

## **The Impact of Strategic Flexibility on Entrepreneurial Success**

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### **Abstract**

*The research aims to demonstrate the impact of strategic flexibility in its dimensions (information flexibility, human resources flexibility, responsive flexibility, proactive flexibility) on entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, feeling grateful, entrepreneurial readiness). Putting into practice and benefiting from them in order to invest in the available environmental opportunities and improve their performance. The research problem was about investigating the impact of strategic flexibility on entrepreneurial success, based on the responses of administrative leaders in the College of Administration and Economics. The primary data collection tool used in the research is the questionnaire, with the study population consisting of (100) individuals. The questionnaire was distributed and (88) correct answers were collected for statistical analysis, and the response rate was (84%). The hypotheses were tested using the statistical program (SPSS V28). The research concluded that strategic flexibility is the basic rule for building any strong organization capable of achieving success through analyzing opportunities and threats and defining the appropriate strategy that achieves the desired goals, which is the basic criterion for its survival and creativity.*

**Keywords:** *Strategic flexibility, entrepreneurial success.*

### **Introduction**

In light of the intensifying conditions of competition in many areas and the expansion of business globally, organizations today are facing many challenges in a business environment characterized by rapid change and instability. Strategic flexibility is one of the most important pillars in enhancing the college's interaction with its internal environment by enhancing strengths and addressing weaknesses. In addition to exploring opportunities and investing them in their favor and confronting environmental threats proactively, it requires deliberation in the use of strategies according to environmental conditions, and the use of the entrepreneurial and creative talents and capabilities of all employees in the college to become more capable of facing these challenges. To help them achieve pioneering success and promote creativity and new thinking that enhance the effectiveness of the college.

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## **Research Methodology**

### **Research Problem:**

All colleges face rapidly changing environmental challenges, in which the scale of risk increases and the intensity of competition between universities to obtain advanced positions in international rankings and achieve pioneering success. By searching for modern tools and methods to respond to these changes, and among those means is strategic flexibility, as it contributes to building innovative strategies that are appropriate to those circumstances by anticipating the future, collecting information and analyzing it, and making effective decisions in order to invest in creative opportunities, as well as facing threats and turning them into Opportunities that enable organizations to survive, develop, and achieve excellence and entrepreneurial success in an effective manner. The research problem stems from answering the following question: "What is the impact of strategic flexibility on entrepreneurial success?"

### **Research Goal:**

The research aims to determine the role of strategic flexibility in entrepreneurial success in the sample studied, as well as to identify the nature and type of relationship that links strategic flexibility and entrepreneurial success.

### **The importance of research:**

The current research is an intellectual proposition that tries to build on the element of modernity in the propositions related to the relationship between strategic flexibility and entrepreneurial success. Strategic flexibility and entrepreneurial success are an urgent necessity and a contemporary characteristic of any organization, especially what the environment today suffers from rapid changes that are difficult to control. It helps organizations to confront environmental threats. And invest in entrepreneurial opportunities to achieve growth, survival and entrepreneurial success.

### **Research community:**

The research community consisted of teachers working in some of the College of Administration and Economics / University of Baghdad. The aim of the questionnaire was to measure the impact of strategic flexibility on entrepreneurial success. The questionnaire was distributed to a sample consisting of (100) individuals to ensure the largest representation of the research community, and (88) questionnaires were retrieved, with a rate of (84%).

## **Theoretical framework**

### **Strategic flexibility:**

In recent years, the environment of organizations has become more complex and developed in all social, economic, technological and competitive fields, which prompted those organizations to be more aware and respond quickly to those circumstances, and quickly switch from one strategy to another, i.e. pursuing dynamic strategies in the competitive arena that outperforms competitors (Abu-Nahel et al., 2020:148).

The concept of strategic resilience appeared for the first time in the United States of America as a result of sudden environmental changes (Kale et al., 2019: 278), which prompted organizations to adapt and respond to those changes quickly and at the lowest costs (Nauck et al., 2021:2), and reconfigure themselves from Where its strategic plans and provide unique products and services (Skeibrok & Svensson, 2016:16).

