

# **THE CONTRIBUTION OF THE CULTURE OF ENTREPRENEURSHIP TO ENHANCING THE SELF- AWARENESS OF HUMAN RESOURCES (Hema Plastic Company as a Model)**

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## **Abstract**

Given the significant shifts and intensifying competition and global exposure that companies are currently experiencing, as well as the ongoing growth and intensifying competition amongst them, they are searching for ways to establish an entrepreneurship culture that is hard to replicate and attain superiority over their rivals. One such strategy is to empower employees and raise their level of self-awareness. Accordingly, the research goal is to determine the degree to which the entrepreneurship culture enhances the self-awareness of human resources. A questionnaire was created to gather research data, and the research model and its assumptions were developed based on the research literature, prior studies, and research measurements, and a questionnaire was created in order to gather research data. A total of 69 questionnaires were distributed, of which 67 were recovered with a 97% response rate. The Crouch Nabach alpha test was utilized to confirm the degree of reliability in the data, and the path method and structural equation modeling were employed to test hypotheses. The study produced a number of findings, the most significant of which was that the variables—originality and creativity—had an effect on abilities. Regarding the elements that improve human resource self-awareness (innovation), they refute the theory. It is evident from this that innovation has little effect on abilities.

**Keywords:** Self-awareness, entrepreneurship, and Hema Plastic Company as a model.

## **Introduction**

The knowledge available to business organizations has become a competitive ability that distinguishes them from each other, entrepreneurship is one of the main ingredients and important and main topics for the success of any organization, despite the importance of entrepreneurship, but we note that there is ambiguity and lack of understanding by many organizations and institutions and are not aware of the effective role they achieve in the success and sustainability of work, The integration of entrepreneurship with the concepts of

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administrative thought has led to the achievement of many goals of creativity and innovation, creating new competitive opportunities and opening the horizon towards a better future, and many research and studies have indicated that entrepreneurship and sustainable development have achieved great investment opportunities.

What we see today of the repercussions of entrepreneurship on the intellectual development of self-awareness of human resources and skills development through the development ideas it adopts that open future horizons towards creating opportunities to develop self-awareness of human skills in line with the needs of the future market, which was greatly reflected in changing the behaviors of individuals towards continuous improvement and development, meaning that entrepreneurship with its ideas, visions and future planning was greatly reflected on the self-awareness of human resources by motivating them to Continuous development and improvement to keep pace with the wheel of development.

**First: Problem statement:** - Through observation, it was found that most institutions suffer from many problems that hinder their work and hinder the advancement of development and the lack of team spirit and teamwork, especially in their human resources, everyone knows that any development in institutions stems from their human resources, the more they have efficient and effective human resources and have a future vision and insightful freshness of attitudes and the ability to read the future, the more they can draw a development line that achieves a better position and there are many things that affect their human resources, Including entrepreneurship and its development of ideas, skills development, creating an insightful vision to read the future and identify the necessary needs to compete in the labor market, and through the foregoing, several questions arise:

1. What is the contribution of entrepreneurship in enhancing the self-awareness of human resources in Hema Plastic Industries Company?
2. Measuring the extent to which the surveyed company possesses entrepreneurial skills.
3. Knowing the reflection of entrepreneurship on the development and development of skills for employees of Hema Plastic Industries.

**Second: The significance of the research: The following highlights the study's significance:**

First, significance theoretically: This study is regarded as one of the most current ones that addresses a significant and essential subject, which is entrepreneurship and self-awareness of human resources in particular and human resources in general, which has become the center of interest for researchers and institutions because of its developmental and effective role in raising the market share of the institution by drawing a road map towards an effective future and opening the horizon and visions for senior management and its repercussions significantly on the cornerstone of any organization, which is the human resources that Any institution protects you from its success and excellence.

Second: Scientific significance: This study's significance is highlighted by explaining the role of entrepreneurship in Hema Plastic Industries Company in developing and developing self-awareness of human resources and what are the repercussions on the reality of actual work and what has actually been achieved, as the environment today has become more

competitive and very fast in continuous change, which requires that the company be more cautious and seek in all ways to develop its resources and what entrepreneurship has a large part in achieving this development.

**Third: Research Goals: The following goals are the focus of this study:**

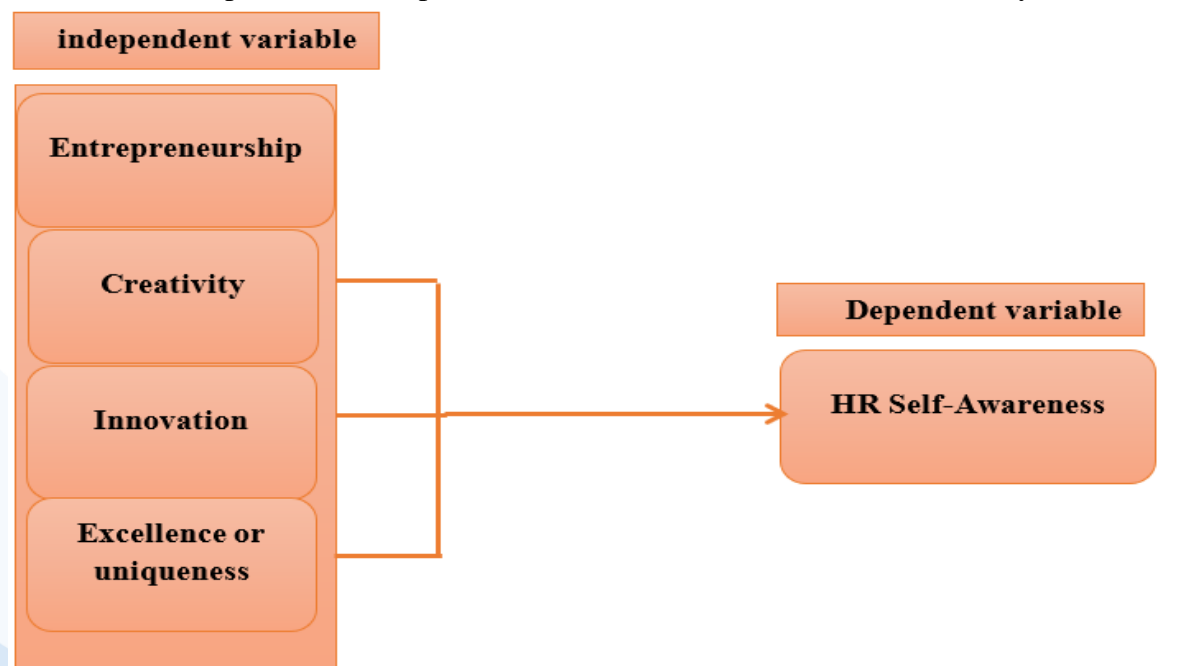
1. Promoting entrepreneurship and demonstrating its important role in developing human resources skills.
2. Knowing the extent to which the company owns the line and development ideas and what is their reflection on the reality of work.
3. Knowing the capabilities and skills of its human resources and what are the repercussions achieved by entrepreneurship in the development, development and improvement of the efficiency of employees.

