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The impact of soft skills on Entrepreneurial Innovation A field study at the Iraqi Airways

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Abstract

Purpose: The research objective is to diagnose and analyze the extent to which Soft skills (independent variable) within its three dimensions (working as a team, time management and communication) affect Entrepreneurial Innovation (dependent variable)

Theoretical framework: soft skills are important among the modern humanitarian concepts of organizational work for their prominent role in achieving excellence and innovation in an unstable environment. Thus, soft skills have received significant attention and popularity in the field of business administration at present because they are considered essential keys for achieving entrepreneurial organizations (El-Tabal, 2020)

Design/Methodology/Approach: The research relied on descriptive and analytical methods, and the research sample is made up of middle management managers in the Iraqi Airways Company

Findings: The researcher reached a set of conclusions, the most important of which is the existence of a direct significant impact of soft skills as the independent variable within its dimensions on entrepreneurial innovation as the dependent variable in the researched company. Also, the results highlight a significant positive relationship between the variables

Research Practical & Social implications: The research emphasizes the need to pay attention to developing and enhancing the soft skills of existing employees in the researched company

Originality/value: Among the most prominent results that emerged in the research were that soft skills do exist in the researched company and they play a significant role in achieving entrepreneurial innovation

Keywords: Soft skills, working as a team, time management, communication, entrepreneurial innovation, Iraqi Airways

1-Introduction

The primary skills needed by humans to survive in the twenty-first century are the ability to learn and innovate, solve problems, communicate, and work together. (Ariratana et al., 2015). In recent decades, the scope of globalization's control over societies and the economy has become apparent, which has led to the emergence of the desire and inevitability to compete in the business world. A direct consensus has followed this in increasing the importance of human resources and the skills that these resources carry (exceedingly soft skills) as they are the most crucial source in the world of competition between Organizations. These days, "soft skills" is a highly used term to describe individual transversal competencies like social skills, language proficiency, communication ability, friendly nature, capacity for teamwork, and other qualities that define interpersonal relationships (Cimatti, 2016). In general, organizations face rapid changes and developments, and their survival and success in a competitive, rapidly changing environment requires effective change and continuous creativity and innovation, as entrepreneurial innovation is one of the basic concepts of business culture in modern organizations (Abdulla, H. Ali and Ahmed, 2023). Enterprises with a focus on business are creating novel approaches that entail high-risk business endeavors, such as allocating substantial funds to creative and proactive concepts (Irikefe & Bagobiri, 2022). In addition to that, and equally important, the concept of entrepreneurial innovation has spread, especially in the Middle East region, specifically in our country, Iraq, as it is going through a stage of recovery from the complex and many experiences and crises it has been exposed to, which has now made it enter the stage of economic openness, facing intense competition in business, and the emergence of many of the distinguished pioneering projects that had a significant role and effective contribution not only to the development and growth of the economy but also to increasing the productivity of many leading companies. Entrepreneurial innovation has proven to be the appropriate choice for developing the professional lives of employees in these companies, including the Iraqi Airways Company. Given the importance of the role it plays in providing travel and tourism services locally and internationally and thus its contribution to the economic development of the country, this would have placed this company Facing the challenges of competition with other Iraqi and regional airlines over the past decades; this company has suffered from slowdowns in work and a shortage of civil aviation flights due to the air blockade, in addition to the economic conditions to which the country has been exposed, not to mention the obsolescence of the aircraft at Baghdad International Airport belonging to this company. These were the main reasons for the company to return its policies and work strategies, and new plans were developed and thus, the urgent need for soft skills emerged in the company. The new economic changes in the Iraqi reality have all created the need to research the subject of soft skills and their impact on human capital in achieving entrepreneurial creativity and innovation. The company in the field of research is a vital and significant company that must be delved into by conducting many studies for development, as it is a forefront for Iraq when compared to Arab and international airline companies, based on what the researcher wanted to highlight the strengths and weaknesses of the soft skills of the researched company and how it is effecting its entrepreneurial orientation

2-Literature review and Hypothesis Development

Through reviewing previous studies, the researcher found some knowledge limitations ; despite the

novelty of the topic, some studies were found within which this research falls, and the researcher will review them as follows

