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# The Effect Of Self-Engineering In Promoting Entrepreneurial Behavior Of The Organization's Employees Applied Study at ZSCO Group International Auto Trading

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## Abstract

This research aims to identify the effect of self-engineering in enhancing the entrepreneurial behaviour of the employees in the organization in a sample of workers in the ZSCO Group International Auto Trading. The main findings of the research reveal the existence of a positive and strong relationship between self-engineering & entrepreneurial behaviour. The research reached recommendations, including conducting workshops to train employees and develop their abilities in the field of enhancing the individual's ability to understand themselves, and organize their experiences, so that individuals and companies in the ZSCO Group can reach the leading behavior.

## Introduction

Human resources in modern business organizations in the contemporary time is the wealth owned by organizations, and it is the most valuable resource owned by the organization and is the secret of its success and development it. Therefore, the applicant organizations are interested in the training and development process of this resource as the intellectual capital of the organization, and organizations work to modify the behaviours and attitudes of employees in line with the organization's directions and strategic goals. These employees engineer themselves so that they can bring their behaviour and performance to the leading level. These efforts reduce the waste of organizational efforts, energies, and capabilities, contribute to organizational growth and development, and thus lead to the optimal investment of the resources available to the organization.

Contemporary organizations have taken a very great interest in the human element and consider that the success of the organization is due to the extent of the superiority of this human resource in exploiting and investing its energies very largely, so it focuses on self-knowledge of the worker as the essential factor in controlling human

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behaviour. It is also the internal energy that drives him to organize, direct, and control his behaviour and determines the way he deals with others and determines the way others deal with him. In how self-engineering contributes to promoting entrepreneurial behaviour in business organizations, it works on developing the ability of individuals to reorganize, control and direct their behaviors and attitudes in the direction that achieves the goals of the organization.

## Theoretical Framework

**Self-Engineering:** Researchers use the term "self-concept" to refer to how the individual thinks about evaluating and perceiving himself. Towards specific goals, the self-defines the subjective responses to different situations in life and also gives explanations for the responses of other individuals. Albert believes that the self has important functions that work on the unity and cohesion of personality and the difference in the personality of one individual from another. Likewise, he sees that the function of the self is to organize experiences for behavioural adaptation. Researchers believe that there is a close relationship between self-concept and behaviour. This means that individuals with a positive self-concept behave acceptably, while those with negative self-concepts behave unacceptably. The concept of self-engineering goes back to the theory of (John Kinder & Richard Bandler) in 1972, and it came based on the ideas of three theories in psychotherapy: (Perl's theory of Castilian psychotherapy), (Seitz's theory of family psychotherapy) and (Erikson's theory of hypnotherapy), and prepares an extensive study of these theories and they found a new theory called NLP in (1977), and the fields of this theory work on:(Mansour,2014: 231)

Human excellence in all areas and aspects of life. Reproducing the effective methods used by distinguished people in thinking and communicating with others. Expanding the applications of this theory to include trade, education, and health. We link human behaviour to the motivation that drives this behaviour and directs it to achieve its goals. Perhaps the essential factor behind this approach is the individual's understanding of himself, which is the cornerstone in the formation of his personality. Therefore, the importance of self-engineering emerges as follows:

* Developing the personality of the individual in a way that helps to achieve his future and professional success and his social and psychological compatibility.
* It represents a dimension or aspect of the self, where the concept of self-constitutes hopes and aspirations in light of the perceptions and expectations that enable the individual to engage in new experiences efficiently and effectively.
* Self-engineering affects the behaviour of working individuals, especially individuals who suffer from psychological problems and disorders, which affect the way of communicate with others, which helps to follow adaptive methods in a way that affects their thinking, perception, and attention.

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* The relationship of self-engineering with aspects of the life of the individual and the possibility of this effective variable in changing and modifying undesirable behaviours.
* It determines the subjective responses to different life situations and how it is supposed to deal with these trends. It also gives explanations for the responses of others and determines the way the individual deals with others.

There is a set of goals that self-engineering works to achieve for working individuals: (Awanbor, 2015: 79)

* The workers' understanding of themselves, because this understanding enhances the way they perceive and deal with situations.
* Building the personality of the individual in a way that promotes self-knowledge for self-realization and understanding of others.
* Organizing the behaviour and experiences of the worker and his experiences with others, based on his reactions to the situations he was exposed to in the past.
* Creating positive attitudes as motives for behaviour towards others for self-actualization. This goal represents an important element in shaping and building the personality of the individual as a determinant of his behaviour, the way he integrates with individuals and groups and deals with different situations and issues.

