

The Role Of Entrepreneurial Inclination In enhancing Entrepreneurial Potential: An Analytical Study Of The Opinions Of A Sample Of Investors In Private Schools In Diwaniyah Governorate

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Abstract : The current study seeks to determine the direct impact of Entrepreneurial Inclination , with its dimensions (Consciousness, motivation, Capacity, determination, confidence, and cooperation), on entrepreneurial Potential, with its dimensions (Pressure management, Fact orientation, orientation toward action, Charity, social skills, integrity, and financial literacy), using a sample of investors in private schools in Diwaniyah Governorate. In order to achieve the objectives of the study, the researcher resorted to using the descriptive analytical approach to describe the phenomenon under study. The questionnaire was used as the main tool for collecting data. It was prepared according to the five-point Likert scale. The questionnaire consisted of two sections. The first section included personal and functional data for the study sample, while the second section dealt with paragraphs related to the study variables. Accordingly, (338) questionnaires were distributed to the investors in the schools under study, amounting to (106) elementary, intermediate, secondary, and preparatory schools. The number of questionnaires suitable for analysis was (287). To analyze the collected data, statistical analysis programs were used: Microsoft Excel 2013, SPSS.V.2, and AMOS.V.28. The study came out with a number of conclusions, the most prominent of which is the availability of the study variables at a moderate level, in addition to the existence of a significant correlation between the study variables, in addition to the existence of a significant influence of entrepreneurial inclination on Entrepreneurial Potential.

Keywords: Entrepreneurial Inclination, entrepreneurial Potential, Private Schools in Diwaniyah Governorate.

INTRODUCTION: It is now undeniable that the business environment is changing in the modern world. As a result, companies that want to stay competitive have to deal with unstable circumstances that are dotted with a variety of difficulties that make reaching their objectives unpredictable. Entrepreneurs' capacity to overcome obstacles, however, varies according to their skills and required resources, as well as the pressures brought on by the lack of those resources. Given these developments, business owners are starting to understand how important it is to have an entrepreneurial spirit since it gives one a special capacity to react to the opportunities and difficulties that the environment presents. Due to the complexity of the business environment brought about by these pressures, entrepreneurs are experiencing higher levels of stress and psychological exhaustion. To obtain a competitive edge and keep thriving in the business world, entrepreneurs must thus concentrate more on having the traits of a tenacious drive, excitement, and passion for business performance. In exchange for services that meet or surpass environmental standards, private schools operate similarly to other profit-driven businesses. This is achieved through investors with an entrepreneurial Inclination in the context of their quest to discover opportunities and invest them faster than competitors by possessing entrepreneurial ability represented by the necessary financial resources and capabilities and cooperative relationships as a behavioral wave that drives entrepreneurs to make proactive or adaptive decisions to what is determined by the environmental data to be reflected in the approach of entrepreneurial ability, as any entrepreneur, if he employs what he possesses of a high level of entrepreneurial ability in a sound manner, will be a means of making decisions with high entrepreneurial ability. Based on the lack of studying the variables of the current study together on the global, Arab and Iraqi levels (to the best of the researcher's knowledge), the idea of the study was born with the aim of knowing the extent to which private schools depend on entrepreneurial Inclination and determining its impact on entrepreneurial ability. Through this direction, the importance of the study appeared by clarifying the intellectual and philosophical frameworks of the study variables represented by (entrepreneurial Inclination Entrepreneurial Potential), as well as measuring the relationship of correlation and influence to remove the

entrepreneurial Inclination in entrepreneurial Potential, and in order to achieve this goal, a questionnaire form was used for the purpose of collecting data and was designed according to the five-point Likert scale, and private schools were selected in the Diwaniyah Governorate in Iraq.

PART ONE: RESEARCH METHODOLOGY

First: The Research Problem

The intellectual problem of the study is defined by the lack of agreement among researchers on the sub-dimensions of the variables, as well as the weak foundation of the theoretical relationship between the study's cognitive variables. This necessitated the identification of a knowledge gap, which motivated the researcher to identify and address this gap.

Despite recent interest in the role of behavioral aspects in entrepreneurship (Cardon et al., 2015), theories about the nature of entrepreneurship have not received much attention from researchers. More importantly, the development of such theories is based on the concrete strategies of limited empirical studies, which leaves us with a dearth of empirical results (Murnieks, 2020). As a result, most studies lack systematic evidence about the crucial role entrepreneurship plays in achieving increased efforts by entrepreneurs regarding entrepreneurial Potential and focusing on achieving goals despite significant obstacles. The intellectual problem posed by some previous studies has generated a pressing question about the nature of the potential to support the relationship between Entrepreneurial Inclination and entrepreneurial Potential. This issue is inherently lacking in previous studies, as they focused on employees' feelings toward the organization's various activities, while neglecting the nature of these activities relative to the individual's own capabilities (Cardon et al., 2009). In other words, they neglected the individual's Capacity to plan, organize, analyze, communicate, negotiate, and cooperate, as well as the Capacity to withstand risks, challenges, and continuous changes in the business environment, which constitutes entrepreneurial Potential. In light of the above, intellectual studies (Murnieks et al., 2020) in the field of entrepreneurship confirm that the most important part of entrepreneurial orientations depends on the individual's Consciousness, motivation, Capacity, confidence, and cooperation, on the one hand. On the other hand, entrepreneurial Potential examines work pressures, the Fact orientation and action, and the investment of social skills and integrity to contribute to building positive relationships that support the organization's entrepreneurial motivations. Given the nature of the work organizations undertake today, the current study focused on two aspects: the entrepreneurial drive among entrepreneurs and the Capacity to achieve the necessary flexibility to improve the work environment within these organizations. This is the focus of the current study.

