

The Impact of the Entrepreneurial Orientation in Achieving Strategic Leadership Success

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Abstract: The objective of this is to investigate and identify the impact of entrepreneurial orientation in achieving strategic leadership success. To accomplish the objective, the study sampled commissioners of the higher and middle administrations in the Municipality of Greater Amman, Jordan. Total valid sample consists a total of (174) analyzed utilizing (*SPSS_{v.20}*). The research results identified an effect of Entrepreneurial Orientation on the achieving strategic leadership success. Recommendations include the taking on the idea of entrepreneurial orientation and investing in the needed resources that can assist in formulating the trends of power and leadership, as well as implement guidelines and rules that would spearhead the policies for strategic leadership success.

Keywords: Entrepreneurial Orientation, Organizational Leadership, Strategic Leadership, Strategy, Greater Amman Municipality

1 Introduction

Organizations face many challenges and rapid changes occurring in the external environment full of competitive challenges, which made it difficult for contemporary organizations to become effective and gain their competitive advantage [1,2]. It was necessary for the organizations to adopt an appropriate strategic leadership through which they work to achieve distinctive actions from their competitors to achieve the types of stability [3].

Entrepreneurial trends emerged as an entry point for the development of organizations. Entrepreneurial organizations need an administration (Strategic leaders) capable of creating a kind of harmony between the total knowledge and capabilities. Possessing and providing an insightful vision for the objectives of the entrepreneurial organization. This type of leadership will lead to a competitive center, that can provide access to the world of distinguished organizations, and until that center is achieved, the operational axes that the entrepreneurial organizations should embody within organizational structure, such as innovation, creativity, research and development, the knowledge base and management practices [4,5].

An abundance of research has established the importance of entrepreneurial trends. [6] indicates the importance of making use of entrepreneurial performance practices and using them in adopting the concept of entrepreneurship to keep pace with environmental developments and reduce the large gap compared to global organizations. The effects of positive entrepreneurial orientation practices extend to improving and increasing the level of organizations' performance, enhancing the capabilities of employees and motivating them to perform their work, and providing them with opportunities to exert more efforts in their work and efficiency. By adopting creativity, risk taking, and having the desire for change, being proactive, in creating a new project, will gain the organization a competitive advantage and contribute to its survival and performance. The concept of strategic leadership success went beyond these two concepts to the extent to which organizations invest mental capabilities in transferring knowledge, learning it and putting it into practice [7,8,9,10].

Alignment and consistency of organizational vision and mission with a proper leadership strategy formulated to charter and permit the achievement of long term objectives and goals leading to organizational strategic leadership success [11,

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[12]. According to [13] organizational leadership success is attained through adapting to the surrounding environment. Strategic leadership success is achieved through awareness of dynamic macro levels changes within organizations and the competitive external environments.

The great challenges that business organizations face at the present time, represented in the intensity of competition and the speed of change in the environment in which they operate is the reason organizations seek to achieve strategic leadership success in their work by building organizational capabilities, competencies and basic competencies that allow them to coordinate high to use the available resources efficiently and effectively [14, 15, 16, 17]. It contributes to achieving distinct and superior performance results [18, 19]. The concept of strategic leadership success for companies are correlated to adaptation and growth of the organizational environment, i.e. persistence and existence, as continuity and interaction in the changing environment requires a lofty amount of flexibility to respond to those changes and create a state of balance, and to achieve this, a measure must be found to evaluate the organization's performance so that this performance is in line with each stage [20].

2 Theoretical Background and Building Hypotheses

2.1 Entrepreneurial orientation

Entrepreneurial attitudes are often attributed to the behaviors of individuals and groups within the organization rather than merely viewing them as actions of individuals possessing certain characteristics and traits [21]. The strategic position taken by the top management in entrepreneurial organizations who are characterized by a high level of risk and prediction, and the trend towards developing and introducing new and innovative products to the market through a series of related decisions [22, 23]. Entrepreneurial organizations administration (leadership) work to create a new opportunities and the utilization of new technologies. Entrepreneurial organizations contribute to pioneering projects that produce creative ideas with independent and creative values [3]. To achieve continuous and deliberate success in the long term, related to the ability of organizations to formulate good strategies that allow them to achieve their long-term goals that are consistent with the mission and vision of the organization [24, 25, 26]. In addition to effectively implement strategies, organizations become competitive. Survival, requires more adaptation to the surrounding environment, as this process is considered a prelude for another situation that organizations aspire to, which is growth and development towards achieving the goals and objectives planned, thus achieving success in continuous growth and development, which is the essence of achieving the desired strategic leadership success of organizations [27].

2.2 Strategic leadership success

The concept of strategic leadership success for business organizations is linked to environmental adaptation and growth, i.e. achieving survival, as continuous interaction in the changing environment requires high flexibility to respond to those changes and creating a state of balance. To achieve this, measurement must be found to evaluate the organization's performance to reassure performance is in line with each stage [28]. The ability of organizations leadership to formulate a clear, specific and flexible strategy with effective implementation in the presence of a culture of motivation and creativity among the employees leads to customer satisfaction, which is the ultimate goal and long-term aspiration [29]. It is the responsibility of all managers in the organization and at their various administrative levels [30].