Strategic flexibility was defined as the ability of the organization to achieve continuous compatibility between it and its external environment (Idris & Al-Rubaie, 2013:71), and between (Morton et al., 2018: 4) as the ability of the organization to achieve compatibility

with strategic directions according to environmental conditions, while (Kamasak et al., 2019:4) referred to it as the organization's ability to rebuild activities, resources and strategies to respond quickly to macro and micro environmental risks It is

defined as the organization's ability to respond to environmental uncertainty by defining and modifying its goals and supporting its cognitive capabilities (Brinkmann et al.,2019:155)

He indicated ( Ahammad et al.,2020:1) Developing a dynamic strategy that corresponds to changes in the external environment.

It is defined as the ability of proactive organizations to deal with organizations in their dynamic internal and external environment (Zahoor & Lew, 2023:6).

It was defined as managing economic policies and risks by maneuvering from one strategy to another and responding quickly to economic opportunities and threats in an interactive manner (Al-Saidi & Saleh, 2020: 4384-4385) Strategic flexibility contributes to changing the directions of the organization (Mahmood& Al-Tae, 2021:1307).

The importance of strategic flexibility

The importance of strategic flexibility is highlighted by making the organization more able to recognize and invest in environmental opportunities (Ahammad et al.,2020:1), as well as its interest in knowledge and innovation to make effective decisions (Junni et al., 2015:601), which encourages them to build a clear strategic direction to determine the direction and future of small and medium-sized organizations (Kwon et al., 2018:4), and helps them to identify their business plans and adapt them proactively to changing market conditions in order to achieve Competitive advantage Zahoor&Lew,2023:6), Strategic flexibility helps in looking at the challenges of the dynamic environment, globalization, enables organizations to reorganize their operations and internal structure, and encourages innovation (Matalamäki & Joensuu-Salo, 2022:6) .

(Ali& Muhammad: 2021:4416).

and sensor for each fluctuation

And responding to environmental disturbances by detecting large potential disturbances and working to overcome them and adapting to them to achieve a productive force that enables it to meet potential changes, communicate with beneficiaries and meet the needs of customers (Nauck et al.,2021:3\_5).

Strategic flexibility is represented by the three capabilities (strategic sensing, collective commitment, and resource fluidity (Anggraini, & Sudhartio,2019:3), Strategic flexibility helps flexible investment and coordination of resources to support creative skills and culture to reduce the level of resistance to change and achieve organizational success, as well as its role in improving the innovative and creative performance of organizations in a dynamic environment, by providing more flexible operations(Cingöz & Akdoğan,2013:583), As well as taking advantage of available resources, resources and modern technologies to achieve its specific goals and enhance its ability to adapt to changing environmental conditions and increase growth and competition in the long term(Abu-Nahel et al.,2020:152).

There are different types of strategic flexibility (market flexibility, production flexibility, competitive flexibility, operational flexibility, human capital flexibility, information flexibility, processing chain flexibility, financial flexibility (Al-Saidi & Saleh, 2020: 4385).

Dimensions of strategic flexibility

The researchers differed in defining the dimensions of strategic flexibility according to their different intellectual orientations. The researcher relied on the four dimensions identified by (Abu-Nahel et al., 2020) as follows:

### 1. Information Flexibility

The ability of organizations to obtain the required information in a timely manner, to make decisions efficiently and effectively. Information flexibility is related to compatibility, consistency, relevance, and standardization of information in order to adapt (Abu-Nahel et al., 2020:150)

It is the organization's ability to make full use of resources most effectively to meet the needs of its customers (Salman & Hussein, 2022:239).

It is defined as the extent of obtaining the necessary data regarding the information and analysis system, and information flexibility is divided into (reporting flexibility: the ability of the organization to extract and display relevant data from its transaction systems, and analytical flexibility: the extent to which the organization can use historical data to support the decision

(Al-Oqabi,2018:56).

2. Human resource flexibility: Organizations that have highly skilled workers, good reputations, and efficient relationships with other organizations depend on building an appropriate strategy in a competitive society (Kamasak et al.,2019:4) As the number of highly skilled and rare human assets is the essence of achieving the competitive advantage of organizations, as they are the highest and most valuable that the organization possesses

(Al-Saidi & Saleh, 2020: 4386).

The flexibility of human resources is defined as all the knowledge, skills, and capabilities embodied by working individuals, whether they are innately acquired and work to add value to the organization. environmental changes (Abu-Nahel et al.,2020:151).

