



THE EFFECT OF BRILLIANT LEADERSHIP ON ENTREPRENEURIAL PERFORMANCE: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES AT THE COLLEGE OF ARTS, TIKRIT UNIVERSITY

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Article history:	Abstract:
Received: 17 th August 2023 Accepted: 14 th September 2023 Published: 17 th October 2023	<p>The study aimed to identify brilliant leadership and its impact on entrepreneurial performance at Tikrit University, and to demonstrate the degree of brilliant leadership practices and the impact of its dimensions on entrepreneurial performance in the College of Arts, Tikrit University, and what is the importance of brilliant leadership and its impact on entrepreneurial performance in the College of Arts at Tikrit University. A questionnaire was used as a tool for the study, and the descriptive analytical method was used in the study, and to verify the research hypotheses, statistical methods were used, represented by correlation analysis and multiple linear regression analysis, and using the statistical program SPSS-26, the data were analyzed</p> <p>The study sample consisted of (129) individuals working in the College of Arts, Tikrit University. The results of the study showed that the estimates of the study sample members about the effect of brilliant leadership on entrepreneurial performance were high, and the results of the study revealed that the dimensions of brilliant leadership (open leadership, closed leadership Taken together, they have a statistically significant impact on entrepreneurial performance at Tikrit University. The study also showed that the two areas of open leadership and closed leadership have the same strong correlation and influence on performance</p>

Keywords: brilliant leadership, entrepreneurial performance.

INTRODUCTION.

All organizations, including service organizations, face continuous and significant changes in the work environment at an accelerated rate, which constitutes a challenge for them. In order for them to have a dynamic system that enables them to adapt to unstable variables that are not compatible with the service sector environment, it becomes necessary and obligatory for them to adapt continuously to threats. facing and seizing external opportunities, and interacting with innovations and structural alignment, by influencing and developing employees, and brilliant leadership is not limited to innovation only, but rather affects the individuals working in it greatly. Through its contribution to raising the exploratory and investment capabilities of employees to become innovative, in addition to being considered one of the most predictive leaders that influence employees and their development, it must develop employees' ideas and benefit from these ideas and cultures existing in its internal environment, and it must also protect itself from ideas and cultures. Which constitutes a source of danger to it through the leadership role that the organization possesses, and since the world is heading towards a stage of accelerated development that has not yet been achieved Organizations have gone through this before, which motivated them to keep pace with these changes and



developments by emphasizing intellectual, financial, and cognitive growth in the pioneering capabilities of the projects undertaken by these organizations in their various fields. Entrepreneurial performance is concerned with developing ideas, funds, and knowledge in the entrepreneurial capabilities of the organization's various projects. Entrepreneurial performance is also affected by the nature of the relationship that exists between managers and leaders among themselves, which has an effective role in developing employees' entrepreneurial capabilities, because these capabilities are considered intangible assets and are the basis for building competitiveness and creating, Added value to the organization and enables it to achieve outstanding performance that enables it to survive in the market, and this can only be achieved through the role played by skilled leadership in how to satisfy the needs of employees and satisfy their desires.

The first section: study methodology

First: the research problem

Business and service organizations are suffering from a decline in their performance levels, in addition to not having skilled leadership in this field. There is also a lack of skilled leadership behaviors among managers, which is considered one of the foundations of the organization. The changes that occur in the business environment are This has led to the imposition of many pressures on service organizations of all kinds, and service organizations in Iraq are not isolated from these,

Developments, which made these organizations live in a tense, charged atmosphere, searching for leaders capable of adapting and keeping pace with change, by generating ideas and knowledge and employing them in the correct manner. From the above, the main question of the research states the following: What is the effect of brilliant leadership on entrepreneurial performance, and it emerges The main question includes the following sub-questions:

-Is there an effect of open leadership on entrepreneurial performance in the researched organization?

-Is there an effect of closed leadership on the entrepreneurial performance in the researched organization?

Second: The importance of the study.

The importance of the research lies in clarifying and addressing terms that were not previously linked, as well as shedding light on the brilliant leadership in the College of Arts at Tikrit University and its impact on entrepreneurial performance through the following:-

1-Recognizing the importance of brilliant leadership.

2-Identifying the indicators of brilliant leadership at the College of Arts, Tikrit University.

3-Explaining the effect of brilliant leadership on entrepreneurial performance.