**Fourth: Research Hypotheses:** Main hypothesis: Self-awareness of human resources in the examined organization is positively correlated with entrepreneurship in all its dimensions (creativity, excellence, and innovation) in a statistically significant way.  
the initial sub-conjecture. The self-awareness of human resources and creativity are positively correlated statistically.

The subsequent sub-theory. The self-awareness of human resources and innovation have a statistically significant association.

the initial sub-conjecture. The three characteristics of human resources—excellence, uniqueness, and self-awareness—are statistically correlated.

**Fifth: Research Model:** The study model is an imagining of the relationships that exist between the independent and dependent variables addressed in the current study:



The source was prepared by the researchers using a study (Al-Halawani, 2017)

#### Sixth: Study Tool: - Data collection sources:

**Primary sources:** The primary sources were relied upon to obtain the data that will be collected for the first time on the variables to be studied, as the first section contained the "Likert quintet" scale in the second, third and fourth sections for each paragraph of the questionnaire, as this scale was designed to identify the strength of approval or disagreement of the respondent on the overall sample.

**Secondary sources:** This type of source mainly relates to all journals, websites, articles, books and literature of previous studies.

#### The theory on which the study was based:

**Resource theory:** The current study was based on resource theory (RBV), as the theory of resources and skills is a set of trends developed by the accumulation of research, this theory focused on paying attention to intangible resources for their ability to gain organizations sustainable competitiveness, as well as the fact that all organizations have tangible resources that are easy to obtain or imitate by competitors, relying on this theory, entrepreneurship is one of the intangible resources that play a role in achieving and developing self-awareness. For human resources in the company, thus improving performance and this theory constitutes the relationship between the contributions of entrepreneurship to the development process of human resources skills.

#### Previous studies:

1. Adam 2019 The Role of Entrepreneurship and Remote Work in Job Creation			
Place of application	Snucker Kenana Company	-The study resulted in . - The initiative and the use of available resources contribute to job creation - The ability to manage and organize the endowment contributes to job creation	The study recommended - The need to pay attention to technical means and infrastructure - Encouraging and supporting employees to be creative and innovative Enhance self-confidence and self-belief.
Curriculum	Descriptive Analytical		
Study Tool	Questionnaire		
Sample	30		
2. Study . Mirza (2020) Introduction to human resource development and measuring the performance of operations in improving productivity			
Place of application	Puzzle Packing Company	Results. The company's interest in activities and training courses for employees The company maintains the quality, speed and flexibility of delivery	Recommended The need to rely on the performance of operations, cost, quality. delivery Instilling developmental ideas for human resources
Curriculum	Descriptive Analytical		
Study Tool	Questionnaire		
Sample	50		
3- Hafez and Hussein (2020) Study Challenges Facing HR Manager in Change			
Place of application	General Company for Foodstuff	There are a range of challenges facing managers	The study recommended

Curriculum	Descriptive Analytical	The necessity of the training process in human resources development	Resources need to draw on expertise· Addressing the challenges facing HR managers
Study Tool	Questionnaire		
Sample	100		
4- : <i>Kristin Hommel</i> and <i>Peter M. Bican</i> (2020): Digital Entrepreneurship in Finance: Fintechs and Funding Decision Criteria			
Place of application	Asian State	Entrepreneurship achieves excellence and technical excellence Companies that rely on entrepreneurship are superior in their performance	· Companies should rely on entrepreneurship programs extensively · Embracing entrepreneurship leads to continued success
Curriculum	Descriptive Analytical		
Study Tool	Observation and resolution		

### The First Axis :Theoretical framework of the study: Entrepreneurship

**First:** The concept of entrepreneurship: the process through which a new change is made in the work system through the creation of new sources and the reorganization of old resources and by considering what are the circumstances surrounding the work and what are the risks that surround it and taking the safest way to reach the desired goal. Dahshan, 11:2018) Entrepreneurship also refers to the ability of the enterprise, with its human cadres and material capabilities, to exploit the opportunities available in the environment by exploiting the available energy as much as possible, not the product of new and distinct products, goods and services that competitors cannot reach in the near future (Reza et al, 2016: 99), and as entrepreneurship is interpreted as the future vision that Possessed by the senior management in the organization and reflected on its human resources and the development of their skills and enhance the confidence of the individual and its ability to make optimal use of the available resources in order to achieve the ultimate goal of the organization and create a competitive wall in the market because competitors have a high degree of experience and know-how due to the technical, electronic and scientific development in the work environment. (Mohamed, 2024:475) Entrepreneurship also refers to the use of values, standards and social practices that lead to the development of human skills that are positively reflected on the performance of individual workers, which generates positive energy that motivates them to perform work and this performance is reflected in the production of highly efficient products through which the company can compete with the labor market (Bakri 144:2024)

