

THE IMPACT OF STRATEGIC PHYSIOGNOMY ON ORGANIZATIONAL ENTREPRENEURSHIP : APPLIED STUDY IN IRAQI HIGHER EDUCATION

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ABSTRACT

The development of a country depends on the number and quality of its universities since these affect the generation of employment, regional development and innovation of products and services; This is why it is necessary to analyze the factors who affect them, who are considered facilitators of entrepreneurship. The article presents a study of some factors that may affect education. The objective of the study is to analyze the influence that strategic physiognomy and its dimensions on organizational entrepreneurship in Iraqi higher education. For the test of association hypotheses between the independent and dependent variables, analysis of variance and structural modeling are used. After confirming the existence of goodness of models. The results of the analyses indicate that strategic physiognomy support exerts a positive direct influence on organizational entrepreneurship. As a result, enhancing and keeping employees motivated by empowerment, inspiration, and understanding is highly recommended.

KEYWORDS:

Strategic Physiognomy, Empowerment, Inspiration, Deep Understanding ,Organizational Entrepreneurship.

INTRODUCTION

The entrepreneurial activity at the individual or organizational level is a key element in reviving the economic situation of any country that wishes to develop and advance. In the long run, economic progress and success in any country depend on the ability to increase and multiply the value of what it produces based on human resources, capital, land, and information, and this depends heavily on creative methods or entrepreneurship and business intelligence (Harper, 2003). Entrepreneurship is seen as a dynamic process with a vision of change and positive development, which requires the use of intellectual energies to develop and apply new ideas and creative solutions (Kuratko & Hodgetts, 2004). In today's business world, organizations are faced by numerous uncertain events that have the potential of crippling them or even wiping them out entirely. These uncertainties are fuelled by the fast-paced business world, climate change, disruptive technologies, government policies and terrorism (Oliver & Parrett, 2017). Organizations, therefore, need to effectively plan and strategize on how to deal with the uncertainties if and when they arise. That is the only way organizations today will survive and thrive and achieve entrepreneurship (Camara & Toure, 2010). The entrepreneurial activity is an area of study that is currently in full development, there is still no agreed theoretical framework that serves as a reference for the analysis of this phenomenon and, therefore, one of its main protagonists the entrepreneur (Brazeal & Herbert, 1999).

Many scientists tried to prove the need for physiognomy, for example, Charles Darwin, answering the question: What is scientific in the so-called science of physiognomy?, and he wrote each individual reduces mainly only certain situation following his personal inclinations. These can be more strongly developed, and therefore it can become deeper and more prominent (Kuznetsov, 2007). But no evidence of the scientific method was obtained. Physiognomy for thousands of years, studying the relationship of the structure of the body and character traits, has accumulated a vast array of observations and hypotheses, most of which, however, do not withstand serious scientific testing. Nevertheless, attempts to use physiognomy do not stop. "Teachers and doctors, actors and politicians, businessmen and managers, the ability to instantly remove information from the face of a business partner, interlocutor, subordinate is very useful (Hartley, 2005).

Like many other strategies, strategic physiognomy is a key issue on entrepreneurship in many universities in Iraq. Strategic physiognomy has got various importance in higher education institutions. Effective use of this strategy has a lot of benefits or importance to any university setting. Firstly, according to (Tustin, 2015), strategic physiognomy helps the institution management and students to clearly think dynamically and take a closer look on prudent issues that affect the day to day running of the universities. Secondly (Hussain, 2018)

argued that strategic physiognomy enables the institution of higher education in Iraq to better create and understand the subject matter, apply and disseminate strategy within the organization.

University entrepreneurship is a vital factor as far as university education is concerned. It entails active participation in university activities as well as community development. This further means that it is a tool that seeks to equip higher education students with skills and motivation so as to enable them to face various issues that they come across after finishing up their studies (Pittaway & Cope, 2007). Therefore, universities that aim to achieve entrepreneurship need to search for strategic tools that can help them achieve their goals. many literatures has proved that strategic physiognomy is a strategic factor with a positive effect.

Accordingly, the aim of this study is to identify the effect of strategic physiognomy on achieving organizational entrepreneurship in universities.

LITERATURE REVIEW

Strategic physiognomy

Physiognomy is one of the psychological methods for analyzing a person's character and emotional state by facial expressions, gestures and facial features. Today, human physiognomy is a powerful supporting tool for a professional HR-manager. Along with the traditional methods of interviewing and testing, this technique allows to make a final, deeper conclusion about the candidate and make the right decision (Gavrilova,2018). According to physiognomy, according to the method of decision making, people are divided into logicians and intuitives. The first is guided by the analysis and comparison of the facts, the second - by the internal "flair" and insights. Each type has its pros and cons. In conditions of uncertainty, the logician may lose time to think about the situation and search for additional information.

In general understanding, the subject of physiognomy is psychodiagnostics of personality in appearance. However, there were periods when psychodiagnostics was subjected to different parts of the body. In a broad sense , the subject of physiognomy was both the face and body, characteristic grimaces, gestures and postures , physique and posture (Parshukova et al., 2004). In antiquity, physiognomy was also applied. For the first time, it was described by an unknown author in the work Russian. (often this work is attributed to Aristotle), where the main signs were listed: "I will tell you now what kinds of signs are taken. They come from all kinds: they recognize the character both by movements, and by shape, and by color, and by facial expression, by hairiness, and by smoothness, and by voice, and by members, and throughout the type of the body (Losev, 1975). Later, kinesics , phrenology , oculars , etc. , were distinguished from the concept of physiognomy , and the term physiognomy began to be used in a narrow sense .