From the above, the intellectual problem presented by the study was represented by a fundamental question: "Is there a role for entrepreneurial Inclination drive in achieving entrepreneurial Potential?" From this fundamental question, the intellectual problem of the study can be summarized into a set of intellectual questions, based on which the dialectic emerging from the current study can be defined, related to the results that can serve the target sample.

1. What are the intellectual foundations specific to the variables of the current study (entrepreneurial Inclination, entrepreneurial Potential) in general ?.
2. What is the nature of the intellectual relationship and the content of the cognitive debate between the variables of the current study ?.
3. What dimensions and measurement models were adopted to measure the study variables by the researchers ?.
4. What is the level of positive influence of entrepreneurial Inclination on entrepreneurial Potential?.
5. To what extent does the study sample understand the impact of the independent variable, with its dimensions, on the dependent variable, with its dimensions?.

Second: The Importance of the Research

The importance of this study lies in understanding the role of entrepreneurial Inclination in achieving entrepreneurial Potential (To the best of the researcher's knowledge). Organizations face ongoing challenges that require them to adapt and embrace rapid changes. Therefore, entrepreneurial Potential is crucial to organizational success in this competitive environment. It represents the organization's ability to adapt and overcome challenges and rapid changes by adopting new strategies, innovations, and risk management.

The importance of entrepreneurial Inclination lies in the Capacity to think innovatively and have a comprehensive vision of potential opportunities for investment. Entrepreneurial drive supports enthusiasm and dedication to achieving a vision and transforming ideas into tangible reality. These two qualities motivate organizations to embrace innovation and change, and enhance resilience and adaptability in the face of challenges. Entrepreneurial Potential enables organizations to achieve entrepreneurial flexibility by directing creativity and change toward achieving their future goals. Encouraging entrepreneurial Inclination among organizational members contributes to enhancing creativity and innovation, motivating employees to take the initiative, and achieving change. Therefore, understanding the role of entrepreneurship in achieving entrepreneurial Potential can contribute to developing effective strategies for

organizations, enabling them to adapt to future challenges and achieve success in a dynamic and changing work environment.

Thus, the theoretical importance of the current study lies in its contribution to the following:

1. There is a dearth of previous studies that address entrepreneurship and entrepreneurial Potential in their relationship with each other. The researcher did not come across any foreign or Arab study that combines the four variables together.
2. The topic of entrepreneurship has occupied significant importance in strategic management literature, as many studies have focused on highlighting the role of this variable in influencing contemporary organizations.
3. This study contributes to bridging the intellectual, cognitive and scientific gaps that were derived through the influence relationships in the hypothetical model, as well as the process of linking them to become a solid scientific and cognitive complement to the channels of research life, as well as adopting logic and realism when presenting the influential trends between the study variables that have proven their legitimacy by the enhanced measures for each variable theoretically and practically.

Third: Research Objectives

Based on the study's problem and its importance, the current study seeks to achieve the following objectives: This type of objective was formulated based on the findings of strategic thought theorists regarding the study's variables, as follows:

1. Identify the intellectual foundations of the current study's variables (entrepreneurial Inclination, entrepreneurial Potential) in general.
2. Identify the nature of the intellectual relationship and the content of the cognitive debate between the current study's variables.
3. Explain the dimensions and measurement models adopted by the researchers to measure the study's variables.
4. Measure the level of positive influence of entrepreneurial Inclination on entrepreneurial Potential.

Fourth: Hypothetical Plan and Hypothesis Development

Based on an in-depth review of previous scholarly efforts related to the study variables, in addition to addressing the problem, objectives, and importance of the study, this indicates the necessity of constructing a hypothetical model. See Figure (1), which expresses the nature and type of correlation and influence between "entrepreneurial Inclination and entrepreneurial Potential." This contributes to addressing the study problem, answering its questions, and achieving its emerging objectives. Accordingly, the study model consists of two variables:

1. The independent variable (entrepreneurial Inclination): It was measured based on six sub-dimensions, namely (Consciousness, motivation, Capacity, determination, confidence, and cooperation), based on the scale(Zeliha, 2015)
2. Dependent variable (entrepreneurial Potential): It was measured based on seven sub-dimensions, which were (Pressure management, Fact orientation, Action orientation, Charity, social skill, integrity, and financial education), based on the scale (Ephrem & Murimbika, 2023).