**Second:** The importance of entrepreneurship: Development, openness and explosion of information and the rapid change in the work environment, all of this directs the management of companies to search for what distinguishes them and what creates essential competencies for them Research can appear strongly competing with other companies and when looking at the concept of entrepreneurship, we find it one of the basics in the success of the organization's work in terms of economic and administrative thought, as well as in terms of strategic planning, as entrepreneurship works to increase and integrate values and

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values Arat and the available expertise (Bakri 148: 2024), that entrepreneurship is one of the important tools in the global economy industry, as economic projects have contributed to the development industry through creativity, innovation and creative job creation to create a development society that works on entrepreneurial projects, entrepreneurship and its openness to the world and understanding of work prospects, including finding projects to develop and develop the economy, creating long-term job opportunities that Economic growth (Rice: 30,2024) has achieved development in the process of adopting modern technology that helps the growth of the economy very significantly, and one of the most important characteristics of leadership is to bring about change and shift towards creativity. (Hosni, Iman Mahmoud, 2023: 225), that entrepreneurship management has achieved a lot of gains for businesswomen in South Africa, and this indicates that entrepreneurship has a great role in the process of change and renewal in business (Natanya Meye, 2022, 25).

**Thirdly.** Entrepreneurship Goals: Entrepreneurship is one of the foundations for designing and launching new projects that provide services in a larger form in the markets (Mohamed, 748: 2024), it is the ability and process of readiness to establish and organize projects with adventure and the ability to bear the risks surrounding the work, and entrepreneurship is more complex as it depends on the idea, its concept, how to apply it, and what methods must be applied to create opportunities and exploit them optimally (Adam, 2020: 234), entrepreneurship is an associative process that starts from the idea of the owner Work, i.e. the entrepreneurial project that cannot perform everything by itself except in partnership with others, relying on a team of the best and most efficient employees in all fields (Hansen, 22:9Hansen, 201)).

**Fourth:** Dimensions of Entrepreneurship: There are many dimensions of leadership, and according to the field in which it is, in the industrial field, the dimensions of leadership are (Al-Halawani, 6:2017), including:

**First: Creativity:** It is in areas of work in leadership, research and development, new production methods, production changes.

**Second: Innovation:** What it contains of new ideas, a vision of the future, the development of goods and services, the management of the organizational structure and culture within the organization, the process of managing and monitoring business and human resources, and how to develop and advance them to maintain them. Innovation refers to a set of procedures and behaviors, the organizational climate that activates innovative performance and the availability of an innovation culture.

**Third:** Excellence and uniqueness: It includes the ways and methods through which we can find ways to create new products and services, providing human, technological and financial resources capable of meeting the company's needs to enter the labor market and providing means and methods of delivering service to customers.



**First: The concept of human resources:**

Human resources are the cornerstone of every work, and the success of any company or institution is with its human cadres and its human potential capable of competing in the labor market, as the human competencies possessed by the organization constitute the largest part in the success of work (Al-Samman and Al-Kabli 454:2023) and reaching leadership in it, human resources management is considered one of the most important assets in organizations that play an important role in managing employee affairs (Al-Shami, 2022: 247). The increasing modern trend worldwide has led to focusing on business organizations and has demanded that administrations integrate the human resources philosophy into their message with policies and practices that lead to improving the activity and health of workers and thus increasing the productivity and productivity of workers, that is, they increase and reduce costs and thus increase competitiveness and encourage creativity in human resources management (Adham, 2021: 44) and that human resources and their soft and hard skills need discovery, development and development through the process of translating knowledge to face the developments they face at work. Thu, 20:2020).

**Second: The importance of human resources:**

The human being represents the source of thought and creativity, which innovates solutions and develops new processes and products, It supports the growth of the economy and raises living standards; in addition, it highlights the significance of human resource management (63: Sarkar and Kiranmayi, 2014), noting that it was incorporated into corporate work strategies in the 1990s. Human resource management, according to Mishra et al. (2014: 74), is crucial to the operations and procedures carried out in the company. It can help modify current procedures by implementing strategies like knowledge management, employee engagement, recruitment, training, and selection, as well as fostering diversity and integrated leadership to enhance the workplace atmosphere. In addition to benefiting functional areas including operations, green marketing, supply chain management, accounting, and finance, green human resource management also takes a comprehensive approach to align people. Masri, H. 2016: 25 green marketing, supply chain management, accounting, and finance. As a result, it takes a comprehensive approach to link the organization's environmental strategy with the viewpoint of senior management and the tactics it employs, such as entrepreneurship and its ramifications, and to align employees with it (141:Mishra et al., 2014).