The study (Abd, 2016) aimed to determine the contribution of strategic leadership techniques to entrepreneurship in public-private banks in the Al-Najaf Governorate; thirty-two managers and department heads from eleven commercial banks were chosen as a sample, entrepreneurial innovation is one of the most critical dimensions of this study. A descriptive-analytical method, a questionnaire and a set of statistical methods and tools were used, and the research reached a set of conclusions, the most important of which is that entrepreneurship is a goal that organizations seek to achieve, especially service organizations that are in direct contact with customers

The study of (Marliyah et al., 2018) identified the soft skills and CBT (Competency-based training) dimension is needed as the fundamental analysis in improving the effectiveness of entrepreneurship education; the purpose of this research was to understand the types of soft skills the applied CBT concept, the performers who took part, and the educational process. In this study, documentation, interviews, and observation were the methods employed. In the meantime, an interactive model was utilized as the data analysis technique; by incorporating the soft skills component, the research findings can be used as fundamental guidelines in creating entrepreneurial education for associated institutions. and the application of the CBT concept optimally to create students' entrepreneurship spirit on the level of personal maturity. While the study of (Majed, 2019) is curious on how soft skills for leadership, such as initiative, teamwork, training, and communication, may help people learn about entrepreneurship. These college council members of Salahaddin University in Erbil, Iraq, provided their thoughts about these parameters. The study's most important conclusions are that studying entrepreneurship both individually and collectively has a favorable influence on soft skills related to leadership. Additionally, the research offered a number of suggestions. Entrepreneurship intention, and audacious behavior) through a field testing study variables that are based on theoretical and methodological frameworks such as the need to raise people's awareness of the value of soft skills in organizations and encourage them to take advantage of untapped opportunities in addition to establishing the right environment for collaboration in order to improve performance. The study of (Tem et al., 2020) aimed to discover the importance of soft skills to enhance entrepreneurship ability, and a sample of five successful entrepreneurs was chosen to be the study sample; the results revealed that soft skills help entrepreneurs improve their competitive capabilities and increase productivity. The study (Gulati, 2021) came under the title "Necessity of Soft Skills for Project Managers and the Contribution to Project Success". It aimed to explore the need for soft skills and determine whether they are necessary for project managers. The degree to which these skills impact project team members and the overall project success, working as a team and communication were some of the most important dimensions of this study, the results show that a project manager can develop into a project leader by building soft skills related to emotional quotient (EQ), also the project manager's soft skills can positively impact the project team's performance and digital transformation, thus increasing the chances of success

The study of (Khan et al., 2021) explored the impact of the dimensions of entrepreneurial orientation on the performance of organizations, and the purpose of this study is to examine the role of entrepreneurial orientation in determining the performance of organizations; the study showed a

positive relationship between the variables directly and through the mediator (entrepreneurial competencies). The goal of the (Lok, B., Cheng, M., & Choong, 2021) study was to confirm the effect of soft skill development and training on HR outcomes and business performance. The study discovered that while soft skills did not directly impact the performance of the company, They did make a big difference in practice. The soft skills dimensions—emotional intelligence, teamwork, leadership, problem solving, communication, critical thinking, and creative thinking—made a substantial contribution to human resources. Putting into practice soft skills is crucial, as evidenced by the current era's strong demand for these abilities and their significance to business success and competitiveness

The study of (Narenji Thani et al., 2022) was designed to explain how self-development affects the trend toward organizational innovation and how human resource agility plays a mediating role. The study concluded that while self-development was positively correlated with human resource agility, human resource agility also positively correlated with the trend toward organizational innovation in its various dimensions (managerial, process, and product innovation) and that human resource agility acted as a mediator between the two relationships. There is no direct relationship between self-development and the trend toward organizational innovation. While the study of (Awawdeh & Alkshali 2022) aimed to investigate and find out the extent of the impact of soft skills on organizational creativity at Al-Durra Food Industries Company, all 140 employees of Al-Durra Company were selected as the community of the study, descriptive quantitative approach, a questionnaire, comprehensive survey, and a group of statistical methods were used, The results of the study showed that there is a clear impact of soft skills on organizational creativity, especially leadership skills, working with a team, and making decisions

