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**The role of entrepreneurial learning in achieving strategic success: An analytical study of the opinions of managers in a sample of small and medium projects in Erbil Governorate**

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**Abstract:** The main aim of the research is to identify the role of Entrepreneurial Learning and its dimensions to achieving Strategic Success in the small and medium projects in Erbil Governorate in (KRG). Descriptive analytical methods were used to analyze the data and describe the dimensions of the study variables. Questionnaire forms have been used as data collection tools. The research population is represented by 573 managers, The sample size frame of the study is (205) Managers who answered the questions. SPSS v23 used to analyze data. According to the results of data analysis, several results were obtained by describing and identifying positive relationship between entrepreneurial learning and strategic success. As well entrepreneurial learning and its dimensions had a positive impact on strategic success especially by enhancing knowledge collective and individual in projects, which leads to strategic success. Finally, the study recommends more attention to learning in the organization, especially through the learning of employees and managers in all departments of the organization, with an increase in the role of entrepreneurial learning to support the operations of strategic success in small and medium enterprises in Erbil.

## دور التعلم الريادي في تحقيق النجاح الاستراتيجي: دراسة تحليلية لآراء المديرين في عينة من المشاريع الصغيرة والمتوسطة في محافظة أربيل

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### المستخلص

يهدف البحث إلى التعرف على دور التعلم الريادي وأبعاده في تحقيق النجاح الاستراتيجي في المشاريع الصغيرة والمتوسطة في محافظة أربيل في إقليم كردستان. يمكن فهم التعلم الريادي على أنه عملية فعالة في المرحلة المبكرة من إنشاء المشروع حتى تحقيق النجاح الاستراتيجي للمؤسسة. تم استخدام الطرق الوصفية التحليلية لتحليل البيانات ووصف أبعاد متغيرات الدراسة. تم استخدام نماذج الاستبيان كأدوات لجمع البيانات. بلغ حجم عينة الدراسة (205) مديراً أجابوا على الأسئلة. تم استخدام البرنامج الإحصائي SPSS v23 لتحليل البيانات. ووفقاً لنتائج تحليل البيانات تم الحصول على العديد من النتائج من خلال وصف وتحديد العلاقة الإيجابية بين التعلم الريادي والنجاح الاستراتيجي. وبشكل خاص دور المعرفة الجماعية والفردية في النجاح الاستراتيجي. وأخيراً، أوصت الدراسة بمزيد من الاهتمام بالتعلم الريادي في المشاريع، خاصة من خلال تعلم الموظفين والمديرين في جميع الأقسام، مع زيادة دور التعلم الريادي لدعم عمليات النجاح الاستراتيجي في المشاريع الصغيرة والمتوسطة في أربيل.

**الكلمات المفتاحية:** التعلم الريادي، النجاح الاستراتيجي، المشاريع الصغيرة والمتوسطة في محافظة أربيل.

### 1. Introduction

In the new century and especially in recent years, (Entrepreneurial Learning - EL) has emerged as a new and important concept to develop the concepts (Entrepreneurial & Entrepreneurial learning & Strategic success). Although entrepreneurial learning research has increased in the past decade, the literature is diverse, highly personal, and fragmented, which hinders the development of entrepreneurial learning as a promising research field. It is possible to define the process (EL) as the flow of entrepreneurial action, which in turn includes learning during the creation of the project, and this leads to the connection of entrepreneurial work in particular with taking action under conditions of uncertainty (Nickson Banda, 2022: 366). Previous researches on (EL) have pointed to impact as an important and fruitful perspective for understanding how to develop entrepreneurship and shared learning, especially in the early stages of new venture creation (Haneberg, D.H. 2019: 306).