**Third: Self-awareness of human resources**

Since most studies and researchers have agreed on the importance of this resource, which is considered one of the most important resources in the structure and foundation of any procedure, the self-awareness of human resources refers to the extent to which working individuals are aware and understand themselves and their responsibilities within their organization, (Luaibi and Hussein, 2023: 186), and this includes several aspects, awareness of their individual abilities and potential, understanding their knowledge, experiences and unique nature, awareness of their roles and Their job responsibilities, understanding the tasks and duties assigned to them within the organization, awareness of organizational and

cultural contexts, awareness of the laws, policies, values and expectations prevailing in the organization, awareness of their relationships with others, understanding the nature of interactions and exchanges with colleagues, superiors and subordinates, this self-awareness of employees helps them understand themselves better and identify their development needs. Accordingly, the Human Resources Department seeks to promote this awareness through training, development and awareness programs (Makahla et al., 2017:260). The development of human skills and capabilities has become inherent to the success of the organization and the institution, any company that wants to succeed and excel must work hard to train and develop its human skills, which is directly reflected in the performance of employees, which is the cornerstone in increasing production and excellence of the organization and reserving a market share for it. Adham, 45:2021).

### **The relationship between entrepreneurship and self-awareness Human Resources:**

The relationship between entrepreneurship and self-awareness and human resources is a close and complementary relationship, each contributing to the advancement of the other. Entrepreneurship practices can positively affect the enhancement of self-awareness of human resources in the organization, through several aspects (Al-Shami, 2022:244), including empowerment and independence Entrepreneurship requires giving employees more control and independence in their work, which enhances their self-awareness of their abilities and potential, as well as responsibility and accountability, in an entrepreneurial environment, individuals are more responsible for the results of their business, and this enhances their self-awareness of their roles and responsibilities.

Continuous Development and Learning, Entrepreneurship requires employees to constantly adapt and evolve to keep pace with changes, which motivates them to develop their knowledge and experience. Creative thinking and innovation, the entrepreneurial environment encourages thinking outside the box and initiative, (Mahmoud and Brahimi, 2023:240) and this contributes to building stronger self-awareness among human resources. Collaborations and teamwork, Entrepreneurship requires integration and collaboration between different teams and units, which enhances awareness of organizational contexts and relationships. In general, entrepreneurial practices contribute to greater human resource engagement and empowerment, and this has a direct impact on building their self-awareness and responsibility. Including (Adam, 2020:22) This encourages HR to think outside the box and contribute to project development. Promoting entrepreneurship and independence requires working in the entrepreneurial environment of human resources to possess the spirit of initiative and independence in making decisions and dealing with challenges, which contributes to the development of these qualities in them. As well as increasing the motivation and commitment of employees, the entrepreneurial environment provides human resources with the opportunity to contribute to the success of the project, which increases their motivation and sense of belonging and commitment to the organization. In conclusion, the integration of entrepreneurship and human resource development leads to achieving each other's goals and enhancing the success and growth of organizations. (Ahmed 2017.:22)



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**The practical aspect of study:**

For this investigation, information was gathered from Hema Plastic Company in Iraq using a self-administered questionnaire. Purposive sampling was used because it ensures that data were collected from people with similar knowledge or experience and that participation was intentional and provided authentic answers (Rajak et al., 2021)<sup>1</sup>. Three sections comprised the questionnaire: Section A had demographic data; Section B focused on the entrepreneurial culture's contribution (i.e., creativity, invention, excellence, or uniqueness); and Section C included information about the development of human abilities. The tools employed were modified to gauge the advancement of self-awareness in human resources. A five-point Likert scale, with 1 denoting strong agreement and 5 denoting strong disagreement, was used to ask respondents to rate their agreement or disagreement with a number of assertions.

**Analysis and Outcomes**

We used the program at

<https://webpower.psychstat.org/models/kurtosis/results.php?url=fb9771ad65087c96bdc6a313929fa338> to evaluate multivariate skewness and asymmetry, as recommended by Hair et al. (2017)<sup>2</sup> and Cain et al. (2016). We used Smart PLS, a normative analysis program, after the results indicated that the data we obtained had multivariate non-normality, multivariate Mardia skewness ( $\beta = 661.5221$ ,  $p < 0.00$ ), and multivariate Mardia skewness ( $\beta = 1132.3949$ ,  $p < 0.00$ ). Using the Smart PLS program, we applied the partial least squares (PLS) technique to the study model analysis (Ringle, Wende, & Becker, 2015)<sup>4</sup>. We investigated the measurement model (validity and reliability of the scales) and then looked at the structural model (testing the proposed link), adhering to the two-stage analytical methodologies that Anderson and Gerbing (1988) recommended (see Hair et al., 2017; Ramayah et al. 2011; the Rahman group (2016). Furthermore, a retesting procedure (resampling of 5000) was employed to evaluate the relevance of the path coefficients and loadings (Hair et al., 2017).

Smart PLS is a program that creates graphical user interfaces (GUIs) for structural equation models (SEM). PLS analysis is a technique that can be used to measure these models. According to Ringle et al. (2022), Smart PLS is currently at version 4.0.8.5. For two reasons, SmartPLS4 was chosen in this article over alternative structural equation models. Initially, SmartPLS4 advances knowledge in the fields of management and marketing studies. In comparison to SPSS or AMOS, Smart PLS4 is easier to learn and interpret due to its extensive and intuitive graphical user interface (GUI). Additionally, it supports complex models (Hair et al., 2019). Because of this, the study employed two of the PLS-SEM's analytical techniques. During the initial process, the measurement model that incorporates , The measurement model, which included the first measurement, was examined in terms of average variance extracted (AVE), composite reliability (CR), and factor loadings. Factor loadings less than 0.7 are eliminated if the average variance extracted (AVE) does not meet the necessary minimum of 0.50. Next, we investigated discriminant validity with the Heterogeneous Trait Correlation Score (HTMT).

### **Measurement Model Analysis**

We will describe the statistical methods applied to the data analysis in this part. To begin with, we will describe the steps taken to prepare the data for analysis. Second, we will discuss the procedures followed and the outcomes of the reliability and validity assessment of the measurement items. The descriptive and inferential statistics that assisted us in testing our hypotheses are the main topic of the section's last section. The findings of the analyses that were done are displayed in the text sections and given visual aids in the form of tables and figures.