On the other hand, the study of (Alateeg Alhammadi, 2024) delved in and insisted that in order to succeed in this ever-changing environment and foster an innovative culture, organizations need to place equal emphasis on strong organizational culture and strategic leadership. With a focus on the mediating role of strategic leadership in Saudi Arabian businesses, this study explores the relationship between organizational culture and organizational innovation. Employee data from different Saudi Arabian organizations was gathered using a cross-sectional study design. The research findings, which highlight the mediating role of strategic leadership, demonstrate a direct and significant influence of organizational culture on organizational innovation through the use of structural equation modelling via Smart PLS 4. This study's implications are explored, offering insightful information to scholars, academics, and policymakers alike

Based on the previous studies, the following hypotheses have been formulated for the current research

H1-The first Main hypothesis: There is a significant impact of soft skills and their dimensions on entrepreneurial innovation; this hypothesis is divided into sub-hypotheses as follows

H1a-There is an impact of the skill of working as a team on entrepreneurial innovation

H1b-There is an impact of time management skills on entrepreneurial innovation

H1c- There is an impact of communication skills on entrepreneurial innovation

H2-The second Main hypothesis: There is a significant correlation between soft skills and entrepreneurial innovation

3-Research Methodology

The questionnaire that the researchers created, taking into account the factors and the nature of the study, was the study tool. References to earlier research were made

The first section of the questionnaire consisted of items measuring the independent variable (Soft skills), which encompasses the following dimensions: teamwork, communication, and time management. The items for this variable were developed based on a prior study conducted by (Al-Garaidih & Al Alawy, 2018

The second part includes items that measure the dependent variable (Entrepreneurial innovation); the previous study was used to develop the items of this variable (Abd, 2016). Likert (a five-point scale was used to answer the study items, ranging from strongly agree with a weight of (5) to disagree with a weight of (1). The statistical programs (SPSS V.27) were used to deal with the data and draw conclusions; the following statistical methods were used

A- The arithmetic mean - which represents the extent to which the individuals of the researched sample tend towards the questionnaire items

b- Standard deviation - which measures the extent of consistency and dispersion in the sample's answers to the questionnaire items

C-Coefficient of variation - which determines the degree of homogeneity in the answers and arrangement of the research items

d- Simple linear regression coefficient: to estimate the linear relationship between the independent variable and the dependent variable

e-Pearson correlation was used to test the correlation between the independent variable (soft skills) and its dimensions and the dependent variable

Sample

The Iraqi Airways Company was chosen as a site for conducting the study. In order to test the study hypotheses and achieve its objectives, the researcher selected the research community from department managers and administrative division officials, who numbered (104), divided into (15) department managers and (89) division heads, and a stratified sample) from the study population, and in light of this, the researcher used the fractional sampling technique because the target society is stratified and includes two classes, represented by (department managers and division heads), as middle management is widely concerned with soft skills because it is the link between the upper(Top) management and the lower management., and the sample size (79) was reached through the following equations

= Sampling fraction

1-Number of division heads)/ (Total community size) = Result X Number of division heads

2-Department managers number)/ (Total community size) = Result X Number of department managers.* Source of the equation: Sampling Techniques Guide, (2022), Dubai Statistics Center, SSF.SF.FW01 AR v4.1 2022-11

Figure (1) shows the hypothetical research plan, which includes the (independent variable) Soft skills within its dimensions and their impact on the (dependent variable) Entrepreneurial innovation, as follows