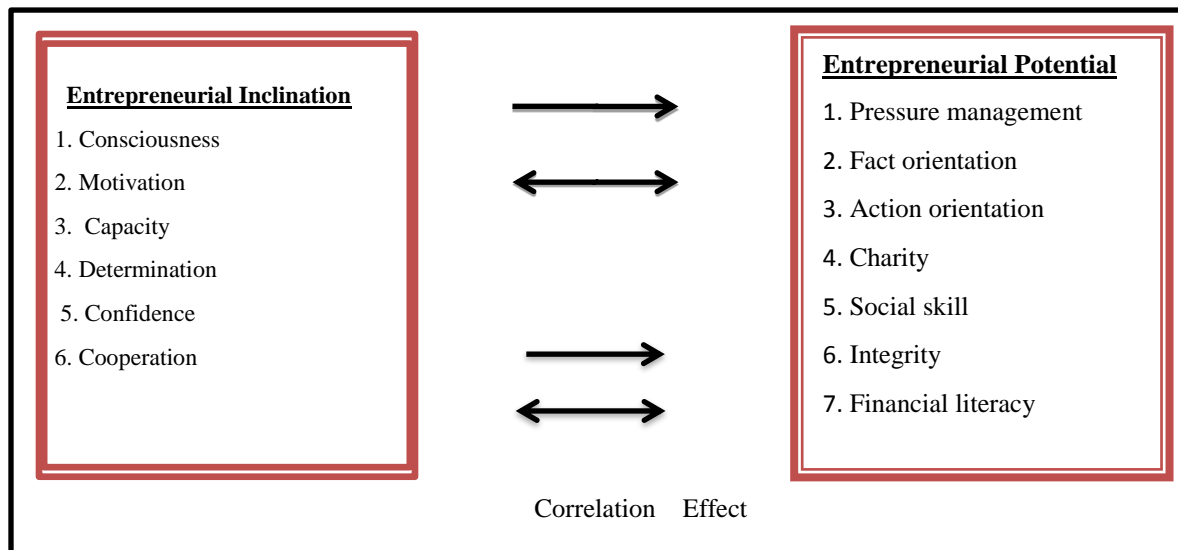


Figure (1) The hypothesis diagram of the study.

Fifth: Study Hypotheses

First Hypothesis: There is a significant correlation between entrepreneurial Inclination and entrepreneurial Potential. The following sub-hypotheses emerge from this main hypothesis:

1. There is a significant correlation between the dimension of Consciousness and entrepreneurial Potential, with its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
2. There is a significant correlation between the dimension of motivation and entrepreneurial Potential, with its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
3. There is a significant correlation between the dimension of Capacity and entrepreneurial Potential, with its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
4. There is a significant correlation between the dimension of determination and entrepreneurial Potential across the following dimensions: (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
5. There is a significant correlation between the dimension of trust and entrepreneurial Potential across the following dimensions: (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
6. There is a significant correlation between the dimension of cooperation and entrepreneurial Potential across the following dimensions: (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).

Second Hypothesis: There is a statistically significant effect of entrepreneurial Inclination on entrepreneurial Potential. The following sub-hypotheses emerge from this main hypothesis:

1. There is a statistically significant effect of the Consciousness dimension on entrepreneurial Potential across its dimensions (pressure management, fact orientation, work orientation, charity, social skill, integrity, and financial literacy).
2. There is a statistically significant effect of the motivation dimension on entrepreneurial Potential across its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
3. There is a statistically significant effect of the Capacity dimension on entrepreneurial Potential across its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
4. There is a statistically significant effect of the dimension of determination on entrepreneurial Potential across its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
5. There is a statistically significant effect of the dimension of trust on entrepreneurial Potential across its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).
6. There is a statistically significant effect of the dimension of cooperation on entrepreneurial Potential across its dimensions (pressure management, fact orientation, action orientation, charity, social skill, integrity, and financial literacy).

Sixth: Research Sample

The study community represents all investors in private schools in Diwaniyah Governorate, as the size of the community amounted to (338) investors distributed over (106) schools (elementary, intermediate, secondary, and preparatory). In order to measure the level of availability of study variables among the researched sample, the researcher resorted to the comprehensive enumeration method of the study community to indicate the level of importance of these variables to the sample. Due to the availability of capabilities for the researcher in terms of (time, cost), accordingly, (338) forms were distributed, (296) of which were retrieved, with (42) forms not retrieved. After tabulating the data, it was found that there were (9) missing forms, and thus the number of forms valid for analysis was (287) forms.

PART TWO: THE THEORETICAL SIDE

First: Entrepreneurial Inclination

1. The Concept of Entrepreneurial Inclination

In the early sixteenth century, entrepreneurial inclination was referred to by viewing individuals participating in military campaigns as entrepreneurs. At the beginning of the seventeenth century, entrepreneurs were referred to as civil engineers involved in planning. Since the sixteenth century, the term entrepreneur has been viewed from an

economic perspective. Richard Cantillon (1959) was the first to use the term entrepreneur, referring to an individual who buys products at one price and then resells them at an uncertain price and under market risk (Bajpai, 2023:2). Asamani & Mensah (2013:113) studied the leadership traits of employees with respect to entrepreneurial inclinations, the amount of effort expended in performing tasks and accomplishments, and their level of risk tolerance. They concluded that entrepreneurial inclination motivates employees to perform to the best of their abilities in order to achieve the highest levels of excellence. Ahmed & Bilal (2023:72) argue that an individual must identify the issues that limit entry into the market as an entrepreneur in order to achieve excellence. This requires a key success factor that can better identify available market opportunities through access to appropriate resources and information, enabling the entrepreneur to build more effective communication with other members of the organization in order to achieve optimal performance and make goals tangible. Over time, business organizations have become a driving force for change and development, playing a significant and imperative role in building and modeling themselves and ensuring continued success and longevity. This is achieved by encouraging employees to share their ideas by providing a conducive environment and facilities that facilitate the emergence of new ideas that improve the organization's performance (Krishnan & Monica, 2020:423). In turn, this trend has contributed to stimulating Entrepreneurial Inclination and the desire to achieve in individuals (Shahzad et al., 2021: 174), in addition to reducing negative phenomena and situations that push individuals to engage in problems, and enhancing the organization's capabilities to encourage positive situations to build new projects that achieve a high organizational reputation (Anthony et al., 2022: 3).

To better understand the concept of entrepreneurship, Table (1) illustrates the available insights into the concept from a group of researchers, academics, and practitioners in this field.

Table (1) Concepts of entrepreneurial Inclination from the perspectives of a number of writers and researchers.

