

# The Role of Self-Efficacy of Managers in Determining Strategic Direction by Mediating the Services of Business Incubators

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**Abstract:** *The research aims to determine the nature of the role of self-efficacy for managers in determining the strategic direction of the surveyed organization in question through benefiting from the services provided by business incubators. It has been known that business incubators play an important role in helping organizations to sustain and grow in the sectors in which they operate through the services provided by them, as well as the importance of determining strategic direction by the organization properly to ensure its ability to fulfill its mission and the objectives it is seeking based on the self-efficacy of managers as they are responsible for managing all resources owned by the organization.*

**Keywords:** Self-Efficacy, Strategic Direction, Business Incubators, (SPSS)

## 1. Introduction

The manager and his/her behavior pattern are considered important factors affecting the organization's ability to achieve its objectives as they represent decision-making center point inside the organization .

There is a set of factors influencing the managers' behavior in the organization. The most important one is the self-efficiency characterizing managers which affects their behavior as well as on the behavior of individuals working in the organization. This could be reflected on the success of the organization as a whole and its ability to efficiently and effectively achieve its objectives. Because of the high dynamism differentiating modern setting in which business organizations are operating, the concept of business incubators has recently been shown to help the organization in initiating the right business start in a way which will help it in avoiding the problems exposing it to failure and decline in industry and thus ensuring its survival in the industry (Salem, 2014).

It has been emphasized that the organizations need a specific approach in order to be able to adapt to the variables of the environment in which they operate and achieve the objectives it is seeking. Hence the significance of strategic direction for contemporary organizations is highlighted (Jundub , 2013) .Accordingly from this point the rational or the main idea of this research is initiated in an attempt to clarify the role of managers' self-efficacy in identifying the strategic direction by benefiting from the services provided by business incubators.

This research is divided into four parts. The first one included two sections. The first section focused on the scientific methodology of the research, while the two researchers in the second section tried to present a literature review highlighting some of the previous academic efforts

which were reviewed as far as the main objectives of the research concerned. As for the second part it is divided into three sections tried to define the main variables of the research and their sub-dimensions. The third section was dedicated to identify the reality and the importance of the surveyed variables and their sub-dimensions, as well as the analysis of correlations and influence to test the research's key hypotheses in the light of these analysis.

Finally the fourth section came up with a number of conclusions the research has reached, with presenting a number of recommendations that would enhance the knowledge in the field of the research.

## 2. Review of References

In this section some of the previous intellectual efforts which the researcher was able to review will be presented and discussed as far as the main objectives of this research are concerned as well as the researcher's attempt to use them in having the right initiation for his research with knowledge about the most important tools and standards which can be relied on for identifying the reality and importance of the investigated variables and their sub-dimensions.

### 1) The study of (Bin and Shengping :2006)

The qualitative simulation of selection and decision making by the manager based on self-efficacy. This study attempted to explore the dynamics of the self-efficacy of the manager and its impact on the quality of the decisions made. It has adopted studying the case in the applied aspect by presenting a proposed model based on (Bandura's) theory of self-efficacy of managers in human resources management. In addition, the study provided a qualitative simulation model which was designed using the computer program (Visual Basic).Among the main findings of the study is that the two proposed models can help the management to choose managers with suitable self-efficacy to work in the

organization and then help the organization survive and continue in business. Accordingly it recommended the need to follow all that is new in the field of self-efficacy and benefiting from it because of the multiple advantages that can be obtained through it.

## **2) The study of (Brady & Walsh, 2008)**

Determination of strategic direction: a process from the bottom or from the top. This study aimed at identifying the strategic direction of the organization and determining the responsible party for building the strategic direction of the organization. Personal interviews were adopted as a main tool for collecting study data in a number of occupational service organizations. The statistical program (SPSS) was used in the entry and analysis of the research data. One of the most important findings of the study is that the process of determining the strategic direction of the organization is conducted at the lower levels of the organization and then move to the higher management level draft if in its final form. Accordingly it recommended the need to build effective communication channels between all levels of the organization to ensure dissemination of information between them efficiently and effectively.

## **3) The study of (Tiqawi , 2010):**

The role of business incubators in building competitiveness capacities in small and medium sized enterprises. The study sought to clarify the role of business incubators in building competitiveness. The analytical descriptive approach was adopted. The questionnaire was used as a main tool for collecting data, which was distributed to a sample of 20 employees of small and medium enterprises in Algeria. The ready-made statistical program (SPSS) was used for entering and analyzing the study data. Among the most important findings is the existence of a positive role for business incubators in building the competitiveness of the investigated organizations. For that reason it recommended that these organizations adopt new policies to take advantage of the services of business incubators in the field of allocating adequate financial, technical and administrative support for them.