The term "physiognomy", apparently, was first used by Hippocrates, to which Galen refers. The word physiognomy came to Russian from French (Physionomie), art to recognize features of a person's character and inclination. Karl Jaspers wrote: "Physiognomy is the study of stable somatic configurations as distinctive features of the mental sphere" (Jaspers, 1997). Physiognomy is the expression of the face and figures of a person, taken without reference to expressive movements (Belinskaya, 2003).

The definition of physiognomy in the dictionary of foreign words in the Russian language, edited by Popov from 1907: The ability to judge the internal qualities of a person by appearance and especially by face, to make a conclusion about his character.

In the eighteenth century, the word physiognomy was used in the sense of "the art of recognizing the peculiarities of a person's character and inclinations according to his features", then in the sense of "facial expression". Today face is called physiognomy, and the word physiognomy is used instead of physiognome (Semenov,2003).

Empowerment

Etymologically, the concept of empowerment refers to allowing, training, authorizing, or giving power over something or someone or to do something (Seibert et al.,2011). Before the Oxford Dictionary considered it as a delegation of power; now its definition considers empowering as "to enable": allowing one to do something, or training one to do something (Marin & Verdier,2012).

Empowerment is focused on senior management giving authority and confidence to employees to carry out their tasks freely, which contributes to finding satisfaction and feeling of importance and increase responsibility and create a positive feeling among employees, which represents an important motivation to work (Kiralay,2014). Empowerment is to give the necessary strength to the members of the team to create the means necessary to enable their control over the work. It is considered as sharing power and responsibility by delegating it to different levels within the organizational structure (Bux & Tay,2010).

The Empowerment is a term of Anglo-Saxon origin, but in Castilian there are some words like empowerment, empowerment or empowerment, that try to give life to this definition within our language.

It is difficult to find an absolute definition of Empowerment, since it is a very broad concept which tries to establish its basis in the training of subordinates by granting knowledge of their work, better working conditions, a better flow of information regarding the strategies of the organization, and a modification in the pyramid structure of the company. I understand that its primary objective is that employees feel more satisfied with their work and that it leads to better performance (Ríos ,2015). Another approach to Empowerment, lies in the fact that employees, administrators or teams at all levels of the organization, have the power to make decisions without having to require the authorization of their superiors(Marin & Verdier,2012).

Inspiration

The motivational behavior of inspiration is concerned with the ability of the leader to provide a sense of purpose and to stimulate the energies of those who achieve organizational goals (James & Lahti,2011). This is achieved through the development of a good vision, the development of clear and acceptable strategies to achieve the vision and the mobilization of commitment to this vision by providing vision to the followers in a clear and convincing way (Waldman et al.,2011). The subordinate leader inspires an attractive vision of the future while continuing to convey expectations, showing commitment to common goals and vision. The ideal effect and inspirational stimulus are often combined to form the attractive-inspiring leader (Whitney et al.,2010).

These transformational leaders act in ways that motivate people around them making those who are in the spirit of the community, focusing and thinking in their attractive future situations, and motivating them to study alternatives and desirable as well as allowing them to participate in achieving very different goals (Warrick, 2011).

(Tims et al.,2011) emphasized that the inspiring incentive to follow and to sense and energize their enthusiasm for achievement by providing a vision of optimism and enthusiasm in uncle In order to provide a kind of challenge and a compelling meaning for the future, to work in the follow-up, to consult the spirit of the team and to praise the new results, the process that focuses on the behaviors and behaviors of the leader is generated in the respondents according to the challenge. These behaviors encourage the spirit of the general team and adhere to organizational objectives. The leader is a symbol for raising awareness and understanding of the desired and mutually beneficial events, as their actions influence the followers and push them to represent their steps.

The part of the psychology that pretends to give answers on this topic is the part that relates to inspiration as such. In the psychology literature, it is usually described as a theoretical construct that explains human behavior. It is often associated with the terms of directing, encouraging or maintaining behavior. Sometimes motivation is spoken in terms of the reasons why people undertake certain activities or reasons for which they have some wishes or reasons for which they tend to fulfill some kind of needs (James & Lahti,2011). It even goes there to identify motivation with "something" that causes a particular person to want or not want to repeat a certain activity.

Deep Understanding

Attempts to analyze failure in leadership tend to be because the potential analyst misinterprets his mission deeply. It is usually not taught driving at all. Instead, he studies the power, power, and art of appearing and wisdom in long-term planning. Some leaders have these things, but they are not the essence of leadership (Flumerfelt & Banachowski, 2011). As they have not been able to understand deeply their duties and tasks, the lack of understanding in this area indicates a lack of recognition of the real causes of the substance of the problem, and this reflected negatively on performance and make the right decisions, in addition to the inability to deal with environmental factors (Renko et al.,2015).