3. Responsive flexibility: Organizations today face a state of environmental uncertainty as a result of changes in political, economic, social and technological trends and the change and development of society's demands, so it requires providing high quality products by quickly adapting to those environmental changes (Cingöz & Akdoğan,2013:583), It was defined as the organization's ability to change its orientation and vision in a changing environment so as to adapt to the requirements of that environment (Hassan ,2022:182).

4. Proactive flexibility: The ability, efficiency and speed of organizations that enable them to invest the available capabilities, to achieve a proactive ability that outperforms competitors, or to provide innovations to deal with environmental uncertainty, that the availability of an appropriate cultural organizational structure and the technology structure all determine the organizations' adaptability by influencing resources and competencies and helping the organization to maintain its competitive position and survival in the market

(Abu-Nahel et al.,2020:151).

As proactive flexibility plays an important role in the organization's current strategy to survive in the competitive market in the long term (Hamour et al.,2023:659), By identifying major changes in the external environment, quickly allocate resources in response to change Gutierrez-Gutierrez et al.,2018:37).

### **Entrepreneurial success**

As a result of the environmental changes and the developments witnessed by the organizations in terms of technology, social, economic, political and cultural, making organizations face many challenges, the need for workers with leadership in order to predict the future of the organization in preparation for confronting threats proactively, as leadership success is considered an effective tool to reach their organizations towards

achieving Its (Makhbul & Hasun, 2011:16)"entrepreneur" objectives are derived from the French word

Since success is considered the main key to achieving economic growth, through building entrepreneurial knowledge, attention has been paid to entrepreneurial success in the past two decades, as it is the main engine for enhancing the culture of the entrepreneurial organization, as the entrepreneurial organization achieves a better economic situation than others (Legas, 2015:23), The success of workers is determined by their possession of extraordinary capabilities and talents that enable them to achieve qualitative outputs in the long term (Golovnia, 2019:169), as the activities of entrepreneurial success were recognized in the Middle Ages, and it contributed significantly to the survival of organizations in the competitive market and its well-being, as it is considered Entrepreneurial success is one of the indicators that determine the outcome of the organization's work, especially in light of the threats facing its business activities (Ismail et al., 2016:122), Entrepreneurial success is defined as the organization's ability to achieve a high level of performance through tangible elements such as profit and revenue, and intangible elements such as the organization's growth, continuity, and survival in the competitive field (Rani & Hashim, 2013:500), It is a measure of the organization's performance achievement according to a set of organizational criteria represented in (growth, resources, creativity and innovation) in the organization's strategy to achieve public satisfaction (Irene, 2016:7), He referred to it as the ability to manage organizational business to achieve innovative goals and take risks (Mohamad & Bakar, 2017: 77), the extent to which the organization can provide high-quality outputs in terms of innovation, creativity, and contribution to community development (Dempwolf & Shneiderman, 2017: 403), Entrepreneurial success is achieved by seven secrets represented by (clarity, efficiency, limitations, innovation, focus, courage, continuous work) (Blass, 2018:6).

The importance of entrepreneurial success

At the beginning of the twenty-first century, organizations paid attention to the issue of entrepreneurial success through the establishment of entrepreneurial organizations with economic development to achieve the well-being of societies and the development of workers by encouraging them to participate in training programs and in strategic decision-making (Albourini et al., 2020:2522), as well as achieving intelligence Emotional, responding to sudden unexpected environmental challenges and confronting them quickly to stay in the field of competition (Blass, 2018: 6-7), and embody entrepreneurial success in meeting the demands of modern society and growth in future business practice ( Prajawati et al., 2020: 751-752) By relying on a proactive approach in anticipating market changes, staying in it, achieving profit, growing market share, and entering new market sectors by providing innovative products or services (Mkhavale & Ntshakala, 2018:641), In addition to identifying external conditions to reduce environmental uncertainty and investing in opportunities to achieve innovative goals, as well as its contribution to achieving financial success and a good reputation for the organization among competing organizations, in addition to achieving excellence and sustainable performance and enhancing organizational efficiency, survival and long-term growth ( Becherer et al., 2012:1-2), Entrepreneurial success plays an important role in achieving the efficiency of organizations by increasing productivity and quality at the lowest cost and threat, and skill in decision-making (Seseli et al., 2023:83), in addition to that it contributes to the accumulation of knowledge resources through the use of new technology to obtain (efficient raw materials , and technological knowledge, as well as a qualified and educated workforce that contribute to achieving economic development (Barbosa & Faria, 2020:36), By achieving high growth rates, achieving infrastructure, employment, employee satisfaction and acquiring new skills and competencies to achieve a competitive advantage that is difficult to imitate (Pauceanu et al., 2019: 1-3), Entrepreneurial organizations should possess outstanding qualities, especially skill in decision-making, a sense of the need for achievement, internal control, self-confidence,