## **4) The (Sanda, 2011) study**

Management Self- efficiency as a tool to improve the work environment and evaluate organizational performance. The study sought to identify the effect of self-efficacy on the selection of appropriate behavior by managers in companies and also tried to understand how it affects the performance and motivation of the workers. The study data were obtained through the preparation of a questionnaire form containing a set of questions related to self-efficacy and its impact on selection and administrative behavior. The questionnaire was distributed to (100) workers in small companies in two Ghanaian cities. The data were processed using statistical programs. The most significant findings of the study is that most of the respondents confirmed that managers who have a strong emotional attachment to their companies have used a higher degree of their self-efficacy in their behaviors and thus affecting the employees' performance for achieving the organizational objectives. Among the most important conclusions of the study is that the lack of interaction between managers' self-efficacy and behavior will hinder the

efficient and active performance of employees and the company as a whole.

## **5) The (Lesakova, 2012) study**

The role of business incubators in supporting the start-ups of small and medium sized enterprises. The main objective of this study is to clarify the role of business incubators in supporting the success of small and medium sized enterprises. The study adopted the method of case study. The data were obtained from a sample of individuals working in a number of technology companies in Slovakia with the actual number reaching to 34 individuals. The study concluded that there is a set of resources and activities that can be managed by business incubators and employ them to speed up the growth of entrepreneurial projects. Accordingly it recommended to study the degree of influence of these factors and resources to identify the areas in which business incubators can be utilized in the best possible way.

## **6) (Alzeriqat 2012) study**

The impact of strategic direction in achieving social responsibility. The purpose of this study was to identify the role of the strategic direction in achieving social responsibility. The questionnaire was adopted as a main tool for collecting research data. It was distributed to a sample of 590 individuals working in Jordanian commercial banks. (SPSS) was used to enter and analyze the study data. One of the most important results of the study indicates that the dimensions of the strategic direction explain 63.8% of the variation in the social responsibility of the surveyed organizations. Therefore, it recommended that the investigated organizations should create an organizational culture capable of strengthening the strategic orientation under the organization's environment and capitalizing it in achieving its social responsibility towards their environment.

## **7) (Al-Nakhalla, 2012) study**

The reality of business incubators and their role in supporting small projects for young people in the Gaza Strip. This study has attempted to determine the role of business incubators in support of small projects in the Gaza Strip. The study adopted the descriptive analytical method. The questionnaire was used as a main tool for collecting study data, as well as personal interviews with (23) surveyed respondents. The SPSS program was used in the entry and analysis of the study data. The main finding of the study is that the small enterprises in the Gaza Strip suffer from several problems that lead to their failure due to the absence of incubators for businesses in the region. Based on that the study recommended the necessity of initiating business incubators in the Gaza Strip and building cooperation rings with the academic institutions to take advantage of them in this area.

## **2.1 Search Design**

### **Self-efficacy**

This paragraph has been specified for the purpose of identifying the concept of self-efficacy, its types and dimensions, as in the following order:

### 2.1.1. The concept of self-efficacy

Researchers have differed in term of the definition of self-efficacy as different opinions and views emerged according to the approach of each researcher. (Furlong, 1996: 165) identified it as an indicator of an individual's ability to control his/her personal actions and conducts. The individual who has a higher sense of self-efficacy is more able to meet the challenges of his/her environment, decision-making, set high-level future goals and to work efficiently and effectively. Conversely, a low self-efficacy individual is characterized by depression, anxiety, disability, low self-esteem and personal development. In the same direction it was defined as the person's perceptions of his/her ability to organize and refine the necessary works to obtain the specific performance of the skill for the execution of the tasks, and the academic goals (Jackson, 2000:83). (Diehl & Pront, 2002: 145) made a contribution in the concept of self-efficacy as they defined it as the expectation of success in a task, and this expectation is the result of believing in the overall performance skill of the individual, and that affects the selection of his/her activities, the amount of effort given and the extent of his/her ability to face the obstacles.

Based on the review of the previous definitions, self-efficacy can be defined as a procedural definition and for the purposes of the current research as "The individual's capacity to control his/her behavior in different positions and with all individuals who he/she deals with them, regardless of the level of their work, in a way that enhances their trust in him/her, and helps them to achieve the higher goals, which consequently reflect on the success of both the organization and the individual employees".

