
DELIBERATIVE THINKING AND ITS ROLE IN ENHANCING THE CHARACTERISTICS OF ENTREPRENEURIAL WORK-A SURVEY STUDY OF THE OPINIONS OF A SAMPLE OF TEACHERS IN PRIVATE SCHOOLS IN NAJAF GOVERNORATE

Thawra Abed Kareem

Jabir ibn Hayyan University for Medical and
Pharmaceutical Sciences/Faculty of Pharmacy

Thawra.abdkareem@jmu.edu.iq

Abstract

This research aims to investigate the nature of the relationship between managerial thinking and the characteristics of entrepreneurial work in a number of private schools in Najaf Governorate. The importance of the current research is determined by the scarcity of studies that tried to determine and know the nature of the relationship between its variables (managerial thinking and the characteristics of entrepreneurial work), as well as the attempt of the current research to address a realistic problem that directly affects the educational reality in Najaf Governorate, as the research community (125), and relied on the method of the purposive sample, which are the founders (shareholders) in private schools and their number (85) with a response rate of (68%) of the total community, and analyzed by the statistical program SPSS v20. The results showed that there is a knowledge gap to explain the nature of the relationship between the variables of prudential thinking and the characteristics of the entrepreneurial work in the organizations studied, and there is a direct impact relationship between (prudential thinking and the characteristics of the entrepreneurial work).

Keywords: Thought Management, Characteristics of Entrepreneurial Work, Private Schools.

Introduction

Business organizations today face great challenges because they operate in a complex dynamic environment characterized by intense competition. This poses many challenges for them to face intense competition in a rapidly changing environment. If these organizations want to continue and grow in such an environment, they must make their thinking prudently based on innovation and creativity as one of the most important necessities that contribute to achieving success, excellence and ensuring Its survival and continuity are strong and influential. It must not stop at the level of efficiency in the sense that it is committed to making its money in a correct and distinct way or working to perform its functions that fall within its responsibility honestly and sincerely. Despite the importance of this feeling and its highness, it must have ambition and insight and work to foresee the future even further, and

look forward to the farthest and its hopes to the highest in order to be brilliant ideas, performance and goals, and thinking becomes a distinctive feature of its performance and services. Hence, we find that entrepreneurial organizations must do everything in their power to achieve the current needs of the requirements The work environment and the requirements of the labor market according to the characteristics of entrepreneurial work , and that management thinking represents a deep approach to understanding and analyzing experiences, attitudes, and information beyond the surface, as this type of thinking is deeply based on the desire to achieve a comprehensive understanding of topics or issues, which enhances a comprehensive and insightful view. In essence, management thinking is related to interacting with ideas, problems, or scenarios at a deeper level, and in this research, four topics will be addressed according to the scientific and cognitive methodology of the research in the first topic, and in the second topic on the theoretical framework of the main and sub-research variables, and in the third topic to the practical aspect of the research and finally the fourth topic of the conclusions and recommendations reached by the research.

First Section:

Methodological and cognitive foundations of research

Research Problem:

Thinking is one of the most important activities that characterize the individual in business organizations from the rest of the organizations, because it affects the success of entrepreneurs in facing economic challenges in business environments that are characterized by accelerating change , and through thinking, the organizations in question must be informed and aware of the different circumstances and their impact on entrepreneurial projects, as the subject of thinking is one of the vital topics for business organizations, it is a personal characteristic that accompanies the individual and makes him capable of Get rid of the normal context of thinking and follow a new style of thinking that leads to excellence and creativity by coming up with what is different from other competitors. Thus, management thinking creates a market segment by responding to the needs of innovation as well as working to achieve a competitive advantage based on entrepreneurial projects. Management thinking is one of the most important solutions that help organizations that seek excellence, and it is one of the most important methods that help to face competition. The research problem is the following main question:(Do business organizations (research organizations) have the ability to avoid normal routine and traditional ways of thinking and working to improve their performance Their sustainability and the submission of entrepreneurial projects can be implemented and achieved in a manner that achieves the characteristics of entrepreneurial work and confronts the competitive environment in which the organization works), and based on the aforementioned problem, the current research seeks to answer the following sub-questions:

- a. What is the relationship between regular work and the characteristics of entrepreneurial work?
- b. What is the relationship between understanding and the characteristics of entrepreneurial work?
- c. What is the relationship between meditation and the characteristics of entrepreneurial work?
- d. What is the relationship between critical reflection and entrepreneurial characteristics?

The importance of research

The issue of the relationship between managerial thinking and the characteristics of entrepreneurial work still poses a controversial question among many researchers and academics in the field of human resources management and strategic management. Some believe that all innovative work leads to the achievement of the characteristics of entrepreneurial work, and that the primary importance of the research lies in identifying how to understand managerial thinking by enhancing the ability of entrepreneurs to innovate and adapt to dynamic environments in a way that leads to success in complex business environments.

Research objectives :

The objectives of the research are as follows:

1. Analyze the role of thinking and how it affects the performance of entrepreneurs in all projects they undertake.
2. Identify and explore strategies for management ideas used by entrepreneurs to meet challenges and achieve success.
3. Studying how Deliberative thinking enhances the organization's ability to adapt to economic and market changes outside the work environment.
4. Analyze the relationship between managerial thinking and innovative and new business solutions.
5. Make recommendations based on the results of the research to entrepreneurs to apply management thinking to improve the results of their work.
6. Exploring the impact of management thinking on managing potential risks and making decisions in the context of entrepreneurship in business organizations.

Hypothetical Research Scheme

The researcher has developed a hypothetical model that shows the nature of the relationship between two basic variables. As shown in Figure (1) below, where the variable of managerial thinking is measured through (ordinary work, understanding, meditation, critical reflection), which is an independent variable, and the dimensions (social thinking, business diversification, bypassing the traditional labor market, flexibility with economic turbulence), are adopted in measuring the characteristics of entrepreneurial work as a dependent variable.

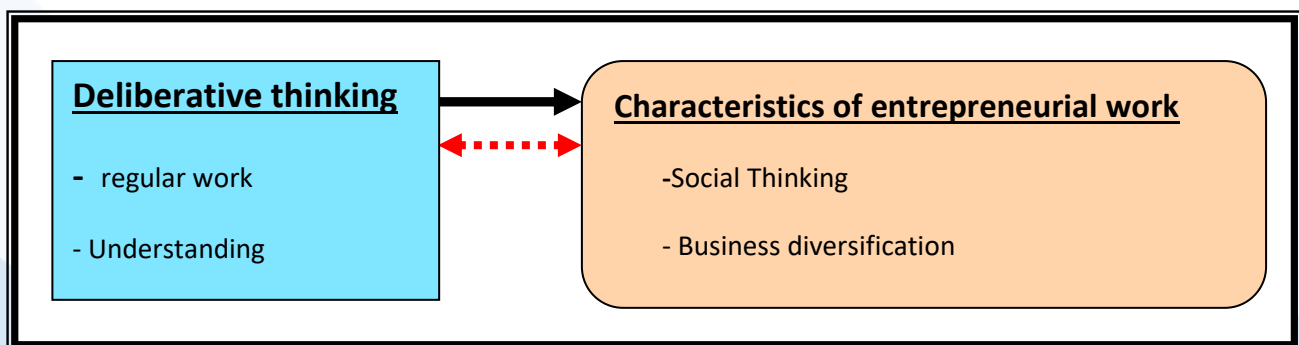


Figure (1) Hypothetical research diagram

Research hypotheses

In order to find a logical answer to the questions of the current research and to achieve its objectives, there are two main hypotheses that clarify the nature of the relationship between the research variables, which are the hypotheses of the relationship of influence and correlation, as follows:

Correlation Hypotheses:

The first main hypothesis: Manipulative thinking is positively related to the characteristics of entrepreneurial work, and four sub-hypotheses emerge from this hypothesis, namely:

- a. Regular work is positively morally correlated with the characteristics of entrepreneurial work.
- b. Understanding is positively morally correlated in the characteristics of entrepreneurial work.
- c. Meditation is positively morally correlated in the characteristics of entrepreneurial work.
- D. Critical meditation is positively morally correlated in the characteristics of entrepreneurial work.