Understanding is a psychological process related to something just or physical, such as a person, a situation or a specific message. Since the individual can think about this and use certain ideas to deal adequately and conceptually with this or that situation. Understanding can mean understanding what a person means by word or deed. Understanding is a relationship between the person who understands and what is understood (Roueche et al.,2014). Here the leader needs a deep understanding of the possibilities of things, and it can be said that the term deep understanding to the information represents the ability to transform data and information into useful knowledge that can be exploited for decision making without mistakes. Where the desire is available to the individual or group to identify and obtain information to meet the conscious or unconscious need (Morgeson et al.,2010). Now that information is becoming a fundamental resource synonymous with the concept of power and

related to the ability to acquire and produce information. organizations that seek to evolve compete to get information before others in a timely manner (Moynihan et al.,2011). these needs ability to employ attitudes to adapt to the environment to perceive things and change them towards the interests of the organization.in addition to creating the right infrastructure backed by strategic tools to help the leader in the success of his mission (Roueché et al.,2014), and deep understanding of human relations with subordinates and pushing them to organizational loyalty which can be a catalyst for their positive behavior (Noe et al.,2017).

In view of the rapid development of the economic field in general and technology in particular, it is necessary for the institution to interact with these changes that occur in the external environment and control the management of information is a key pillar and a point of strength of the institution, and in view of the importance of information has become necessary to communicate to the concerned decision-making institution As it is an important strategic resource to rely on, and this is due to the importance of the latter in the conduct of its functions and work, and contribute to increasing the ability of the institution management to draw plans and policies strategies The correct led to achieving its goals.

Organizational Entrepreneurship

To understand the importance of this concept, first, we must know what it means. The venture refers to the attitude and aptitude to carry out a project through ideas and opportunities facing adversity. Entrepreneurship has been a growing concern in the 21st century and is often considered a means of achieving high levels of organizational performance (Morris et al., 2010).

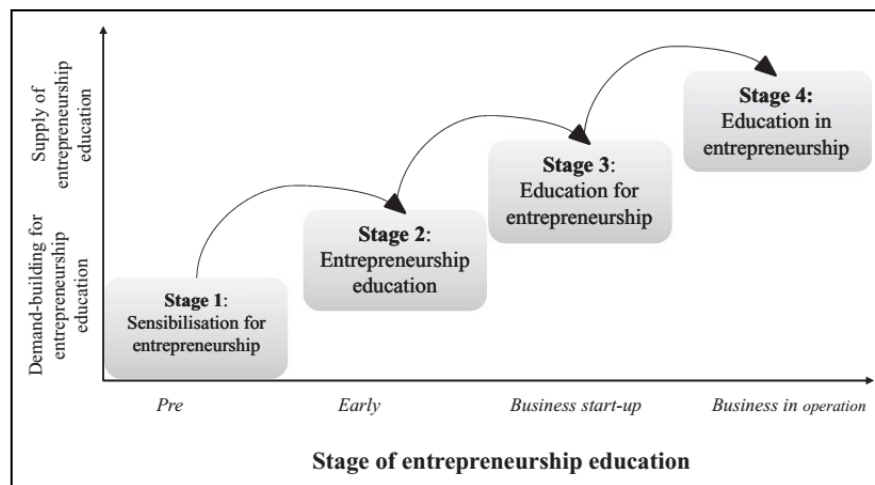
The term is used, above all, in economics, in which an enterprise is an initiative that assumes an economic risk in order to take advantage of an opportunity in the market. Encourage entrepreneurship in children, youth and adults is important to promote their autonomy and improvement in life. The benefits of this practice are multiple: creativity, assertiveness, confidence and positive thinking are developed. On the other hand, I also improve the ability to resolve conflicts and make decisions (Paço & Palinhas,2011).

Entrepreneurship is a vital element in the economic development process, although it is established and practiced in private sector institutions, it is not a phenomenon of its own. It can also be applied to government agencies and public organizations in the country. Therefore, it is necessary to develop the internal leadership in the organization in a way that allows the development of the entrepreneurial spirit and the development of the internal capabilities of the organization in light of competition at the level of the national economy, and to motivate individuals with their individual characteristics to develop the spirit of entrepreneurship and innovation in different aspects of the organization (Hartley et al.,2013). Organizational entrepreneurship is described as entrepreneurial within the organization and refers to the attention to emerging and organizational behavioral aspects that lead to the transformation from traditional forms of business to the business of adding value to the organization (Paço & Palinhas,2011).

Some of the most important attitudes of an entrepreneur are (London & Morfopoulos,2009):

- 1 .Initiative, the base of an entrepreneur. Did you know that Steve Jobs did not finish the race, but, nevertheless, he was able to get his own company afloat? The initiative consists of jumping into the pool and transforming ideas into actions.
- 2 .Creativity, It is not necessary to invent what is already invented, but I have to be creative when it comes to solving problems or identifying new possibilities to do things.
- 3 . Trust. It is important that the entrepreneur trusts himself and is optimistic. Undoubtedly, sometimes it is lost and others are won, but maintaining a positive attitude is the key to facing problems and attracting success.
- 4 .Responsibility, both with himself and with the rest. I have to be able to assess the consequences of each decision.
- 5 .Passion, Successful entrepreneurs are committed to their project with total commitment and passion to achieve the objectives set.

