beta = .78$ ) It indicates that a change of one unit in the training strategy will lead to a change of the same amount in effectiveness and in a direct way.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (.40) which means that the amount of (0.40(from the variance in the training strategy is a variation explained by the training strategy that entered the model, that) 0.60) is a variance explained by factors that did not enter the research model. Table (3) also indicated the significant value of (.000) in the outputs of the statistical system, which is to confirm the existence of an effect of the (training strategy) on effectiveness. And the value was(t) calculated (5.24), as shown in Table (3).

**There is a Significant Effect of The Training Strategy in Renewal and Modernization**

In light of this hypothesis, a functional relationship was formulated between the true value of the independent sub-variable (training strategy) and the sub-responsive variable (regeneration and modernization), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{potency} = -.59 + 1.13 (\text{training strategy})$$

It is clear from Table (3) that the value of (F)calculated amounted to (60.06), this means having the effect for (training strategy) in variable renewal and modernization in the General Company for Electrical Industries - motor plant. Thus, any change in the training strategy variable affects the renewal and modernization variable in the company under study, this indicates that the regression curve is good for describing the relationship between the two variables.

From Table (3), it can be observed that the constant values ( $\alpha = -.59$ ), Which means that there Good ale (renewal and modernization) amounted to (-.59) even if the training strategy is zero. As for the value of ( $\beta = 1.13$ ) It indicates that a change of one unit in the training strategy will lead to a change of the same amount in renewal and modernization and in reverse.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (.59) which means that the amount of (.59(from the variance in the training strategy is a variation explained by the training strategy that entered the model, that) 0.41) is a variance explained by factors that did not enter the research model. Table (3) also indicated the significant value of (.000) in the outputs of the statistical system, which is to confirm the existence of an effect of the (training strategy) in renewal and modernization. And the value was(t) calculated (7.75), as shown in Table (3).

**The Third Topic**

**Conclusion and Recommendations**

**The First Axis.. The Conclusions**

This topic focuses on presenting a set of conclusions that represent an explanation of some of the results that emerged through the study, basic directions that clarify the nature of the relationship between the variables of the current study, an explanation of the variables that have achieved a distinctive effect, that contribute to guiding researchers and specialists to new areas worthy of research and study. After unpacking the questionnaire, analyzing

**Table 9. Analysis of the Impact of the Training Strategy on Effectiveness**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B	Independent Variable
Potency	.000(a).	27.46	.40	.63	.418	.82	.52	a
	.000				5.24	.78	b	

**Table 10. Analysis of the Impact of The Training Strategy on Renewal and Modernization**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B	Independent Variable
Renovation and update	000(a).	60.06	.59	.77	.35	-.95	-.59	a
					.000	7.75	1.13	b

The data, interpreting the results of the statistical analysis, the two researchers reached a set of conclusions related to the practical aspect of this study, the most important of which are:

1. It appears to us that the organization in question is interested in the training strategy and strives to implement it through training programs, which is reflected positively on the leadership performance of the organization in question.
2. It is clear to us that the method used to work in (the General Company for Electrical Industries - Motors Factory) is consistent with the mission and objectives of the organization, the strategic plans set by the senior management, this is what the results indicated that there is an application of the requirements of the training strategy, which contributes to enhancing its performance.
3. It shows the training and development programs in the organization that contribute to the development of skills for its employees, which depend on each other and in a manner that achieves harmony between the employee and the environment, there are external courses that include good information that will improve the operations and activities within the organization in question.

#### The second axis.. Recommendations

1. The necessity of investing the relationship and the positive impact of the training strategy on the leadership performance of the organization and setting future plans for the organization in question to benefit from its data in improving organizational performance.
2. Increasing the interest of the senior management in the training strategy in order to prepare creative human cadres, by improving the training of employees and then increasing the training programs and courses outside the organization to clarify the concept of the training strategy and its importance in its relationship to the objectives of the organization, to be informed of global developments in this field.
3. Developing a training program specialized in staff development by allocating a sufficient and clear budget for training programs, coordinating with local, Arab and international bodies to hold training programs aimed at developing the skills of workers in general.
4. Increasing the use of modern technology represented by

electronic computing in all branches and departments of the General Company for Electrical Industries and all its components, allocating funds to develop and update systems and software capable of analyzing and processing data to produce the information required by the administration to benefit from the exchange, transfer and access of information and data at the maximum speed, make it available to all employees of the organization in question., not limited to managers and heads of departments and branches only.

5. Awareness of employees of the importance of the role that the training strategy plays at all levels in the pioneering performance of their organization.

Giving more importance to advance planning in (the General Company for Electrical Industries - Motors Factory) because of the important role it plays in leading the organization.

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