### **Getting the gathered data ready**

Data must be prepared using a number of procedures, including data coding (the process of converting data into a digital format), data transformation (sometimes data needs to be transformed so that it can be usefully interpreted), and missing values (coded data must be entered into a spreadsheet, for example). Some programs also calculate estimates of missing values and use those estimates in the analysis (Bhattacharjee 2012). As previously indicated, Google Docs was utilized to develop the questionnaire that was used in this study and was emailed to responders. Researchers can benefit from some automation with Google Docs since all answers are automatically entered into a spreadsheet that can be retrieved and examined. As a result, in this instance, the data preparation stage was rather straightforward:

- Data coding: You can set some limitations for the response field when you create the questionnaire in Google Docs. All of the data that was gathered was in numerical format since the writers only allowed numerical values in those fields.
- Data entry: As previously indicated, Google Docs handled this step automatically.
- Missing values: Since every question on the questionnaire was required, there were none that were missing.

### **Measurement Model Analysis**

Hensler, Ringel, and Senkovic (2009) indicate how reflective measurement models are evaluated for their validity and reliability, hence we will first assess the validity and reliability of our measuring scales before performing data analysis. Using Cronbach's alpha and composite reliability ratings, we first examined internal consistency. Second, by contrasting AVE and composite reliability ratings, we evaluated convergent validity. Lastly, we evaluated the discriminant validity by comparing the square root of the AVE with the correlations between the latent variables and looking at the loadings and cross-loadings of the confirmatory factor analysis.

### **Internal coherence**

The first thing to look for is internal consistency (Henseler et al., 2009). Cronbach's alpha will be examined first in order to assess internal consistency (Cronbach 1951). The Cronbach's alpha test yields a reliability estimate based on indicator correlations and is frequently used to evaluate participant consistency (Mitchell & Jolly, 2012). (Henseler et al., 2009). Mitchell and Jolly (2012) state that values of the alpha coefficient that are higher than 0.70 are deemed appropriate. Generally speaking, the Cronbach's alpha reliability

coefficient runs from 0 to 1, but Glim & Glim (2003) state that there is no lower limit, The internal consistency of the scale items increases with the Cronbach's alpha coefficient's proximity to 1.0 (Glimm & Glimm, 2003). The Cronbach's alpha results are displayed in Figure 4.1 following the SPSS analysis. As the figure illustrates, the total value falls between 0.772 and 0.964, and as the figure shows, the total value is 0.975, indicating very strong measurement reliability.

#### Statistics on reliability

	Cronbach's alpha	N of Items
Innovation	0.917	5
Uniqueness	0.881	5
Creativity	0.772	6
Skills	0.964	10
All	0.975	26

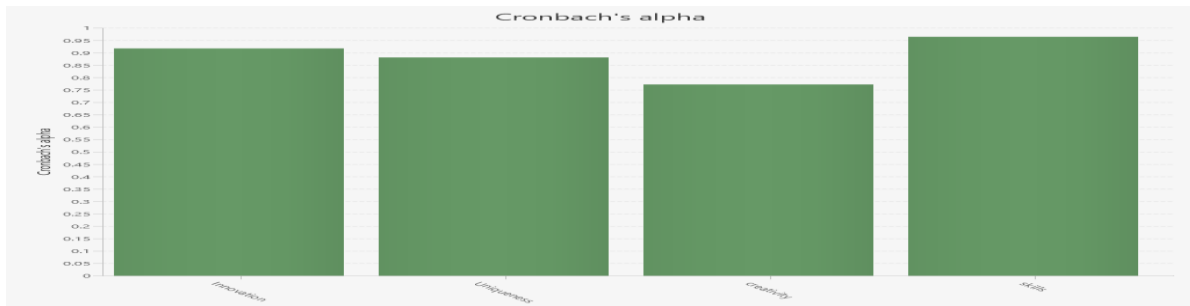


Table 4.1: Results of Cronbach's alpha for every construct. Once more, the high values show that the questionnaire items adequately explain the structures in the model.

Statistics by Item-Total				
	Mean Scale if Item Removed	Variance of Scale if an Item Is Removed	Item-Total Correlation Correction	Cronbach's Alpha if Item Removed
creativity1	74.34	729.825	.819	.974
creativity2	73.27	795.425	-.030	.978
creativity3	74.42	736.039	.784	.974
creativity4	74.47	735.216	.779	.974
creativity5	74.71	730.706	.804	.974
Innovation1	74.32	741.558	.734	.974
Innovation2	74.40	732.545	.801	.974
Innovation3	74.41	738.726	.745	.974
Innovation4	74.34	737.342	.763	.974
Innovation5	74.18	731.435	.800	.974
Uniqueness1	74.64	727.985	.828	.974
Uniqueness2	74.39	725.288	.823	.974
Uniqueness3	73.88	758.379	.515	.976
Uniqueness4	74.62	725.231	.841	.973
Uniqueness5	73.75	762.453	.449	.976
Uniqueness6	74.52	731.962	.828	.974

skills1	74.32	739.254	.733	.974
skills2	74.47	729.175	.846	.973
skills3	74.17	750.998	.648	.975
skills4	74.46	724.471	.860	.973
skills5	74.71	721.213	.897	.973
skills6	74.64	721.378	.898	.973
skills7	74.60	718.422	.897	.973
skills8	74.66	725.176	.860	.973
skills9	74.52	729.244	.816	.974
skills10	74.71	723.685	.857	.973