N:	Researcher's name and year	Concept
1	Okeke et al.,2016:15	The degree of an individual's readiness to engage in entrepreneurial activities.
2	Yukongdi& Lopa,2017:333	Dealing with challenges and risks, and taking responsibility in an uncertain environment to achieve success.
3	Bhansing et al.,2018:2	Motivating and inspiring others and building a culture of innovation and excellence within the organization or community.
4	Maziriri et al.,2019:202	The process of building new ventures relies on a better understanding of the basic resources of entrepreneurship by leveraging the organization's knowledge, capabilities, and market experience.
5	Ordu,2019:92	The attitudes, behaviors, and philosophy that govern individuals in the workplace.
6	Wamba-Taguimdje et al.,2020:1894	Transforming potential opportunities into feasible projects and building teams capable of achieving success.
7	Shacheendran& Divyashree,2021: 1089	A set of attributes that contribute to supporting and developing individuals on the personal, psychological, and cultural levels by contributing to refining their experiences and skills.
8	Schiurma et al.,2022:1274	The ability to direct and lead teams and groups toward achieving common goals.
9	Vargas-Martínez et al.,2023:4	The desire and intention of individuals to engage in new businesses by making positive decisions that support the effectiveness of self-beliefs and control their perceived behaviors.
10	Eze& Nwosu,2024: 29	The organization's readiness to adopt entrepreneurial methods and practices and decision-making to enhance the propensity for creativity, risk-taking, and proactivity.

From the above, it can be said that entrepreneurial Inclination represents the degree of an individual's psychological, intellectual and behavioural readiness to acquire new skills and knowledge that help him enter into new entrepreneurial projects that meet the needs of the renewed market and achieve an appropriate financial return.

2. The Importance of Entrepreneurial Inclination

Entrepreneurial inclination is of great importance in many areas and at many levels, whether at the individual, organizational, or societal level. Accordingly, the importance of Entrepreneurial Inclination is highlighted in the following points:

(Bajpai, 2023: 1; Pandya, 2018: 82; Aboho et al., 2016: 3; Aslam et al., 2022: 52; Murty et al., 2020: 1622; Nimeshi, 2016: 72; Kapse et al., 2018: 3; Chaudhary, 2017: 172)

- A. It increases the organization's focus on periodically reviewing and developing its current policies, which improves its market opportunities.
- B. It motivates the organization to develop its capabilities through entrepreneurial learning, which leads to improving the skills of its employees and the proper implementation of organizational programs.
- C. Generating new, creative ideas that contribute to the development of the organization's products and services.
- D. Reinforcing the importance of entrepreneurs to the organization, its employees, and society in particular.
- E. Improving the organization's economic growth by focusing on developing its entrepreneurs.
- F. Addressing the organization's shortcomings in obtaining accurate knowledge about business and the risks it faces.

G. Supporting a motivational approach for entrepreneurs that contributes to the sharing of diverse skills, knowledge, and attributes among employees.

H. Encouraging employees to learn and communicate with their colleagues in the workplace.

I. Directing the organization's entrepreneurial behavior to develop plans that help employees think critically.

3. Dimensions of Entrepreneurial Inclination

Entrepreneurial Inclination can be measured through several dimensions:

A. Consciousness: Consciousness of entrepreneurial Inclination refers to the ability to recognize opportunities and challenges in the surrounding environment and make bold and innovative decisions to achieve change and success (Pirhadi et al., 2023: 156). Pratomo & Wardani (2021: 696) believe that Consciousness of Entrepreneurial Inclination relates to the ability to think creatively and have a creative vision to develop a new idea or product that meets market needs in a unique and innovative way.

B. Motivation: Motivation refers to the aspiration or willingness to organize, master, and process ideas independently as quickly as possible (Anwar et al., 2022: 532). Motivation motivates individuals and enhances their self-efficacy by identifying strengths that enhance formal and informal organizational practices, as well as addressing weaknesses that limit the organization's ability to provide valuable information that serves the interests of the organization and its employees (Özaralli, 2015: 369).

C. Capacity: Capacity refers to the extent to which trustees perceive the knowledge, skills, and wisdom necessary to perform tasks successfully (Bligh, 2017: 23). Capacity represents employees' Capacity to complete work-related tasks with integrity and dedication (Barkhordari, 2017: 7).

D. Determination: Determination refers to the passion and desire of employees to put forth the greatest possible effort in the required work (Budiono & Yasin, 2020: 3769). Determination represents high effort, flexibility, a willingness to invest effort in the job, and the Capacity to complete tasks efficiently and effectively (Ariani, 2013: 47). So et al. (2014: 308) believed that determination focuses on employee engagement and satisfaction within the organization. Determination represents high levels of energy, activity, and intellectual flexibility during work (Bakker & Demerouti, 2008: 187).

E. Confidence: Confidence represents the best means of achieving organizational goals as employees have a strong belief in the decisions made by senior management within the organization and that these decisions are in their best interest and meet their goals and those of the organization (Khurape et al., 2019: 22).

F. Collaboration: Collaboration is a fundamental pillar of entrepreneurship. When individuals collaborate, ideas, knowledge, and experiences are exchanged. This exchange broadens individuals' horizons and motivates them to think in new ways and create pioneering solutions to various challenges. Collaboration is a fundamental resource in the organization, as it supports cooperative behavior in order to develop its high performance. Individuals enter into mutual cooperative relationships in order to achieve results desired by the participating parties. Collaboration enhances the individual's Capacity to bear risks and drive the dynamics of change within the organization with high efficiency and effectiveness (Tschannen-Moran & Gareis, 2015: 257).