Third: Objectives of the study.

The study aimed to identify the following:

1-Defining the concept of brilliant leadership and the most important indicators associated with it.

2-Identifying the components of entrepreneurial performance and its relationship to indicators of brilliant leadership.

3-Determine the effect of brilliant leadership on entrepreneurial performance and the nature of the relationship between them.

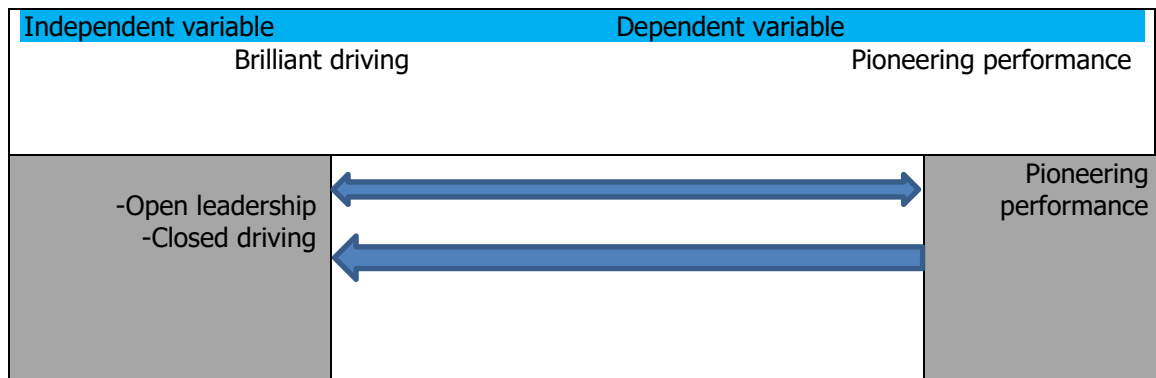
Fourth: Hypothetical research plan.

The research model is a logical hypothetical relationship between two or more variables or dimensions of the research. It represents a guide to what things are being measured and the nature of the statistical relationships to be measured. Regarding the research topic, we find that it can be noted that there are two main areas of research:

- The field of brilliant leadership: It consists of two axes: the axis of open leadership and the axis of closed leadership.

- The field of entrepreneurial performance.

Depending on the study hypotheses, the research hypothesis can be expressed as follows:



Fifth: Research hypotheses.

The study was based on the main hypothesis, which says: There is a significant, statistically significant relationship between brilliant leadership and entrepreneurial performance, and two sub-hypotheses branch out of it:-

The first sub-hypothesis: Open leadership has a statistically significant effect on entrepreneurial performance.

The second sub-hypothesis: Closed leadership has a statistically significant effect on leadership performance.

The second section: The theoretical framework

First: The concept of brilliant leadership

Researchers have known many definitions of brilliant leadership and did not agree on a specific or specific definition or concept for it. Some of them said that it is a set of sequential actions that affect an individual or a group of individuals working in the organization in order to carry out a set of tasks related to each other in order to achieve goals. organization (Coleman, 2016: 19), It is the leader's ability to move toward exploratory and investment activities simultaneously (Rosing et al, 2011: 960).

It also promises that the ability to find a simultaneous balance between learning contradictions ensures the current and future success of the organization (Mohabir, 2008: 8),

Also, brilliant leadership is the ability of the leading person to distribute the tasks and resources he possesses, as well as the time between exploration activities and investment activities, with equal skill and simultaneously in order to overcome tension and contradiction in order to learn, reach the desired goals, and achieve work success (Rashid and Al-Atawi, 2012: 17).

Second: The importance of brilliant leadership.

Many organizations, regardless of their various activities, especially service ones, resort to brilliant leadership in order to overcome the challenges they face by using the best methods for managing operations and linking them to public, private and future goals, and achieving the highest level of creativity through the participation of individuals and their assuming responsibilities in the organization that They work in it and achieve excellence (Ahlers & Wilms, 2017)

The importance of brilliant leadership lies in the fact that it is one of the most important sources of achieving sustainable high performance because of its ability to manage the contradictions and tensions that the organization faces in its various fields, through continuous adaptation, innovation, and improvement (21: Coleman, 2016),

It also enables it to improve the organization's ability to anticipate and confront the events that it expects to occur, as well as the complexities that occur in the surrounding work environment, by paying sufficient attention to the flexible culture and the standard culture, and meeting the requirements of individuals that positively affect their stability and motivation (Papachroni, et al., 2015 :75).