The correlation between an item's score and the total score of all other items is represented by the adjusted item-total correlation coefficient, which needs to have a minimum value of 40. The reliability coefficient of Cronbach's alpha if an item is removed from the scale is represented by the Cronbach's alpha coefficient if the item is removed. To obtain improved dependability, it might be necessary to remove this item from the scale if its value exceeds the alpha value of the overall coefficient (Glim & Glim 2003). The items (Creativity 2, Uniqueness 3, Uniqueness 5, and Skills 3) have low item-corrected total correlation values, as shown in Figure 4.2. If the item is removed from the total alpha value (the total value is shown in Figure 4.1), the Cronbach's alpha values also increase. To gain from improved measurement reliability, we can therefore eliminate these components prior to the final analysis. Before deciding whether or not to permanently remove these items, more testing will be done to validate these findings, The Hensler group (2009) demonstrate how a metric like composite reliability may be more appropriate because Cronbach's alpha can underestimate the internal consistency reliability of latent variables in PLS (partial least squares) route models. As a result of using PLS analysis, we additionally checked internal consistency using the composite reliability measure; Table 4.1 shows the results. According to Heseler et al. (2009), a number below 0.6 indicates unreliability, whereas a value above 0.8 or 0.9 is seen as good.

Table 4.2 Confirmatory factor analysis results

Matrix (standardized)				
	Innovation	Uniqueness	creativity	skills
Innovation1	0.800			
Innovation2	0.871			
Innovation3	0.823			
Innovation4	0.827			
Innovation5	0.833			
Uniqueness1		0.854		
Uniqueness2		0.850		
Uniqueness3		0.526		
Uniqueness4		0.873		
Uniqueness5		0.440		
Uniqueness6		0.822		

creativity1			0.855	
creativity2			-0.043	
creativity3			0.833	
creativity4			0.827	
creativity5			0.815	
skills1				0.726
skills10				0.902
skills2				0.855
skills3				0.637
skills4				0.884
skills5				0.919
skills6				0.923
skills7				0.934
skills8				0.908
skills9				0.859

All of the items exhibited substantial loadings on their constructions, according to the CFA results. While Hensler et al. (2009) claimed that loadings should always be greater than 0.7 because researchers generally view 0.7 as the reference value for all loadings, other researchers (such as Churchill Jr. (1979) and Tabachnick and Fidell (2001)) have suggested keeping reflective items in the model if their loading value is 0.4 or higher. Since every item was intended to be reflective, a loading value of 0.4 was selected as the minimum. Table 4.3 shows the four goods that fell short of this requirement. They were so taken out of the model. As previously mentioned, Cronbach's alpha was used to assess internal consistency. The test's results also showed how helpful the removal of the items (Creativity 2, Uniqueness 3, Uniqueness 5, and Abilities 3) was in boosting the measurement's dependability. Cross-loading was also looked at, Although the precise difference between the two loadings is still up for question, Chen and Newstead (1999) said that all loadings should be higher than the cross-loadings. This work adhered to the guideline that a difference of 0.2 is sufficient, as per the recommendations of several authors (Burke, 1984; Plotnikov, 1994). All cross-loadings were sufficient once (Creativity2, Uniqueness3, Uniqueness5, and Skills3) were eliminated from the model.

Table 4.3: Items deleted and their loadings

creativity2	Management provides full support to innovative employees	0.526
Uniqueness3	Advantage can be sustained in the long run through scarce resources.	0.440
Uniqueness5	Management establishes values that support the achievement of tasks	-0.043
skills3	Developing the competencies of employees in the company is based on environmental foundations and advancement of practical reality	0.637

During the assessment of the measurement model, the four items (Creativity2, Uniqueness3, Uniqueness5, and Skills3) with low factorial fit ( $<0.600$ ) were removed from the analysis (Genfen and Straub, 2005).



### Analysis of Measurement Models

Two forms of validity were analyzed in order to assess the measurement model: discriminant validity and convergent validity. Convergent and discriminant validity are the two categories of validity that are typically evaluated in order to evaluate validity (Henseler et al. 2009).