independence, decision-making skills, innovation, and the ability to face environmental risks to achieve high efficiency (Makhbul & Hasun, 2011:16).

The importance of entrepreneurial success lies in encouraging innovative achievement by measuring and evaluating the level of employee performance in order to find out weaknesses and address them, and to enhance strengths and encourage them to know and use modern technologies (Dempwolf & Shneiderman, 2017:397), through continuous evaluation and emphasis on creativity in financial indicators and the non-financial one represented by the organization's reputation and community satisfaction (Razmus & Laguna, 2018:10).

It is an effective tool for adapting and adapting to events ( Alalak et al.,2023:2)

It is a tool for prosperity ( Sabry & Mohammed,2023:312)

Dimensions of entrepreneurial success

The researchers differed in determining the dimensions, measures, and indicators of entrepreneurial success according to their intellectual orientations, so the current research will adopt the ( Juhdi et al., 2015) model, which included four dimensions.

Each of these dimensions will be explained as follows:

#### 1. The financial dimension

The success of organizations is linked through "growth", "success" and "performance" and is measured through the financial dimension, such as the turnover rate, or through increasing the number of employees, as efficiency is one of the performance measures such as (( return on investment) and growth such as (Increase Sales) (Reijonen& Kompola,2007:689-691).

The survival of the organization, its success, and the continuity of its growth and leadership is determined by its level of income (Angel et al., 2018:5) The financial dimension consists of monetary resources that enable organizations to build and implement strategies, to obtain tangible resources such as equipment and intangible resources such as employee skills (Elsafty et al.,2020:61), As the financial indicators reflect the economic achievements of the organization, while the performance indicators such as (creativity, innovation and leadership) are among the factors that achieve the financial dimension Unger et al.,2011:345-346).

#### 2. Entrepreneurial satisfaction :

Modern entrepreneurial organizations depend to take effective decisions to pay attention to the tangible and intangible aspect, as entrepreneurial satisfaction contributes to measuring the level of growth and success of organizations (McLaughlin, 2012:61), as entrepreneurial satisfaction is defined as non-financial achievement of organizational processes, and a sense of reassurance and confidence towards the business that It is achieved stably (LEE & Kim, 2019:240).

Entrepreneurial satisfaction lies in a set of talents and motivational factors enjoyed by employees to achieve quality performance and their satisfaction, as the extent to which employees feel satisfied with their work increases their organizational performance, as it represents the qualitative achievements that the organization enjoys such as innovation, knowledge and modern technology enjoyed by the employees, i.e. achieving quality Work Life to Predict Satisfaction and Entrepreneurial Satisfaction (Chakraborty et al., 2019:345-346).

#### 3. Feeling grateful

Gratitude is known as a social emotion associated with relationships with efficient social behaviors, as gratitude achieves a cognitive feeling as well as well-being for organizations by building social ties such as informal relationships between workers that

affect their job performance (O'Connell et al., 2017: 1281) Gratitude is defined as the ability of workers to build a positive, resilient feeling to adapt to complex environmental conditions (Mellis, 2020:197), and referred to it as a positive emotion or experience with a higher level of knowledge such as concern for workers and satisfaction (Pillay et al., 2020:70.)

Since gratitude serves three moral functions (the function of moral measure, the function of moral motivation, and the function of moral reinforcement (Madriral, 2020:76), and in the light of social capital theory, social welfare provides many benefits to its members through obtaining resources from different groups such as (Information, financial or material resources, vision, and legitimacy) (Elsafty et al., 2020:62.)