Third: Characteristics of a brilliant leader



A brilliant leader is always characterized by many features and characteristics that distinguish him from others, which make him a unique leader who has the ability to influence the individuals working with him, as he possesses all the dynamic elements that enable him to build complex social relationships, in addition to the correct decisions that are taken on a daily basis. Or when there is a need to take them and implement the strategies correctly, and a skilled leader can also improve the reality of the organization through his high performance (Gianzina-Kassotaki, 2017), The skilled leader is distinguished by his time flexibility in the process of switching between open and closed leadership, along with his ability to reduce the conflicts that may occur between employees in the organization, in order to create a stable and safe work environment with a climate characterized by the diversity of cultures that cover the tasks whose performance requires ingenuity. By providing all necessary resources and allocating them appropriately (O'Reilly & Tushman, 2011:9). One of the characteristics of a brilliant leader is his constant and high enthusiasm in performing the tasks required of him. He is open and encouraging to individuals who have innovations, and works to encourage them to find extraordinary solutions that go beyond ordinary knowledge and look at ordinary things in an unusual way. In this case, creative individuals become More creative tendencies, high intelligence, and love to perform tasks in a creative manner with a lot of fun, discipline, and responsibility (Bilton & Cumming, 2010:).

Fourth: Dimensions of brilliant leadership.

Brilliant leadership is characterized by openness in order to know and explore what is happening around it in order to achieve its future goals, and at the same time it must be closed in order to protect its activities from exploitation, and from here its dimensions are stated as follows:

- Open leadership: Business organizations, in the nature of their work, are open and interactive with the environment in which they operate in order to ensure their survival and sustainability by studying environmental variables in an open system manner and knowing the impact of this environment on them (Al-Anazi, 2019: 304)

Open leadership is concerned with stimulating ideas and knowledge among employees, allowing mistakes, and does not object to their different behavior. It encourages finding alternative means to accomplish the tasks assigned to them and makes them able to take risks (Rosing, et al., 2011:963).

-Closed leadership: Leaders always adopt the closed style of leadership in order to take corrective steps, and give advice to ensure the achievement of goals. All of these require the organization to adapt to the changes that occur in the external environment, and this only happens through changes that occur within the organization. These changes create fears in the leader of lack of success, which makes him withdrawn (Jaradat et al., 2013: 272), Being closed is one of the behaviors of a leader who focuses his attention on achieving efficiency and reducing the size of the discrepancy between employees, represented by job commitment and work routines through rules that were set in advance, adherence to laws, and correcting paths when necessary in order to achieve goals (Zacher & Rosing, 2015: 56).

Fifth: The concept of entrepreneurial performance.

(Rauch, 2009:766) defined entrepreneurial performance as the processes of building strategies that provide organizations with the correct foundations for making and taking the right decisions and pioneering actions. He said, Entrepreneurial performance is the patterns of processes, practices and activities of the organization in making and making decisions that lead it to be a leader of innovation in the business environment. (Arief, 2013:51). pointed out that it is the strategic processes that enable the organization to carry out activities and activities and make creative decisions that enhance competitive advantage and leadership position in the market. (Beliaeva, 2014:), He also defined (Ihsan, 2016): Entrepreneurial performance as the reality that can be achieved through the combination of a group of personal characteristics of individuals, such as the creative spirit, risk tolerance, achievement, being proactive in launching products, not being afraid of experimentation and failure, in addition to high energy, in order to Achieving competitive advantage for the organization, While Robert Hisrich (2017) defined it as the process of offering something different and of value through combined efforts and the necessary time, with the presence of social, psychological, and market risks, and obtaining a financial return with job satisfaction for individuals working in the organization.

Sixth: The importance of entrepreneurial performance.

Entrepreneurial performance is important for organizations that have a spirit of competition and uniqueness in the business environment, as it forces the organization to conduct a comprehensive study and analysis of its environment, the external environment in which it operates, as well as the markets in which it will present its



products, in addition to accurate expectations of customers' needs and their level of satisfaction with them. And some necessary things to achieve leadership (Radic & Popovic, 2014:), Entrepreneurial performance also pushes the organization towards creativity in order to solve problems, fill gaps that may exist in knowledge, and find appropriate and creative solutions. It also highlights its importance in creating an organization that has new work accompanied by new risks, and works to transform the organization from its old path to a more path. Entrepreneurship through changes in performance standards (Elizabeth, 2003:17), Its importance is also highlighted by describing the ideal work language that employees share, which is based on setting goals and knowing the problems facing the work, in addition to following up and focusing on work implementation procedures in order to achieve success, as well as identifying weak points and evaluating performance according to established standards (Kuhhal, 2003, :2).