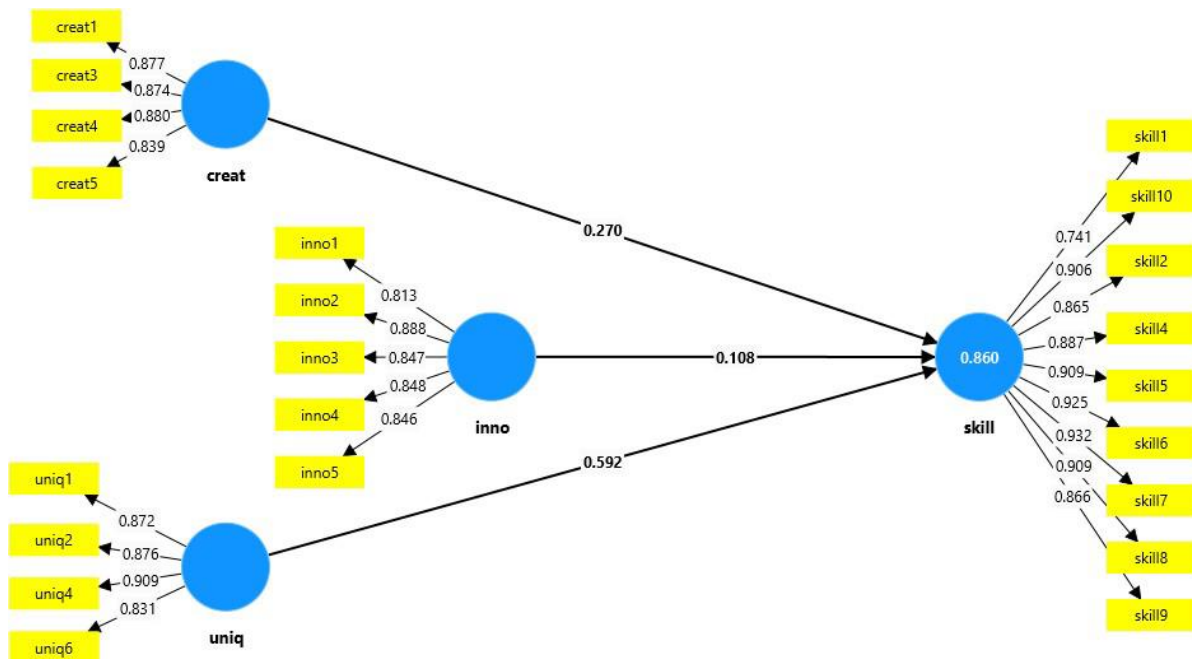
### Convergent Validity

According to Henseler et al. (2009), convergent validity demonstrates that a group of indicators correspond to the same underlying notion. As recommended by Fornell and Larcker (1981), we employed the average variance extracted (AVE) to evaluate this subtype of validity (Götz, Liehr-Gobbers, and Kraft 2010). An AVE value of at least 0.5 shows sufficient convergent validity. Table 4.1 displays the values of the AVE. Every value is higher than the recommended threshold of 0.5, demonstrating the sufficient convergent validity of each item. Together with the composite reliability (CR) value, AVE, or average variance extracted, is a convergent validity metric. Convergent validity requires the AVE and CR to be at least 0.5 and 0.7, respectively. Moreover, the CR ought to exceed the AVE.

**Table3: convergent validity**

CONSTRUCTS	ITEMS	LOADING	CRONBACH	RHO A	CR	AVE
Innovation	Innovation1	0.839	0.917	0.920	0.938	0.751
	Innovation2	0.899				
	Innovation3	0.866				
	Innovation4	0.866				
	Innovation5	0.862				
Uniqueness	Uniqueness1	0.884	0.908	0.909	0.936	0.784
	Uniqueness2	0.888				
	Uniqueness4	0.917				
	Uniqueness6	0.851				
	creativity1	0.887	0.900	0.901	0.930	0.769
skills	creativity3	0.875				
	creativity4	0.892				
	creativity5	0.854				
	skills1	0.768	0.968	0.970	0.973	0.800
	skills10	0.913				
	skills2	0.881				
	skills4	0.898				
	skills5	0.915				
	skills6	0.930				
	skills7	0.937				
	skills8	0.917				
	skills9	0.880				

Source: outputs of statistical analysis using smart pls software4. note the two items ( ) were excluded from the objective ( ) scale because they did not meet the required standard.



Measurement Model: Factor Loading Prior to Item Delete in Figure 1

### Differential Dependability

The discriminant validity is examined and confirmed using the Fornell-Larcker criteria. To what degree each latent variable varies from other constructs is ascertained by doing this (Hair et al., 2014). The square root of the AVE of the combination is displayed in bold on the diagonal of the Fornell-Larcker correlation matrix in the correlation matrix of the Fornell-Larcker criterion (Table 2), Alternatively, other values exhibit relationships with different constructions. The square root of each individual AVE (boldly indicated on the diagonal) must be demonstrated to be bigger than the equivalent correlations between the components in order to establish discriminant validity. It was discovered that every diagonal value was higher than every non-diagonal value. As such, the framework's discriminant validity is strong.

The standard	Fornell-Larcker	creativity	Innovation	skills	Uniqueness
Creativity	<b>0.868</b>				
Innovation	0.822	<b>0.849</b>			
Skills	0.861	0.816	<b>0.884</b>		
Uniqueness	0.848	0.820	0.810	<b>0.872</b>	

Henseler, Ringle, and Sarstedt (2015) state that the HTMT test has been demonstrated to be more dependable than the cross-loading and Fornell-Larcker criteria, making it a better choice for assessing discriminant validity. Thus, when the HTMT value is less than 0.90, discriminant validity between two constructs is established (Sarstedt et al., 2021), Table 4 displays the study's reliability and validity findings. Every CR reliability value exceeded the

suggested threshold of 0.7, and every convergent validity value exceeded 0.5 (Table 3). The values for discriminant validity were less than 0.90, meaning that the criteria was satisfied (Sarstedt et al., 2021), It was also discovered that the Heterotrait-Monotrait ratio (HTMT) was a more effective way to assess discriminant reliability. According to (Henseler et al., 2016), all of the HTMT indices are less than 0.9 (Table 3), indicating high discriminant reliability.

Ratio of Heterotrait to Monotrait (HTMT) – Matrix				
	Innovation	Uniqueness	creativity	Skills
Innovation				
Uniqueness	0.896			
Creativity	0.869	0.863		
Skills	0.885	0.843	0.857	