The Dimensions of self-engineering include the following points:

* *Mental programming:* Mental models are part of almost all human activities. We form, share, change, develop and use such models in all, both private and business communities, to understand ourselves and the world around us. We use mental models to analyze and understand a phenomenon and then design and create our masterpieces (Bubica & Boljat, 2015: 3).
* *Organizing experiences and knowledge:* Organizational memory is the basis of previous knowledge embedded in the company's memory and its functions, and most importantly, the manager can retrieve it for decision-making in the future, as well as that memory contributes to improving the ability to think strategically.

The knowledge implementation process most importantly includes the actual test of the applicability of the strategic decisions in the firm (Bååth & Wallin, 2014: 44).

* *Intellectual flexibility:* Intellectual Flexibility is a configuration of virtue, a constellation of cognitive, moral, and emotional capacity that draws from prudence and its derivatives — wisdom and humility. It is the cognitive and moral capacity to see, accurately, and comprehensively so that one lives by what one sees (Mccloskey, 2014: 99-108).
* *Modification of Attitudes:* Attitudes have a subject matter which can be an object, a person, or an abstract idea. Attitudes are thus relevant to many disciplines, including marketing, advertising, political behaviour, and health. It is difficult to explain a change in attitude when it is in the form of a persistent memory that is permanently stored for later retrieval when opportunity and need arise. On the other hand,

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attitudes always change when they are based on temporary considerations, such as a person's mood at a particular time (Albarracin & Shavitt, 2018: 299-327).

**Entrepreneurial Behavior:** Barot (2015) stated that entrepreneurship is a key to success and every individual who creates a new organization of business means to enter into a new paradigm of entrepreneurship. Nevertheless, entrepreneurship is an activity that shifts old habits into new ones with full discipline and independence (Diandra & Azmy, 2020: .235-241).

The following points illustrate the importance of entrepreneurial behaviour:

* Achieving sustainable competitive advantage through the realization of new ideas and optimal investment of limited resources in a way that preserves resources from waste and misuse, and encourages workers to adopt more pioneering positions (Hashimoto & Nassif, 2014: 385-406).
* Enhancing the organization to the process of creativity and innovation within the organization, and providing opportunities for workers to benefit from their energies and creative abilities, that improve their performance in the market (Shah & Bhutta, 2013: 79-86).
* Achieving excellence and distinction for the organization. Competing organizations should be more experienced and prepared to face environmental conditions competing for environments.
* Entrepreneurial behaviour is an important element in achieving success for the organization and increasing its profits by searching for new opportunities, investing and exploiting them efficiently and effectively, and finding innovative solutions to the challenges facing the organization (Zeebaree & Siron, 2017: 43-52). It is one of the entrances to the excellence of organizations, developing their capabilities, improving their competitive resources, and meeting the needs and requirements of customers in the future (Platin & Ergun, 2017: 78-89).

The Dimensions of entrepreneurial behaviour include the following points:

* *Creativity:* Creativity is an intellectual process that combines brilliant knowledge and creative work and deals with reality, as it seeks to achieve the best as well as being the product of interaction between personal, environmental and behavioural variables led by distinguished people (Awja, 2017: 291).
* *Risk-Taking:* Risk-taking is an essential component of entrepreneurial behaviour and in achieving entrepreneurship. Risk-taking is an 'activity in which individuals engage, is perceived by them to be in some sense risky, but is undertaken deliberately and from choice.' The definition implies that at least two dimensions are crucial: a degree of reflexivity when a risk is taken and a degree of control which also provides the individual with an understanding of being in a decision-making situation and having agency (Zinn, 2017: 1-16).
* *Proactive Personality:* In 1993, Bateman and Crant defined the prototypical proactive personality as someone who is relatively unconstrained by situational

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forces and who affects environmental change, and also showed that proactive people scan for opportunities, show initiative, take action, and persevere until they reach closure by bringing about change. However, people who are not proactive exhibit the opposite patterns, they fail to identify, let alone seize, opportunities to change things (Sun & Zeng, 2014: 21-22).