Seventh: Characteristics of entrepreneurial performance

Entrepreneurial performance is characterized by several characteristics, including.

- 1-It takes advantage of the opportunity of expansion that occurs in the market with the presence of new resources and works to integrate the market, resources and customers.
- 2-Plans, which in turn encourage organizations to innovate, create, be individual and take risks.
- 3-It encourages working individuals to make the right decisions and bear responsibility for these decisions.
- 4-The ability to make rapid changes related to industry, market structure, customer needs, societal values, and technology.
- 5-Its ability to achieve financial success and growth while ensuring long-term continuity and sustainability. (Omar and Hamed, 2009:123)

The third topic: the field aspect.

First: the study tool.

The research tool was the questionnaire, which was designed by referring to the theoretical framework and previous studies related to the research topic. As we mentioned in the research model, the questionnaire consists of two main parts.

The first part: represents the personal data of the respondents and includes: academic qualification and number of years of experience.

The second part: represents the research axes, which are brilliant leadership, both open and closed, and entrepreneurial performance. Each of these three axes consists of (5) paragraphs.

A five-point Likert scale (strongly agree, agree, somewhat agree, disagree, strongly disagree) was used in designing the research questionnaire, and in line with the statistical analysis of the respondents' answers, a score of (5) was given as a weight for each "strongly agree" answer, and the score (4) As a weight for each answer, "I agree," and a score of (3) as a weight for each answer, "I agree to some extent," and a score of (2) as a weight for each answer, "I ".disagree." And a score of (1) as a weight for each answer, "I strongly disagree,

To determine the levels of brilliant leadership and leadership performance of the administration of the College of Arts at Tikrit University, according to the opinions of the respondents, the answers were classified based on the average into five levels, where the categories corresponding to these levels were found as follows.

$$\text{Range} = \text{largest answer value} - \text{lowest answer value} = 5 - 1 = 4$$

$$\text{Class length} = \text{range} / \text{number of classes} = 4 / 5 = 0.8$$

In light of this, the general trend of the respondents' answers will be interpreted according to the table below.

Table (1): Levels and direction of respondents' answers

Supporting opinion	Level	Percentage	Average
I strongly disagree	very low	%36 - %20	1.80 - 1.00
I do not agree	Low	%52 - %37	2.60 – 1.81



I agree to some extent	Moderate	%68 – %53	3.40 – 2.61
I agree	high	%84 - %69	4.20 – 3.41
I strongly agree	very high	%100 - %85	5.00 – 4.21

Source: Prepared by the researcher.

Second: The research population and sample.

The study population consisted of all employees at the College of Arts at Tikrit University, who numbered (306) individuals. The sample was chosen randomly, where the researcher distributed (170) questionnaires, of which the (129). retrieved ones were (135), of which the valid ones were

Third: Statistical methods used in the research

The following statistical methods and treatments were used

1-Cronbach’s reliability coefficient - alpha (α - Cronbach).

2-Weighted arithmetic mean.

3-Standard deviation.

4-Spearman correlation coefficient.

5-Multiple linear regression analysis.

To obtain results as accurate as possible, the statistical program SPSS, version 26, was used.

Fourth: Reliability and validity of the research tool

1:Tool stability.

The stability of the tool is defined as the degree of agreement in the answers of the respondents when the test, or an equivalent version of it, is repeatedly applied to the same group. The reliability coefficient takes a value limited to (0) and (1). If the value of the reliability coefficient is high, this is considered a good indicator of the stability of the questionnaire, and therefore the validity and suitability of the questionnaire for research purposes. As is known in the field of humanities and social sciences, the reliability coefficient is acceptable from the beginning. From (0.60). To verify the reliability of the research tool, the Cronbach-alpha reliability coefficient will be calculated.

2-Statistical validity.