Hypotheses of Influence Relationships:

The second main hypothesis: Manipulative thinking has a positive moral impact on the characteristics of entrepreneurial work, and four sub-hypotheses emerge from this hypothesis:

- a. Regular work has a positive moral impact on the characteristics of entrepreneurial work.
- b. Understanding has a positive moral impact on the characteristics of entrepreneurial work.
- c. Meditation has a positive moral impact on the characteristics of entrepreneurial work.
- D. Critical meditation has a positive moral impact on the characteristics of entrepreneurial work.

Search Scale

The current research seeks to use the five-point Likert scale in the questionnaire to measure the level of response in the research sample, which consists of (completely disagree, disagree, neutral, agree, and agree) to measure all variables. Thinking was measured through its four dimensions (ordinary work, understanding, meditation, and critical reflection), by adopting the (Kember et al.2000) scale, which consists of (16) questions. In an attempt to measure the dimensions of the characteristics of entrepreneurial work, which consists of four main dimensions: (social thinking, business diversification, overcoming the traditional labor market, flexibility in economic turmoil), (Palanivelu & Manikandan, 2017), which consists of (16) questions, was relied on, as in Appendix (1).

Search Tool

The questionnaire is the main source on which the current research relied in answering questions and achieving the specified objectives. It was distributed directly by the researcher for the period (from 1/7/2024 to 4/8/2024) to the research sample, and it was divided into two main parts:

Part 1: It includes general information about some of the personal variables of the research sample, including (gender, marital status, age, educational attainment and number of years of experience).

Part Two: It includes (32) paragraphs with restricted answers related to the research variables divided into two axes:

The first axis: It consists of (16) paragraphs on management thinking.

The second axis: It consists of (16) paragraphs on the characteristics of entrepreneurial work.

Research Society and Sample:

In view of the developments and the increasing importance that the private education sector has begun to occupy in Iraq in general and in Najaf Governorate in particular, it has been chosen as an applied field for research. The community has been represented in the selection of ten private schools in Najaf Governorate, which represent the spatial boundaries of the research, namely: Al-Najm Secondary School, Al-Kimma Secondary School, Panekia Secondary School, Paratha Secondary School, Holy Valley Secondary School, Al-Mutanabbi Secondary School, Al-Qaswa Secondary School, Harf Secondary School, Al-Farahidi Secondary School, Zaha Hadid Secondary School). As for the human boundaries, a number of founders and stakeholders were selected in these ten schools, it is (125) individuals, and this is the research community. A sample of this community was selected from the founders (contributors) who hold high academic and professional qualifications, and their number was (85). As for the time limits of the research, its theoretical and field sides, from 1/7/2024 until 4/11/2024, intersperses the period of the distribution of the questionnaire and the interview form, with obtaining official approvals to complete the research.

Second Section

The theoretical part

In this section, we will review the theoretical aspect of the main and sub-research variables according to the opinions of many writers and researchers, as follows:

First: Thoughtful Thinking

1. The concept of Deliberative thinking

The concept of management thinking is one of the vital concepts of specialists in the field of human resources management, but they differed in defining one concept because of the different views of researchers and academics in determining its nature and components. Management thinking is defined as a deep and comprehensive approach used to understand and analyze experiences, situations and information in a way that goes beyond the superficial view. This type of thinking aims to achieve a comprehensive understanding of the topics or issues, leading to an integrated perspective and insight. Thoughtful thinking involves pausing to think deeply about the 'what', the 'how' and especially the 'why', which helps to move beyond immediate problem solving and is concerned with understanding the underlying principles and relationships that govern the status quo. Thought management is an approach that requires active and effective thinking, based on correct and realistic assumptions. This type of thinking is concerned with problems in a way that relies on these correct and realistic assumptions, which makes it systematic and practical. It also involves steps similar to but

sometimes beyond critical thinking, reflecting its overlap with other thinking styles such as critical thinking and inquiry (Al-Rashidi and Hussein, 2019:4). Thought management is a type of thinking that is closely related to management metacognition strategies. John Dewey sees management thinking as deeply conscious thinking that aims to improve managerial performance and the interpretation of events by reflecting on the managerial situation and making the necessary plans to understand it. This helps in reaching the right administrative decisions, solving administrative problems and linking administrative processes to practical reality. Thus, management metacognition strategies are a method of leadership and management development that allows managers to use their own skills to develop independent managerial performance, which in turn enables them to take responsibility for and control the management process. This links correct management thinking based on high cognitive skills and managerial self-organization before, during and after management processes. Thought management interacts with most types of managerial thinking. Moreover, each step of critical thinking, managerial problem-solving, and elicitation, like other types of managerial thinking, generally involves indispensable managerial thinking because it helps to recognize and clarify different aspects of the managerial situation. Therefore, it becomes easier to reach administrative conclusions that help find reasonable solutions to administrative problems. Thus, the concept of managerial thinking is a mental process carried out by individuals while facing a specific administrative problem or addressing a specific administrative topic, which enables them to develop hypotheses, provide reasonable explanations and propose solutions so that they can identify the consequences of the administrative problem and analyze its components, which in turn will lead to solving that administrative problem or situation. Dewey laid out three key keys to preparing individuals for reflection: an open mind, self-motivation, and responsibility (Al-Khaldi & Awamreh, 2012;73-74).

Thinking management in business management and human resources management is a distinctive and important characteristic that gives the individual an advantage over other individuals. This characteristic, as it develops and grows, allows the individual to become more influential and effective in the work environment and in achieving organizational goals, and management thinking enhances the strategic goals set by the leader to achieve them in the work environment. This type of wondering is based totally on mirrored image on administrative conditions, interpretation and proper reaction to the challenges facing the person and the business enterprise. Managerial questioning facilitates people in analyzing extraordinary situations and allows them to pick out the effects of administrative issues and examine their additives, which leads to effective and sensible solutions. In enterprise and human resources management, the concept of managerial wondering can be clarified as a intellectual process carried out by using people in dealing with administrative demanding situations or addressing organizational problems. This form of thinking lets in managers and personnel to develop hypotheses, provide affordable explanations, and propose solutions to administrative issues, which enables in making appropriate choices and dealing with demanding situations more effectively. Managerial questioning in management and human resources consists of strategies including self-questioning and analyzing administrative and human circumstances and challenges independently and seriously. This method enables people develop their managerial and interpersonal competencies and enhances their capability

to suppose excessive and strategically inside the face of different conditions (Al,L.D.S.M.N., 2022:354-355)..

Thoughtful questioning is a deep and complete intellectual approach that includes reading conditions and thoughts in a detailed and in-intensity way, with a focus on knowledge the causes, consequences and relationships among one of a kind elements. This type of questioning encourages attention of the long-time period outcomes of choices, and works to mission current assumptions and crucial and Deliberative questioning. In the context of commercial enterprise management and concept development, Thoughtful questioning is an essential element in strategies inclusive of brainstorming, as it is used to enhance and enhance the thoughts generated at some point of brainstorming classes on this technique. Thoughtful thinking is a tool for comparing thoughts and recommendations that get up during brainstorming, making an allowance for their crucial and careful analysis and figuring out the handiest and realistic thoughts. Thus, at the same time as brainstorming focuses on producing ideas freely and with out constraints, Deliberative questioning adds a layer of deep analysis and strategic thinking to assess and refine these ideas. This integration of brainstorming and Deliberative wondering enhances the effectiveness of choice-making and the development of modern and practical solutions (Al-Wakaa, 2021;345)..