(EL) is the process by which people acquire, assimilate and organize newly formed knowledge with pre-existing structures, and how a learning role in (EL). Scientists have studied the role of prior knowledge and learning processes in the accumulation of new knowledge, as well as how the accumulated knowledge affects action. However, there are less attention has been devoted to the sources of learning asymmetry for entrepreneurs, leading some to call for new and rigorous theorizing to develop a more complete and accurate understanding of how knowledge develops. Also for Learning is an essential role in nearly all the fields and it is particularly important in education. (VOOLAID, K, 2013: 460). Cobb demonstrates the importance of this procedure, noting that "a better theoretical understanding of (EL) is imperative, since it is through learning that entrepreneurs develop and grow" (Holcomb, Tim R. & Hitt, Michael, 2009:167). The main focus of management research is the requirements that lead the entrepreneur to (success) or the factors that lead to the empowerment of entrepreneurs. Also, there is the question of how do entrepreneurs learn in order to succeed in ventures? Concepts related to (learning entrepreneurship and entrepreneurship) were developed through administrative and organizational thought, which was preceded by the development of the concept of efficiency and effectiveness (Ahmed Hammadi, 2020: 373). The research includes three axes, the first is devoted to the research methodology, the second deals with the theoretical aspect, while the third axis is (devoted to the applied aspect).

### **The first axis: Research Methodology**

**1.1.Problem of the Study:** The research problem is embodied in the poor awareness of project managers of the importance of entrepreneurial learning on the one hand, and lack of knowledge of its role in achieving strategic success, as the researchers noticed during their exploratory visits to the projects under discussion that there was not enough knowledge of the research variables clearly, in addition to the existence of a knowledge gap in the interpretation of the variables, based on Based on the above, the research problem is embodied by asking the following questions:

1. Are the managers interested in the characteristics of entrepreneurial learning?
2. Are there indicators of entrepreneurial learning in the studied projects?

3. Are there statistically significant relationships between the variables of the study?

4. What is the impact of entrepreneurial learning in strategic success?

**1.2.The importance of the study:** The importance of this study is taken from the importance and role of entrepreneurial learning in the success of organizations and projects. This study contributed to encouraging organizations to achieve the necessary characteristics that enhance their chances of achieving (strategic success). Small and medium enterprises have a fundamental role in planning, developing and advancing the country's economy. Also, these projects face many difficult and real challenges during their work, which forced them to adopt new management concepts that enable them to make decisions in their field of work in front of competitors in the market.

### 1.3.Objectives of the study:

The objectives of the current study are embodied in the following:

1. Studying the entrepreneurial learning in the projects.
2. Studying the relationships between entrepreneurial learning and Strategic Success in projects.
3. Determine the impact of entrepreneurial learning in strategic success.

### 1.4.Study model and hypotheses

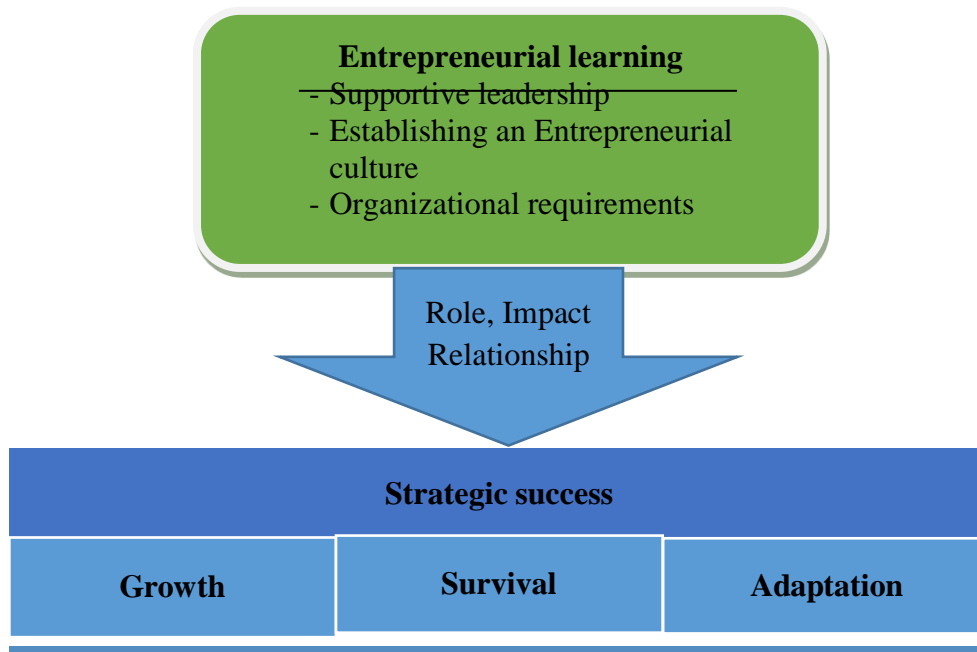


Figure (1): Research Model

Source: by researcher.