### 2.1.2. Types of self-efficacy for managers

The self-efficacy of managers was recognized as an imperative requirement for creative work and the discovering new knowledge because self-efficacy is influencing staff motivation, capacity and behavior (Tierney & Farmer: 2002, 1137). Also self-efficacy of managers was regarded as one of the essential requirements of managers to be able to satisfy employees and empowered to carry out his/her duties (Izquierdo & Buelens, 2008: 3). Authors and researchers have differed in determining the most important types of self-efficacy that can affect the behavior of individuals working in the organization, including managers in particular, since managers are the responsible persons for making most of the decisions which effectively affect the motivation of workers in the work which can be reflected on the success of the organization and its ability to efficiently and effectively achieve its objectives.

The most important types of self-efficacy can be identified as the following (Diehl & Pront, 2002: 149):

- 1) Individual and collective self-efficacies: The company can provide individual efficacy by adopting objective standards and principles in the recruitment process, as well as through the power and responsibilities which the organization is giving to them while collective efficacies arise through the integration of individual efficacies. This is fulfilled by the process of communicating with them, exchanging information, cooperation and conflict resolution.

- 2) Strategic self-efficacies: They refer to the competencies and capabilities embodied in managers, which must be consistent in order to achieve the strategic objectives of the organization, in a way that contributes in preventing any contradictions between the behavior of employees in the organization and the goals that it seeks to achieve in a way that ensures sustainability and continuation to work.
- 3) Organizational self-efficacies: They refer to the ability to respond to changes that occur in the external environment, where changes in the competitive environment, the degree of their complexity and instability imposes on the organization the requirement of having a high level of resilience in implementing various operations.

### 2.1.3. Dimensions of self-efficacy

There is a range of dimensions that can be used to view the self-efficacy of individuals in organizations and individuals outside the organization, i.e. in the environment surrounding the organization, which can affect the performance of individuals working within the organization. The most important dimensions comprising the self-efficacy of individuals can be identified as the following (Davis, 1988: 150):

- 1) The general dimension: Self-efficacy measures must address beliefs or people's perceptions of their ability to perform at different levels of difficulty in the work environment and function.
- 2) Social dimension: Measures of competence or self-efficacy must reflect the beliefs or perceptions of individuals within the social life in which people interact with each other.
- 3) Academic dimension: Self-efficacy measures must reflect the beliefs or perceptions of individuals, their abilities across different fields and academic levels of a general or qualitative nature and during different stages of life.
- 4) Level: refers to the level of the individual's belief in his/her self-efficacy, in another word the extent of the individual's confidence in his/her abilities and information. The measure must reflect the individual's beliefs and self-esteem that he/she has a level of competence that enables him/her to perform what is assigned to him/her or what he/she has been commanded to perform.
- 5) Generality: refers to the scope of the activities and tasks that the individual believes he/she can perform.
- 6) Strength or intensity: refers to the strength or depth of the sense of self-efficacy, and the sections of the scale must reflect what the individual believes or realizes that he/she can actually do, not what he/she will do.

## 2.2 Strategic Direction

In this subject focus will be on the concept of the responsive variable (strategic direction) and its most important components, which will be adopted as dimensions in the applied aspect of the research, as the following:

### 2.2.1. Concept of strategic direction

The strategic direction is the evident outcome of the strategic thinking process, in which the landmarks, which the senior management seeks guidance from in defining the