Different views have been given to explain and systematize or model the phenomenon of entrepreneurship , which thanks to being a field of study under construction, has received a varied interdisciplinary contribution, from the economy that recognizes for the first time a central actor, the entrepreneur, who goes through human sciences and management sciences, each focusing on different aspects. From its origin in the French language, the term entrepreneur evolved into the English language in entrepreneurship and when trying to be translated into Spanish, there has been a proliferation of terms such as entrepreneurship, leadership, pioneering. And in education Figure 1 summarizes the role of the university from an educational perspective.

**Figure 1: stages of entrepreneurship education**

Source: Davey, T., Hannon, P., & Penaluna, A. (2016). Entrepreneurship education and the role of universities in entrepreneurship: introduction to the special issue.

MATERIAL AND METHODS

Instrument

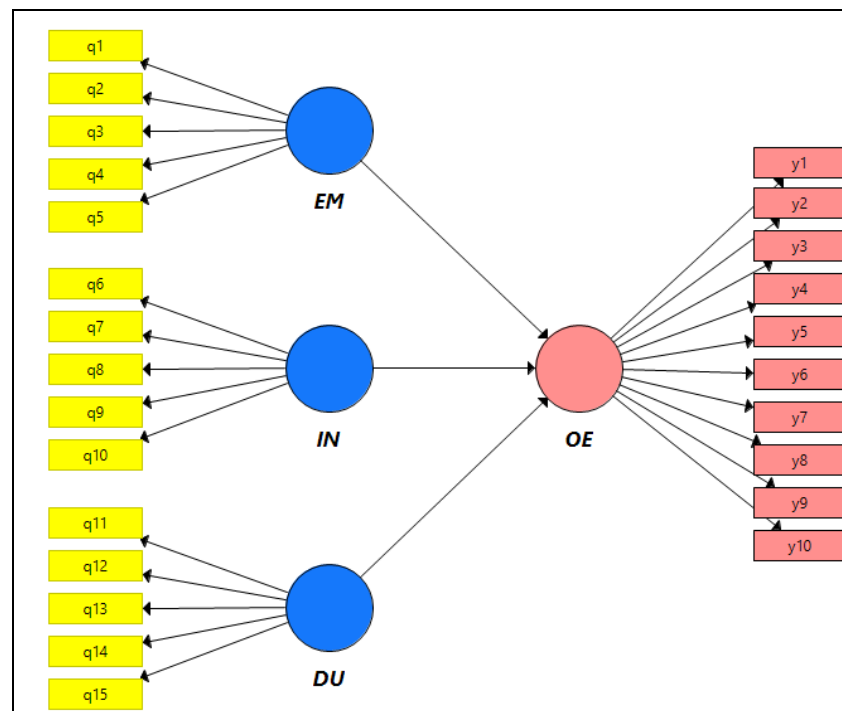
The questionnaire was translated using the back-translation technique. Subsequently, it was presented to the university professors in order to evaluate the adaptability of the instrument to the sample. These professors belong to Iraqi universities. Therefore, they were considered reliable sources for the validation of the instrument's content.

In order to evaluate the strategic physiognomy (SP), a reduced version of 18 items of (Husian, 2018) Instrument with dimensions (Empowerment (EM), Inspiration (IN), Deep Understanding (DU)) was used. Each of the subscales consists of 5 items. The participants expressed their degree of agreement with the items through a Likert scale of 5 points. The SP scale has shown good psychometric properties. The participants expressed their degree of agreement with the items through a Likert scale of 5 points.

To evaluate the organizational entrepreneurship (OE), the scale of (Korani, 2018) was used, it has shown good psychometric properties. This variable consists of ten items. The participants expressed their degree of agreement with the items through a Likert scale of 5 points.

Conceptual Framework

Taking into account what is stated in this section, all the theoretical elements raised above, which showed the importance of strategic physiognomy in the organizations, especially in the performance, it is decided to study how the strategic physiognomy component affects the results of the performance and achieve organizational entrepreneurship of organization. The conceptual framework in Figure 2 consists of independent variable strategic physiognomy SP with dimensions of (Empowerment (EM), Inspiration (IN), Deep Understanding (DU)), and organizational entrepreneurship (OE).

**Figure 2: Conceptual Framework****Study Hypotheses**

As a dependent variable, since, as previously mentioned, it is a key and differentiating element of the organizations. Therefore, the research hypothesis is proposed as follows:

- H1: A positive relationship between strategic physiognomy and organizational entrepreneurship.
- H11: A positive relationship between empowerment and organizational entrepreneurship.
- H12: A positive relationship between inspiration and organizational entrepreneurship.
- H13: A positive relationship between deep understanding and organizational entrepreneurship.
- H2: Strategic physiognomy affect organizational entrepreneurship.
- H21: Empowerment affect organizational entrepreneurship.
- H22: Inspiration affect organizational entrepreneurship.
- H23: Deep understanding affect organizational entrepreneurship.

RESULTS**Confirmatory Factor Analysis**

In order to identify the components of the variables, the confirmatory factor analysis is performed and it should exceed to the good fit conditions as shown in Table 1.