Second: Entrepreneurial Potential

1. The Concept of Entrepreneurial Potential

Entrepreneurship is an important social phenomenon because it creates numerous job opportunities (Chib, 2022: 34). Accordingly, those who follow the topic of entrepreneurial Potential note that it has a direct relationship with creating opportunities through continuous innovation and creativity within the organization (Rikalović et al., 2020: 191). This undoubtedly contributes to determining the capabilities of employees in identifying appropriate ideas for developing the organization (Yeliz et al., 2023: 77). Understanding entrepreneurial Potential contributes to improving the knowledge and skills required of entrepreneurs, which provides good opportunities for the organization to embark on implementing its future projects, in addition to improving perceived capacity and entrepreneurial intentions to narrow the scope of risks in the workplace (Rebernik et al., 2019: 9). In the early 21st century, leading business organizations and the business community identified the importance of studying entrepreneurial Potential as a key driver for generating and building intellectual, social, and creative development in society (Chukhray et al., 2021:1). The nature of entrepreneurship and its related behaviors has sparked researchers' interest in identifying the most influential aspects of individuals' intentions to encourage them to become entrepreneurs (Escolar-Llamazares et al., 2019:3; Vicente, 2019:6). Intentions that precede behavior and the desire to exert effort to achieve goals are determinants that follow an individual's subjective attitudes and standards, encouraging them to exert greater effort to achieve ultimate goals (Parreira et al., 2018:144).

To more clearly understand the nature of entrepreneurial Potential, Table (2) illustrates the available insights into the concept of entrepreneurial Potential from a group of researchers, academics, and practitioners in this field.

Table (2) Concepts of entrepreneurial Potential from the perspectives of a number of writers and researchers.

N :	Researcher's name and year	Concept
1	Wegner-Kozlova,2017:729	The sum of opportunities and in a given organization during a specific period of time.
2	Rodrigues,2018:48	The speed of engaging in entrepreneurial activities related to establishing new projects.
3	Colovic et al.,2019:112	The number of individuals considering starting an entrepreneurial project or in the early stages of entrepreneurship.
4	Krueger,2020:53	The extent to which an organization can increase and improve entrepreneurial activities and projects
5	Nguyen,2020:41	The extent to which an entrepreneur has the mechanisms and capabilities to maximize the potential of available market opportunities.
6	Menshikov et al.,2021:578	A set of manifestations of flexibility and adaptability to a turbulent business environment quickly, contributing to the greatest possible seizing of available opportunities.
7	Rofa& Ngah,2022:185	The characteristics that enable individuals to possess the skills and capabilities that contribute to building projects and activities that benefit the organization and themselves.
8	Yieng& Haron,2023:78	The capabilities that enhance the entrepreneur's intrinsic Capacity to enhance and improve the organization's business volume and increase its share of target markets.
9	Raappana& Pihkala,2024:1	A mechanism for embodying the entrepreneurial mindset and capabilities in choosing the best alternatives to achieve the organization's goals.
10	Kamphaengdee et al.,2025:2	A set of processes and behaviors that promote stable and effective growth with the aim of improving the decision-making process.

From the above, it can be said that entrepreneurial Potential represents the entrepreneurial skills, abilities, and psychological readiness that enable him to deal effectively with problems and conflicting work requirements and to rely on facts (data and information) in making personal and organizational decisions.

2. The Importance of Entrepreneurial Potential

The importance of entrepreneurial Potential is highlighted in encouraging entrepreneurs to engage in the organization's business activities by assessing the capabilities of individuals within the organization and helping them develop their skills and capabilities in a way that contributes to achieving the organization's goals (Raikhola & Chandra, 2023: 1153). Furthermore, entrepreneurial Potential has important aspects that benefit the organization, namely:

(Raymbaev et al., 2017: 144; Heshmati & Gheitury, 2022: 2; Bonev et al., 2016: 16; Rijati et al., 2018: 12; Krueger & Brazeal, 2018: 201; Guzelbaeva et al., 2017: 3; Surikova et al., 2013: 8)

A. Investing in internal capabilities to develop the organization.

B. The ability to capitalize on external opportunities to achieve the organization's short- and long-term goals.

C. Enhances the organization's Capacity to attract resources and expand its business.

D. Improves production capacity, organizes sales, and focuses on customer needs by possessing proactive capabilities in organizing its operations.

E. Helps adopt a multi-faceted approach to strategic decision-making.

F. Contributes to the ability to evaluate and select the best alternatives.

H. Improves the organization's adopted mechanisms and standards for determining and assessing levels of entrepreneurial Potential.

I. A source of innovation and creativity within the organization.

3. Dimensions of Entrepreneurial Potential

Entrepreneurial Potential can be measured through the following dimensions:

A. Managing Work Stress: Destructive work stress arises from heterogeneity among entrepreneurial teams. However, homogeneity based on surface and deep entrepreneurial characteristics has consequences that may limit the entrepreneurial team's ability and thus effect organizational performance (Leary & DeVaughn, 2009: 568).

B. Fact Orientation: The relationship between fact orientation and executives is an important and interesting dynamic for organizations, as it represents the pinnacle of the organization's decision-making system. Therefore, it is essential to study the nuances between team and executive leadership orientations in order to determine the importance of team member engagement in improving organizational outcomes (Toscano et al., 2018: 6).

C. Action orientation: Routine procedures lead to boredom and a lack of creativity, while dynamic work challenges individuals and leads them to think creatively. The nature of work requires adapting to creative behaviors by making changes to the organization's structure and strategies. Therefore, changing the structural design reduces coordination costs and enhances cooperation between organizational units, which increases the organization's ability to balance exploration and investment. Structural simplification refers to processes that reduce functions or business units overseen by management through mergers, eliminations, or delegation. Simplification can focus managerial attention on solving problems and identifying opportunities arising from changing environments (Bock et al., 2012: 282).

D. Charity: Social entrepreneurship involves providing innovative solutions to social and environmental problems through establishing and managing businesses (Hlady-Rispa & Servantie, 2018: 63). In this context, charity plays an

important role in enhancing entrepreneurial Potential by integrating social and environmental dimensions into organizational activities (Gardberg et al., 2019: 1178).