**Hypotheses:** The First main hypothesis: There is a statistically significant correlation between self-engineering and the entrepreneurial behaviour of employees in the organization.

* The First sub-hypothesis: There is a statistically significant correlation between mental programming and entrepreneurial behaviour (creative, proactive personality, Taking).
* The Second sub-hypothesis: There is a statistically significant correlation between the organization of experiences, knowledge, and entrepreneurial behaviour (creative, initiative personality, risk tolerance).
* The Third sub-hypothesis: There is a statistically significant correlation between intellectual flexibility and entrepreneurial behaviour (creative, initiative personality, risk tolerance).
* The Fourth sub-hypothesis: There is a statistically significant correlation between the modification of attitudes and entrepreneurial behaviour (creative, initiative personality, risk tolerance).

**The Second main hypothesis:** There is a statistically significant effect relationship between self-engineering and the entrepreneurial behaviour of employees in the organization.

* The First sub-hypothesis: There is a statistically significant relationship between mental programming and entrepreneurial behaviour (creative, proactive personality, risk tolerance).
* The Second sub-hypothesis: There is a statistically significant effect relationship between organizing experiences, knowledge, and entrepreneurial behaviour (creative, initiative personality, risk tolerance).
* The Third sub-hypothesis: There is a statistically significant effect relationship between intellectual flexibility and entrepreneurial behaviour (creative, initiative personality, risk tolerance).
* The Fourth sub-hypothesis: There is a statistically significant effect relationship between the modification of trends and entrepreneurial behaviour (creative, initiative personality, risk tolerance).

## Research Methodology

**Sample:** The research community was selected and represented by the Zsco group of companies for car trading (which includes three companies: United Country Company, Sama Al Gharbia Company, and Zsco Mall Company) for car trading. The research community reached (750) individuals and a random sample of workers in

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these companies was selected, amounting to (100) employees, to represent the research community by distributing the research questionnaire to the sample members, and the questionnaires' retrieval rate was (100%).

**Data sources:** The research sample reached (100) individuals, and the research included two main variables. The Independent variable is self-engineering with dimensions: of mental programming, organization of experiences and knowledge, intellectual flexibility, and modification of attitudes). The dependent variable is the creative behaviour of its dimensions (creative, risk-taking, proactive personality). In the practical aspect, it has been used as a Questionnaire as a primary tool for data collection and analysis. The researchers adopted several methods of data collection for research

**information:** Information related to the theoretical aspect: The researchers used a group of books, university theses, journals, and periodicals related to the current research.

Information related to the field aspect: The questionnaire was relied on as the main tool for collecting and obtaining the primary data of the research sample, as the questionnaire was divided into two parts, one part dedicated to measuring the dimensions of subjective engineering. With (16) paragraphs, the second part was devoted to measuring the dimensions of entrepreneurial behaviour (14) paragraphs.

**Research tools:** The research started from the assumption of the relationship of correlation and the relationship of significant effect of statistical significance between Self-Engineering and entrepreneurial behaviour. Several statistical tools were used to describe the research sample and the correlation and influence relationships between the research variables to reach the results (percentages, weighted mean, standard deviation, simple correlation coefficient, coefficient of determination, simple linear regression, F-test, Cronbach's alpha test). The data was processed using a computer through the statistical analysis program SPSS V.25 to reach the results.

## Results

### Descriptive Analysis of Research Variables: Self-Engineering Dimensions:

The mental programming dimension was measured through 4 questions and in the light of the respondents' answers from a sample of employees in the company, and the total general arithmetic means for this dimension was (4.77), which is higher than the standard average of (3), and with a general standard deviation of (1.62) which is a high value because it is higher than the standard deviation of (0.60). As for the paragraphs, the highest value of the arithmetic mean achieved by the paragraph (helping workers to organize ideas and behavioural abilities in reaching appropriate decisions regarding work) was recorded (4.89), and the deviation was high for the paragraph, reaching (1.77), while the lowest value of the arithmetic mean was recorded for the paragraph (Facilitates the rapid response to the stimuli surrounding the workers and the choice of the appropriate action to complete the work) reached

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(4.55), which is higher than the standard mean, and this indicates that workers in companies have the ability and skill in mental programming that helps them organize their ideas and choose the appropriate action to complete the work.