#### 4. Entrepreneurial preparedness :

Entrepreneurial readiness consists of a set of attributes that workers enjoy (skills, fear of failure, social cohesion, and awareness of opportunities) (Schillo et al., 2016:679), The entrepreneurial readiness of organizations indicates their readiness to analyze their internal environment in a way that makes them direct their creative and high productivity potential, anticipate their external environment, confront threats, and proactively invest available opportunities (Olugbola, 2017:158), Entrepreneurial readiness is defined as the ability to build an effective entrepreneurial team that works to explore the available environmental opportunities that could be a new idea and invest it through available organizational resources faster than competitors (Ruiz et al., 2016: 1028-1029), as entrepreneurial readiness represents The accumulated knowledge and experience within the context of the ongoing environmental threat, and responding to those threats in advance (Muñoz et al., 2019:8), as it is a social process with cumulative and purposeful knowledge, building new projects concerned with the social nature, and affecting the development of the organization in the context of change (Rae&Wang,2019:662).

### Analysis results

Below is the hypothesis diagram of the research through which the hypotheses will be tested:

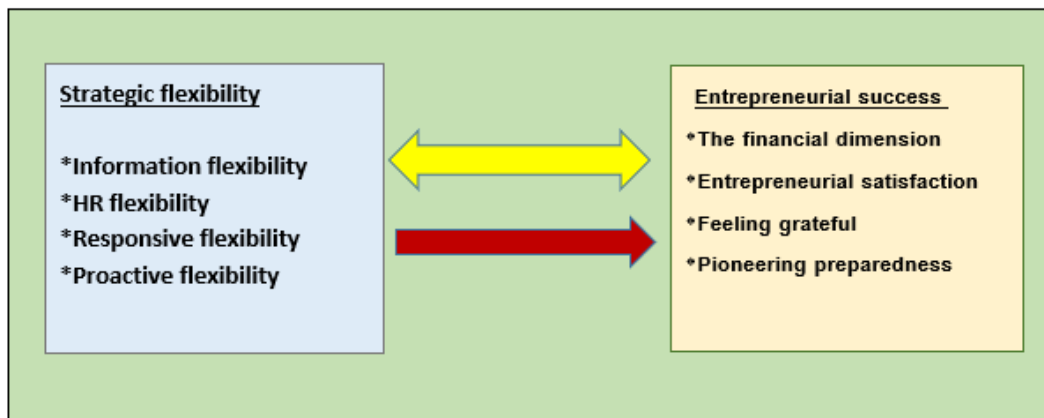


Figure (1) the hypothetical outline of the research prepared by the researcher

Research assumes

The first main hypothesis: (There is a statistically significant correlation between strategic flexibility and entrepreneurial success) and four sub-hypotheses emerge from it as follows:

The first sub-hypothesis: There is a statistically significant correlation between information flexibility and the dimensions of entrepreneurial success.

The second sub-hypothesis: There is a statistically significant correlation between the flexibility of human resources and the dimensions of entrepreneurial success

The third sub-hypothesis: There is a statistically significant correlation between responsive flexibility and the dimensions of entrepreneurial success.

The fourth sub-hypothesis: There is a statistically significant correlation between proactive flexibility and the dimensions of entrepreneurial success.

The second main hypothesis: (There is a statistically significant effect of strategic flexibility on entrepreneurial success) and three sub-hypotheses emerge from it as follows:

The first sub-hypothesis: There is a statistically significant effect of information flexibility on the dimensions of entrepreneurial success.

The second sub-hypothesis: There is a statistically significant effect of the flexibility of human resources on the dimensions of entrepreneurial success.

The third sub-hypothesis: There is a statistically significant effect of responsiveness flexibility in the dimensions of entrepreneurial success.

The fourth sub-hypothesis: There is a statistically significant effect of proactive flexibility and the dimensions of entrepreneurial success.

Note: All tables prepared by the researcher are supported by the outputs of the SPSS statistical program analysis.