Thinking according to the model of (Umar and Abidin, 2007)) is an educational model that consists of five basic stages, namely: guidance, idea generation, idea organization, application of ideas, and meditation, and this model distinguishes itself by activating the role of the learner as an active element and responsible for his learning process. The goal of the model is to motivate learners to self-reflect and reflect, and to encourage them to engage more effectively in the learning process.

The Needham model in the context of business management also represents a strategic framework consisting of five basic stages that contribute to enhancing the role of individuals in an active and responsible manner in the process of administrative development and decision-making. These stages are: (Guidance, Idea Generation, Idea Organization, Idea Application, and Reflection). The goal of this version is to encourage employees to mirror, and inspire them to actively have interaction in the selection-making and problem-fixing procedure. The Needham version in enterprise management starts with the mentoring phase, wherein personnel are organized and organized to deal with new challenges or tasks. It is observed by way of the concept generation segment wherein previous experiences and information are recalled and connected to new obligations. Then comes the notion organizing phase, where individuals rank and categorize thoughts and strategies. Then there is the software of ideas segment, in which individuals observe new techniques and thoughts in extraordinary commercial enterprise conditions. Finally, the reflection segment wherein individuals compare and assessment the strategies and answers that have been advanced (Jawi et al., 2020;1782).

Managerial wondering offers opportunities for people to investigate and examine paintings tactics and make choices correctly. Managerial wondering at paintings is vital thru the use of systematic research plans that provide exchange and expert increase. Managerial wondering consists of elements which includes non-public values, intellectual improvement, and managerial wondering are essential gear for success and purposeful improvement, as they

make contributions to enhancing performance and developing effective and knowledgeable hassle-solving and selection-making talents (Gogus et al., 2019:three-five)..

He also mentioned (Paul & Elder, 2019) that a well-educated thinker will be able to formulate clearly and accurately by raising important questions and problems, collecting and evaluating the necessary information and using abstract ideas to interpret them effectively, reach well-researched results and solutions by examining them according to relevant standards and scales and communicate effectively with others to find solutions to complex problems (Paul & Elder, 2019:4).

(Nasera,2019:131-132) believes that managerial thinking is a valuable tool in multiple areas, such as decision-making in the work environment and daily life. This type of thinking enhances intellectual flexibility, the ability to adapt to new information and changing circumstances, and helps develop effective interaction and communication skills .

According to the researcher, Deliberative thinking is an intellectual process characterized by a deep and comprehensive analysis of ideas, information, or situations, where the individual takes time to reflect and think carefully before reaching conclusions or making decisions.

2. Dimensions of prudential thinking

The researcher was relied on by reviewing the previous literature related to the topic of management thinking. The researcher noted that there is no clear orientation among writers and researchers about determining the dimensions of management thinking, so the dimensions dealt with by (Kember et al.2000) will be relied on as a basis for this study. These dimensions are: (regular work – understanding – meditation – critical reflection)

A.regular work: Routine work as a dimension of managerial thinking can be considered as the basis on which an individual deals with information and situations in everyday life. This type of thinking is practical and routine, as individuals draw on past experiences and practices to cope with new circumstances. In this context, individuals tend to rely on familiar and habitual ways to solve problems or face challenges, without seeking new or innovative solutions. (Kalis&Ometto, 2021,639-641). regular work is a natural and fundamental part of the process of human thinking, andwe can consider it as an automatic response to the surrounding world, where relying on what is known and familiar is the initial response to situations. This manifests itself in simple daily activities such as driving on a regular road, or handling routine work tasks. In these situations, the individual does not need to make much mental effort to make decisions or analyze, because the responses are based on what has been learned and gained from previous experience (Hagger, 2015:3-6).

However, it should be noted that over-reliance on regular work can limit the ability to evolve and improve. When individuals stick to old and familiar ways of thinking and acting, they may miss opportunities to innovate and explore new solutions. This can lead to ignoring changes in the surrounding environment and failing to adapt to new circumstances. Therefore, it is important to balance between relying on regular work and developing higher forms of Deliberative thinking. By moving away from routine and traditional methods of thinking, individuals can develop their ability to analyze and critically reflect, leading to a deeper and more integrated understanding of the world around them. In this framework, regular work is

an initial step in the journey of Deliberative thinking, the basis on which deeper and more complex dimensions of thinking can be explored (Kember, 2000:383-384).

B. Understanding

Understanding as a dimension of dispositional thinking represents an advanced stage in intellectual development where individuals begin to move beyond an automatic response to circumstances and move towards a more in-depth and holistic analysis of ideas and information. In this dimension, individuals approach information in a more thoughtful way, using their analytical skills to explore ideas and concepts and relate them to their prior knowledge (Ambrose, 2013:5-7). Understanding is an essential step towards developing more mature and complex thinking, as individuals begin to question the relationships between different ideas and how these ideas interact with each other to form a complex system of knowledge and understanding. This includes analyzing events and experiences and assessing how they affect their views and perceptions of the world (Kember, 2000:384).

In the comprehension dimension, thinking is more targeted and directed. Individuals begin to use critical thinking to evaluate ideas and claims, not just relying on passive acceptance of information. This means exploring the causes behind phenomena and analyzing the various factors that may influence a given situation (Hong, & Choi, 2011:690). Through understanding, individuals are able to develop a deeper and more comprehensive understanding of the topics they are studying or interacting with. This helps them to form new insights and a more complex understanding of complex topics. Understanding is an important step towards developing critical management thinking, as individuals begin to question the assumptions underlying knowledge and practices, and seek to develop a more analytical and critical understanding of the world around them (Busser, 2014:224-225).

C. Meditation

Meditation as a dimension of Deliberative thinking represents an advanced stage in the thought process where the mere basic understanding of information and ideas is transcended to a deeper level that includes self-reflection and critical thinking. At this stage, individuals begin to use their analytical skills to critically explore and evaluate ideas and concepts, focusing on meditating on causes and consequences, and evaluating personal thoughts and beliefs (Kember, 2000:384). Mindfulness meditation involves thinking about past experiences and drawing lessons from them, which helps to develop understanding and insight. This dimension of mindfulness requires the individual to be ready to face their own thoughts and beliefs, and to be ready to challenge subjective assumptions and biases. Mindfulness also includes the ability to consider the far-reaching consequences of thoughts and actions, and to evaluate various factors that may affect a given situation (Sumen, 2023:8-10). Mindfulness meditation requires individuals to be receptive to new ideas and be able to think outside the box. This involves looking at problems and challenges from different angles, and looking for creative and innovative solutions. Mindfulness meditation relies on the ability to analyze and evaluate deeply, and requires a high level of self-awareness and a deep understanding of mental processes. Through reflective meditation, individuals can develop a deeper understanding of the topics they are studying or interacting with. This helps them to form new

insights and a more complex understanding of complex topics. Meditation is an important step towards developing critical management thinking, as individuals begin to question the assumptions underlying knowledge and practices, and seek to develop a more analytical and critical understanding of the world around them (Ozudogru, 2021:2096). Mindfulness also enhances the ability to communicate effectively with others. By understanding and appreciating different perspectives, individuals can improve their skills in dialogue and negotiation, helping to develop a collaborative and supportive environment both at work and in personal life. Mindfulness can play an important role in developing the ability to lead and manage teams, as it helps to develop the ability to deal with challenges in an innovative and effective way (Yilmaz&Keser,2016:2196).