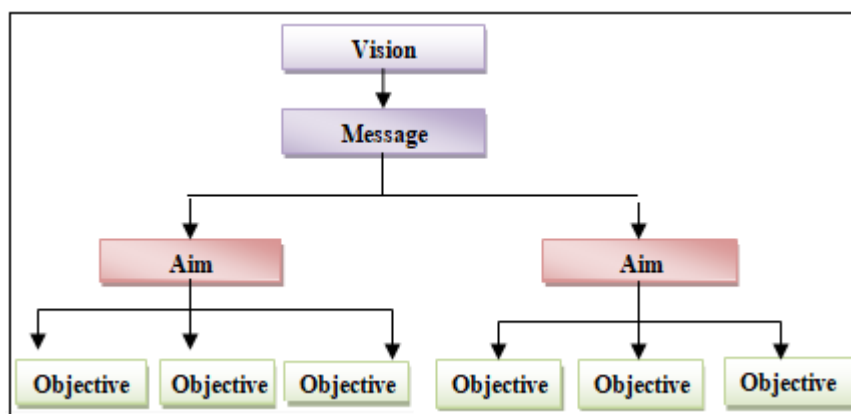
organization's strategic objectives, are determined. The strategic direction draw the future movement of the organization and its internal characteristics on one hand and how to deal with its external environment factors on the other (Brady & Walsh, 2008). Before starting with the concept of strategic direction, it is important to emphasize a very important observation: the process of defining the strategic direction of the organizations is not only done by senior management, but there are many parties inside and outside the organization at all levels who contribute to this process (Mufida, 2011). According to the behavioral approach, the strategic direction is defined as the direction adopted by the organization and in coordination with its various resources in a way that helps it to identify the strategy required for implementation by the organization's human resources to create specific behaviors that help them achieve high performance (Al- Zureiqat, 2012). It has been also defined as the process of utilizing the knowledge, skills and information of the senior management, which has gained from its previous experiences in determining the organization's future practices, and then transferring them to employees at all organizational levels to be implemented in the practical reality (Hassan, 2012). On the basis of the organization's relationship to the surrounding environment, the strategic direction was defined as the process of defining the organization's orientation within the framework of opportunities and threats imposed by the external environment and the strengths and weaknesses it possesses

in its internal environment (Jundub, 2013). This means it is a coordination tool adopted by the senior management for activating the communication channels between its different levels to benefit from their various resources in meeting the needs of all stakeholders (Abu Taha, 2013). From another point of view it was defined as a specific approach to be applied by the organization to achieve superior and continuous performance. The strategic direction was also defined as the implemented approach to improving the organization's permanent performance in the context of managers' understanding of the surrounding environment and their responses towards it (Thompson & Strickland, 2001).

The strategic direction can be defined as a hypothetical definition for the purposes of the current research as " the process by which the senior management of the organization embodies its vision in the form of a message and designing its purposes in the form of objectives so as to be followed as a guide to all the human resources operating in the organization".

### 2.2.2. Components of strategic direction

There is an agreement among a number of researchers about the most important components of the strategic direction in the contemporary organization, which can be illustrated in Figure (2):



**Figure 2: Components of strategic direction**

*Source: Al-Doory , Zakaria Al-Doory (2007) Strategic Management: Concepts , operations and case studies, 1st Ed, Al-Yazoori house for printing and publications, Amman , Jordan , P51.*

It is shown from the figure above that each organization has a single strategic vision from which the strategic message is emerging on one hand. At the same time the organization has a number of aims from each aim there are several off-shooting objectives.

The following is an explanation of these components:

- 1) Vision: Brecken (2004) has defined the strategic vision as the future map of the organization, which is regarded as a source of information about the customer, technology, the geographical area, the product to be targeted by the organization and the type of organization that the administration is trying to build. In other words, the vision refers to the aspirations of senior management which designs and shows a comprehensive view of the area in which the organization wants to compete, that is, it reflects the direction of the leaders of the organization,

which can be employed in motivating individuals to work for fulfilling their aspirations in the best possible manner and thus can be reflected in achieving the purposes and objectives of the organization (Olk at el, 2010).

In addition to that the strategic vision of the organization provides many benefits. The most important one of them can be identified as the availability of a state of compatibility between all parties dealing with the organization and therefore, it gives the ability to go towards achieving its strategic goals (Harrison & Caron, 1998).

- 2) Message: Bracken (2004) views the message as a "complete tool of conveying a sense of the organization's specific direction and objectives to stakeholders both inside and outside the organization". The organization's leadership must have an interpretation of its strategic



vision into a message that reflects the main objective of the organization (Al-Barwari, 2006). The successful message has a number of qualities, most notably being concise, clear and understandable to all parties involved in the work of the organization, as well as being realistic in a way that it is easy to formalize as a set of plans and executable procedures (Hassan, 2012).

- 3) Goals: These are the general orientations that the organization wishes to achieve over a relatively long period of time such as the desire of the organization to achieve survival or profit (Wheelen & Hunger, 2010). The aims are different from the objectives in being general and therefore measurable and from them the objectives are emerging (Rotemberg & Saloner, 2000).
- 4) Objectives: A set of results that the organization tries to achieve in the framework of the environment in which it operates. Most organizations aim to address all the problems facing their human resources when formulating their strategic objectives. (Al-Dahdhar, 2006). The objectives are characterized by a number of characteristics, the most important one is being clearly defined and realistic so that they are achievable and thus measurable (Mian & Oswego, 1996).