Table No. (1) shows Cronbach's alpha stability coefficient and validity for the two axes of the study and their dimensions

honesty	Cronbach's alpha coefficient	number of questions	the scale
0.901	0.811	6	Information flexibility
0.932	0.871	6	HR flexibility
0.938	0.882	6	Responsive flexibility
0.896	0.807	6	Proactive flexibility
0.915	0.841	24	Strategic flexibility
0.932	0.871	3	The financial dimension
0.933	0.865	5	Entrepreneurial satisfaction
0.895	0.800	4	Feeling grateful
0.896	0.798	4	Pioneering preparedness
0.906	0.820	16	Entrepreneurial success
0.938	0.874	40	The entire paragraphs of the questionnaire

Source: prepared by the researcher based on the outputs of the SPSS analysis

The above results show that the value of Cronbach's alpha coefficient is higher than (0.60) for all paragraphs of the questionnaire axes, thus this measure can be considered reliable and dependable in the sample, and also means that the questionnaire is in its final form that was distributed, and we have thus confirmed the stability and validity of the study questionnaire Which makes us fully confident in the validity and validity of the results of the questionnaire, its analyzes, and the answer to the questions.

#### Hypothesis testing

In order to test the hypotheses of the study, the statistical program SPSS was used to test the hypotheses of the study using the correlation and regression analysis tests to measure the relationship and effect between the variables.



The first main hypothesis:

(There is a statistically significant correlation between strategic flexibility with its dimensions combined and entrepreneurial success with its dimensions combined).

Table No. (2) shows the correlation analysis test for the first main hypothesis

significance level	link value	dependent variable	the independent variable
0.000	**0.725	Entrepreneurial success	Strategic flexibility

In the above, the value of the correlation coefficient is equal to (0.725), and it was found that there is a strong direct correlation between strategic flexibility and entrepreneurial success. The level of significance is less than the level of significance (0.05), and accordingly, it was found that there is a statistically significant relationship between strategic flexibility and entrepreneurial success with its combined dimensions.

\*The first sub-hypothesis

There is a statistically significant correlation between information flexibility and the dimensions of entrepreneurial success.

Table No. (3) shows the correlation analysis test for the first sub-hypothesis

significance level	link value	dependent variable	independent variable (dimension)
0.036	0.439**	Entrepreneurial success	Information flexibility

We note the value of the correlation coefficient equal to (0.439), and it turns out that there is a correlation between information flexibility and entrepreneurial success. The value of the significance level is less than the value of the significance level (0.05), and therefore we conclude that there is a statistically significant relationship between information flexibility and entrepreneurial success.

\*The second sub-hypothesis :

There is a statistically significant correlation between the flexibility of human resources and the dimensions of entrepreneurial success.

Table No. (4) shows the correlation analysis test for the second sub-hypothesis

significance level	link value	dependent variable	independent variable (dimension)
0.000	0.758 **	Entrepreneurial success	HR flexibility

In the above, we extract the value of the correlation coefficient equal to (0.758), and it turns out that there is a strong direct correlation between the flexibility of human resources and entrepreneurial success. The value of the significance level is less than the value of the significance level (0.05), and therefore we conclude that there is a statistically significant relationship between the flexibility of human resources and entrepreneurial success.

The third sub-hypothesis :\*

There is a statistically significant correlation between responsive flexibility and the dimensions of entrepreneurial success.

Table No. (5) shows the correlation analysis test for the third sub-hypothesis

significance level	link value	dependent variable	independent variable (dimension)
0.071	0.214**	Entrepreneurial success	Responsive flexibility

It was found that the correlation coefficient is equal to (0.214), and it was found that there is a correlation between responsive flexibility and entrepreneurial success. The value of the significance level is higher than the value of the significance level (0.05), and

therefore we conclude that there is no statistically significant relationship between responsive flexibility and entrepreneurial success.

\*The fourth sub-hypothesis:

There is a statistically significant correlation between proactive flexibility and dimensions of entrepreneurial success.

Table No. (6) shows the correlation analysis test for the fourth sub-hypothesis

significance level	link value	dependent variable	independent variable (dimension)
0.000	0.646**	Entrepreneurial success	Proactive flexibility

In the above, the value of the correlation coefficient is equal to (0.646), and it was found that there is a direct correlation between proactive flexibility and entrepreneurial success. The value of the significance level is less than the value of the significance level (0.05), and therefore we conclude that there is a statistically significant relationship between proactive flexibility and entrepreneurial success.

The second main hypothesis

There is a statistically significant effect of strategic flexibility on entrepreneurial success.