The validity coefficient is an indicator of the internal consistency of the questionnaire items. Statistically, it represents the square root of the consistency coefficient. The following table shows the reliability and validity coefficients for all aspects of the questionnaire and for the entire questionnaire.

Table (2): Reliability and validity of the research tool

Honesty coefficient	Stability coefficient	Number of paragraphs	Interviewer
			Brilliant driving:
0.79	0.62	5	Open leadership
0.82	0.67	5	Closed driving
0.81	0.66	10	Total axis
0.94	0.88	5	Leadership performance
0.91	0.83	15	The questionnaire

Source: Prepared by the researcher based on the results of the SPSS-26 program.

It is noted from Table (2) that the reliability coefficients exceeded (0.70), and the validity coefficients exceeded (0.75). Based on the scale mentioned by George and Mallery, it can be said that the research tool has a high level of reliability and validity, which makes the respondents’ answers to the questionnaire It will be credible and



therefore the results that the research will reach can be relied upon (George & Mallery, 2003:121).

Fifth: Demographic characteristics of the respondents.

Table (3) shows the numbers and percentages of respondents according to their personal data. It is clear from the table that the majority of the respondents have the academic qualification of "Master's", with a number of (82) individuals, representing (63.6%) of the total respondents in the research sample. The research sample included (23) individuals with an academic qualification of "Bachelor's", with a percentage of (17.8%). While there are (24) (18.6%) in the study sample who have other academic qualifications.

As for the years of experience of the respondents, we find that the majority of them have years of experience (15 years or more), as their number reached (62) individuals, representing (48.1%) of the total respondents in the sample. There are (21) respondents, representing (16.3%) of the sample, who have years of experience between (10-14 years), and (29) respondents, representing (22.5%) of the sample, having years of experience between (5-9 years), while there are (17) respondents (13.2%) of the sample had years of experience less than (5 years).

Table (3): Personal information of respondents in the research sample

%	number	Groups	Properties
—	—	Preparatory school	Educational Qualification
17.8	23	Bachelor's	
63.6	82	Master's	
18.6	24	Other	
13.2	17	Less than 5 years	Years of Experience
22.5	29	5-9 years	
16.3	21	10-14 years old	
48.1	62	15 years and over	

Source: Prepared by the researcher based on the results of the SPSS-26 program.

It is clear from the demographic description of the respondents in the research sample, as stated above, that the majority of the respondents hold academic degrees and have long experience (15 years or more). These characteristics will play a positive role in the respondents giving realistic impressions and perceptions about the effect of skilled leadership on entrepreneurial performance.

Sixth: Results and discussion.

1-The independent variable: brilliant leadership.

The independent variable includes two dimensions: open leadership and closed leadership, and the following is a statistical description of them.

-After open leadership.

The results of Table (4) show the arithmetic means and standard deviations of the answers of respondents in the research sample to the items in the field of open leadership. The results of the table above indicate that the respondents in the research sample believe to a high degree that the administration of the College of Arts at Tikrit University does the following: It allows workers to find different ways to accomplish their tasks, makes room for their own ideas, stimulates and encourages experimentation with new ideas, as well as encourages learning from mistakes. While the respondents believe, to a moderate degree, that the administration of the College of Arts at Tikrit University encourages workers to take risks.

The fourth paragraph occupied the first importance among the respondents, with an approval rate of (86%), and the third paragraph was ranked second in importance, with an approval rate of (86%), while the first paragraph was ranked third in importance, with an approval rate of (80%), and the second paragraph occupied the fourth importance among the respondents, with an approval rate of (80%). 78%, while the fifth paragraph occupied fifth importance among the respondents, with an approval rate of (57%). In general, the opinions of the respondents in the research sample regarding the field of open leadership were high, at a rate of (78%), in light of the overall arithmetic mean of the answers to the field's items, which was (3.88) on the scale consisting of (5) points.



Table (4): Arithmetic means and standard deviations of respondents' answers to items in the field of open leadership

level	significance	Standard Deviation	SMA	Paragraphs	ū
high	3	0.775	4.02	Allow workers to find different ways to accomplish their tasks.	1
high	4	0.866	3.91	Make room for your own ideas	2
high	2	0.745	4.30	Motivates and encourages management to try new ideas.	3
high	1	0.792	4.32	Management encourages learning from mistakes.	4
Moderate	5	0.949	2.86	Management encourages employees to take risks.	5
high		0.521	3.88	the field	

Source: Prepared by the researcher based on the results of the SPSS-26 program.