## **2.3 Business Incubators**

This section is allocated to the purpose of recognizing the concept of the independent variable of the research (business incubators) and their types, and the most important dimensions that will be adopted in the practical aspect as far as the objectives of this research are concerned as it is shown in the following subjects:

### **2.3.1 The concept of business incubators**

There is an apparent difficulty in determining the precise concept of business incubators due to the modernity of the subject and because of the differing views and perspectives of academics regarding it. The concept of business incubators was first mentioned in the world in 1959 by Joseph L. in the United States of America (Marchis, 2007).

It has been defined as one of the tools adopted by modern organizations to establish their culture and technology, (Kiratli, 2001). It is a mean of supporting organizations to help them invest their resources in the best possible way and thus ensure their success in the environment in which they work (Lesakova, 2012). By focusing on the legal side of business incubators it has been identified as organizations having a legal entity focusing directly on providing advice, guidance and services needed to help entrepreneurial organizations to succeed and work in progress (Battat and al-Musawi, 2008).

By focusing on the nature of the relationship between the organization and the environment in which it operates, business incubators have been defined as a set of procedures provided to organizations in their early stages of development that help them adapt to the environment variables by developing their own capabilities and internal resources (Khalil & Olafsen, 2010).

In accordance with the systems theory it has been defined as an integrated organization which receives its input from organizations in the required area to support it and re-

structured in a way that makes it valuable outputs in a way that can be adopted as a guide in the work (Rashid, 2011).

By focusing on its role in supporting entrepreneurial organizations, business incubators have been defined as one of the organizations that identify the problems facing leading organizations in the early stages of the work and provide adequate assistance to overcome them (Ahmad & Ingle, 2012). In the same direction they have been defined as a group of organizations aiming at providing support for entrepreneurs who have the necessary resources and ambitious ideas to ensure their success in the early stages of the life of their work (Abdullawi, 2013).

Business incubators have also been defined as being one of the most accurate and necessary measures used by organization owners to obtain expertise, tools and capital needed to start their business (Salem, 2014).

Having considered the previous definitions, business incubators can be defined as a procedural definition for the purposes of the current research as "The organizations that provide the necessary means and tools to develop the administrative and technical capacities to manage the organizations in the early stages of their work to assist them in identifying the needs of their target markets, building the infrastructure and managing the required financial resources to work under the dynamic environment in which it operates".

### **2.3.2 Services of business incubators**

There is a range of services that business incubators must provide to other organizations to ensure success in their work and to carry out the tasks and duties entrusted to them. The most important of these services is the creation of an efficient and specialized management responsible for the management of the organization. This management must be flexible enough to be in line with all the developments surrounding it (Al-Wadi, 2010). It also needs a feasibility study and an effective plan of action to help it control the economic and financial aspects of its implementation (Marchis, 2007).

Business incubators also aim to help organizations develop their managerial and technical capabilities to be up-to-date with contemporary technology and thus develop new products that help them to work and compete in the environment in which they work (Lesakova, 2012) as well as its role in developing the communication and motivation capacities of the individuals working in the organization. Accordingly raising the level of their performance and the performance of the organization as a whole (Kiratli, 2001).

The importance of business incubators for the organization is also highlighted through its role in helping them to build and create the necessary infrastructure for working in the way that helps them invest all their energies and potentials and then helping them to keep abreast with technological developments and engineering their businesses in a vital way (Abd-Allawi, 2013). Business incubators also help in identifying all activities that help the organization to develop social capital inside and benefit from the capabilities and skills of its human resources in carrying out its activities and

tasks efficiently and effectively (Adlesic & Slavec, 2012) (Gillotti & Ziegelbauer, 2006).

Business incubators also aim to provide organizations with all the necessary advice to enter the targeted market and gain their market share (Khalil & Hanaa, 2006), that is, they are working on identifying the marketing opportunities that organizations can use to use and distribute their services (Secretariat, 2011). It has been also stressed on the importance of business incubators as they are contributing in helping organizations to organize ideas of the innovators they have to take advantage of them to raise the level of economic and social performance (Almahdawi and Ali, 2009).

### 2.3.3. Types of business incubators

There are different types of business incubators depending on the nature of the services they provide as well as the field within which they operate and the main objectives they seek to achieve (Jorgensen, 2014). There are virtual incubators directly dependent on information and communication technology networks in providing their services and the highest percentage of these incubators are located in the United States (Rashid, 2011).