### **1.5.Hypothesis of the Study:**

1. **The first main hypothesis (H1):** There is no statistically significant relationship between entrepreneurial learning and strategic success
2. **The second major hypothesis, H2:** There is no significant effect of entrepreneurial learning on strategic success

**1.6.Study population and sample:** The research population is represented by all managers in small and medium enterprises in the city of Erbil, and they numbered 573, 205 of whom were randomly selected to represent the research sample.

### **1.7.The Second Axis: Literature Review**

**1.8.Entrepreneurial Learning:** Entrepreneurship is innovation, creativity, and the ability to take risks (Shepherd & Hisrich, 2005: 17). According to many researchers It plays a major role in increasing the national income and the process of economic transformation, supporting economic development, thus overcoming crises, and alleviating poverty, unemployment and inequality (Prasetyo, P. Eko; 2019: 247). Modern definition of this concept is that: “Entrepreneurship depends on the framework and perspective through which the meaning of entrepreneurship is addressed.” It is an essential part of society and the economy, as long as entrepreneurs are a major source of economic growth, so entrepreneurship has received great attention from both politicians and researchers in various fields. The researcher defined the entrepreneurial as: “It is the process of creativity, discovery and interest in opportunities in the new venture”, and Entrepreneurship is: “A person who discovers and takes advantage of opportunities to achieve growth and profit by accumulating the necessary resources for the organization.”

Ramsgaard, Michael, (2016: 15) “learning is the process of transformation in which an individual or organization’s identity is formed and the acquisition of new skills as well as the discarding of old practices and habits that are of no use to them.” The learning theory of entrepreneurship education is then well documented and (Jason Cobb, 2017: 36) proposes a dynamic new perspective more specifically on learning in entrepreneurship education that is further supported by the current extended frontiers of thinking about how entrepreneurs learn. There are some interrelated and interrelated components of entrepreneurial learning, namely:

(Dynamic time stages, interconnected processes, and overlapping characteristics) (Michael Breum, 2018: 863). Finally, (Kolb) argues that: "Continuous learning is a huge component to the success of all organizations." Based on this definition researcher might understand that knowledge can be gained from experience (Stephanie Cowdean, & others, 2019: 63). Researcher define it as: "The serious process by which new knowledge and skills are created through the transfer of experience or the acquisition of necessary knowledge from others".

In the last twenty years of the twenty-first century, the concept of the term (entrepreneurial learning, EL) emerged on the interest of many scholars and researchers in the field of business administration science, given the great importance in upgrading (personal skills and abilities) or (development of HR. Capabilities) in organizations in a way general. (Chien-Chi Tseng, 2013: 88). There is a more acceptable definition of (Shin) "Is an activity that involves discovering, exploiting and evaluating opportunities for the organization to offer new goods and services, as well as selecting methods of organization, markets, necessary processes and raw materials by organizing efforts that did not exist before.". Any new business lacks many resources and infrastructure, and the people working in the organization will be few but highly specialized in technical skills. So, in all of these ventures, the organization and the managers rely heavily on the strong personal relationships, charisma, and energy of the entrepreneur. But (Stevenson & Jarillo, 2019: 63) defines it as: "Entrepreneurship is a process in which individuals search for opportunities without considering or fully knowing the resources they currently control." Moreover, (Kolb) argues that: "Continuous learning is a huge component to the success of all organizations." Based on this definition researcher might understand that knowledge can be gained from experience (Stephanie Cowdean, & others, 2019: 63). According to Higgins et al., the practice of (EL) should be positioned as an emerging and activated human engagement process. Researcher defined it as: "The process of continuous learning from the beginning of the project and acquiring the necessary knowledge in parallel with the entrepreneurial work in order to manage and the development of the entrepreneurial project by the entrepreneurial leader under the conditions of



the competitive environment to achieve a better future or the strategic success of the organization”.