D. Critical Meditation

Critical reflection as a dimension of managerial thinking represents the highest and most complex level of the managerial thinking process. At this stage, individuals go beyond just deep analysis and understanding of information and ideas and enter into an intense critical analysis and evaluation of that information and ideas. Critical reflection requires an individual to not only consider the immediate causes and consequences, but also research the underlying assumptions, values, and beliefs that make up those thoughts (Kember ,2000:385). In critical reflection, individuals use their analytical skills to delve deeper into understanding phenomena and concepts, questioning hidden factors that may be influential but do not surface directly. This type of thinking requires the ability to question familiar theories and concepts and investigate alternative possibilities that may not be immediately apparent (Matsuo, 2019:6-8). Critical meditation relies on deep and independent thinking, where generally accepted ideas are challenged and new explanations and analyses are sought. This type of thinking is very important in many fields, such as scientific research, where progress and innovation require questioning existing theories and proposing new theories that may provide better explanations for observed phenomena. In the context of work, critical reflection contributes to developing the ability of individuals to deal with complex challenges and problems in an innovative and effective way and helps to develop the ability to lead and manage teams, as it enhances the ability to think independently and provide creative solutions to challenges facing the team or organization (Medina, 2020:118-120). Critical reflection also enhances the ability to communicate effectively with others by understanding and appreciating different perspectives. Individuals can improve their skills in dialogue and negotiation, helping to develop a collaborative and supportive environment both at work and in personal life. Critical reflection can play an important role in developing the ability to lead and manage teams, as it helps to develop the ability to deal with challenges in an innovative and effective way (Lillie et al., 2021:243-245).

Second: Characteristics of Entrepreneurial Work

1. The concept of Entrepreneurial Work characteristics

Entrepreneurship is a human activity or process; it is still unclear exactly what distinguishes it from other human activities such as management or strategy. (Leunbach, 2021:1) .There is still no widely shared definition of entrepreneurship among researchers or practitioners.

Entrepreneurship has been defined as a process in which opportunities to create, evaluate and exploit new goods and services are explored. The concept of entrepreneurship often extends to high-growth startups or "expansion" , claiming that this type of entrepreneurship is an important source of innovation, productivity growth and employment. Empirically , networks of innovative emerging organizations or entrepreneurial employees can be forms of entrepreneurial enterprise, however , innovative and growth-oriented entrepreneurial enterprise seems to be increasingly emphasized in the entrepreneurial literature (Stam & Van, 2021:811) .Entrepreneurial work as a concept starts with practice and the establishment of a new organization. Entrepreneurial work is the key to success and that each individual creates a new business organization means entering into a new model of entrepreneurship. However , entrepreneurial work is the activity of transforming old habits into new ones with discipline and complete independence. Entrepreneurial work is an art. Also, artistic entrepreneurial work is a relatively new topic for research and the focus area is exploring the process of entrepreneurial work management such as creativity, independence, adaptability , and creating artistic, economic and social value. There are many definitions of entrepreneurial work, some of which see entrepreneurial work as a successful organization process, and others define entrepreneurial work as building mindset and skills. However, the ultimate destination of the definition of entrepreneurial work is (generating employment opportunities and leading to economic development). After that , entrepreneurial work must employ workforce resources with technical and skilled labor and managerial talents (Diandra & Azmy, 2020:236). Entrepreneurial work represents work that expresses an idea or dream that is discovered or created by an entrepreneurial entity and revealed through analysis over time to be potentially profitable (Ketchen & Craighead, 2020:8). The concept of entrepreneurial work is represented by entrepreneurial activity that contributes directly or indirectly to the net economic output or to the ability to produce additional output. High-growth organizations are often dealt with, which are responsible for the bulk of new job creation in advanced economies, making them a critical goal of economic development policy. Productive entrepreneurial businesses can also include innovative emerging organizations and entrepreneurial employees that enhance productivity in the economy (Wurth et al, 2022:732). Entrepreneurial work provides flexible boundaries that allow for diverse manifestations of entrepreneurial vision across multiple levels (individual , team , organization) and in different entrepreneurial contexts (e.g. , start-up , organizational entrepreneurship, etc.). It covers three critical elements related to core entrepreneurial concepts that intersect different theoretical perspectives - cognitive, social capital, cultural entrepreneurship, and resources - providing a limited scope that allows for theoretical integration across multiple domains. It provides a set of subcomponents that , taken together , capture the essence of entrepreneurship while allowing for a 'big tent' view that connects the relevant subcomponents (Williams et al, 2021:2). The term entrepreneurial business has become popular in the first economy and later in business and politics and has spread to a more common vocabulary. The academic preparation phase took a long time (Hoppe, 2016:96). Entrepreneurship refers to the process of actions taken by the entrepreneur (the person) to establish his business, and it is a creative and innovative response to the environment, and therefore the entrepreneurial business is a cycle of actions to promote the interests of the entrepreneur, and one of the qualities of

entrepreneurship is the ability to discover an investment opportunity and organize a business , and thus contribute to real economic growth, and it involves risk and making the necessary investment under conditions of uncertainty, innovation, planning and decision-making to increase production in agriculture, business, industry and others (Palanivelu & Manikandan, 2017:8). Entrepreneurship can be defined as a type of business strategy that focuses on creating new business ideas, jobs, social wealth, and profit through the optimal use of productive and commercial resources (Alvarez & García, 2018:1) .

2. Dimensions of entrepreneurial work characteristics

The model (Palanivelu & Manikandan, 2017) was adopted in determining the dimensions of entrepreneurial work , and the following is a brief explanation of each of these dimensions:

A. Social Thinking: Many entrepreneurs have begun to see the challenges of the world as opportunities to build socially minded businesses. This trend was born out of difficult circumstances, as new entrepreneurs see opportunities to build businesses that address the most important challenges in the world. Social Entrepreneurship (SE) has developed as a research field of great interest to companies and researchers. Many issues such as poverty and human well-being have motivated many organizations to do business with an embedded social motivation SE acts as a catalyst for social change, and social entrepreneurs do not expect a direct monetary benefit from their social enterprise that every entrepreneurship has a social function (Gupta et al, 2020:1) .Business diversification: In 2023 , a new form of entrepreneurship emerged - more diverse , more socially minded , and not afraid of multiple competitors (Gupta et al, 2020:1). This includes an increase in the number of women entrepreneurs, as nearly a fifth of women are considering starting a business. Entrepreneurial turns, chance events, and entrepreneurial skills and values are critical to the success of rural SMEs. Similarly, “resource coordination” is an important element of strategic and entrepreneurial activities, and focuses on diversification to value full employment for family members and increase productivity as a direct response to market demands . (Rosa et al, 2019:1) .

B. Going beyond the traditional labor market: Young entrepreneurs are bypassing the traditional labor market, while those who are already working look to the traditional side hustle When traditional market practices are not suitable for SMEs , entrepreneurs have to abandon traditional principles and replace them with new innovative ideas and actions, such as Entrepreneurial Marketing (EM). The dimensions of emerging markets on SMEs, and new markets are highly focused on opportunities and understanding the importance of leveraging resources while value creation is seen as a very important marketing dimension of entrepreneurship , respondents are conservative regarding risk furthermore , they do not tend to be proactive, innovative or customer oriented (Sadiku et al, 2019:1) .

C. Resilience in economic turmoil: Unprecedented economic turmoil in recent years can create the ideal conditions for setting up and building new businesses. Structural flexibility is the ability of organizations to adapt to changes in the business environment. Large organizations that are flexible in their structures seek entrepreneurial action with greater

enthusiasm than their inflexible counterparts. Organizations with flexible structures are more open to improving internal processes and practices and are better able to adapt to environmental challenges. The improvement of these internal resources depends largely on the organization's ability to develop, use and maintain its relationships with other successful organizations. Network capacity is one of the key capabilities of the institution that positively forms structural flexibility (Asner et al, 2021:3).