Table No. (7): shows the regression analysis test for the second main hypothesis

Above, we note the following:

INDICATION T)	(T) CALCULATED VALUE	BETA COEFFICIENT)B(	FIXED LIMIT VALUE A	F INDICATION	CALCULATED VALUE F	THE COEFFICIENT OF DETERMINATION R <sup>2</sup>	DEPENDENT VARIABLE	THE INDEPENDENT VARIABLE
0.000	6.5	0.86	0.24	0.000	44.5	0.524	Entrepreneurial success	Strategic flexibility

1.The coefficient of determination is equal to (0.524) and indicates that (52.4%) of the changes in entrepreneurial success are explained by the change in strategic flexibility

2.The value of (F) calculated equal to (44.5) at the level of significance (0.05) is greater than its tabular value, and indicates that there is a statistically significant direct effect of strategic flexibility on entrepreneurial success.

3.The value of the regression coefficient is equal to (0.86) and indicates that every change of one unit in strategic flexibility leads to a change in entrepreneurial success by (86%).

4.The calculated value of (t) is equal to (6.5), which is greater than its tabular value at the level of significance (0.05), and indicates that there is a statistically significant effect of strategic flexibility on entrepreneurial success.

5.Accordingly, through the above, we reach the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that: There is a statistically significant effect of strategic flexibility in entrepreneurial success.

\*The first sub-hypothesis

There is a statistically significant effect of information flexibility on entrepreneurial success.

Table No (8) shows the regression analysis test for the first sub-hypothesis

INDICATIO N T)(	(T) CALCUL ATED VALUE	BETA COEFF ICIEN T) B(	FIXED LIMIT VALUE A	F INDICATIO N	CALCULA TED VALUE F	THE COEFFICIE NT OF DETERMIN ATION R <sup>2</sup>	DEPENDE NT VARIABLE	THE FIRST INDEPEND ENT VARIABLE
0.00	5.4	0.315	1.4	0.00	5.96	0.193	Entrepre neurial success	Information flexibility

show the following:

- 1.The value of the determination coefficient is equal to (0.193) and indicates that (19.3%) of the changes in entrepreneurial success are explained by the change in the flexibility of information.
- 2.The calculated (F) value is equal to (5.96) at a significance level of (0.05) greater than its tabular value, and indicates that there is a statistically significant direct effect of information flexibility on entrepreneurial success.
- 3.The value of the regression coefficient is equal to (0.315) and indicates that every change of one unit in information flexibility leads to a change in entrepreneurial success by (31.5%).
- 4.The calculated (t) value equal to (5.4) is greater than its tabular value at the level of significance (0.05), and indicates that there is a statistically significant effect of information flexibility on entrepreneurial success.
- 5.Accordingly, and through the above, we reach the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that: There is a statistically significant effect of the flexibility of information on entrepreneurial success.

The second sub-hypothesis\*

There is a statistically significant effect of the flexibility of human resources on the dimensions of entrepreneurial success.

Table No. (9) shows the regression analysis test for the second sub-hypothesis

INDICATI ON T)(	(T) CALCU LATED VALUE	BETA COEF FICIE NT) B(	FIXED LIMIT VALUE A	F INDI CATI ON	CALCUL ATED VALUE F	THE COEFFICIEN T OF DETERMINA TION R <sup>2</sup>	DEPENDE NT VARIABLE	THE SECOND INDEPEND ENT VARIABLE
0.00	7.9	0.859	0.715	0.00	38.9	0.574	Entrepreneur ial success	HR flexibility

Above, we conclude the following:

- 1.The value of the determination coefficient is equal to (0.574) and indicates that (57.4%) of the changes in entrepreneurial success are explained by the change in the flexibility of human resources.
- 2.The calculated (F) value is equal to (38.9) at a significance level of (0.05) greater than its tabular value, and indicates that there is a statistically significant direct effect of human resource flexibility on entrepreneurial success.
- 3.The value of the regression coefficient is equal to (0.859) and indicates that every change by one unit in the flexibility of human resources leads to a change in entrepreneurial success by (85.9%).

4. The calculated (t) value equal to (7.9) is greater than its tabular value at the level of significance (0.05), and indicates that there is a statistically significant effect of human resource flexibility on entrepreneurial success.