Table 1: Good Fit Index Conditions

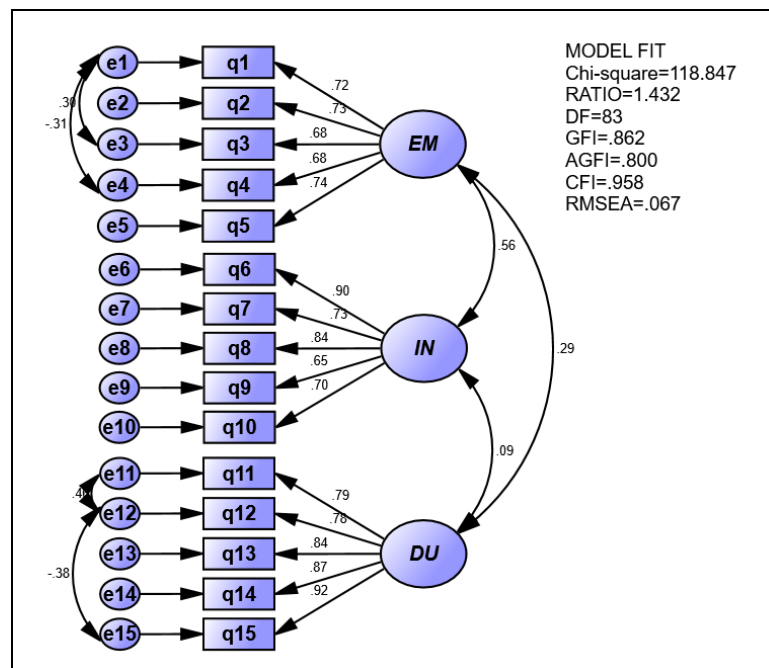
Fit Index	Acceptable Threshold Levels	Description
<i>Absolute Fit Indices</i> Chi-Square X2	Low χ^2 relative to degrees of freedom with an insignificant p value ($p > 0.05$)	
Relative χ^2 (χ^2/df)	2:1 (Tabachnik & Fidell, 2007) 3:1 (Kline, 2005)	Adjusts for sample size.
(RMSEA)	Values less than 0.07 (Steiger, 2007)	Has a known distribution. Favours parsimony. Values less than 0.03 represent excellent fit.
GFI	Values greater than 0.95	Scaled between 0 and 1, with higher values indicating better model fit. This statistic should be used with caution.
AGFI	Values greater than 0.95	Adjusts the GFI based on the number of parameters in the model. Values can fall outside the 0-1.0 range.
RMR	Good models have small RMR (Tabachnik and Fidell, 2007)	Residual based. The average squared differences between the residuals of the sample covariance and the residuals of the estimated covariance.
SRMR	SRMR less 0.08 (Hu& Bentler, 1999)	Standardized version of the RMR. Easier to interpret due to its Standardized nature.
<i>Incremental Fit Indices</i>		
NFI	Values greater than 0.95	Assesses fit relative to a baseline model which assumes no covariance between the observed variables. Has a tendency to fit in small samples.
NNFI (TLI)	Values greater than 0.95	Non-normed, values can fall outside the 0-1 range. Favours parsimony. Performs well in simulation studies (Sharma et al, 2005; McDonald and Marsh, 1990)
CFI	Values greater 0.95	Normed, 0-1 range.

Source : Daire H., Joseph C., Michael R. Mullen, Structural Equation Modeling: Guidelines for Determining Model Fit, Journal of Business Research Methods Volume 6 Issue 1 2008 .

The results show as follow : As shown in Table 2 and Figure 3 the CFA exceed 0.5 and refer to that the items relating to each factor of SP which was composed of three dimensions (EM, IN, DU), each of the dimensions is measured through five items. Also the good of fit index was acceptable while the measurement model provides satisfactory data compatibility of SP , The indicators of fit are as follows: (GFI =0.862), (AGFI=0.800) ,(CFI=0.958) , (CMIN/DF=1.432) ,(RMSEA=0.067).

Table 2: Factor Loadings for SP

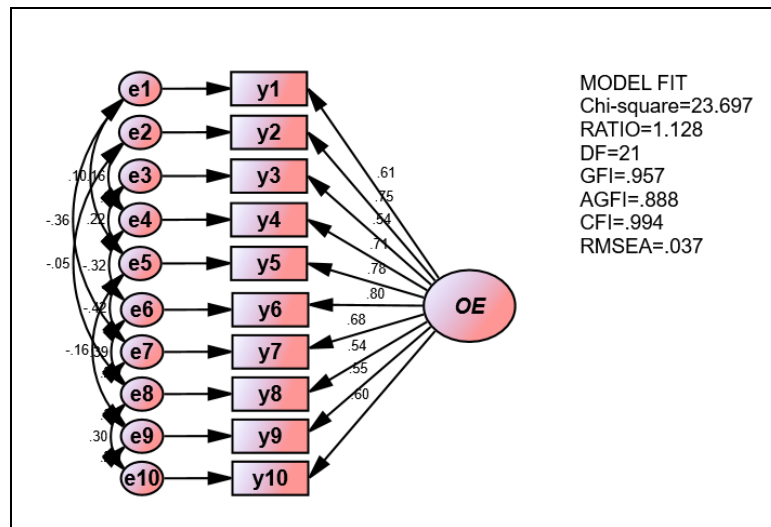
Item	Path	Factor	Loading	Index	Condition	Value
q1	<---	EM	.724	GFI	GFI>0.90	0.862
q2	<---	EM	.729	AGFI	AGFI>0.90	0.800
q3	<---	EM	.682	CFI	GFI>0.90	0.958
q4	<---	EM	.682	CMIN/DF	<5	1.432
q5	<---	EM	.736	RMSEA	<0.08	0.067
q6	<---	IN	.901	Chi2		118.84
q7	<---	IN	.732			
q8	<---	IN	.837			
q9	<---	IN	.652			
q10	<---	IN	.703			
q11	<---	DU	.794			
q12	<---	DU	.778			
q13	<---	DU	.837			
q14	<---	DU	.873			
q15	<---	DU	.921			