The standard deviation values of the respondents' answers to the items in the open leadership domain indicate that the answers were more homogeneous and close to the third item, while they were more dispersed and divergent to the fifth item.

-After closed driving.

The results of Table (5) show the arithmetic means and standard deviations of the answers of respondents in the research sample to the items in the closed leadership domain.

Table (5): Arithmetic means and standard deviations of respondents' answers to items in the closed leadership domain

level	significance	Standard Deviation	SMA	Paragraphs	ū
high	5	1.094	3.65	Management adopts routine work procedures in carrying out tasks	1
high	2	0.702	3.94	Management works to monitor and control the implementation of the organization's objectives	2
high	4	0.708	3.82	The organization is committed to implementing previously established work plans	3
high	3	0.879	3.85	The management is keen to complete the various tasks and tasks in a unified manner	4
high	1	0.789	4.10	Management takes corrective action if this occurs	5
high		0.461	3.88	the field	

Source: Prepared by the researcher based on the results of the SPSS-26 program.

The results of the table above show that the respondents in the research sample believe, to a high degree, that the administration of the College of Arts at Tikrit University does the following: adopts routine work procedures in implementing tasks, works to monitor and control the implementation of the organization's goals, is committed to implementing work plans drawn up in advance, and is keen to complete work and tasks. It also takes corrective measures in the event of an error.

The fifth paragraph occupied the first importance among the respondents with an approval rate of (82%), and the second paragraph was ranked second in importance with an approval rate of (79%), while the fourth paragraph was ranked third in importance with an approval rate of (77%), and the third paragraph occupied the fourth importance among the respondents with an approval rate (76%), while the first paragraph occupied fifth importance among the respondents, with an approval rate of (73%). In general, the opinions of the respondents in the research sample



regarding the field of open leadership were high, at a rate of (78%), in light of the overall arithmetic mean of the answers to the field's items, which was (3.88) on the scale consisting of (5) points.

The standard deviation values of the respondents' answers to the closed leadership domain items indicate that the answers were more homogeneous and close to the second paragraph, while they were more dispersed and divergent to the first paragraph.

2-The dependent variable is entrepreneurial performance.

The results of Table (6) show the arithmetic means and standard deviations of the answers of the respondents in the research sample to the items in the field of entrepreneurial performance.

Table (6): Arithmetic means and standard deviations of respondents' answers to items in the field of entrepreneurial performance

level	significance	Standard Deviation	SMA	Paragraphs	U
high	2	0.947	3.99	Management follows more than one method in its dealings with employees	1
high	5	0.896	3.87	Management has more than one plan in implementing work	2
high	4	0.886	3.89	Management is encouraged to find modern strategies	3
high	3	0.848	3.91	The administration seeks to develop and provide new services	4
high	1	0.909	4.10	The administration is interested in innovation and creativity as a source of excellence	5
high		0.742	3.95	the field	

Source: Prepared by the researcher based on the results of the SPSS-26 program.

The results of the table above show that the respondents in the research sample believe to a high degree that the administration of the College of Arts at Tikrit University does the following: follows more than one method in its dealings with employees, has more than one plan in implementing work, encourages the creation of modern strategies, seeks to create and provide new services In addition to its interest in innovation and creativity as a source of excellence.

The fifth paragraph occupied the first importance among the respondents, with an approval rate of (82%), and the first paragraph was of second importance, with an approval rate of (80%), while the fourth paragraph was ranked third in importance, with an approval rate of (78%), and the fourth paragraph occupied the fourth importance among the respondents, with an approval rate of (78%), while the second paragraph occupied fifth importance among the respondents, with an approval rate of (77%). In general, the opinions of the respondents in the research sample (%79) regarding the field of entrepreneurial performance were high.

In light of the total arithmetic mean of the answers to the domain items, which is (3.95) on the scale consisting of (5) points.

The standard deviation values of the respondents' answers to the paragraphs in the field of entrepreneurial performance indicate that the answers were more homogeneous and close to the fourth paragraph, while they were more dispersed and divergent to the first paragraph.

3-Testing research hypotheses.

-Testing the first research hypothesis.