There are regional incubators, which aim to provide services in a particular geographic region with a view to the optimal investment of available resources in the region and thus ensure the success of its projects (Tegawi, 2010). As to the research incubators, which focus in their work on thinking and academic research while industrial incubators focus on the technical and cognitive aspect related to the production processes and related matters (Khelil and Hanaa, 2006). In the case of technological incubators, they aim to help organizations stay on course side by side with the advancements witnessed by contemporary technology in a way that helps them to invest in the development of their products and services as well as their role in the creative

development of the capacity of these organizations (Al-Faihan and Salman 2012).

With regard to international incubators which are interested in studying foreign capital and how to attract it as well as follow-up the technological advancements that the world is witnessing and trying to utilize them in the local organizations in a way that helps them to upgrade the level of quality of their services, thereby increasing their ability to export their products abroad (Muteib, 2009).

Also business incubators have been divided in terms of ownership into three types. The first type is the public business incubators which government relating are non-profit entities. As to the second type, it is the private business incubators, which mainly aim to achieve profits and return on capital and they are affiliated to private organizations. Finally the third type is the different business incubators which are owned jointly by the government and the private sector and aim to provide their services for minimum fees compared to private incubators (Abu Radan, 2005).

## 3. Research Methodology

This section will analyze the reality and importance of the investigated variables and their sub-dimensions, as well as the analysis of correlation relations and influence between them in a way that helps to test the main hypotheses from which the research started and as in the following subjects:

### 3.1. Identifying the reality and the importance of the investigated variables

The table shows that the business incubator variable was measured by four sub-dimensions: "Capacity development, identification of market needs, building infrastructure and financial resource management".

**Table 4: Identifying the reality and the importance of the research variables and their sub-dimensions**

Sections	Percentage of repetition*	Arithmetic mean	Standard deviation	Variance correlation
Managers' self-efficacy				
Individual and collective self-efficacy	%81	3.2	0.79	0.25
Strategic self-efficacy	%79	3.1	0.82	0.26
Organizational self-efficacy	%86	3.7	0.73	0.2
Total self-efficacy of managers	%82	3.3	0.81	0.24
Strategic direction				
Vision dimension	%82	3.4	0.75	0.23
Message dimension	%84	3.7	0.66	0.18
Aims dimension	%84	3.6	0.63	0.18
Objectives dimension	%87	3.9	0.57	0.15
Total Strategic direction	%84	3.7	0.65	0.18
Business incubators				
Developing capacity dimensions	%82	3.4	0.73	0.22
Identification of market needs dimension	%83	3.5	0.72	0.21
Building infrastructure dimension	%83	3.3	0.81	0.25
Management of financial resources dimension	%82	3.7	0.65	0.19
Total of business incubators variable	%83	3.5	0.73	0.22

\* The percentage of the agreement was calculated by the summation of the percentage of repetition on the answers (completely agree and agree) as it is shown in table (2) in the research methodology.

Source: The table is prepared by both researchers based on the results of the analysis.

The following is an identification of the reality and importance of these dimensions

- 1) Self-efficacy of managers: Table (4) shows that the variable of self-efficacy of managers was measured by three sub-dimensions. Beside that in light of the respondents' responses it became known that the percentage of agreement on this variable was (82%) which is higher than the standard value of the agreement (66.7%). This result was consistent with the value of the arithmetic mean of this variable (3.4), which is also higher than the value of the hypothetical arithmetic mean of (3). These results clearly reflect the certainty of most responses of the investigated sample individuals that the senior management at the explored organization has the necessary self-efficacy to control their behaviors, reactions and dealing with all their human resources in a way which contributes in addressing the issues and problems which can hurdle the work in the surveyed organization. The value of the standard deviation of this dimension reached (0.81) which reflects the existence of an acceptable consensus from the statistical aspect among the responses of the surveyed respondents, and what is confirming this results is the value of variance coefficient (0.24).
- 2) Strategic direction: to determine the overall importance of the strategic direction variable which was measured through four dimensions, we note from the table (4) that the percentage of agreement on this variable was (84%), which is also higher than the standard value of agreement amounting to (66.7%). The value of the total arithmetic mean for this variable reached to (3.7) which is also higher than the value of the computed arithmetic mean of (3). These results clearly confirm and reflect the interest of the management in the organization in question to determine its strategic direction in light of the

environment variables in which it operates in a way which can help it rationalize its decisions and raising the employees' performances and thus remaining in the industry. The value of the standard deviation of this variable has reached to (0.65), which reflects a good harmony statistically between the responses of the surveyed respondents about the section of this variable, and this result confirms the value of the coefficient of variation as it amounted to (0.18).