**1.8.1. Entrepreneurial learning types:** According to (Kolb), the (experiential learning) occurs when entrepreneurs learn from past experiences and accumulate newly formed knowledge in memory as a successor to these experiences. (Experiential learning) has two components: "previous knowledge and the processes people use to gain, absorb and organize new knowledge." concluded that the size and strength of experience affect the nature and quantity of information that the entrepreneur seeks before taking any action or any decision (Holcomb, Tim R. & Hitt, Michael, 2009:165). But there are also other opinions from (Thomas Wing) about the five dimensions of (EL), which are generated from different cases and different situations, as follows:

- Continuous learning.
- Purposeful and selective learning.
- Deep learning in business.
- Improving the experience and thinking about it.
- Transform what has been learned into current practice.

According to to know the entrepreneurial learning styles, have to know the answer of these questions: (how to learn, learning from doing, why to learn). Entrepreneurial learning into three types:

- Cognitive learning
- Experiential Learning
- Implicit learning.

**1.8.2. Dimensions of entrepreneurial learning:** According to (Salim Al Idrus, at all, 2019: 38): learning means anything that is expected, known, understood, and/or all domains of actionable by the learning participants after they learn something. On the other hand, the (learning strategy) would study (learning results), which are the two results (the actual result and the desired result). The learning dimension is classified into:

1. Learning Organization: Strategy that organizes the contents of the material to facilitate the learning process. Learning materials should be delivered in an easy and correct form to be used repeatedly by the learner participants during this process.

2. Delivering learning: One of the elements of the learning strategy is the implementation of the learning process that involves interaction between teachers and co-learners.
3. Learning Management: This dimension revolves around how to manage the interaction between (teachers and learners) that participate in the process, How the learner interacts with the variables of the learning strategy is also arranged.

There are also four other dimensions of entrepreneurial learning as classified by (Cobb, 2011: 190) from the learning journey analyzed in the context of failure:

1. Self-learning: it approaches focused on transformative learning, It presents a guidance on the (Strengths, Weaknesses, Abilities, Attitudes, Beliefs, and Areas of development).
2. Learning from failure: The entrepreneurial renewed understanding or a redefinition of the processes and strategies employed in the organization, including reasons for failure.
3. Learning about networks and relationships', learning is stimulated by the previous two categories: with attention to the nature and management of relationships, internal and external to the enterprise.
4. Learning about business management: attention to (adaptive learning & proactive learning), in adaptive learning entrepreneur develops a cognitive reserve of experiential learning, then make use of the teachings in similar situations.

Finally, the researcher in the current research, after taking the opinions of a group of other researchers, accepts another view of the dimensions of learning as follows:

1. Supportive leadership: Most of researchers are believing that the (Supportive leadership, SU. L) term has received wide attention in a variety of different search areas, including the areas of: "leadership, occupational stress & directing". (House) defined the (Supportive leadership) as the process that provides emotional, informational, and evaluation support to followers". Also describe it as: "occurring when leaders express concern for, and take counting of, followers' needs and preferences when making decisions.
2. Entrepreneurial Culture: Research tries to search for it through some of the definitions and meanings that indicate it. First, there is (Geert's) definition of



culture where she asserts: "The process of thinking helps to form one organ from another on the basis of cognitive reasoning." (Schein) also agrees that: "Driving success depends on some of the different values and standards that make a culture effective." Moreover, (Kotter) agrees with them and believes that "a set of beliefs, behavior, norms, and values helping to make culture more effective."

3. Organizational requirements: As research mentioned, any organization or project was created for the purpose of success and survival in its life cycle in the market and competitive environment, and as also mentioned for this purpose, the project owner must create a project culture or create an entrepreneurial culture that helps the organization to reach strategic success. There is no doubt that there are some organizational requirements that would help the entrepreneur in all five stages to establish a culture of entrepreneurship and thus lead to organizational success.