The first research hypothesis states that "there is a statistically significant relationship between brilliant leadership and entrepreneurial performance." To test this hypothesis, Spearman's rank correlation coefficient is calculated between the respondents' answers on the two axes of brilliant leadership and entrepreneurial performance. It can be noted that the strength of the relationship between the variables depends on the following positive terms of the correlation coefficient: (Meghanathan, 2016: 11).

There is no relationship if the correlation coefficient value is equal to zero



- 1-The relationship is direct and very weak if the value of the correlation coefficient ranges between. (0.19-0.00)
- 2- The relationship is direct and weak if the correlation coefficient value ranges between. (0.39-0.20)
- 3- The relationship is direct and moderate if the value of the correlation coefficient ranges between. (0.59-0.40)
- 4- The relationship is direct and strong if the value of the correlation coefficient ranges between. (0.79-0.60)
- 5- The relationship is direct and very strong if the value of the correlation coefficient ranges between. (0.99-0.80)
- 6- The relationship is direct and perfect if the value of the correlation coefficient is equal to one.

If the value of the correlation coefficient is negative, then the relationship is inverse between the variables. In the same way, the strength of the relationship can be interpreted as above.

Table (7) shows the values of the Sipperman correlation coefficients in addition to their corresponding probability values.

Table (7): Spearman correlation coefficients matrix between the questionnaire axes

Leadership performance focus		The focus of brilliant leadership
Probability value	Correlation coefficient	
0.000	0.408*	Open leadership
0.000	0.581*	Closed driving
0.000	0.614*	The axis in general
* The correlation is significant at a significance level (0.05).		

Source: Prepared by the researcher based on the results of the SPSS-26 program.

It is noted from Table (7) that.

-The value of the Spearman correlation coefficient between the respondents' answers to the two axes of open leadership and entrepreneurial performance was (0.408), and because the probability value corresponding to this coefficient was (0.000), which is less than the level of significance (0.05), this indicates the existence of a positive, moderate, and statistically significant relationship between brilliant leadership. Openness and leadership performance. The higher the level of brilliant, open leadership in an organization, the higher the level of leadership performance of this organization, and vice versa The value of the Spearman correlation coefficient between the respondents' answers to the two axes of closed leadership and entrepreneurial performance was (0.581), and because the probability value corresponding to this coefficient was (0.000), which is less than the level of significance (0.05), this indicates the existence of a positive, moderate, statistically significant relationship between brilliant closed leadership. And leadership performance. The higher the level of skilled, closed leadership in an organization, the higher the level of leadership performance of this organization, and vice versa.

The value of the Spearman correlation coefficient between the respondents' answers to the two axes of brilliant leadership and entrepreneurial performance was (0.614), and because the probability value corresponding to this coefficient was (0.000), which is less than the level of significance (0.05), this indicates the existence of a positive, strong and statistically significant relationship between brilliant leadership and performance. Entrepreneurship: The higher the level of skilled leadership in an organization, the higher the level of leadership performance of this organization, and vice versa,

From the above, and based on the results above, the hypothesis of the first research, which stated that "there is a statistically significant relationship between brilliant leadership and entrepreneurial performance" has been achieved.



-Testing the second research hypothesis.

The second research hypothesis states that "skillful leadership has a statistically significant effect on entrepreneurial performance." To test this hypothesis, multiple linear regression analysis is used, in which the axes of brilliant leadership represent the independent variables, while the entrepreneurial performance represent the dependent variable.

Table (8) shows the results of multiple linear regression analysis to test the effect of brilliant leadership on entrepreneurial performance.

Table (8): Results of multiple regression analysis to test the effect of brilliant leadership on entrepreneurial performance

Probability value	test(t)	Standard error	Beta coefficient	Brilliant driving axes (Independent variables)
0.456	-0.747 ^{n.s}	0.479	-0.358	constant equation
0.002	3.223*	0.112	0.362	Open leadership
0.000	5.899*	0.127	0.749	Closed driving
%40				Coefficient of determination R ²
41.134*				Test (F)
0.000				Probability value
* The effect is significant at a significance level(0.05).				

Prepared by the researcher based on the results of the SPSS-26 program.

It is evident from Table (8) that.

The value of the regression coefficient (Beta) for the open leadership axis was (0.362), and because its probability value of (0.002) is less than the level of significance (0.05), this indicates that there is a statistically significant effect of open leadership on entrepreneurial performance, and based on Beta value: When respondents' impressions on the open leadership axis increase by one unit on a five-point Likert scale (equivalent to 20%), their positive impressions on the field of entrepreneurial performance will increase by (0.362) (equivalent to 7%).