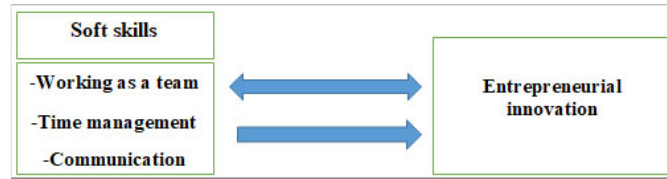


Figure (1) Research framework

Soft skills

Success is no longer associated with the employees' technical and specialized skills only. However, it has become vital that they possess social and personal skills (soft skills), which support their positive interactions with the environment and others (Shaeer, 2024)). Soft skills or behavioural skills are basically related to behavioural aspects such as managing individual behaviour, action or reaction under a given situation; they refer to a group of psycho-social and interpersonal skills, moreover; they can help individuals communicate effectively, make informed choices and develop self-organizing skills that might enable employees and managers to be more productive (Dulloo, 2019) The collection of life skills, social skills, interpersonal skills, personal qualities, and personality traits that may be tailored to the requirements and preferences of exceptional people is known as soft skills. It is the capacity to engage and converse with others in a kind, amiable, and approachable way (Hyder et al., 2020). It is confirmed (Cimatti, 2016) that Soft skills are a strategy for achieving success at all levels, whether on the personal or professional level. Therefore they are necessary for any person who is a candidate for a job to obtain this job when he tries to apply for it. There are many definitions of the term soft skills for human resources in administrative literature; they can be defined as a person's ability to communicate with others (interpersonal skills) and a person's ability to organize himself (personal skills), in addition to the person's ability to provide trust and care to every creative person as well as other people (Setiawan Wibowo et al., 2020). The researchers (Lamri & Lubart, 2023) noted that there are many different terms used to describe soft skills, including emotional intelligence and social competencies, which are skills for interacting with others. Social competencies, on the other hand, encompass a wider range of abilities that allow people to operate well in interpersonal relationships, communicate, collaborate, and be adaptable and culturally aware

Soft skills are crucial in the job since they create the impression of an individual and provide an opportunity to establish rapport with colleagues. (Zuma, 2020). Moreover (Dean & East, 2019) stated that the ability to use communication skills with others is crucial for employees to work with and understand team members; as the mix of the workforce changes, the mix includes people of different races and genders; these generational changes have increased the demand for employees with soft skills

Dimensions of soft skills

Soft skills are knowledge that is still in the minds of humans and is highly personal (Asbari et al., 2020); this requirement of soft skills in a job has made the competition for job acquisition and job sustainability more challenging (BORA, 2015)), the topic of soft skills has been analyzed by many researchers. Many soft skills have been mentioned in the administrative literature. Their narratives and definitions vary, and due to the repetition of some dimensions, the researcher decided to

summarize it in a set of skills that must be available in the organization and that achieve the organization's pursuit of entrepreneurial innovation and success. The researcher relied on three main dimensions (working as a team - time management - communication) based on the scale used by (Al-Garaidih & Al Alawy, 2018) which was amended, justified and tested in a way that adapts with the Iraqi environment and serves the interest and goal of the current research

1-Working as a team (Shaeer, 2024) defined teamwork as a group of people who can work, cooperate and interact with each other to achieve a common goal in an environment that brings them together, while (Sekhar, 2019) pointed out that working with a team means several things

- a. The capacity for productive work, interpersonal interaction, and relationship building
- b. The capacity to recognize and switch between the roles of leader and follower
- c. The capacity to acknowledge and honour the attitudes, actions, and convictions of others
- d. The capacity to assist in organizing and arranging group projects

2-Time management: Time management in the practice of management and planning refers to how time is divided between different tasks. Good time management means applying the famous saying: "Work smarter, not harder." thus, more can be achieved even if time is limited and pressure is high with attention. Failure to manage time will increase stress and reduce effectiveness. (Awawdeh & Alkshali, 2022) consider that time management is the process of utilizing managers' individual skills and available time to meet the organization's overall goals and keep a check on requirements, as time is a critical component in assessing indicators and elements and is always linked to the achievement of goals within the allocated time frame. Thus, whether a manager is at the functional or organizational .level, time management is an essential ability for each working individual

3-Communication: Oral, written, and complete communication are all types of communication abilities. The capacity to effectively connect verbally with people and provide engaging presentations is known as oral communication skills. On the other hand, written communication skills refer to the capacity for effective communication through the creation of papers, letters, and reports. Comprehensive skills are the ability to understand both the stated and implied meanings of others (Awan et al., 2015). In addition (dull, 2019) said that a person's success is closely related to his or her ability to communicate; professionals with great communication skills have a significant advantage over those without, and a professional with poor communication skills would undoubtedly run out of sources