**Figure 3: Structural model of SP**

Regarding OE which was composed of ten items, the results indicate that the questions are adequate to measure its dimension. Also, the fitting indicators are expressed in Table 3 and Figure 4 which refer to acceptable values. while the indicators of fit are as follows: (GFI = 0.957), (AGFI=0.888) , (CFI=0.994) , (CMIN/DF=1.128) ,(RMSEA=0.037) , these results indicates to a high level of validity. In other word ,it shows that all measures meet commonly used criteria for a good fit.

Table 3: Factor Loadings for OE

Item	Path	Factor	Loading	Index	Condition	Value
y1	<---	OE	.608	GFI	GFI>0.90	0.957
y2	<---	OE	.752	AGFI	GFI>0.90A	0.888
y3	<---	OE	.543	CFI	GFI>0.90	0.994
y4	<---	OE	.711	CMIN/DF	<5	1.128
y5	<---	OE	.777	RMSEA	<0.08	0.037
y6	<---	OE	.801	Chi2		23.69
y7	<---	OE	.683	p		
y8	<---	OE	.537			
y9	<---	OE	.549			
y10	<---	OE	.597			

**Figure 4: Structural model of OE****Normality Test**

In order to measure the normality of the data we conducted the normality test of the variables , it depends on the factors of skewness and kurtosis , which conditioned to be between (1.96,-1.96) , the results of the two variables in Table 4, Table 5 show that the data follow the normal distribution.

Table 4: Normality Test for SP Data

Variable	min	max	skew	c.r.	kurtosis	c.r.
q15	1.000	5.000	-.450	-1.798	-.749	-1.497
q14	1.000	5.000	-.502	-2.009	-.729	-1.458
q13	1.000	5.000	-.115	-.461	-.489	-.979
q12	1.000	4.000	-.398	-1.591	-.826	-1.651
q11	1.000	5.000	-.772	-3.088	-.341	-.681
q10	3.000	5.000	.231	.922	-1.429	-2.858
q9	2.000	5.000	.111	.443	-.873	-1.746
q8	1.000	5.000	-.538	-2.152	.096	.192
q7	1.000	5.000	-.609	-2.437	-.037	-.074
q6	1.000	5.000	-.556	-2.225	.464	.928
q5	2.000	5.000	-.468	-1.871	-.280	-.559
q4	1.000	5.000	-.297	-1.189	-.798	-1.597
q3	1.000	5.000	-.501	-2.004	-.161	-.323
q2	1.000	5.000	-.871	-3.484	.489	.979
q1	1.000	5.000	-.695	-2.780	.156	.312
Multivariate					25.140	5.454

Table 5: Normality Test for SP Data

Variable	min	max	skew	c.r.	kurtosis	c.r.
y10	3.000	5.000	.133	.532	-1.452	-2.904
y9	2.000	5.000	-.087	-.349	-1.085	-2.169
y8	2.000	5.000	-.275	-1.101	-.485	-.969

y7	2.000	5.000	-.497	-1.989	-.325	-.650
y6	2.000	5.000	-.441	-1.765	-.396	-.793
y5	2.000	5.000	-.554	-2.217	-.630	-1.260
y4	2.000	5.000	-.288	-1.151	-.879	-1.759
y3	1.000	5.000	-.702	-2.806	.197	.395
y2	2.000	5.000	-.898	-3.590	.260	.519
y1	1.000	5.000	-.853	-3.413	.820	1.640
Multivariate					14.389	4.550

Hypothesis Testing

In order to test the relationship between the variables, Pearson correlation coefficient and regression analysis and structural modeling were adopted in order to analyze the data, in addition to the adoption of the program (SPSS v.24) and (Amos v.18) .

Hypothesis H1

The results of Table 6 indicate the correlation test between the variables. It shows that there is a strong positive correlation between SP and OE where the correlation coefficient was 0.595 and this result is significant due to the value of the significance level was less than (0.05), in addition (T) is a higher and greater value than the tabular value. This result supports H1 hypothesis.

At the sub-dimension level, the results indicate that the relationship between EM and OE is a strong positive correlation where the correlation coefficient was 0.684 and this result is significant due to the value of the significance level was less than (0.05), in addition (T) is greater than the tabular value. This result supports H11 hypothesis. Also, the relationship between IN and OE is strong positive where the correlation coefficient was 0.690 and this result is significant due to the value of the significance level was less than (0.05), in addition (T) is greater than the tabular value. This result supports H12 hypothesis.. regarding the relationship between DU and OE the results indicated that there is strong positive where the correlation coefficient was 0.684 and this result is significant due to the value of the significance level was less than (0.05), in addition (T) is greater than the tabular value. This result supports H13.