The dimension of organizing experiences and knowledge was measured through 4 questions and in the light of the answers of the respondents of the sample of employees in the company, and the total general arithmetic means for this dimension was (4.15), which is higher than the standard mean of (3) and with an overall standard deviation of (1.33), which is a high value as it is higher than the standard deviation value of (0.60), while at the level of the paragraphs, the highest value of the arithmetic mean was recorded by the paragraph (the process of organizing experiences and knowledge helps workers to develop strategies that contribute to the enrichment of ideas.) It reached (4.69), and it was The deviation is high for the paragraph, as it reached (1.55). Also, the lowest value of the arithmetic means of the paragraph (enables the process of preserving knowledge in building a knowledge store in the minds of workers helps in retrieving and benefiting from it in completing work and raising performance) to (3.82) which is higher. From the standard mean, this indicates that workers' ability to organize their experiences and knowledge helps them increase their intellectual abilities and self-regulation.

The dimension of intellectual flexibility was measured through 4 questions and in light of the respondents' answers from a sample of employees in the company. The total arithmetic means for this dimension was (4.83) which is higher than the standard average. of (3), and with an overall standard deviation of (1.94), which is a high value because it is higher than the standard deviation value of (0.60). As for the paragraphs, the highest value of the achieved arithmetic mean is for the paragraph (working to increase the individual's ability to rebuild knowledge and adapt to various emergency variables) and it reached (4.91), and the deviation was high for this paragraph, reaching (2.04). Also, the lowest value of the arithmetic mean for the paragraph (it is the actual generator of ideas, alternatives, opportunities, and creativity to reach the atypical thinking of the individual) was recorded (4.75), which is higher than the standard mean, and this indicates that workers possess the skill of flexible thinking that enables them to quickly adapt to various emergencies and more self-understanding.

As for the dimension of Modification of Attitudes, it was measured through 4 questions in light of the answers of the sample members of the company's employees, and the general average for this dimension was (4.16), which is higher than the standard average of (3), and with an overall standard deviation of (1.37), which is a high value, as it is higher than the standard deviation of (0.60). As for the paragraphs, the highest value of the arithmetic mean achieved by the paragraph (the company's senior management seeks to build positive trends among workers to provide service to customers) was recorded, and it amounted to (4.61), and the standard deviation

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was high for the paragraph, which amounted to (1.72). Also, the lowest value was recorded for the arithmetic mean of the paragraph (providing a set of advantages and the incentive reward for modifying attitudes and mental image), which amounted to (3.05), which is close to the standard mean company.

## Entrepreneurial Behavior Dimensions

The creativity dimension was measured through 4 questions and in the light of the answers of the respondents of the sample of employees in the company, as the total general arithmetic means for this dimension was (3.84), which is higher than the standard mean of (3), and with an overall standard deviation of (1.50), which is a high value as it is higher than the standard deviation value of (0.60), but at the level of the paragraphs, the highest value of the arithmetic mean achieved by the paragraph (special specialization in a particular work leads to more innovations) was recorded, which amounted to (4.34), and the deviation was high for the paragraph It reached (1.76). Also, the lowest value was recorded for the arithmetic mean of the paragraph (the employees have the capabilities and skills that make them participate in expressing visions and future directions), which amounted to (2.45), which is less than the standard mean, and this shows that the specialization of individuals in a particular field achieves creativity and leadership in that field, as well. Having the capabilities and skills, they may not have the opportunity to share their opinions about the future directions of the company's work.

The dimension of taking the risk was measured through 5 questions and in the light of the answers of the respondents of the sample of employees in the company, as the total general arithmetic means for this dimension amounted to (4.11), which is higher than the standard mean of (3), and with an overall standard deviation of (1.58), which is a high value as it is higher than the standard deviation of (0.60). As for the paragraphs, it recorded the highest value of the arithmetic mean achieved by the paragraph (employees tend to work boldly in cases characterized by high risk), which amounted to (4.89), and the standard deviation was high for this paragraph, reaching (1.97). Also, it recorded the lowest value for the arithmetic mean of the paragraph (employees seek to perform work with unclear results), which reached (2.45), which is less than the standard mean, and this indicates that individuals who have the courage and courage to perform high-risk work are more able to achieve Leadership in business performance.