Section Three

The practical part

This topic includes three main axes:

First: Descriptive analysis of the research variables: This section is concerned with showing the response of the research sample to the questionnaire axes, including the following :

- Making frequent tables of form data.
 - Unpacking and processing the answers based on the arithmetic mean and standard deviation and then arranging the paragraphs according to the coefficient of difference.
 - Results of the respondents' answers to the paragraphs of the management thinking variable
- Table (1) shows the arithmetic mean, standard deviation and coefficient of difference of the paragraphs of the variable of thinking

Table (1) shows the arithmetic mean, standard deviation and coefficient of difference of the paragraphs of the variable of thinking

Dimensions Sub-goals	Paragraph	Sample Individuals:					CENTERLINE* arithmetic	Deviance Standard	Laboratories The Difference	Context -
		I totally agree	I disagree	neutral	I don't agree.	I totally disagree				
Action Usual.	1	6	9	19	1	0	3.57	815	0.228	4
	2	9	14	12	0	0	3.91	0.781	0.200	2
	3	8	16	11	0	0	3.91	0.742	0.190	1
	4	13	11	11	0	0	4.06	838,0	0.206	3
	Arithmetic mean, standard deviation and coefficient of variation of dimension						3.864	0.394	-0.102	
Understanding	5	8	17	7	0	0	3.94	.725	0.184	1
	6	8	7	19	1	0	3.63	0.877	0.242	3
	7	5	22	0	8	0	3.69	0.993	0.269	4
	8	9	9	19	1	0	3.57	815	0.228	2
	Arithmetic mean, standard deviation and coefficient of variation of dimension						3.773	0.674	0.179	
Meditation	9	3	20	8	4	0	3.63	0.808	0.223	4
	10	8	15	12	0	0	3.89	0.758	195	3
	11	6	22	6	1	0	3.94	0.684	0.174	2
	12	10	18	7	0	0	4.09	0.702	172	1
	Arithmetic mean, standard deviation and coefficient of variation of dimension						3.850	0.340	0.088	
Meditation critic, pundit	13	15	11	9	0	0	4.17	.822	0.197	1
	14	5	21	1	8	0	3.66	.998	0.273	4
	15	9	14	12	0	0	3.91	0.781	0.200	2
	16	3	22	3	7	0	3.60	0.914	.254	3
	Arithmetic mean, standard deviation and coefficient of variation of dimension						835	.565	0.147	

The source is prepared by the researcher based on the results of the computer

Description of the answers on the dimensions of Delibrative thinking

Through the above, it is clear that the order of the dimensions of thinking in the organizations examined varies according to the coefficient of difference, as it occurred after meditation on the first order by(0.088) and an arithmetic mean of (3.8500) and a standard deviation of (0.340), while it occurred after normal work on the second order by (0.102) and an arithmetic mean of (3.864) and a standard deviation of (0.394). Critical meditation obtained the third order by(0.147) and an arithmetic mean of (3.835) and a standard deviation of (0.565), while it came after understanding in the last order by(0.179) and an arithmetic mean of(3.773) and a standard deviation of (0.674).

*Description of the answers to the variable of the characteristics of the entrepreneurial work
Table (2) shows the arithmetic mean, standard deviation and coefficient of difference for the paragraphs of the variable of the characteristics of the entrepreneurial work

SUB-DIMENSIONS	Paragraph	Sample Individuals:					CENTERLNE* arithmetic	Deviance Standard	Laboratories The Difference	Context -
		I totally agree	I disagree	neutral	I don't agree.	I totally disagree				
Thinking Social	17	13	11	11	0	0	4.06	838,0	0.206	4
	18	5	16	13	1	0	3.71	0.750	0.202	3
	19	8	19	7	1	0	3.97	.747	188	2
	20	11	22	2	0	0	4.26	561	0.132	1
	Arithmetic mean, standard deviation and coefficient of variation of dimension						932	.432	0.110	
diversiform Works	21	8	22	5	0	0	4.09	0.612	0.150	2
	22	8	18	9	0	0	3.97	0.707	.178	4
	23	11	22	2	0	0	4.26	561	0.132	1
	24	7	21	7	0	0	4.00	0.642	0.161	3
	Arithmetic mean, standard deviation and coefficient of variation of dimension						4.078	0.410	0.101	
overtaking Labor Market Traditional	25	8	7	19	1	0	3.63	0.877	0.242	3
	26	8	20	7	0	0	4.03	0.664	.165	1
	27	8	17	10	0	0	3.94	.725	0.184	2
	28	3	22	2	8	0	3.57	0.948	0.266	4
	Arithmetic mean, standard deviation and coefficient of variation of dimension						3.792	3712	0.098	
Flexibility in use nervousness Economic	29	11	22	2	0	0	3.91	0.742	0.190	4
	30	9	20	6	0	0	4.26	561	0.132	1
	31	8	22	5	0	0	4.09	0.658	0.161	3
	32	7	19	8	1	0	4.09	0.612	0.150	2
	Arithmetic mean, standard deviation and coefficient of variation of dimension						4.085	4154	-0.102	

The source is prepared by the researcher based on the results of the computer

Description of the answers to the dimensions of the characteristics of entrepreneurial work

Through the above, it is clear that the order of the dimensions of the characteristics of the entrepreneurial work in the researched organizations is different according to the coefficient of difference, as it happened after exceeding the traditional labor market on the first rank by(0.098) and an arithmetic mean of (3.792) and a standard deviation of (0.3712), while it

happened after the diversification of business on the second rank by (0.101) and an arithmetic mean of (4.078) and a standard deviation of (0.410) and flexibility in the economic turmoil on the third rank by (0.102) and an arithmetic mean of (4.085) and a standard deviation of (0.4154), while it came after social thinking in the last ranking by (0.110) and an arithmetic mean of (3.932) and a standard deviation of (0.432).

Second: Validity and Stability Tests

- A. **The validity of the questionnaire:** To calculate the validity of the questionnaire, the method of structural validity was used through the internal consistency index and using the Pearson correlation coefficient to find out the extent to which the degree of each individual is related to the total degree of the axis.

Calculate the degree of correlation of each paragraph of the dimensions of the thinking and the total degree of the dimension to which it belongs and as shown in Table (3)

Table (3) The degree of correlation of each of the paragraphs of the dimensions (thinking)

Dimensions of Deliberative thinking	Paragraph	Correlation coefficient
Regular work	1	0.876* *
	2	0.662* *
	3	0.798* *
	4	.831**
Understanding	5	.783**
	6	.664**
	7	0.673* *
	8	0.761* *
Meditation	9	0.771**
	10	0.754* *
	11	0.747* *
	12	.679**
Critical Meditation	13	8610,
	14	0.744* *
	15	0.788* *
	16	6 - 24

Calculate the degree of correlation of each paragraph of the dimensions of the thinking and the total degree of the dimension to which it belongs and as shown in Table (3)

Table (4) The degree of correlation of each of the dimensions paragraphs (characteristics of the entrepreneurial work) and the total degree of dimension

Dimensions of entrepreneurial work characteristics	Paragraph	Correlation coefficient
Routine thinking	17	745 .
	18	0.856* *
	19	0.791**
	20	0.840* *
Business diversification	21	0.754* *
	22	0.774* *
	23	0.710* *
	24	0.747* *
Going beyond the traditional labor market	25	877
	26	0.767* *
	27	0.757* *
	28	0.684* *
Flexibility in use nervousness Economic	29	722
	30	748.
	31	.747
	32	774

The source is prepared by the researcher based on the results of the computer

It appears from the results of tables (3,4) that the values of all paragraphs were positive and statistically significant at the level of ($p \leq 0.01$), which means that there is a good and important relationship between all paragraphs with their dimensions and that all paragraphs enjoy high structural honesty.