E. Social Skill: Social skills play a crucial role in enhancing entrepreneurial Potential. If entrepreneurs possess strong social skills, they can build strong relationships, develop productive work teams, interact effectively with customers and partners, and achieve success in their entrepreneurial journey (Sariwulan et al., 2020: 270).

F. Integrity: Integrity represents the degree to which trustees follow sound, fair, and ethical principles and rules to perform the required tasks (Bligh, 2017: 23). Integrity refers to the expectations based on social principles that employees create for their coworkers (Barkhordari, 2017: 7).

G. Financial literacy: Financial literacy is an essential part of entrepreneurial Potential, helping entrepreneurs acquire the financial knowledge and skills necessary to effectively manage finances (Bilal et al., 2021: 698). Financial literacy is essential for the success of entrepreneurial ventures, as it helps in setting financial priorities, planning resources, controlling costs, and managing finances (Sitinjak et al., 2023: 161).

PART THREE: THE PRACTICAL ASPECT

First: Coding and Describing the Study's Variables and Dimensions

To facilitate the statistical analysis process, the variables and dimensions were replaced with symbols, which helps the reader understand the results correctly. Table (3) thus illustrates this.

Table (3) Coding and description of study variables and dimensions

Variable	Sub-dimensions	Paragraphs	Symbol		The approved scale
Entrepreneurial Inclination	Consciousness	6	EICS	ENIN	Zeliha, 2015
	Motivation	5	EIMO		
	Capacity	4	EICA		
	Determination	4	EIDE		
	Confidence	4	EICN		
	Cooperation	2	EICO		
Entrepreneurial Potential	Pressure Management	4	EPPM	ENPO	Ephrem & Murimbika, 2023
	Fact Orientation	3	EPFO		
	Action Orientation	3	EPAO		
	Charity	3	EPCH		
	Social Skill	3	EPSK		
	Integrity	3	EPIN		
	Financial Literacy	3	EPFI		

Second: Testing the normal distribution (normality) of the study variables.

It is noted from the results of Table (4) that the data of the study paragraphs related to the entrepreneurial Inclination and entrepreneurial Capacity variables are distributed normally due to their conformity to the rule at a significance level greater than (0.05), which means accepting the null hypothesis (assuming that the data drawn from the study sample follow the normal distribution model when the significance value is greater than (0.05), and rejecting the alternative hypothesis (assuming that the data drawn from the study sample do not follow the normal distribution model when the significance value is less than (0.05).

Table (4) Results of the normal distribution test

paragraphs	Kol-Smia	Sig.	decision	paragraphs	Kol-Smia	Sig.	decision
EICS1	0.206	P > 0.05	Its paragraphs meet the distribution condition	EPPM1	0.190	P > 0.05	Its paragraphs meet the distribution condition
EICS2	0.215			EPPM2	0.206		
EICS3	0.196			EPPM3	0.206		
EICS4	0.202			EPPM4	0.199		
EICS5	0.206			EPFO1	0.202		
EICS6	0.215			EPFO2	0.182		
EIMO1	0.182			EPFO3	0.206		
EIMO2	0.208			EPAO1	0.215		
EIMO3	0.200			EPAO2	0.196		
EIMO4	0.191			EPAO3	0.202		
EIMO5	0.206			EPCH1	0.206		
EICA1	0.215			EPCH2	0.215		
EICA2	0.213			EPCH3	0.215		
EICA3	0.174			EPSK1	0.200		
EICA4	0.199			EPSK2	0.191		
EIDE1	0.215			EPSK3	0.213		
EIDE2	0.206			EPIN1	0.174		
EIDE3	0.215			EPIN2	0.206		
EIDE4	0.211			EPIN3	0.215		
EICN1	0.171			EPFI	0.196		

EICN2	0.193			EPFI2	0.202		
EICN3	0.197			EPFI3	0.206		
EICN4	0.206						
EICO1	0.215						
EICO2	0.214						

Third: Statistical Description

1. Description and Diagnosis of the Dimensions of Entrepreneurial Inclination

The results of Table (5) show that the overall arithmetic mean for the entrepreneurial Inclination variable was (3.46), representing a high response level, a standard deviation of (0.782), a coefficient of variation of (22.60), and a relative importance of (69%). This indicates that investors recognize the importance of this variable by discovering and investing in opportunities as a prerequisite for achieving entrepreneurial success. This variable was measured across six dimensions.

The dimension with the highest interest and agreement was motivation, which ranked first. It had the highest mean of 3.51, with a high level of agreement. This indicates that motivation acts as a booster for developing their cognitive abilities to create and implement new ideas. A standard deviation of 0.790 indicates a lack of agreement among opinions on this dimension, and a coefficient of variation of 22.51, reflecting the instability of opinions. A relative importance of 70% indicates that investors focus on improving their skills, which motivate them to take risks and innovate to achieve success, as part of their entrepreneurial strategies. The Capacity dimension, which ranked last, had the lowest mean of 3.41, with a high level of agreement and a standard deviation of 0.818. This means that there is a variance in opinions on this dimension, with a coefficient of variation of 23.99, with a relative importance of 68%. This indicates that investors are focusing on improving their skills, which motivate them to take risks and innovate to achieve success, meaning that investors do not view this dimension as equally important compared to other dimensions.

Based on these results, it can be said that investors in private schools show a strong interest in the motivation dimension to develop their management skills. It also represents the internal force that motivates them to take risks, innovate, and achieve success in their businesses. While the Capacity dimension is also an important component, it is not as important compared to the other dimensions. Therefore, it is essential to develop a future vision that enables them to achieve their entrepreneurial goals through perseverance, a willingness to learn, a measured response to risks, and the development of creative solutions to their problems in line with changing circumstances.