- 3) business incubators: The table (4) shows that the variable of business incubators was measured by four sub-dimensions. The percentage of agreement on this variable was (83%) which is also higher than the standard value of the agreement of (66.7%). The value of the total arithmetic mean for this variable reached (3.5) which is also higher than the value of the hypothetical (default) arithmetic mean of (3). These results clearly confirm and reflect the confirmation of most of the respondents' responses to the importance of business incubators in helping the organization to carry out its work and start its new projects. The standard deviation of this variable was (0.73), which reflects the presence of a statistically acceptable consensus between the responses of the surveyed respondents about the sections of this variable and what confirms this result is the value of the coefficient of variation as it amounted to (0.22).

### 3.2. Analysis of correlations between self-efficacy of managers and strategic direction

The table (5) shows the values of correlation coefficient between The responsive variable (strategic orientation) and the explanatory variable (self-efficacy of managers) which represents the vertical level of the table.

**Table 5: Correlations between managers' self-efficacy and strategic direction**

Strategic Direction		Vision	Message	goals	Objectives	Strategic direction	Significant correlations	
Self –efficacy							Number	Relative importance
Individual and collective self-efficacy		*0.36	**0.46	*0.39	**0.50	%100	5	%100
Strategic self-efficacy		*0.42	*0.42	**0.48	*0.39	%100	5	%100
Organizational self-efficacy		*0.47	**0.56	**0.59	*0.42	%100	5	%100
Total self-efficacy of managers		*0.41	**0.48	**0.51	*0.43	%100	5	%100
Significant correlations	Number	5	5	5	5	5	%100	
	Relative importance	%100	%100	%100	%100	%100		100%

Source: Prepared by the researcher based on the results of the analysis.

\* The correlation has significant indication at level 0.05

\*\* The correlation is significant indication at level 0.01

By referring to the table (5), we find that the value of the correlation coefficient between the total of self-efficacy variable of managers and strategic direction variable reached (0.46 \*\*), which is strong and positive relationship with a significant indication at the level of (0.01). At the sub-dimensional level for the self-efficacy variable it has achieved (20) correlations with significant indication with the strategic direction variable and its dimensions i.e. equivalent to (%100) of total correlations. These results confirm the importance of the role played by self-efficacy of managers in determining the strategic direction of the surveyed organization because they are the responsible group for drawing the future road map for all employees at the organizational levels inside the organization. Within the

organization. Hence these results allow to accept the first main hypothesis of the research, which stipulates: "There is a correlation with a significant indication between self-efficacy of managers and determining the strategic direction of the surveyed organization".

### 3.3. Analysis of self-efficacy of manager's impact in determining the strategic direction

The table (6) shows the results of the analysis of the impact of the independent variable (self-efficacy of managers) through its three Dimensions on the responsive variable (strategic direction) by using the ordinary linear regression method and the results were as shown in the previous table

which shows the effect of the self-efficacy of manager's variable impact in determining the strategic direction.

**Table 6:** Self-efficacy of manager's impact in determining the strategic direction

Self-efficacy of managers	a	B	R <sup>2</sup>	F	Level of significance
Individual and collective self-efficacy	<b>0.23</b>	<b>0.94</b>	<b>0.17</b>	<b>12.5</b>	There is an impact <b>0.05</b>
Strategic self-efficacy	<b>0.26</b>	<b>0.84</b>	<b>0.23</b>	<b>14.7</b>	There is an impact <b>0.01</b>
Organizational self-efficacy	<b>0.17</b>	<b>0.56</b>	<b>0.26</b>	<b>15.8</b>	There is an impact <b>0.01</b>
Total self-efficacy of managers	<b>0.27</b>	<b>0.97</b>	<b>0.21</b>	<b>17.7</b>	There is an impact <b>0.01</b>
Tabular F with a level of indication 0.05=4.08			Tabular F with a level of indication 0.01=7.31 n=78		

Source: the table is preparing by the researcher based on the results of the analysis.