**1.9.Strategic Success:** Defining (Strategic success- SS) as: "Includes the formulation of a clear and concise strategic vision with a commitment to follow a successful motivational culture to achieve the organization's goals efficiently and effectively. also, to move away from routine and give way to creative cadres and the idea to ensure the effective implementation of those ideas (Hanin Q. Hassan & Al-Sheikhly Abdulrazaq, 2020: 202). Also "Explains (SS) in emerging industries requires a distinctive entrepreneurial ability", Then it: "calls for a desire for the organization capable & afford of taking risks, and an initiative to be among the first" (Basem F. A. Nayef, 2020: 164). Also (Ahmed) Indicates it: "As the ability of the management of higher organizations to select the situation and then deal with it in a way that achieves the success of the organization without any doubt". Other definition indicates that: "It is the ability to link business success and market growth", and it is meaning that the business success of any organization depends on its growth in the market, benefiting from the growth potential available in various markets and developing strategies that help in that.

However, strategic success cannot be defined in simple terms, but rather must be defined through the organization's vision, strategic direction, strategies, objectives and procedures (D. Maytham H. Alkabby, 2021: 152). Also, Strategic Success is referred to: "a combination of factors and managerial processes that lead organizations for the purpose of long-term

excellence and the ability to achieve their strategic goals based on the nature of the environment in which the organization carries out its activities and business. Finally, “has a clear vision of the organization’s activities that contribute to pushing it forward towards achieving its goals by organizing its activities and business and developing intangible assets in it. Such as employees and the organization’s reputation (Karwan K. Hassan, 2021: 86). According to (Karwan), the most important aspects of (strategic success) are:

1. The (SS) framework is seriously based on long-term success, which is what institutions aspire to achieve in order to reach high positions of distinctive competitiveness.
2. (SS) is the result of managers learning to rely on indirect strategies even though they require various additional resources.
3. The contents of (SS), “competitive success, organizational success, operational success”

**1.9.1. Important of strategic success:** Researcher has seen that organizations may bear a greater responsibility to achieve adaptation in light of providing the minimum capabilities available to them. This feature distinguishes the organization from the organizations that must give it additional support in its quest to achieve what it aspires to, by adopting a clear concept of a vision that shows a continuity of all levels of management are reflected on them. Strategic success is a necessary condition for the organizational survival and continuity of the organization, both from the perspective of the organization and its employees with it. Therefore, the importance of strategic success can be described as follows:

1. Environmental analysis: It is concerned with study the both internal and external environments of organization to discover the strategic elements that (negatively or positively) affect the organization in the future.
2. Choosing strategic competitive: This step will be based on (Michael Porter's) annalistic model, as it enables the organization to choose a competitive strategy that is less costly and more success than its competitors.
3. Best implementation of the strategy: by Creating the good system of procedures and methods that can describe how to achieve jobs and minimize the gap between the current plan and what is expected to be achieved.

There are also other opinions about the importance of strategic success, as (hanin & et all) mentioned the importance of strategic success in another way, which can be summarized in four (4) points as follows:

- A.**Creating an appropriate climate of trust and ethical dealing in the organization that can eliminate the possibility of increasing employee complaints against the organization.
- B.**Raising the performance level of employees and investing their abilities and capabilities to help them advance and develop their skills.
- C.**Presenting the appropriate human resources management program, policies and plans that can use the results of the process as indicators to judge the accuracy of these policies, programs and plans.
- D.**Assisting the organization in setting standard and accurate benchmarks.

**1.9.2. Dimensions of strategic success:** In light of the views of management science researchers, there are different dimensions or measures of (SS). But most researchers, especially current research, agreed on three indicators to measure it, which are: "survival, adaptation and growth", which are represented in the following points, as described in Figure (2) the relationship between (SS) and these triple indicators:



Figure (2): The strategic success life cycle

Source by: (Steven Talbot, S& at all, (2014): Learning Organizations: A Literature Review and Critique, Land Division, Defiance Science and Technology Organization, Australia)

**Survival:** The first measure in the life cycle of (SS) which can be firstly defining it as: "The ability to continue". Also define it as: "The essence of strategic success". Or "The rule of the organization success is achieved by staying in the circle of competition and a prerequisite for the organization's

survival is the organization's ability to change" (Khadija G. Othman, 2020: 103). Or can be define it as: "it is staying in the field of work by achieving goals" or can describe it as: "it means the capability to continue, work, produce and everything related to the activities of the organization".