Table (5) Description of the answers and estimates of the study sample regarding the dimensions of the entrepreneurial Inclination variable

Variable	Mean	Answer direction	Answer level	S.D	C.V	relative importance	AvailCapacity level	Order of importance
EICS	3.44	Agree	High	0.847	24.62	69%	good	5
EIMO	3.51	Agree	High	0.790	22.51	70%	good	1
EICA	3.41	Agree	High	0.818	23.99	68%	good	6
EIDE	3.47	Agree	High	0.873	25.16	69%	good	4
EICN	3.47	Agree	High	0.811	23.37	69%	good	3
EICO	3.49	Agree	High	0.976	27.97	70%	good	2
Entrepreneurial Inclination variable rate								
Mean	3.46			0.782			S.D	
C.V		22.60	69%				Order of importance	

2. Description and Diagnosis of the Dimensions of Entrepreneurial Potential

The results of Table (6) show that the overall arithmetic mean for the entrepreneurial passion variable was (3.46), with a high response level, meaning there is a clear concern about the psychological readiness and ability to create new business models and implement new strategies to address environmental challenges. The standard deviation was (0.769), with a coefficient of variation of (22.23), and a relative importance of (69%), which is a medium percentage. This indicates that most investors are aware of the importance of this variable, meaning that most investors strive to adopt new ideas and create new businesses to achieve their goals.

Regarding the financial literacy dimension, which came in first place, it obtained the highest arithmetic mean of (3.52), with a high response level, and a low standard deviation of (0.508), meaning that there is agreement among investors regarding this dimension in general, and it came with a coefficient of variation of (14.43), with a relative importance of (70%), which means that investors have an interest in financial education, through understanding the financial basics, what are the financial needs of the project, identifying appropriate sources of funding, managing costs, and setting financial priorities for them.

The charity dimension, which ranked last, had the lowest mean of (3.36), a high response rate, and a low standard deviation of (0.505). This means there is consensus among the respondents, a coefficient of variation of (15.03), and a relative importance of (67%).

This indicates that investors see greater importance in financial literacy compared to charity, meaning that concerns related to charity have less of an effect on their entrepreneurial strategies.

Based on these results, it can be said that investors in private schools have a clear vision for improving their financial literacy, considering it a key tool for achieving their goals. However, there appears to be less interest in charity, indicating the need to strengthen charity strategies by implementing charitable projects and programs that meet community needs, contribute to improving social and environmental conditions, and build positive relationships with customers and investors.

Table (6) describes the study sample's responses and estimates regarding the entrepreneurial Potential dimension.

variable	Mean	Answer direction	Answer level	S.D	C.V	relative importance	Avail Capacity level	Order of importance
EPPM	3.51	agree	High	0.686	19.54	70%	good	2
EPFO	3.48	agree	High	0.548	15.75	70%	good	4
EPAO	3.46	agree	High	0.498	14.39	69%	good	5
EPCH	3.36	neutral	moderate	0.505	15.03	67%	good	7
EPSK	3.50	agree	High	0.749	21.40	70%	good	3
EPIN	3.42	agree	High	0.615	17.98	68%	good	6
EPFI	3.52	Agree	High	0.508	14.43	70%	good	1
Entrepreneurial Potential Variable Rate								
Mean	3.46		0.769			S.D		
C.V	22.23		69%			Order of importance		

Fourth: Hypothesis Testing

H1: There is a significant correlation between entrepreneurial Inclination and entrepreneurial Potential.

The analytical results in the correlation matrix in Table (7) indicate a positive correlation between entrepreneurial Inclination and entrepreneurial Potential, according to the Cohen et al. (1983) index. The correlation coefficient value reached (0.973), at a significance level of less than (0.01), meaning a reliability score of (0.99).

This indicates that investors' Consciousness of entrepreneurial Inclination is strongly related to entrepreneurial Potential, as entrepreneurial Inclination is a major driver of innovation, development, and finding new solutions to various challenges.

This contributes to the Capacity to improve effective handling of work requirements and environmental challenges.

A correlation between the dimensions of entrepreneurial Inclination and entrepreneurial Potential ranged from (0.610) between the cooperation dimension and the Pressure management dimension, to (0.933) between the Consciousness dimension and the Charity dimension.

Table (7) Matrix Of Relationships correlation between entrepreneurial Inclination and entrepreneurial Potential.

	Cooperation	Confidence	Determination	Capacity	Motivation	Consciousnes	Entrepreneurial Inclination
Pressure management							
R	.610**	.817**	.750**	.656**	.812**	.837**	.809**
Fact Orientation							
R	.660**	.802**	.816**	.750**	.874**	.851**	.859**
Action orientation							
R	.828**	.740**	.845**	.841**	.761**	.922**	.898**
Charity							
R	.847**	.691**	.879**	.834**	.716**	.933**	.893**
Social skill							
R	.702**	.770**	.747**	.840**	.843**	.731**	.838**
Integrity							
R	.805**	.796**	.890**	.865**	.825**	.926**	.927**
Financial literacy							
R	.623**	.824**	.776**	.693**	.811**	.882**	.832**
entrepreneurial Potential							

R	.819**	.870**	.919**	.881**	.901**	.980**	.973**
** Correlation below the significance level 0.01							

H2: There is a statistically significant effect of entrepreneurial Inclination on entrepreneurial Potential.