The dimension of the initiative personality was measured through 5 questions and in the light of the answers of the respondents of the sample of employees in the company, as the total general arithmetic means for this dimension was (4.83), which is higher than the standard mean of (3), with a total standard deviation of (1.93), which is a high value, as it is higher than the standard deviation value of (0.60). As for the paragraphs, it recorded the highest value of the arithmetic mean achieved by the paragraph (employees are looking for better and newer ways to accomplish their

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work), which amounted to (4.93), and the standard deviation was high for this paragraph, reaching (2.04). Also, the lowest value was recorded for the arithmetic mean of the paragraph (employees look at the obstacles to implementing ideas as a challenge that must be overcome), which amounted to (4.75), which is less than the standard mean, and this indicates that working individuals possess the initiative and search for everything new and proactive in Accomplishing business contributes to enhancing the entrepreneurial behaviour of individuals.

**Research Hypothesis Testing:** Table (1) shows the correlation between the independent variable (self-engineering) with its four dimensions, which included (mental programming, organizing experiences and knowledge, intellectual flexibility, and modifying attitudes), and between the dependent variable (entrepreneurial behaviour), which included (creativity, risk-taking, proactive personality), and the simple correlation coefficient (Person) was used to clarify these relationships.

**Table 1: Model Summary for Correlation Relationship between Self-Engineering, and Entrepreneurial Behavior for Research Sample-The Significant Level at (1%)*, (5%)****

| Y / X | | Entrepreneurial Behavior | | | | Statistically Significant Relationships | | |
|---|---|---|---|---|---|---|---|---|
| Self-Engineering | | Creativity | Risk-Taking | Proactive Personality | Entrepreneurial Behavior | The Number | Relative Importance | The Decision |
| Mental Programming | | 0.512** | 0.332** | 0.626** | 0.545* | 4 | 100% | Significant |
| Organizing Experiences and Knowledge | | 0.685** | 0.485** | 0.502** | 0.732** | 4 | 100% | Significant |
| Intellectual Flexibility | | 0.791** | 0.582** | 0.519* | 0.645** | 4 | 100% | Significant |
| Modification of Attitudes | | 0.556** | 0.426** | 0.636** | 0.686** | 4 | 100% | Significant |
| Total Self-Engineering | | 0.702* | 0.413** | 0.702* | 0.676** | 4 | 100% | Significant |
| Statistically Significant Relationships | The Number | 5 | 5 | 5 | 5 | 20 | 100% | |
| | Relative Importance | 100% | 100% | 100% | 100% | | | |

**Source: Prepared by researchers based on the opinions of the research sample**

**The relationship of mental programming with entrepreneurial behaviour:** Table (1) shows that there is a significant correlation between mental programming and entrepreneurial behaviour. The value of the correlation coefficient between them amounted to (0.545 *), which indicates the existence of a statistically strong direct correlation between mental programming and entrepreneurial behaviour, bringing the number of statistically significant correlations between mental programming and entrepreneurial behaviour to (4) relationships at a level of significance (0.05), and thus Acceptance of the sub-hypothesis that says (there is a significant and statistically significant correlation between mental programming and entrepreneurial behaviour). The highest value of the correlation coefficient was recorded between mental programming and the initiative personality, amounting to (0.626**), which indicates the existence of a strong and direct correlation between them.

**The relationship of organizing experiences and knowledge with entrepreneurial behaviour:** Table (1) shows that there is a statistically significant correlation

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between the organization of experiences, knowledge, and entrepreneurial behaviour, where the value of the correlation coefficient between them is (0.732 **), which indicates the existence of a direct and statistically strong relationship. The relationship between the organization of experiences, knowledge, and entrepreneurial behaviour, which makes the number of moral correlations statistically between the organization of experiences, knowledge, and entrepreneurial behaviour (4) relationships at the level of significance (0.01), and thus accepting the sub-hypothesis that says (there is a statistically significant relationship between the organization of experiences and knowledge and entrepreneurial behaviour). The highest value of the correlation coefficient was recorded between the organization of experiences, knowledge, and creativity by (0.685 **), which indicates a strong and direct correlation between them.

**The relationship of intellectual flexibility with entrepreneurial behaviour:** It is noticed from Table (1) that there is a statistically significant correlation between intellectual flexibility and entrepreneurial behaviour, as the value of the correlation coefficient between them is (0.645**), which indicates the existence of a statistically strong direct correlation between intellectual flexibility and entrepreneurial behaviour, bringing the number of correlation relationships. The statistical significance between intellectual flexibility and entrepreneurial behaviour to (4) relationships at the level of significance (0.01), and thus accepting the sub-hypothesis that says (there is a significant statistically significant correlation between intellectual flexibility and entrepreneurial behaviour). The highest value of the correlation coefficient between intellectual flexibility and creativity was recorded by (0.791**), which indicates a strong and direct correlation between them.