B. The reliability of the questionnaire: The researcher calculated the validity of the questionnaire through two methods:

*Stability in the Alpha Chornbach method

The stability of the questionnaire was calculated using the Cronbach Alpha method, where the stability coefficients were calculated for each dimension of the questionnaire and then the stability coefficient was calculated for the questionnaire as a whole and as shown in the following table:

Table (5) The values of Cronbach's alpha stability coefficients for the dimensions of the questionnaire and the total degree of the questionnaire

Themes	Number of paragraphs	Cronbach's Alpha Coefficient
Business-as-usual	4	.884
Understanding	4	.842**
Meditation	4	.869
Critical Meditation	4	.863.
Dimensions of management thinking as a whole	16	.963
Routine thinking	4	.872
Business diversification	4	0.876
Exceeding the traditional labor market	4	0.883
Resilience in economic turmoil	4	0.766
Dimensions of the characteristics of the entrepreneurial work as a whole	16	.938
Full Questionnaire	32	0.975

The source is prepared by the researcher based on the results of the computer

It is clear from the results of Table (5) that the stability values of Alpha Cronbach for the two variables of the questionnaire ranged between(0.766, 0.963) while the stability values of the questionnaire were complete (0.975), which are high and acceptable stability coefficients.

*Stability by the method of splitting half: (Split- Half)

The reliability test was used to identify the degree of homogeneity of the samples. The questionnaire was divided into two homogeneous groups and the Spearman-Brown equation was used for the half partition, because the stability coefficient can be predicted for any measure if we know the stability coefficient for half of it. The Guttman coefficient was also used for unequal groups as shown in Table (6)

Table (6) Correlation values for the questionnaire dimensions

Dimensions	Number of paragraphs	The value of the Spearman coefficient R	Jetman coefficient
Business-as-usual	4	0.937	.902
Understanding	4	.843	.817.
Meditation	4	.869	.821.
Critical Meditation	4	.845	0.796
Dimensions of management thinking as a whole	16	.950	.889
Routine thinking	4	.855	0.832
Business diversification	4	0.911	.890.
Exceeding the traditional labor market	4	.865	.870
Resilience in economic turmoil	4	.698	.695
Dimensions of the characteristics of the entrepreneurial work as a whole	16	0.948	0.901
Full Questionnaire	32	.970	.953

The source is prepared by the researcher based on the results of the computer

Table (6) shows that the coefficient of stability by the method of halving the values of the Spearman-Brown coefficient was between (0.698- 0.970) while the values of the Getman coefficient were between (0.695- (0.953), which are high and acceptable stability coefficients

Third: Testing research hypotheses

A. Test correlations between research variables

The information of this part focused on verifying the validity of the first main research hypothesis (there is a significant correlation between prudential thinking and the variable of the characteristics of entrepreneurial work in the organizations of the research sample) and the sub-hypotheses emanating from it, which show the correlation relations between the research variables through the use of the Pearson correlation coefficient. As shown in the following table:

In order to examine the relationship between the variable of prudential thinking and the variable of the characteristics of entrepreneurial work, the statistical results of the Pearson correlation coefficient were used, as shown in Table(7).

Table (7) Statistical indicators of the correlation between the variable of prudential thinking and the characteristics of entrepreneurial work

Indicators			Dimensions
Intangible value	Calculated t value	Correlation coefficient (Maths.)	
0.000	5.809	0.723	Business-as-usual
0.000	5.543	0.678	Understanding
0.000	5.225	0.664	Meditation
0.000	5.434	0.785	Critical Meditation
0.000	5.686	0.685	Dimensions of management thinking as a whole

Source: Prepared by the researcher based on the results of the computer

1. Through Table (7), the results showed that there is a strong positive relationship between the dimension of normal work and the variable of the characteristics of the entrepreneurial work, as the value of Pearson's correlation reached (0.723) and a statistical function at the level of ($p \leq 0.01$), and therefore the first sub-hypothesis is accepted (there is a significant correlation between the dimension of normal work and the variable of the characteristics of the entrepreneurial work).
2. As can be seen from the above table, there is a positive relationship between the dimension of understanding and the variable of the characteristics of the entrepreneurial work, as the Pearson correlation value reached (0.678) and a statistical function at the level of ($p \leq 0.01$), and therefore the second sub-hypothesis is accepted (there is a significant correlation between the dimension of understanding and the variable of the characteristics of the entrepreneurial work).

3. The results also showed that there is a positive relationship between the dimension of meditation and the variable of the characteristics of the entrepreneurial work, as the value of the Pearson correlation reached (0.664) and a statistical function at the level of ($p \leq 0.01$) and therefore the third sub-hypothesis is accepted (there is a significant correlation between the dimension of meditation and the variable of the characteristics of the entrepreneurial work).
4. The results of the above table also showed that there is a positive relationship between the critical reflection dimension and the variable of the characteristics of the entrepreneurial work, as the value of the Pearson correlation reached (0.664) and a statistical function at the level of ($p \leq 0.01$) and therefore the third sub-hypothesis is accepted (there is a significant correlation between the critical reflection dimension and the variable of the characteristics of the entrepreneurial work).

Accordingly, from the previous table, it is clear that there is a strong and highly significant correlation between the dimensions of the variable of management thinking combined and the specificity of the entrepreneurial work. The results showed that the correlation coefficient was (0.685) and at a significant level ($p \leq 0.01$). Therefore, the first main hypothesis is accepted (there is a significant correlation between management thinking and the variable of the characteristics of the entrepreneurial work in the research sample organizations).

B. Test influencing relationships between research variables

The information of this part was allocated to verify the validity of the second main research hypothesis (there is a significant influence relationship for Deliberative thinking in the variable of the characteristics of entrepreneurial work in the organizations of the research sample). The sub-hypotheses emanating from it, where the use of a simple linear regression test to show the impact of the independent variable (prudential thinking) on the dependent variable (characteristics of the entrepreneurial work).

In order to determine the validity of the second main hypothesis and the sub-hypotheses emanating from it, the outputs of simple linear regression were used, as in the following table:

Table (8) Statistical indicators of the impact of management thinking in achieving the characteristics of entrepreneurial work

Significance level Sig.	Slope constant value (β)	Coefficient of determination value (R^2)	Calculated F- value)	Indicators Dimensions
D at 1% level	0.643	0.323	27.022	Business-as-usual
D at 1% level	0.641	0.497	25.254	Understanding
D at 1% level	0.599	0.433	29.421	Meditation
D at 1% level	0.632	0.435	27.307	Critical Meditation
D at 1% level	0.685	0.468	31.088	The total dimensions of management thinking as a whole

Source: Prepared by the researcher based on the results of the computer

From the above table, it is clear that after the normal work, it had a positive impact on the variable of the characteristics of the entrepreneurial work, as the calculated value (F) is (27.022) and a statistical function with a level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.323), that is, after the normal work, 32.3%) of the variation in the achievement of the variable of the characteristics of the entrepreneurial work, and the value of the regression coefficient is (0.643), and this indicates that a change of (1) in the value of after the normal work leads to a change of 0.643)) in the achievement of the variable of the characteristics of the entrepreneurial work, and therefore the first sub-hypothesis is accepted (there is a significant impact relationship for the dimension of the normal work in the variable of the characteristics of the entrepreneurial work).