Entrepreneurial innovation

The expression that "Innovation is the central issue in economic prosperity" by (Michael Porter) encapsulates the importance of entrepreneurial strategy, which has been linked to the success and growth of any organization, mainly through the dimensions of innovation and risk (Marom et al., 2019). (Juliana et al., 2021) defined innovation and creativity as the organization's heart and soul. This includes the advantages of innovation and creativity that enable an entrepreneur to search for possibilities to accomplish new things on purpose or to execute old things in novel ways. As a consequence, outstanding entrepreneurship is inspired and driven by creativity and innovation to drive organizational operations and pleasure consumers for the benefit of stakeholders. New pathways determined by market circumstances and customer demands. In the entrepreneurial

sense, this becomes value creation. (Solikahan & Mohammad, 2019) It was stated that the definitions of creativity, innovation, and entrepreneurship lead directly to the definition of entrepreneurial innovation. It was stated that innovation refers to the tendency of companies to support new ideas, novelty, experimentation, and creative processes that can produce new products, services, and technological processes. It involves putting fresh, worthwhile ideas into practice in order to launch a new initiative or program that offers goods and services.. (Irikefe & Bagobiri, 2022) Added that business-oriented organizations are developing innovative strategies that involve risky commercial ventures, such as investing massive amounts of money in innovative and proactive ideas, entrepreneurial innovation is considered one of the dimensions of entrepreneurship orientation. Thus, the importance of entrepreneurship orientation is focused on innovative change and opportunity exploitation

The horizons of entrepreneurship include identifying new relationships, and discovery occurs when the entrepreneur uses specific resources. At best, each entrepreneur must understand these resources differently because otherwise, there will be no possibilities. If entrepreneurs believe in all the resources, there is no way to make a profit, thus losing incentives to search for opportunities (Rumi, 2021)

According to Schumpeter's influential 1934 paper, innovation—which he described as novel combinations of already-existing resources—is the primary mechanism of entrepreneurship. (Prince et al., 2021). Being highly proactive against market opportunities and market dynamism, tolerant of risks, and adaptable to changes are requirements of having an entrepreneurial orientation or tendency. In addition, being an innovator for change, taking risks, and coming up with new ideas are characteristics that set apart entrepreneurially oriented organizations. (Musawa & Ahmad, 2019). It was stated by (Juliana et al., 2021) It is imperative that entrepreneurship development be prioritized in order for a nation to thrive and have sustained economic growth. This requires fostering creativity and innovation. (Astrini et al., 2020) confirmed that innovativeness describes how strong companies encourage innovation and gauge the Number of new product lines or innovative processes within the company. In addition; (Raoof et al., 2021)) confirmed that the implementation of organizational excellence along with innovation can result in performance excellence. (Ubadi, 2020) Explained that the purpose of adopting an entrepreneurial orientation strategy can be listed as two main reasons It is a sign of the company's capacity to broaden the scope of its operations in order to target new-markets and boost revenue

To show that the organization is capable of making wise use of the energies and resources at its - disposal in order to compete successfully

4-Results

The reality of the researched variables was tested through the presentation, analysis, and interpretation of the sample's responses to the research variables: the independent variable (soft skills), the dependent variable (entrepreneurial innovation), Through the use of some descriptive statistical methods, the program (SPSS V.27) was used, and the results were as follows

Table (1) Table (1) Descriptive statistics for soft skills dimensions

Soft skills dimensions	Mean	Std. deviation	Coefficient of variation	precedence
Working as a team	3.953	0.849	0.215	first
Time management	3.886	0.869	0.229	second
Communication	3.651	0.912	0.250	third
Total	3.830	0.876	0.231	

Source: Program outputs (SPSS V.27)

4.1-Analysis of the research results for Soft skills dimensions: The results are represented by obtaining the overall arithmetic mean, which is (3.830); the standard deviation also reached (0.876), for the coefficient of variation (23.1%) that is, homogeneity (76.9%), this shows that the sample's responses indicate that the implementation of soft skills dimensions in the Iraqi Airways has reached an excellent degree, and these dimensions were arranged according to the research sample as follows: working as a team, time management, communication, and Table (1) shows This arrangement

Table (2) Descriptive statistics for Entrepreneurial innovation

Entrepreneurial innovation	Mean	Std. deviation	Coefficient of variation
	3.447	1.000	0.29

Source: Program outputs (SPSS V.27)

4.2-Analysis of the research results for Entrepreneurial innovation

The results are represented by obtaining the overall arithmetic mean, which is (3.447); the standard deviation also reached (1.000); as for the coefficient of variation (29%), that is, homogeneity (71%), this shows that the sample's responses indicate that the implementation of Entrepreneurial innovation in the Iraqi Airways has reached a good degree, and Table (2) shows This arrangement