Adaptation: The second measure in strategic success life cycle which can be defining it as: "The ability to predict the problems that the community may face it in the future, whether these problems are (internal or external), and to develop possible solutions to them" (Sheren M. W. Mahmoud, 2020: 46). (Khadija) agree that is: "the organization's capability to adapt to the environment. And seek to new horizons through positive interaction with changes and seizing opportunities" (Khadija G. Othman, 2020: 104).

Growth: Last measure in (strategic success life cycle) is growth, that it can describe as the: "Is increasing in the size of the organizations and achieving the desired goals of stakeholders" (Sheren M. W. Mahmoud, 2020:48). Khadija agree and complete the definition by adding it as: "diversifying its products and increasing the human capital working in it" (Khadija G. Othman, 2020:106). It also is "the growth of the size of the organization and the increasing in sales". (Ahmad A. Hammadi, 2020:77).

**2. Theoretical Relationship Between Study Variables:** Learning plays an essential role in all areas of the organization; also (Entrepreneurial Learning-EL) is an essential component to enable the organization to adapt to changes in both (internal & external) environment, to be able to compete in times of uncertainty (Basten, D, & Haamann, T, 2018: 164). Conclusively, the organizations that learn more effectively will enable them to survive better in the long term than their competitors. (EL) is the process of learning through social interactions at the individual, group and organizational levels. Also (EL) helps enable the company to adapt faster and better to the requirements of the external environment (Bratianu, C., 2015: 69).

Investigating the role of (EL) in (SS): First group of the previous studies investigates the importance and effects of (EL) on organizations or the relationship of (EL) with the dimensions of the organization. While others discuss the dimensions of (EL) or the effects between (EL) and educational organization, the most important points is the effects of technology for finding structured learning. Another group seeks to learn more from organizational learning and the methods to create them, also how to

transform individual or group knowledge into organizational knowledge and also in organizations benefit from it, also how to develop it.

A group of factors helped projects achieve (Strategic Success), especially since the essence of success is strategic leadership, and entrepreneurial learning has a role in maximizing the role of strategic leadership for the of the strategy. The group of researchers is examining the extent to which organizational learning influences the creation of (competitive advantage, development of new competencies, organizational performance, organizational innovation, and organizational success, the last study described as a series of repeated processes, i.e. (D-E-L-O, Driving-Enabling-Learning-Outcome).

On the other hand, the important impact of (EL) on the high performance of the organization (Zhu, C & at all, 2019: 583). Which in turn is the main driver of knowledge creation for entrepreneurs in order to build a competitive advantage for organizations while confirming that educational organizations are organizations that grows and stays in the business environment and also some research mentioned it as the key to organizational success. While others define it as an individual or group process that is not easy and must be applied in organizations for Success.

### **3. Methodology**

**3.1. Method of the study:** The study adopted the (Analytical Descriptive Approach), because the nature and objectives of the study are fully compatible with this approach, also the method of answering the study questions is consistent with this type of study. Analyzing the study data and determining the relationship between the two variables of the research. Also, this methodology is fully consistent with the scientific foundations in analyzing the impact of the variables on each other.

**3.2. The Research population, sample and time:** Research population, sample and time: According to the study purpose, objectives and questions, the research selects a Population consisting of (CEO and owners) of small and medium enterprises in Erbil Governorate in the (KRG. Iraq). And also, the study sample is (205) CEO and owners of small and medium projects. Also, the time limits for the research are (2020-2022).