It is also clear from the previous table that after understanding, it had a positive impact on the variable of the characteristics of the entrepreneurial work, as the calculated value (F) is (25.254) and a statistical function at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.497), that is, after understanding is interpreted as 49.7%) of the variation in the achievement of the variable of the characteristics of the entrepreneurial work, and the value of the regression coefficient is (0.641), and this indicates that a change of (1) in the value of the distance of understanding leads to a change of 0.641)) in the achievement of the variable of the characteristics of the entrepreneurial work, and therefore the second sub-hypothesis is accepted (there is a significant impact relationship for the dimension of understanding in the variable of the characteristics of the entrepreneurial work). The results of the above table also show that there is a positive impact of the dimension of reflection and critical reflection on the variable characteristics of the entrepreneurial work, and therefore the third and fourth sub-hypothesis is accepted (there is a significant impact relationship for the dimension of reflection on the variable of the competence of the entrepreneurial work), (there is a significant impact relationship for the dimension of critical reflection on the variable of the competence of the entrepreneurial work).

It is also clear from the results of Table (8) that the variable of management thinking with its combined dimensions had a positive impact on the variable of the entrepreneurial work competence, as the calculated value of (F) is (31.088) and a statistical function with a level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.468), which means that the variable of management thinking explains an amount of 46,8%) of the variation in the achievement of the entrepreneurial work competence, and the value of the regression coefficient is (0.665), and this indicates that a change of (1) in the value of management thinking leads to a change of 0.685)) in the value of the entrepreneurial work competence, and therefore the second main hypothesis is accepted (there is a significant impact relationship for management thinking in the variable of the characteristics of the entrepreneurial work in the organizations, the research sample).

Section Four

Conclusions and Recommendations

A. : Conclusions

This topic includes the conclusions reached by the current research according to three axes, as the first deals with the conclusions related to the cognitive aspect, while the second includes

conclusions directly related to the business environment, while the third relates to conclusions related to the applied aspect, as follows:

First: Conclusions related to the cognitive aspect:

1. The scarcity of research that is interested in studying and interpreting the relationship between the current research variables (prudential thinking and the characteristics of entrepreneurial work) in the business environment, specifically in private schools, as it is one of the leading business organizations at the present time within the educational sector in Iraq according to the hypothetical model of the current research.
2. Managerial thinking contributes greatly to the development, analysis and selection of the best new ideas, and anticipates the processes of external and internal environmental analysis of business organizations. It helps to build a clear and understandable message about the role of business organizations in society, and is expressed in a set of dimensions (regular work, understanding , meditation , critical reflection) that can be used to measure the level of managerial thinking of any business organization.
3. Most of the academic studies and research dealt with the characteristics of entrepreneurial work, which consists of four dimensions: (social thinking, business diversification, exceeding the traditional labor market, flexibility in economic turmoil), which can be relied upon in measuring the level of characteristics of entrepreneurial work for any organization.

Second: Conclusions directly related to the research organizations :

1. Management thinking arises from the existence of an organizational environment supportive of the capabilities of the individuals working in it who have the ideas, skills, talents and distinctive experiences, in order to increase the intellectual production that is characterized by the greatest possible amount of regular work and reflection, critical reflection and far-reaching repercussions as a response to a problem or an exciting situation .
2. Thinking is a key factor in creating a distinct organizational environment based on workers with mental skills who are able to identify the problem that stimulates the thinking of the creative individual and ends by providing an innovative output. This mental process leads the individual to produce or find new and unprecedented solutions to concrete current problems in the organizational work environment.
3. The characteristics of entrepreneurial work are the superior and great ability to work according to the best practices in its performance, solving the problems it faces, the quality of its products and services, and exploiting its best energies in order to achieve its objectives according to an effective strategic vision on which leaders, subordinates and organizational factors cooperate in order to respond to changes within the framework of a positive organizational culture that promotes continuous learning and creativity in order to achieve continuous excellence for business organizations (private schools, the research sample) from the rest of the organizations.
4. The possession of senior management in business organizations of sufficient experience and skills in dealing with environmental conditions at the internal and external level is a key factor in achieving the objectives of entrepreneurial business characteristics.

Third: Conclusions related to the practical aspect :

The results of the statistical analysis showed a set of applied conclusions for the current research, namely:

1. The dimension of regular work came first in the positive moral impact in the characteristics of entrepreneurial work.
2. The dimension of understanding came in second place in the positive moral impact in the characteristics of the entrepreneurial work.
3. The dimensions of meditation, critical meditation, and comprehension ranked third and fourth, respectively, based on the value of the arithmetic mean.

Mechanism for implementing recommendations

The most important recommendations of the current research based on the above conclusions are as follows:

1. Work on conducting studies on the problems experienced by the employee that affect his innovative abilities and intellectual growth, as well as developing advanced programs with integrated structure and high educational capabilities that aim at achieving the capabilities of thinking and suggesting the most successful methods for developing them and linking them to the needs of the labor market.
2. Taking into account environmental influences, there is no doubt that the internal and external environment has a significant impact on employees, as it affects the growth of innovative ideas, and that some cultures lead to certain ways of thinking without others, and this is confirmed by the results of many studies that compared the methods of thinking in different business organizations.
3. In order to form an organizational work environment capable of intellectually advancing business organizations, this requires considering the manifestations of past experience internally, a series of ideas, or the process of stimulating an idea or ideas of a symbolic nature, usually starting with a problem and ending with a conclusion or extrapolation in the work environment, with the aim of achieving the characteristics of entrepreneurial work.
4. It is the responsibility of senior management not to make managerial thinking destructive and sterile if it is used in the wrong way and place, so it is necessary to focus on thinking that includes the strengths of the work environment, and the use of programmed thinking techniques that contribute effectively and significantly to making new products or providing distinguished services and improving the level of innovative services and presenting them in beautiful and attractive ways.
5. The need to work to form special work teams that stimulate the educational field in private schools (the research sample) and seek to spread the culture of excellence at many levels and support the efforts, skills and experiences of workers seeking to achieve the characteristics of entrepreneurial work .
6. The research organization should exert its utmost efforts to obtain the means and methods that lead to success and face obstacles in today's world characterized by rapid and successive transformations in various fields and fields that are considered a gateway to achieving the characteristics of entrepreneurial work .

7. The senior leadership or educational departments have a responsibility to find realistic work programs to overcome the obstacles of the characteristics of the entrepreneurial work by providing mechanisms and requirements that relate to the components and dimensions of the characteristics of the entrepreneurial work such as the management of processes, change, resources, knowledge management and the management of educational projects within their strategic plans that have a positive impact to achieve excellence .
8. The need to pay attention and work to apply the standards of excellence through its strategic plans and spread the culture of excellence in private schools (research sample) and develop educational and administrative practices and improve the level of performance in order to achieve the desired educational and educational goals .

Mechanism for implementing recommendations:

1. Paying attention to recruitment procedures, attracting talented talent and working to develop human resources continuously to develop innovative ideas and to avoid harming the material and human resources of the organization as a result of conflicts of interest between employees and the organization.
2. Increasing confidence in employees to highlight their intellectual products with their willingness to bear their results as well as the results of colleagues' decisions in the workplace, as well as promoting and spreading a culture of intellectual cooperation in the workplace.
3. There should be a physical and psychological readiness to avoid behaviors hostile to thinkers and creators in achieving excellence and there should be planning as a supportive measure for such ideas that contribute to the excellence of the organization .
4. Provide a stable environment to develop the strengths of employees and the organization and reduce weaknesses in the field of managerial thinking as an entry point for achieving the characteristics of entrepreneurial work
5. Work to change the negative attitudes that employees build towards their colleagues with skills, innovative ideas and high experiences at work by establishing career support and encouragement programs, and not working long hours that lead to employee dissatisfaction, as well as improving the physical and environmental situation, and developing a sense and awareness of the feelings of others in order to achieve excellence.