**The relationship of attitude modification with entrepreneurial behaviour:** It is clear from Table (1) that there is a statistically significant correlation between the attitude modification variable and the entrepreneurial behaviour, as the value of the correlation coefficient between them amounted to (0.686**), which indicates the existence of a statistically strong direct correlation between the attitude modification variable and the entrepreneurial behaviour, bringing that The number of statistically significant correlations between the variable of modifying attitudes and entrepreneurial behaviour to (4) relationships at the level of significance (0.01). Thus, the sub-hypothesis that says (there is a statistically significant correlation between the modification of attitudes and entrepreneurial behaviour) is accepted. The highest value of the correlation coefficient was recorded between the modification of attitudes and initiative personality by (0.636**), which indicates a strong and direct correlation between them.

**The relationship of self-engineering with entrepreneurial behaviour:** Table (1) shows that there is a statistically significant correlation between self-engineering and entrepreneurial behaviour, as the value of the correlation coefficient between them

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amounted to (0.676**), which indicates the existence of a statistically strong direct correlation between the self-engineering variable and entrepreneurial behaviour, bringing the total number of the statistically significant correlations between the self-engineering variable and the entrepreneurial behaviour to (20) relationships at the level of significance (0.01) and (0.05). Thus, the main hypothesis that says (there is a statistically significant correlation between self-engineering and entrepreneurial behaviour) is accepted, which indicates a strong and direct correlation between them.

Table (2) shows the effect relationships between the independent variable (self-engineering) with its four dimensions, which included (mental programming, organizing experiences, and knowledge, intellectual flexibility, and modifying attitudes), and between the dependent variable (entrepreneurial behaviour), which included (creativity, risk-taking, proactive personality), and the coefficients of determination and simple linear regression were used to clarify these relationships.

**Table 2: Model Summary for Effect Relationship between Self-Engineering, and Entrepreneurial Behavior for Research Sample-The Significant Level at (1%)*, (5%)****

| Y / X | Entrepreneurial Behavior | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Self-Engineering** | **Creativity** | | | **Risk-Taking** | | | **Proactive Personality** | | | **Entrepreneurial Behavior** | | |
| | **F** | **$R^2$** | **β** | **F** | **$R^2$** | **β** | **F** | **$R^2$** | **β** | **F** | **$R^2$** | **β** |
| **Mental Programming** | **14.25** | **0.65** | **0.67** | **4.34** | **0.49** | **0.25** | **3.15** | **0.41** | **0.29** | **9.01** | **0.43** | **0.49** |
| **Organizing Experiences and Knowledge** | **11.54** | **0.82** | **0.49** | **3.12** | **0.39** | **0.36** | **5.25** | **0.53** | **0.53** | **7.45** | **0.33** | **0.55** |
| **Intellectual Flexibility** | **17.05** | **0.75** | **0.78** | **2.98** | **0.35** | **0.26** | **4.71** | **0.58** | **0.41** | **11.56** | **0.49** | **0.69** |
| **Modification of Attitudes** | **9.15** | **0.35** | **0.76** | **3.82** | **0.43** | **0.38** | **0.282** | **0.31** | **0.22** | **5.17** | **0.29** | **0.41** |
| **Total Self-Engineering** | | | | | | | | | | **8.91** | **0.52** | **0.63** |

**Source: Prepared by researchers based on the opinions of the research sample**

**The effect of mental programming on entrepreneurial behaviour:** Table (2) shows that the calculated F value for the dimension of mental programming was (9.01), which is greater than the tabular (F) value at the level of significance (0.05) and (0.01), while the value of the coefficient of determination was (0.43), and the value of the regression coefficient simple linearity (0.49). This indicates that there are statistically significant differences between mental programming and entrepreneurial behaviour, and therefore we accept the sub-hypothesis that says (there is a significant statistically significant effect relationship between mental programming and entrepreneurial behaviour).