**3.3. Justifications for choosing the study field:** To choosing field to study, it must be based on valid reasons and methods that have scientific

qualifications, there are the most important reasons that the researcher relies on for choosing this field of study:

1. Covering a large part of the local market needs.
2. Contribute to solving the problem of unemployment
3. It is the main component in the structure of production and economy in the countries of the world.
4. Absorbing the largest sector of employment in various societies.
5. Assisting in the development of local productive arts and technology in the community.
6. Small projects work to achieve balance in the economic development process (industry / trade / services / contracting), increase the volume of investments, increase job opportunities, and eliminate the main disparities resulting from the concentration of economic activities in the region.
7. These companies have the ability to respond to market changes and the rapid development of supply and demand, and their chances of growth and survival are greater than large companies with less flexibility.

**3.4.Data collection and analysis methods:** To obtain the necessary data, research used the (books, scientific articles, master's and doctoral dissertations on paper or Internet) in (English, Persian and Arabic) language, using the theoretical side. Previous studies have also been used within the scientific concepts of this paper. On the other hand, the sample was selected from (205) managers and owners of small and medium enterprises. The questionnaire consisted of (45) questions and the hypotheses are set, to ensure the correctness of the hypotheses, they were subjected to multiple tests through the statistical program (SPSS). The study seeks to reach theoretical and practical conclusions in the light of which appropriate recommendations are proposed.

**3.5.Reliability Measurement:** The reliability of the questionnaire means that the questionnaire test gives the same results if it re-applied under the same conditions. Reliability measured by extracting the correlation coefficient between the questionnaire items. The Table (1) is showing the reliability study's objectives, also included determining the validity of the instruments, lastly measuring the reliability value of the significance of dependent and independent variables in order to find out how the results for each different.



The table content of all the dimensions separately, total of the variables and lastly the reliability of all (30) items in (10) groups together.

Table (1): Reliability measurement through Alpha-Cronbach method

Variables	Dimension	Nu. of ques.		Cronbach's Alpha	
Entrepreneurial learning-mm2	Supportive leadership-(SL)	15	5	.931	.920
	Establishing an Entrepreneurial culture-(EC)		5	.924	
	Organizational requirements-(OR)		5	.929	
Strategic success – mm3	Growth-(GR)	15	5	.926	.920
	Survival-(SU)		5	.927	
	Adaptation- (AD)		5	.928	
Total	All resolution variables	30		.917	

Source: researcher, depending on results of SPSS.

#### 4. Hypothesis Testing

**4.1.The relationship between (Entrepreneurial learning & Strategic success):** In order to achieve the result of the third basic hypothesis of this study, the study relies on statistical methods such as (the simple correlation coefficient) to measure the strength of the relationship between these two variables in current study, or testing the significance of the correlations between the main variables included in the first main hypothesis (H1). Which states that there are (a statistically significant relationship between Entrepreneurial learning and Strategic success). The results of the statistical analysis correlation in Table (2) between of these two variables, indicates the existence of a significant positive correlation between those two variables. where the value of the total correlation coefficient was (.624<sup>\*\*</sup>) and thus the first main hypothesis is accepted by the results, and the value of the correlation indicates that the independent variable has a positive significance correlation with Strategic success. Also, it means that (Entrepreneurial learning) can have positive affect to increase strategic success in small and medium projects in Erbil.

Table (2): Correlations between (Entrepreneurial learning&amp; Strategic success)

Variable		Strategic success-SS2	Entrepreneurial learning-SS1
Strategic success - mm3	Pearson Correlation	1	.624**
	Sig. (2-tailed)	-	.000
Entrepreneurial learning - mm2	Pearson Correlation	.624**	1
	Sig. (2-tailed)	.000	-
N		205	205
P value		0.01	

Source: researcher, depending on results of SPSS.

**4.2.Impact of Entrepreneurial Learning in Strategic Success:** In analyzing the data of the independent variable (Entrepreneurial learning-EL) on with dependent variable (Strategic Success-SS), statically the outcome identifies there is highly relationship between those two variables. Table (2) in the model summary emphasizes that ( $R = 0.624$ ) it shows that there is a (high relationship) while the ( $R$  square) is equal to ( $0.389$ ), which it has a significant impact for dependent variable (EL) on the dependent variable (SS). Moreover, the statistical results of the current study data analysis in Table (3), the coefficients of the study dependent variable (EL) have positive effectiveness on the (SS) as a dependent variable, which the result demonstrate that in using one percent of the (Entrepreneurial Learning) that enhance ( $0.624$ ) of the (Strategic Success).