References

1. Al-Khaldi, J., & Awamreh, M. (2012). The impact of meta-cognitive teaching strategy on the improvement of the contemplative thinking skills. *International Journal of Business Humanities and Technology*, 2(7), 72-79.
2. Al, L. D. S. M. N. (2022). The effectiveness of the self-inquiry strategy in developing contemplative thinking among students of the Art Education Department in the modern art history course. *Nasaq*, 33(1).
3. Al-Rashidi, H.Meed, andHussein Mujbel Hadba, (2019), The Role of the School in Developing Students' Managerial Thinking in the Age of the Information Revolution, *Research in Specific Education - Cairo University*, 1(35) , 836-859.
4. Al-Wakaa, A. H. A. (2021). The Effectiveness of a Proposed Strategy According to the Twenty Keys of Thinking in the Literary Achievement of Fifth-Grade Students in History

-
- and the Development of Their Contemplative Thinking. Journal of Tikrit University for the Humanities,
5. Jawi, E. A., Al-Kreaty, R. K. A., & Al-Sultani, M. R.. (2020). The effect of teaching on an important need model in amending the wrong historical concepts and contemplative thinking of literary fifth-graders to develop their Comprehensive Thinking.
 6. GOGUS, A., Göğüş, N. G., & BAHADIR, E. (2019). Intersections between critical thinking skills and Deliberative thinking skills toward problem solving. Pamukkale Üniversitesi Eğitim Fakültesi Dergisi, 49, 1-19.
 7. Dorjee, D. (2016). Defining contemplative science: The metacognitive self-regulatory capacity of the mind, context of meditation practice and modes of existential awareness. *Frontiers in psychology*, 7, 1788.
 8. Paul, R., & Elder, L. (2019). The miniature guide to critical thinking concepts and tools. Rowman & Littlefield.
 9. Tripathy, M. (2020). Dimensions of critical thinking in workplace management & personal development: a conceptual analysis. *Multidisciplinary Journal for Education, Social and Technological Sciences*, 7(2), 1-19.
 10. Kember, D., Leung, D. Y., Jones, A., Loke, A. Y., McKay, J., Sinclair, K., ... & Yeung, E. (2000). Development of a questionnaire to measure the level of Deliberative thinking. *Assessment & evaluation in higher education*, 25(4), 381-395.
 11. Nasera, F. A. (2019). Contemplative Thinking Skills and their Effects on Preparatory Students' Drawing Performances. Chapter One, 8(10).
 12. Hong, Y. C., & Choi, I. (2011). Three dimensions of Deliberative thinking in solving design problems: A conceptual model. *Educational technology research and development*, 59, 687-710.
 13. Ambrose, L. J., & Ker, J. S. (2014). Levels of Deliberative thinking and patient safety: an investigation of the mechanisms that impact on student learning in a single cohort over a 5-year curriculum. *Advances in Health Sciences Education*, 19, 297-310.
 14. de BUSSE, C. (2014). Down to Earth: Contemplative thinking exercises for geography education. *Review of International Geographical Education Online*, 4(3), 221-234.
 15. SÜMEN, Ö. Ö. (2023). Deliberative thinking in The Problem-Solving Process: A Model Proposal. *Sakarya University Journal of Education*, 13(1), 6-23.
 16. Özudogru, M. (2021). Deliberative thinking and Teaching Practices: A Study on Pre-Service Teachers' Perceptions and Improvement of Reflection in the Curriculum Development Course. *International Journal of Curriculum and Instruction*, 13(3), 2195-2214.
 17. Kalis, A., & Ometto, D. (2021). An Anscombe perspective on habitual action. *Topoi*, 40(3), 637-648.
 18. Hagger, M. S., Rebar, A. L., Mullan, B., Lipp, O. V., & Chatzisarantis, N. L. (2015). The subjective experience of habit captured by self-report indexes may lead to inaccuracies in the measurement of habitual action. *Health Psychology Review*, 9(3), 296-302.
 19. Yilmaz, F. G. K., & Keser, H. (2016). The impact of Deliberative thinking activities in e-learning: A critical review of the empirical research. *Computers & Education*, 95, 163-173.

-
20. Matsuo, M. (2019). Critical reflection, unlearning, and engagement. *Management Learning*, 50(4), 465-481.
 21. Medina, R. A. (2020). Designing, facilitating, and supporting for the critical engagement of self-reflection, critical dialogue, and justice-oriented teaching. *Teacher Education Quarterly*, 47(1), 117-122.
 22. Lillie, H., Pokharel, M., Bergstrom, M. J., & Jensen, J. D. (2021). Perspective Change in a Time of Crisis: The Emotion and Critical Reflection Model. *Communicating Science in Times of Crisis: The COVID-19 Pandemic*, 242-261.
 23. Diandra, D., & Azmy, A. (2020). Understanding definition of entrepreneurship. *International Journal of Management, Accounting and Economics*, 7(5), 235-241 .
 24. Bulturbayevich, M. B. (2022). In Private Entrepreneurship Employee Incentives Issues. *Asia Pacific Journal of Marketing & Management Review Assn: 2319-2836 Impact Factor: 7.603*, 11(04), 21-27.
 25. Al-Mamary, Y. H. S., & AL raja, M. M. (2022). Understanding entrepreneurship intention and behavior in the light of TPB model from the digital entrepreneurship perspective. *International Journal of Information Management Data Insights*, 2(2), 100106.
 26. Haldar, S. (2019). Towards a conceptual understanding of sustainability-driven entrepreneurship. *Corporate Social Responsibility and Environmental Management*, 26(6), 1157-1170.
 27. Ketchen Jr, D. J., & Craighead, C. W. (2020). Research at the intersection of entrepreneurship, supply chain management, and strategic management: Opportunities highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341.
 28. Wurth, B., Stam, E., & Spigel, B. (2022). Toward an entrepreneurial ecosystem research program. *Entrepreneurship Theory and Practice*, 46(3), 729-778.
 29. Stam, E., & Van de Ven, A. (2021). Entrepreneurial ecosystem elements. *Small business economics*, 56, 809-832.
 30. Williams, T. A., Zhao, E. Y., Sonenshein, S., Ucbasaran, D., & George, G. (2021). Breaking boundaries to creatively generate value: The role of resourcefulness in entrepreneurship. *Journal of Business Venturing*, 36(5), 106141.
 31. Hoppe, M. (2016). The entrepreneurship concept—a short introduction. *Högre utbildning*, 6(2), 95-108.
 32. Saiz-Alvarez, J. M., & García-Vaquero, M. (2018). Entrepreneurship concept, theories, and new approaches. In *Encyclopedia of Information Science and Technology*, Fourth Edition (pp. 3020-3031). IGI Global.
 33. Leunbach, D. (2021). Entrepreneurship as a family resemblance concept: A Wittgensteinian approach to the problem of defining entrepreneurship. *Scandinavian Journal of Management*, 37(1), 101141.
 34. Audretsch, D. B. (2021). Have we oversold the Silicon Valley model of entrepreneurship?. *Small Business Economics*, 56, 849-856.
 35. Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M. P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of business research*, 113, 209-229.

36. De Rosa, M., McElwee, G., & Smith, R. (2019). Farm diversification strategies in response to rural policy: a case from rural Italy. *Land use policy*, 81, 291-301.
37. Sadiku-Dushi, N., Dana, L. P., & Ramadani, V. (2019). Entrepreneurial marketing dimensions and SMEs performance. *Journal of Business Research*, 100, 86-99.
38. Anser, M. K., Yousaf, Z., Usman, M., Yousaf, S., Fatima, N., Hussain, H., & Waheed, J. (2021). Strategic business performance through network capability and structural flexibility. *Management Decision*, 59(2), 426-445.