5. Accordingly, and through the above, we reach the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that: There is a statistically significant effect of the flexibility of human resources in entrepreneurial success.

The third sub-hypothesis\*

There is a statistically significant effect of responsive flexibility in the dimensions of entrepreneurial success.

Table No. (10) shows the regression analysis test for the third sub-hypothesis

INDICATION (T)	(T) CALCULATED VALUE	BETA COEFFICIENT (B)	FIXED LIMIT VALUE A	F INDICATION	CALCULATED VALUE F	THE COEFFICIENT OF DETERMINATION R <sup>2</sup>	DEPENDENT VARIABLE	THE THIRD INDEPENDENT VARIABLE
0.69	0.6	0.154	3.9	0.69	1.51	0.041	Entrepreneurial success	Responsive flexibility

Above, the following was noted:

1. The calculated (F) value is equal to (1.51) at a significance level of (0.05) less than its tabular value, and indicates that there is no statistically significant direct effect of responsive flexibility on entrepreneurial success.

2. The value of (t) calculated equal to (0.6) is less than its tabular value at the level of significance (0.05), and indicates that there is no statistically significant effect of responsive flexibility on entrepreneurial success.

3. Accordingly, and through the above, we reach the acceptance of the null hypothesis and the rejection of the alternative hypothesis, which states that: There is a statistically significant effect of responsive flexibility in entrepreneurial success, that is, there is no effect between them.

The fourth sub-hypothesis:\*

There is a statistically significant effect of proactive flexibility and the dimensions of entrepreneurial success.

Table No. (11) shows the regression analysis test for the fourth sub-hypothesis

INDICATION (T)	(T) CALCULATED VALUE	BETA COEFFICIENT (B)	FIXED LIMIT VALUE A	F INDICATION	CALCULATED VALUE F	THE COEFFICIENT OF DETERMINATION R <sup>2</sup>	DEPENDENT VARIABLE	THE FOURTH INDEPENDENT VARIABLE
0.00	6.9	0.74	0.94	0.00	28.9	0.411	Entrepreneurial success	Proactive flexibility

From the above table, the following appears:

1. The value of the determination coefficient is equal to (0.411) and indicates that (41.1%) of the changes in entrepreneurial success are explained by the change in the proactive flexibility.

2. The calculated value of (F) is equal to (28.9) at a significance level of (0.05) greater than its tabular value, and indicates that there is a statistically significant direct effect of proactive flexibility on entrepreneurial success.

3. The value of the regression coefficient is equal to (0.74) and indicates that every change of one unit in the proactive flexibility leads to a change in entrepreneurial success by (74%).

4. The calculated (t) value equal to (6.9) is greater than its tabular value at the level of significance (0.05), and indicates that there is a statistically significant effect of proactive flexibility on entrepreneurial success.

5. Accordingly, and through the above, we reach the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that: There is a statistically significant effect of proactive flexibility in entrepreneurial success.

## Conclusions and Recommendations

### Conclusions:

1. It was found that strategic flexibility is the basic basis for building any strong college, by thinking about the future and preparing for it efficiently and effectively, as well as enhancing its level of performance and pioneering superiority over the rest of the colleges, through the development of its personnel, as well as adapting and responding to environmental changes.

2. It shows the lack of interest of the faculty in question for human resources, especially as it seeks to understand the nature of its members' thinking about how to accomplish their work and to achieve entrepreneurial success.

3. The college in question showed interest in reactive and proactive flexibility by proactively adjusting its orientations, strategies and procedures to face environmental changes and transform risks into prestigious entrepreneurial opportunities.

### Recommendations:

1. The need for additional attention to strategic flexibility, for its ability to adapt to the work environment and enhance the level of performance of the researched college in a way that exceeds competitors and achieves a strong leadership competitive position.

2. The need to provide support and additional attention in the research college to the flexibility of human resources, because it is interested in employing experience and knowledge of how to accomplish entrepreneurial tasks with high flexibility, and diagnosing the conditions leading to the instability of their way of thinking, as the presence of individuals who possess various creative skills enhances entrepreneurial success.

3. The need for the college to continue its great interest in reactive and proactive flexibility to adapt and take initiative, and reposition with opportunities and threats.

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