The cause-and-effect analysis of the dependent variable (Predictors variable-mm1) on (Dependent Variable-mm2) shows that there are significant impacts and effectiveness for entrepreneurial learning on strategic success. The model summary in Table (3) emphasizes that ( $R = 0.624$ ) it is proven that there is a highly significant relationship between entrepreneurial learning on strategic success. Thus, the results confirm the complete acceptance of the main second hypothesis of this research and that it is: (H2: The existence of a statistically significant effect of the Entrepreneurial Learning on the Strategic Success).

Table (3): Regression (Strategic Success–ss2) &amp; (Entrepreneurial Learning–ss1)

Model Summary		R	R Square		Adjusted R Square		Std. Error of the Estimate	
		.624 <sup>a</sup>	.389		.386	4.94740		
		a. Predictors: (Constant), ss1						
ANOVA		Sum of Squares	DF	Mean Square	F	Sig.		
	Regression	3167.580	1	3167.580	124.412	.000 <sup>b</sup>		
	Residual	4968.781	203	24.477				
	Total	8136.361	204					
a. Dependent Variable: ss2								
b. Predictors: (Constant), ss1								
Coefficients	Model	UNS. CO.		S. CO. Beta	T	Sig.	CO. S. T.	CO.S. T VIF
		B	Std. Error					
	Constant	24.138	3.419		7.060	.000		
	Ss2	.623	.055	.624	11.376	.000	1.000	1.000
	a. Dependent Variable: ss2							
Collinearity Diagnostics <sup>a</sup>	Dimension	Eigenvalue		Condition Index	Variance Proportions			
					Constant	Ss1		
	1	1.995		1.000	.00	.00		
	2	.005		19.739	1.00	1.00		
a. Dependent Variable: ss2								

Source: researcher, depending on results of SPSS

## 5. Conclusion:

- A. It is clear from the data tests of the current study that it is possible to rely on parametric analysis until the data passes the conditions of the parametric analysis, which gives higher accuracy and greater reliability than non-parametric ones. analysis.
- B. There is a correspondence between the theoretical model that the researcher drew from the theoretical review of the scientific literature related to the variables of the study, and the applied model derived from the field data.
- C. The results showed that the majority of the respondents are males, and this is an indication of the reluctance of females sometimes to work in projects as a result of long periods of official work or strict application of instructions.

- D. It can be concluded from correlation analysis that the more research projects rely on embracing entrepreneurial learning, the higher levels of strategic success will be achieved.
- E. The results of the linear regression analysis show that there is a positive impact of entrepreneurial learning in achieving strategic success in the projects under study.

#### **6. Recommendations:**

- A. The research suggests using the current questionnaire as a ready-made model for measuring the same variables and in other fields, because it passed all tests before distribution, especially after taking into account the notes of arbitrators and specialists, and thus it became a ready-made model that can be relied upon in other studies.
- B. As long as the questionnaire passed all the conditions after distribution and became suitable for generalizing the results, we suggest applying the questionnaire in a different sector such as the banking, health or tourism sectors, and comparing the results to reveal the strengths and weaknesses between them.
- C. The need to focus the projects under discussion on assigning females administrative tasks and benefiting from some of their characteristics such as cooperation, endurance and the ability to think multiply, as well as moving towards assigning the mature age group along with young people to invest their expertise and knowledge by adopting their consultations and experiences.
- D. The need to invest in strong relationships between the main and sub-variables at the macro and micro levels and direct them to serve projects in the city of Erbil, with the need to document the relationship between entrepreneurial learning and strategic success.
- E. The need to harness the strong influencing relationship of entrepreneurial learning in strategic success to enhance the effects between each dimension of learning in strategic success and the serious pursuit of projects in support of weak relationships.

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