Table 6: Correlation Coefficient Results

Var.	r	T	Sig
SP	0.595	7.178	0.000
EM	0.684	9.069	0.000
IN	0.690	9.253	0.000
DU	0.684	9.096	0.000
T 0.01 = 2.37 T 0.05 = 1.66			

Hypothesis H2

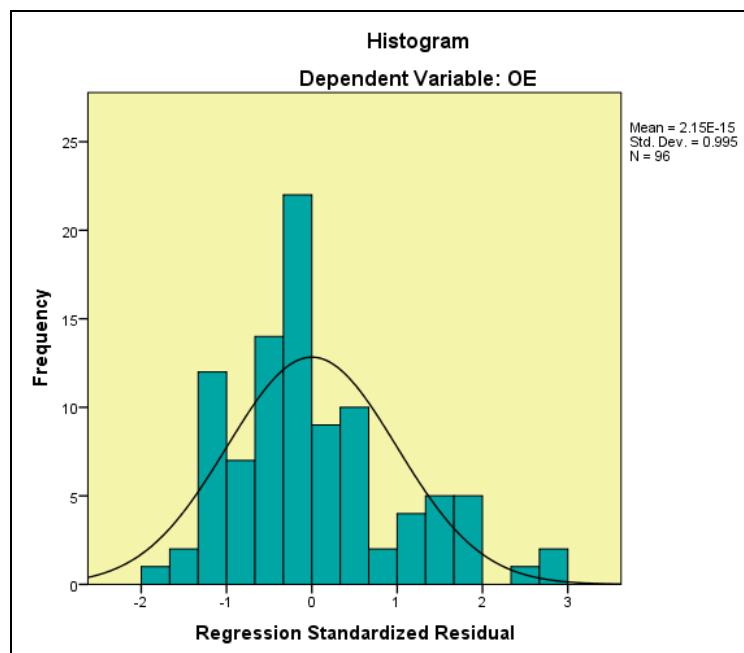
The results of Table 7 indicate the regression analysis for the variables. It shows that there is a positive effect for SP on OE where alpha coefficient is (1.500) and beta coefficient result is (0.672) and this result is significant due to the value of the significance level was less than (0.05), in addition (F) is a higher and greater value than the tabular value. also, the determination coefficient is (0.355), This result supports H2 hypothesis .

At the sub-dimension level, the results indicate that there is significant effect of EM on OE where alpha coefficient is (1.581) and beta coefficient result is (0.609) and this result is significant due to the value of the significance level was less than (0.05), in addition (F) is a higher and greater value than the tabular value. also, the determination coefficient is (0.468), This result supports H21 hypothesis. also, there is a significant effect of IN on OE where the alpha coefficient is (1.583) and beta coefficient result is (0.613) and this result is significant due to the value of the significance level was less than (0.05), in addition (F) is a higher and greater value than the tabular value. also, the determination coefficient is (0.477), This result supports H22 hypothesis. finally, there is a significant effect of DU on OE where alpha coefficient is (1.580) and beta coefficient result is (0.609)

and this result is significant due to the value of the significance level was less than (0.05), in addition (F) is a higher and greater value than the tabular value. also, the determination coefficient is (0.0468), This result supports H23 hypothesis. In addition the relationship is normally distribution as it shown in Figure 5,6.

Table 7: Regression Results

Var.	B0	B1	R2	F	Sig
SP	1.500	0.672	0.355	51.650	0.000
EM	1.581	0.609	0.468	82.514	0.000
IN	1.583	0.613	0.477	85.142	0.000
DU	1.580	0.609	0.468	82.714	0.000
Ft 0.01 = 7.077 Ft 0.05 = 4.001					

**Figure 5: Normality Relationships**

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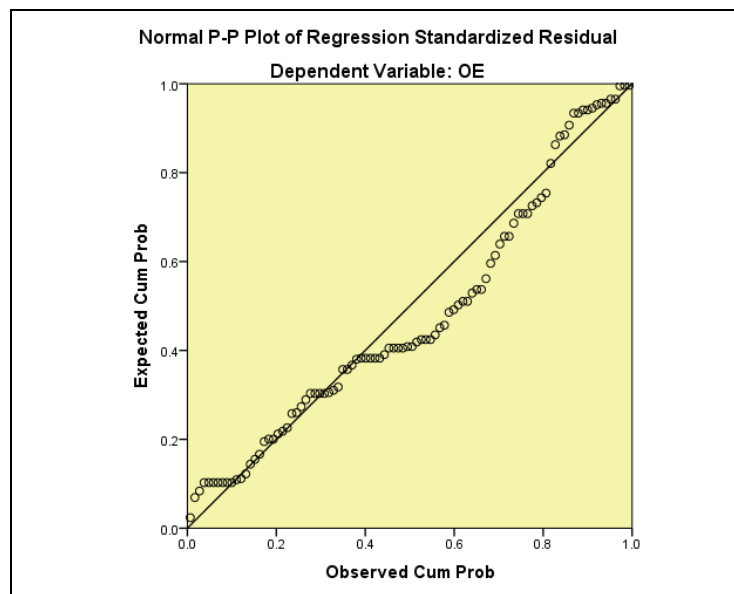


Figure 6: Linearity of Relationship

Regarding the structural relationship Figure 7 indicated that there is a positive effect of the SP elements while the coefficients were ($EM=0.455$, $IN=0.373$, $DU=0.229$), with coefficient of determination ($R^2=0.890$), and these results are significant while ($P<0.05$).