4.3-Analysis of research hypotheses

The first Main hypothesis: There is a significant effect (statistically significant) of soft skills and their dimensions on entrepreneurial innovation. This hypothesis is divided into sub-hypotheses, and agencies will clarify the results of the tests

Table (3) shows the effect between soft skills (independent variable) and Entrepreneurial innovation dependent variable

Variables /Dimensions		Working as a team	Time management	communication	Soft skills
Entrepreneurial innovation	q	0.403	0.517	0.528	0.167-
	β	0.648	0.680	0.725	0.769
	R ²	0.420	0.462	0.526	0.591
	sig	0.000	0.000	0.000	0.000
	The decision	There is an effect	There is an effect	There is an effect	There is an effect

Source: Program outputs SSPS V.27

4.3.3.1-Testing the first sub-hypothesis: Table (3) shows the simple linear regression test for the impact relationship between (working as a team) considering it the first dimension of the independent variable (soft skills) and Entrepreneurial innovation; it turned out that the value of the constant (α) for the regression equation was(0.403) that is, the value of Entrepreneurial innovation is equal to the value of the constant if the effect between them was zero, and the value of (Sig) reached (0.000), which is less than the level of significance (0.05) and (0.01), meaning the presence of a statistically significant effect, as the strength of the effect (β) had a value of (0.648), an evaluation level (strong positive directive), the value of the interpretation factor (R^2) reached (0.420), meaning that (42%) of the Entrepreneurial innovation came as a result of working as a team and the rest from other variables or random errors. Thus, the first sub-hypothesis of the central hypothesis can be accepted

Testing the second sub-hypothesis: Table (3) shows the simple linear regression test for the 4-3-2 impact relationship between (Time management) considering it the second dimension of the independent variable (soft skills) and Entrepreneurial innovation, it turned out that the value of the constant (α) for the regression equation was(0.517) that is, the value of Entrepreneurial innovation is equal to the value of the constant if the effect between them was zero, and the value of (Sig) reached (0.000), which is less than the level of significance (0.05) and (0.01), meaning the presence of a statistically significant effect, as the strength of the effect (β) had a value of (0.680), an evaluation level (strong positive directive), the value of the interpretation factor (R^2) reached (0.462), meaning that (46.2%) of the Entrepreneurial innovation came as a result of time management and the rest from other variables or random errors. Thus, the second sub-hypothesis of the central hypothesis can be accepted

4.3.3-Testing the third sub-hypothesis: Table (3) shows the simple linear regression test for the impact relationship between (Communication) considering it the third dimension of the independent variable (soft skills) and Entrepreneurial innovation, it turned out that the value of the constant (α) for the regression equation was(0.528) that is, the value of Entrepreneurial innovation is equal to the value of the constant if the effect between them was zero, and the value of (Sig) reached (0.000), which is less than the level of significance (0.05) and (0.01), meaning the presence of a statistically significant effect, as the strength of the effect (β) had a value of (0.725), an evaluation level (strong positive directive), the value of the interpretation factor (R^2) reached (0.526), meaning that (52.6%) of the Entrepreneurial innovation came as a result of communication and the rest from other variables or random errors. Thus, the third sub-hypothesis of the central hypothesis can be accepted

4.3.4-Testing the first central hypothesis

Table (3) shows the simple linear regression test for the impact relationship between Soft skills as the independent variable and Entrepreneurial innovation as the dependent variable; it turned out that the value of the constant (α) for the regression equation was(-0.167) that is, the value of Entrepreneurial innovation is equal to the value of the constant if the effect between them was zero. The value of (Sig) reached (0.000), which is less than the level of significance (0.05) and (0.01), meaning the presence of a statistically significant effect, as the strength of the effect (β) had a value of (0.769), an evaluation level (strong positive directive), the value of the interpretation factor (R^2) reached (0.591), meaning

that (59.1%) of the Entrepreneurial innovation came as a result of Soft skills and the rest from other variables or random errors. Thus, the first central hypothesis can be accepted