The results in Table (8) and the data illustrated in Figure (2) indicate a significant effect of entrepreneurial Inclination on entrepreneurial Potential. Specifically, an increase in investors' interest in entrepreneurial Potential leads to an improvement in entrepreneurial Potential, meaning that a one-unit increase in entrepreneurial orientation results in an increase in entrepreneurial Capacity of (0.956), with a standard error of (0.013) and a critical value of (73.538). This suggests that enhancing the entrepreneurial Inclination of investors positively contributes to improving entrepreneurial Capacity, highlighting the importance of fostering entrepreneurial Potential among entrepreneurs as it serves as a motivational framework that aids in generating new creative ideas, which enhances entrepreneurial Potential to devise novel solutions to challenges in the work environment.

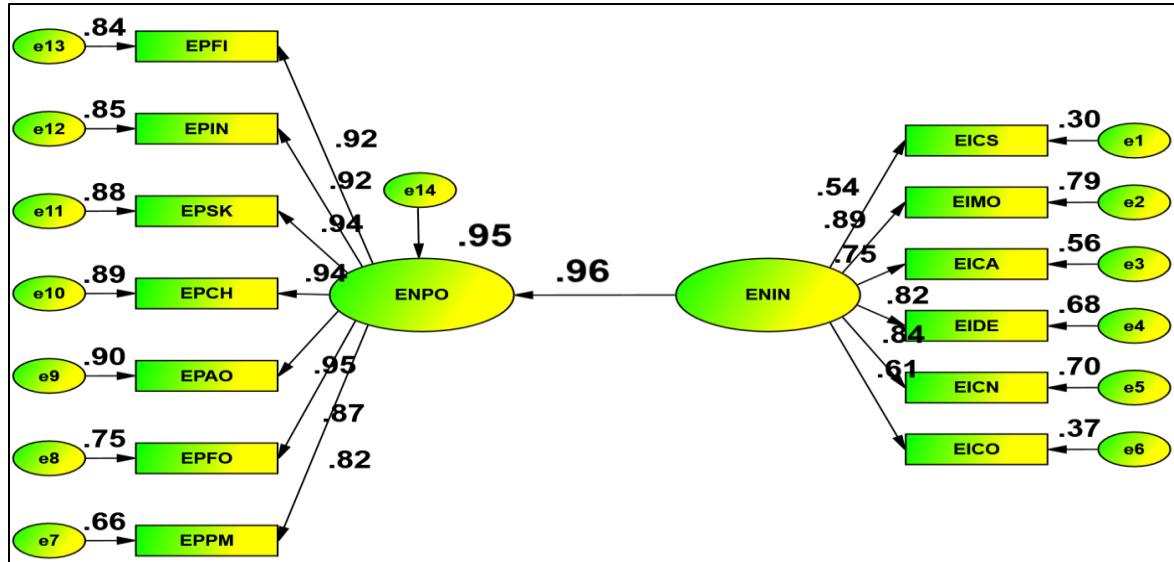


Figure (2) The standard model of the effect of entrepreneurial Inclination on entrepreneurial Potential

The results of Table (8) indicate that the variable of entrepreneurial Inclination contributes (0.948) to the variance in entrepreneurial Potential, while the residual value is attributed to factors not included in the study. This means that entrepreneurial orientation plays a crucial role in explaining the variance in entrepreneurial Capacity, significantly contributing to its enhancement. Consequently, fostering entrepreneurial Inclination is essential for increasing investors' capacity to innovate, adapt to rapid environmental changes, and make decisions aligned with the organization's goals and values.

Table (8) Results of the effect of entrepreneurial Inclination on entrepreneurial Potential

The path	Standard weight	Standard error	Critical value	R ²	P
ENIN ---> ENPO	0.956	0.013	73.538	0.948	0.001

Part Four: Conclusions and Recommendations

First: Conclusions

- The study's results showed that investors possess a level of determination and willingness to face challenges, indicating their preparedness and perseverance in the face of difficulties, while showing less interest in their general outlook on life.
- The findings indicated that investors exhibit a level of confidence and optimism, as they place significant importance on these traits in making successful decisions and interacting positively.
- The results demonstrated that investors attach great importance to collaboration by listening to others' opinions, reflecting the significance of effective communication in achieving success, while showing less interest in participating in community activities.
- The study's results indicated that the motivational dimension among the sample is the one of highest importance, suggesting that most investors show a strong interest in motivation for the purpose of developing their managerial skills, as it represents the internal drive that encourages them to take risks, innovate, and achieve success in their businesses, while providing a low level of importance to the Capacity dimension, indicating that investors do not possess sufficient Capacity to carry out their work.

- The results indicate that investors possess good skills in managing work pressures, enabling them to maintain positive attitudes, despite feeling stressed when facing tight deadlines.

Second: Recommendations

- 1.** Investors must define the level entrepreneurial inclination, work to enhance these levels through the establishment of training and development programmers, seminars, and workshops. Given the correlation and effect between entrepreneurial inclination and entrepreneurial passion, this enhances the ability to better capitalize on available opportunities and achieve success in entrepreneurial projects.
- 2.** It is important for the Ministry of Education to develop work environments that stimulate and encourage the enhancement of entrepreneurial inclination among investors, as they are the compass towards achieving their goals for the future.
- 3.** Investors need to foster a culture of determination and perseverance by putting forth as much effort as possible in task completion and adopting promising new ideas that positively contribute to their Capacity to invest in opportunities flexibly, thus ensuring the success of their projects towards achieving their objectives.
- 4.** It is essential for investors to focus on self-confidence, optimism, and positive thinking about the future, as they often face challenges, which is a vital part of their strategies towards achieving success in their entrepreneurial endeavors.
- 5.** Investors must work to enhance a culture of community participation and build long-term partnerships between multiple parties by coordinating efforts in collaboration and the exchange of expertise and knowledge that supports the improvement of managerial capacities and the acquisition of information and assistance necessary for achieving entrepreneurial success.

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