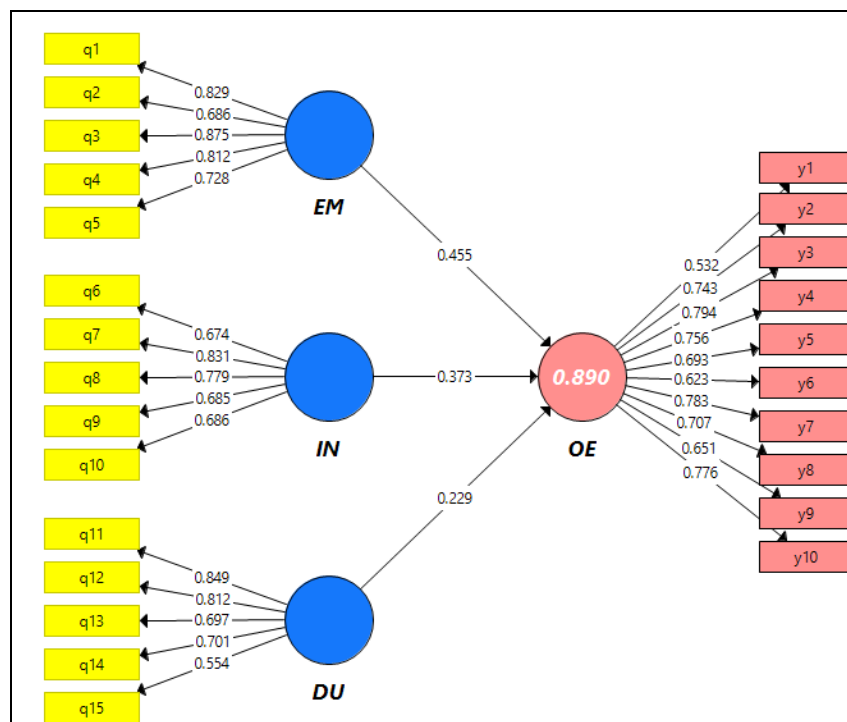


Figure 7: Structural Model

DISCUSSION AND CONCLUSION

Although there are people who are born with the ideal qualities to be great entrepreneurs, a great part of the qualities is acquired. That is why putting entrepreneurship into practice in education is the key for future entrepreneurs to be able to innovate, create and adapt to changes.

Within the domain of strategy, there are as many perspectives as authors, theoretical and/or empirical positions. The different theoretical and ideological positions that make up this first look at the object of study are closely related to the way in which the debate on the strategic physiognomy and its applications has taken place both in the academy and in the organizations, as well as in the study of the different paradigms that constitute it, its importance in studies and research in the Schools of Administration, the role it plays in the exercise of management, the important criticisms of paradigms, case studies and their implications for education.

Although leadership is not the main theme of this article, it is a transversal element due to its ability to directly influence people's levels of motivation and inspiration. Organizational success and the achievement of high levels of performance is not possible without leaders who know their employees and work to create a work environment based on appreciative recognition and trust. People want to feel valued and need meaningful jobs, where they can make a difference and have opportunities to grow. If bosses do not recognize what factors impact staff motivation and develop appropriate leadership styles, staff retention and outreach will be a constant struggle, at the expense of the company's resources.

The results of this study showed that there is a positive effect of strategic physiognomy on organizational entrepreneurship in education. This finding is in line with a study of (Hussain,2018) that indicates that the physiognomy is a key factor for organizational success and is an effective strategic tool to improve performance. In addition, empowerment has indicated a positive impact on improving educational performance and entrepreneurship. In this regard, many studies have indicated that empowerment contributes to improving the educational process (Kiraly,2014). As for inspiration, it is an important factor in achieving entrepreneurship. Leadership cannot dispense with this important factor. Inspiration is a key factor in achieving motivation among employees (Thrash et al.,2014). Finally, a deep understanding has shown that it contributes significantly to a future vision of leadership that will help it achieve entrepreneurship. A number of studies have shown that deep understanding is a key factor in strategic leadership (Flumerfelt & Banachowski,2011). Hence, the current study could be a catalyst for educational institutions to employ strategic physiognomy into organizational entrepreneurship.

Inspiration is a joint task, which requires the contribution of the employee and the company. The organization must build and maintain a culture based on collaboration and teamwork. It must develop communication and leadership styles that allow individuals to feel inspired. If leaders help their collaborators to understand how the different dimensions of their work contribute to the satisfaction of their personal needs and desires, they will surely increase levels of motivation.

It is essential that any organization that seeks to keep its employees motivated and generate high levels of performance, has as a priority the development of an organizational culture based on constructive relationships. For this, it is important to establish leadership models that allow leaders to have meaningful and meaningful conversations with their employees, to contribute to generating learning and growth, and to increase staff motivation and understanding in order to inspire them.

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