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**The effect of organizing experiences and knowledge on entrepreneurial behaviour**

Table (2) shows that the calculated F value for the dimension of organizing experiences and knowledge reached a value of (7.45) which is higher than the tabular value of (F) at the level of significant significance (0.05) and (0.01), while the value of the coefficient of the determination reached (0.33), and the value of the coefficient of Simple linear regression (0.55). This indicates that there are significant statistically significant differences between the organization of experiences, knowledge, and entrepreneurial behaviour, and therefore we accept the sub-hypothesis that says (there is a significant statistically significant effect relationship between the organization of experiences, knowledge, and entrepreneurial behaviour).

**The effect of intellectual flexibility on entrepreneurial behaviour:** Table (2) shows that the calculated F value for the dimension of intellectual flexibility was (11.56), which is greater than the tabular (F) value at the level of significance (0.05) and (0.01), while the value of the coefficient of determination was (0.49), and the value of the regression coefficient simple linearity (0.69). This indicates that there are statistically significant differences between intellectual flexibility and entrepreneurial behaviour, and therefore we accept the sub-hypothesis that says (there is a significant statistically significant effect relationship between intellectual flexibility and entrepreneurial behaviour).

**The effect of changing attitudes on entrepreneurial behaviour:** Table (12) shows that the value of F calculated after adjusting trends reached a value of (5.17), which is greater than the tabular value of (F) at the level of significant significance (0.05) and (0.01), while the value of the coefficient of the determination reached (0.29), and the value of the coefficient of Simple linear regression (0.41). This indicates that there are statistically significant differences between the modification of trends and entrepreneurial behaviour, and therefore we accept the sub-hypothesis that says (there is a significant statistically significant effect relationship between the modification of trends and entrepreneurial behaviour).

**The impact of self-engineering on entrepreneurial behaviour:** Table (2) shows that the calculated F value for self-engineering reached (8.91), which is greater than the tabular (F) value at the level of significance (0.05) and (0.01), while the value of the coefficient of determination was (0.52), and the value of the linear regression coefficient The sample was (0.63). This indicates that there are statistically significant differences between self-engineering and entrepreneurial behaviour, and therefore we accept the main hypothesis that says (there is a significant statistically significant effect relationship between self-engineering and entrepreneurial behaviour).

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## Conclusions:

1. Self-engineering has an effective and main role in organizing ideas, arranging experiences and knowledge of individuals, and the ability to change their orientations, to achieve pioneering behavior that helps achieve excellence in the performance of working individuals.
2. Individuals have the flexibility of thinking that enables them to increase their ability to self-engineer. And that is through the mental transformation of adaptation and compatibility with changing environmental influences, and the ability to produce multiple alternative solutions for difficult situations and to break out of the ordinary in thinking, and through non-stereotypical thinking, which creates creativity, which is one of the pillars of promoting entrepreneurial behaviour.
3. Working to modify the trends that are acquired by individuals contributes greatly to self-engineering and controlling their trends, in line with the directions that the company wants to achieve, by creating a tendency among workers to take risks in the performance of the business which enhances their entrepreneurial behaviour.
4. There is a correlation and an impact relationship between self-engineering with its dimensions (mental programming, organizing experiences and knowledge, intellectual flexibility, adjusting directions) while promoting entrepreneurial behaviour (creativity, risk tolerance). initiative personality), and this reflects the importance of self-engineering for individuals to reach the pioneering level of their behaviours.

## Recommendations

1. There is a need to conduct workshops to train workers and develop their capabilities, in enhancing the individual's ability to understand himself, and organize his experiences, so that individuals and companies in the ZSCO Automotive Trading Group can reach the level of pioneering behavior.
2. It is recommended to work on the optimal investment of the capabilities of individuals who have initiative and creative personalities and possess the knowledge and ability to understand themselves in the accomplishment of works of exceptional nature, to achieve efficiency through achievement, to reach the goals that seek to achieve leadership in the company.
3. The need to pay attention to the quality of training programs that work to achieve the internal construction of the personality of the employees, and which aim at the process of self-engineering for them, organizing their perceptions, and developing their ideas, to achieve the pioneering behavior of the employees in the company.
4. There is a need for the senior management to realize the importance of developing the spirit of risk, seizing opportunities, and taking initiative in implementation, by engineering the behaviour of the worker in the company, so that he anticipates all possibilities, calculates all the results, to reach his goal, and raises new ideas that contribute to improving the performance of the company and distinguish it.

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