### Analysis of Structural Models

Testing Model Fit: We used three model fit parameters to test the model fit before moving on to model testing: the exact fit of the model (bootstrap-based statistical inference), the normed fit index (NFI), and the standardized root mean square residual (SRMR). The difference between the model's implied correlation matrix and the observed correlation is known as the SRMR, and values of less than 0.08 are regarded as satisfactory fit (Hu & Bentler, 1998). (2014) Henseler et al. presented SRMR, a PLS-SEM fit metric that can be used to prevent model misspecification. The proposed model's chi-square value is determined by calculating the normed fit index (NFI), a stepwise fit metric that contrasts it with a significant benchmark (Bentler & Bonett, 1980). More than 0.9 on the NFI scale usually indicates an acceptable fit. The exact fit of the model, or the third value of fit, evaluates the statistical (bootstrap-based) inference of the difference between the covariance matrix implied by the complex factor model and the empirical covariance matrix. The squared Euclidean distance, or d\_LS, was proposed by Dijkstra and Hensler (2015a, 2015b), and d\_G, or the geodesic distance, are two alternative methods for figuring out this difference. A model is considered to fit well if the difference between the empirical correlation matrix and the correlation matrix implied by the model under test is so small that sampling error is the only possible explanation. Therefore, the difference between the empirical correlation matrix and the correlation matrix implied by your model should be statistically significant ( $p > 0.05$ ), Hensler et al. (2016) discovered that the fitted percentile (HI 95% of d\_ULS and HI 95% of d\_G) was less than 95% for both d\_ULS and d\_G. We had a saturated model with no free routes, therefore the measurement's fit values and the estimated model's fit values (structural model) matched identically. The data fit the model well, as seen by the SRMR value of 0.048 ( $< 0.08$ ), the NFI of 0.855 ( $> 0.90$ ), and the bootstrapped values of d\_ULS  $<$  HI 95% of d\_ULS and d\_G  $<$  HI 95% of d\_G.

Results of the Hypothesis Testing: Hare et al. (2017) proposed resampling with a 5000-point resampling process in order to evaluate the structural model by taking into account R<sup>2</sup>, beta ( $\beta$ ), and the accompanying t-values. They also recommended that researchers provide the

effect sizes ( $f^2$ ) and predictive relevance ( $Q^2$ ) in addition to these fundamental metrics. Sullivan and Finn (2012) pointed out that although the p-value can indicate to the reader whether an impact is present or not, the effect size is not disclosed by it. When summarizing and analyzing research, Reporting both statistical significance (p-value) and substantive significance (effect size) is necessary (p. 279). Some recommended approaches for publishing results in quantitative investigations, such as using replication studies, effect size estimates and confidence intervals, Bayesian methodologies, Bayes factors or likelihood ratios, and theoretical models, have been compiled by Han and Ang (2017). making choices. As indicated, we included confidence intervals and effect sizes in the report (refer to Table 3). 86.0% of the variance in skills was explained by the positive influences of creativity ( $\beta = 0.270$ ,  $t = 3.267$ ,  $p < 0.001$ ,  $f^2 = 0.121$ ) and uniqueness ( $\beta = 0.592$ ,  $t = 7.084$ ,  $p < 0.000$ ,  $f^2 = 0.585$ ). This aligns with both H1 and H3. H2: With  $\beta = 0.108$  and  $t = 1.591$ ,  $p < 0.112$ , the association between innovation and skills was not supported and was statistically insignificant, indicating that innovation has no statistically significant relationship with skills and does not have a strong effect on improving HR self-assessment.

Hy	Relationship	Std. Beta	Std. Error	t- Value	P. Values	2.50%	97.50 %	R2	Q2	F2	Decision
H1	creativity -> skills	0.270	0.083	3.267	0.001	0.099	0.420	0.860	0.850	0.121	Supported
H2	Innovation -> skills	0.108	0.068	1.591	0.112	-0.006	0.262			0.023	not Supported
H3	Uniqueness -> skills	0.592	0.084	7.084	0.000	0.415	0.741			0.585	Supported

## CONCLUSION AND RECOMMENDATION

Three factors were used to correlate the structural model measures, two of which supported the hypothesis that creativity and uniqueness had a direct positive effect on skills. This clearly indicated that the two factors (creativity and uniqueness) had an effect on skills. However, the coefficients for the factor of improving human resource self-awareness (innovation) did not support the hypothesis. Therefore, it was clearly shown that innovation had no effect on skills, these results are coinciding with previous studies (Masri, 2016), indicated that a partial relationship between culture of entrepreneurship in enhancing the self-awareness of human resources, which argue,that indicate not positive relationship between culture of entrepreneurship in enhancing the self-awareness of human resources fragility it differs between it and current , factors.While,some prior studies indicated that fully positive relationship between Sculture of entrepreneurship in enhancing the self-awareness of human resources. Finally, In the context of earlier research highlighting the significance of linked and frequently used entrepreneurial culture, the study's findings suggest that an empirical basis was given for a framework that delineates three aspects of entrepreneurial culture and explains its relationship to improving human resource self-awareness. This study's primary contribution to improving human resource self-awareness is its development of entrepreneurial culture's components through a thorough combination perspective; Because the previous research has a restricted quantitative focus, this study carries more weight based on the survey data of respondents, particularly for reasons of

generalization. The culture of entrepreneurship as a whole has significant effects on improving human resources' self-awareness.

There are several managerial ramifications from this study. First, decision-makers in the corporate world should concentrate on sharpening their strategic orientation as this study will assist in comprehending the significance of entrepreneurial culture and its relationship to HR self-awareness. The survey also emphasizes how crucial it is for managers to concentrate on developing a fresh and engaging strategic work environment.

This review offers three recommendations. Initially, a conceptual framework is developed that connects the information acquired from the thorough examination of the systematic review to a theoretical foundation that directs empirical investigation. The boundaries between knowledge, invention, creativity, and originality are defined by this thorough study review, which aids policymakers in analyzing the relationships between the criteria and sub-criteria of each dimension that are traced from earlier work.

Second, seen from a different angle, the strength of creativity, originality, and innovation-based criteria can be developed in order to achieve the process, infrastructure, and strategy requirements of each of the three groups of entrepreneurial culture. It has been abundantly evident from earlier research that strategy, infrastructure, and procedure all affect these capacities. In conclusion, this study presents a theoretical framework by means of a methodical examination of prospective avenues for enhancing self-awareness in human resources.

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