4.3.5-Testing the second central hypothesis

The second primary hypothesis: There is a significant correlation between soft skills and entrepreneurial innovation, and to test this hypothesis Pearson correlation was used. Table (4) shows the results

Table (4) values of Pearson correlation between soft skills and Entrepreneurial innovation

Variables/Dimensions		Working as a team	Time management	communication	Soft skills
Entrepreneurial innovation	Pearson Correlation	.648**	.680**	.725**	.769**
	sig	.000	.000	.000	.000
	Sample size	79	79	79	79

Source: Program outputs SSPS V.27

means a significant correlation between the variables at a level of (0.01 =**

Table(4) shows the test of the Pearson correlation between soft skills as the (independent variable) within its dimensions and Entrepreneurial innovation as the (dependent variable); it turns out that entrepreneurial innovation achieved a significant correlation with the variable(soft skills)and all its dimensions respectively at a value of 0.648**,0.680**,0.725**,0.769**, and the value of (sig) was less than (0.01) which indicates that there is a significant correlation between soft skills and entrepreneurial innovation. Thus, the second central hypothesis can be accepted

5-Discussing the results

The results demonstrated that Soft skills (independent variable) within its three dimensions (working as a team, time management and communication) have a positive impact on Entrepreneurial Innovation (dependent variable

Previous studies were relied upon to support the research through what they contributed to enhancing scientific knowledge and clarifying the vision of research concepts and variables, whether Arabic or foreign, as the primary purpose of these studies, was not only to add research but to clarify and explain the field of contribution and benefit from these previous studies; moreover to locate which challenges that other researchers encountered or even stopped them from benefiting from and completing the research they have done. The similarities between previous studies and current research can be identified as some studies dealt with three variables that were investigated, and the relationships that link them were determined, as was conducted in the current research. In addition, most of the previous studies were recent and limited to the second and third decade of the current Century, also, some studies agree with the current research because they are descriptive and analytical research and not theoretical. Some studies agree with current research in the method of data collection and analysis, and most previous studies dealt with one of the main variables of the current research. The most prominent points of difference are the following

Some studies chose the private sector to implement the applied aspect of them

Some studies chose various methods in conducting their applied aspect, and not the questionnaire as is the case in the current research

The sample size varies between previous studies and the current research

6-Conclusions and future study

The importance of the current research for future research is due to the significance of Soft skills and entrepreneurial innovation in companies, and the role they play in the growth and development of the economy. In addition, the necessity of enhancing the soft skills of managers, especially the creative ones, and motivating them to serve the researched company through the creative and innovative ideas they contribute, and providing them with sufficient powers to obtain information quickly and in a way that ensures achieving appropriate solutions and making decisions. Any company, including the Iraqi Airways Company, must support the completion of innovative work in order to achieve competitive sustainability in the labour market and encourage the introduction of new technologies and services to keep pace with development and globalization, based on what is mentioned above, the researcher concluded that there are strong ties and good cooperation relations between the managers of the Iraqi Airways Company and the members of the teams they work with, in addition to the presence of flexibility in completing the tasks of these teams; moreover, the work is completed according to priorities and timetables based on sound planning in order to achieve the set goals. The results of the research showed that there is attention and follow-up to the problems of employees in the company under investigation through effective communication between middle management and employees in departments and divisions; in addition to that, It became clear to the researcher that there is an interest on the part of managers at the Iraqi Airways Company in presenting innovative and creative ideas that contribute to strengthening the role of the company, plus to the ability to raise multiple issues that are subject to discussion and derive significant results on which to rely to make fundamental decisions that are in the interest of the company. Also, the results showed that the management of the Iraqi Airways Company is creative, as innovative work is accomplished by introducing modern technologies and providing new offers and services, which makes it worthy of competing in the field of civil aviation. Finally, one of the essential findings of the research is that the management of the researched company fosters creativity and innovators, as it encourages employees to present new ideas and sometimes seeks the help of experts from outside the company to develop the services provided. The researcher faced some difficulties in reaching the sample members, trying to meet them personally to learn about the reality of applying soft skills, and trying to persuade them to fill out the questionnaire paragraphs due to the lack of knowledge of some of the primary and secondary research variables, in addition to the difference in their work schedule and tasks, which resulted in the researcher making an additional effort to complete the study. Research requirements leading to extracting results

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