The value of the regression coefficient (Beta) for the closed leadership axis was (0.749), and because its probability value of (0.000) is less than the level of significance (0.05), this indicates that there is a statistically significant impact of closed leadership on entrepreneurial performance, and based on Beta value: When respondents' impressions on the closed leadership axis increase by one unit on a five-point Likert scale (equivalent to 20%), their positive impressions on the field of entrepreneurial performance will increase by (0.749) (equivalent to 15%).

The value of the (F) test for the effect of brilliant leadership, both open and closed, was (41.134) with a probability value of (0.000), and because this value is less than the level of significance (0.05), this indicates the presence of a significant, statistically significant effect of brilliant leadership on entrepreneurial performance. The value of the coefficient of determination ($R^2 = 40\%$) indicates that brilliant leadership explains 40% of entrepreneurial performance. The equation for the regression of entrepreneurial performance on skilled leadership. From the above, and based on the results above, the second research hypothesis, which states that "skillful leadership has a significant, statistically significant impact on entrepreneurial performance," has been achieved.

CONCLUSIONS AND RECOMMENDATIONS.

First: Conclusions.

- 1-The administration of the College of Arts at Tikrit University has the qualities of brilliant leadership, being open (**%78**) leadership with a high level of.
- 2-The administration of the College of Arts at Tikrit University has the characteristics of brilliant leadership, being a (**%78**) closed leadership with a high level of.



3-The performance of the administration of the College of Arts at Tikrit University is pioneering and at a high level of. (%79)

4-There is a positive, moderate, statistically significant relationship between open leadership and entrepreneurial performance. The higher the level of open leadership in the administration of the College of Arts at Tikrit University, the higher the level of the college's entrepreneurial performance.

5-There is a positive, moderate, statistically significant relationship between closed leadership and entrepreneurial performance. The higher the level of closed leadership in the administration of the College of Arts at Tikrit University, the higher the level of the college's entrepreneurial performance.

6-There is a positive, strong, statistically significant relationship between brilliant leadership and entrepreneurial performance. The higher the level of brilliant leadership in the administration of the College of Arts at Tikrit University, the higher the level of the college's entrepreneurial performance.

7-There is a significant effect of open leadership on entrepreneurial performance. When the level of open leadership of the administration of the College of Arts at Tikrit University increases by (20%), its level of entrepreneurial

8-There is a significant effect of closed leadership on (%7) performance will increase by. entrepreneurial performance. When the level of closed leadership of the administration of the College of Arts at Tikrit University increases by (20%), its level of entrepreneurial performance will increase by(15%)

9-The effect of the closed leadership of the administration of the College of Arts at Tikrit University on its entrepreneurial performance is approximately twice the effect of its open leadership.

10-The brilliant leadership of the administration of the College of Arts at Tikrit University explains 40 of its pioneering performance.

Second: Recommendations.

1-Enhancing the use of open leadership to be a source of inspiration for employees and their openness to using modern technology, as well as modern administrative approaches that focus on raising the level of performance and quality, and moving away from traditional administrative methods that rely on the method of coercion to adapt to modern technology and its applications.

2-Using closed leadership behaviors to adhere to established plans and not deviate from them, and take the required corrective measures when needed.

3-Leaders at Tikrit University in general, and the College of Arts in particular, must achieve a balance between using open leadership behaviors and closed leadership behaviors so that open behaviors encourage workers to make the required improvements, and closed behaviors encourage workers to exploit their abilities to carry out the change processes required to improve operational performance.

4-Senior management at Tikrit University must help organizational leaders follow brilliant leadership as a motivating leadership model to adopt entrepreneurial trends, by qualifying leaders in the behavioral aspects that contribute to supporting leadership capabilities.

5-The necessity of informing faculty members about the plans, activities, events and decisions related to the educational process, and giving them the opportunity to express their opinions regarding them.

6-Showing more flexibility with regard to dealing with errors occurring during work and performing tasks in a way that motivates workers to adopt new methods and methods to avoid such errors in the future.

7-Providing adequate support for faculty members to participate in scientific conferences inside and outside Iraq with the aim of communicating with local, regional and international educational institutions, and benefiting from the transfer of experiences and developments occurring in the fields of knowledge.

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