The calculated value of (F) is 17.4, which is greater than its tabular value (7.31) at a significant level of (0.01) with a confidence limit of (99%). These results confirm the existence of a statistically acceptable impact for self-efficacy in the strategic direction. Beside that the value of the constant is (a=0.27) which means that there is an existence of strategic direction by (0.27) even if the self-efficacy is equal to zero. The value of (B = 0.97) explains that any change in the self-efficacy by one unit will result in a change in the strategic direction by (0.97). As for the value of (R<sup>2</sup>) it has reached (0.21), which means that what amounts to (21%) of variance in the strategic direction is an explained variation of self-efficacy which entered the model, and (%79) is an explained variation because of the self-efficacy which has entered the model and that (%79) is an explained variation by other factors did not enter the regression model. Beside that the number of regression models that have achieved an impact with a significant effect as shown in the table () amounted to (4) models out (4), i.e. its percentage is equal to (%100) of the total influential relations with significant indications. Since the overall self-efficacy has had a significant impact on the strategic direction, there is a justification not to reject the second main hypothesis of the research which indicates that "Self-efficacy of managers affects in a statistically significant way in determining the strategic direction of the organization in question."

4. Analyzing the effect of the self-efficacy of managers in determining the strategic direction by mediating the services of incubators

The table (7) shows the results of the analysis of the impact of the independent variable (self-efficacy of managers) through three dimensions in the responsive variable (strategic orientation) by mediating the services of the other independent variable (business incubators) using the path analysis method and the results were as follows:

**Table 7:** Effect of self-efficacy of managers in the strategic direction by changing variable business incubators

Impact directions	Indirect effect	Direct effect	Total effect
Effect of self-efficacy of managers on strategic business incubators	0.11	<b>0.37</b>	0.48
R <sup>2</sup> =0.27			

Table (7) shows that the self-efficacy variable for managers indirectly influenced the variable of business incubators (0.11). The direct effect of the self-efficacy of managers in the strategic direction (0.37) and the total effect value reached (0.48) The coefficient of determination is (0.27 = R<sup>2</sup>), which indicates that the self-efficacy of the managers explains (27%) the changes in the strategic direction by

mediating the business incubator variable, and (73%) of other factors did not enter the model. Based on the above results, we find that there is a direct impact on the self-efficacy of managers in the strategic direction. The extent of this effect is increased by the mean of the variable of the business incubators. Therefore, there is justification for accepting the third main hypothesis of the research, which indicated that " Variable-rate incubators).

## 4. Conclusions and Recommendations

### 4.1. Conclusions

- 1) Self-efficacy of managers plays a vital and important role in helping organizations build the right start for their businesses through providing them with the necessary managerial and technical capabilities to help them work and succeed in the environment in which they are working and building the necessary infrastructure to identify and meet the needs of their target markets in which they operate.
- 2) There is a clear interest by the surveyed organization in determining its strategic direction in light of the variables of the environment in which it operates, as it has the ability to formulate its strategic vision and deliver it to its human resources effectively, and derive its mission from its strategic vision in a way that embodies the nature of its activities , aims and objectives in the nature of the activities which it conducts in order to help it to invest its resources in the best possible way.
- 3) From the results of the analysis of the correlation coefficient it is apparent that self-efficacy of managers plays an important role in assisting the management of the organization in question to determine its strategic direction in the environment in which it operates.
- 4) The results of the ordinary linear regression analysis show that the self-efficacy of managers has a significant impact on the strategic direction of the investigated organization.
- 5) The results of the path analysis confirmed the effect of self-efficacy of managers in determining strategic direction by mediating business incubator services.

### 4.2. Recommendations

- 1) Studying how to benefit from the services provided by business incubators and benefiting from them in developing the self-efficacy of managers and employing this in determining their strategic direction.
- 2) The researched organization must follow all what is new in the field of self-efficacy relevant to managers working for them and studying how to take advantage of them in



coping with the changes occurring in the environment in which they operate .Consequently updating its strategic direction continuously.

- 3) The importance of increasing the interest of the surveyed organization in studying how to benefit from the services provided by incubators and their employment in determining their strategic direction in light of the environment in which they operate.
- 4) The explored organization should identify the most important services provided by business incubators and the most important areas in which these services can be employed. It is important to improve their competitive position in the sector in which they work, as well as their role in raising the level of their employees' satisfaction with work and their willingness to exert maximum possible effort and performance to achieve the objectives of their organization.
- 5) Paying attention to prepare training programs by the surveyed organization for its human resources to improve their ability to take advantage of the services provided by business incubators and use them in the implementation of the tasks and duties assigned to their organization.
- 6) The researched organization should allocate some of its resources to send a media message to its human resources on the most important advantages that can be achieved by determining its strategic direction.
- 7) Work to establish a connection with academic institutions such as universities or research centers whether they are Iraqi or Arab or foreign institutions to see what is new in the field of self-efficacy and strategic orientation.

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