2.3 Entrepreneurial orientation and the strategic leadership success

Kraus (2013) examined the impact of entrepreneurial orientation on the company performance [31]. The study sample consisted of (310) service companies working in Australia. The results show the existence of a statistically significant correlation between the entrepreneurial trend and the company's performance. Mousa and Wales (2012) studied the impact of the entrepreneurial orientation on the survival of the organization and test the competency of entrepreneurs with an entrepreneurial orientation on other business managers [32]. The study reached that the entrepreneurial trend affects the survival of the organization and the entrepreneurial managers of organizations are more successful in the survival of their organizations. Fairouz (2010) test the degree of entrepreneurial orientation and demonstrate the impact of the entrepreneurial orientation on the performance of Factories in Sri Lanka [33]. The study sample consisted of (25) medium and small-sized factories in Sri Lanka. The study reached that the two dimensions of the entrepreneurial trend (Creativity, and anticipation) have an effect on performance of those factories. Based on the above literature review, the

study hypotheses may be formulated as:

H1: There is an impact of entrepreneurial on the strategic Leadership success.

The following sub-hypotheses:

H11: There is an impact of the creative dimension on the strategic leadership success.

H12: There is an impact of the proactive dimension on the strategic leadership success.

H13: There is an impact of the risk dimension on the strategic leadership success.

H14: There is an impact of the independence dimension on the strategic leadership success.

H15: There is an impact of the competitive dimension on the strategic leadership success.

3 Study Model

Figure 1 study model was formulated by the researcher through an in-depth research of previous studies. Each variable below consists of the independent variable represented by the Entrepreneurial Orientation dimensions (the creative dimension, the proactive dimension, the risk dimension, the independence dimension, and the competitive dimension and its impact on the dependent variable represented in strategic leadership success in its dimensions (formulating a clear strategy, competitiveness, adaptation and response to environmental changes, continued growth, customer satisfaction)

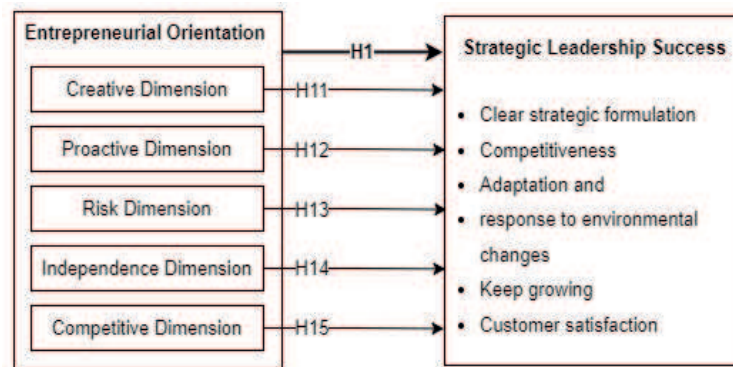


Fig. 1: Research Model

4 Methodology

4.1 Study population and sample

The population of the study was represented by the managers working in Greater Amman Municipality. A 268 questionnaires were distributed to all members of the study population. The number of questionnaires suitable for analysis is 174 questionnaires, with a percentage 96% of the questionnaires retrieved. Table (2) shows the characteristics of the study sample suitable for analysis whose opinions were investigated.

4.2 Study tool

The study tool involves three parts.

The first part: It involves the demographic variables (gender, educational qualification, job title, job experience).

Part Two: This part includes items relating to the independent variable (strategic leadership). The questionnaire for entrepreneurial trends was built through a study [34,35], and the necessary adjustments were made to it. Fit the study objectives, and these dimensions are: the creative dimension in the entrepreneurial orientation represented by questions (1-4), the risk dimension represented by the questions (5-8), the proactive dimension represented by the questions (9-12),

Table 1: The population characteristics

| Variable | Category | Number | Percentage |
|---------------|------------------------|--------|------------|
| Gender | Male | 91 | 58.6% |
| | Female | 72 | 41.4% |
| Qualification | Intermediate Diploma | 21 | 12.1% |
| | Bachelor | 136 | 78.2% |
| | Postgraduate | 17 | 9.8% |
| Career Level | Director | 11 | 6.3% |
| | Assistant Director | 32 | 18.4% |
| | Head of the Department | 131 | 75.3% |
| Experience | Less than 10 years | 63 | 36.2% |
| | 10 years and over | 111 | 63.8% |

and the competitive dimension represented by the questions (13-16) And the independent dimension is represented by questions (17-20).

The third part: This part contains items covering the dependent study variable (strategic success). Based on [36] is guided. These dimensions are: drafting a clear strategy represented by paragraphs (21-24), competitiveness represented by paragraphs (25-28), adaptation and response to environmental changes represented by paragraphs (29-32) and continuing growth represented by paragraphs (33-36) and customer satisfaction represented by paragraphs (37-40). Likert's five-point scale was used to measure the respondents' answers, which calculate the weights of its paragraphs as follows: (always applies and represents 5 degrees), (often applies and represents 4 degrees), (sometimes applies and represents 3 degrees), (rarely applies and represents two degrees) (It does not apply at all and represents one degree).

4.3 Validate

To confirm the validity of the questionnaire, it was shown to six arbitrators who are experts in the field of administration and professors of administration at Jordanian universities. Both their remarks and their thoughts were taken into consideration.

4.4 Reliability of the study

In its final, overall form, the Cronbach's Alpha coefficient for internal consistency was used to determine the study tool's reliability. For each variable in all of its dimensions, the reliability coefficients for the leadership trend's dimensions ranged between (0.85-0.92). The stability coefficients for the dependent variable for strategic success ranged from (0.84-0.91), and these values are regarded as suitable for the study's objectives.

5 Results

The researcher performs a few tests to make sure the data are appropriate for the assumptions of regression analysis. Specifically, the researcher checks to see if there a Multicollinearity problem using the (VIF) variance Inflation Factory and Tolerance test for each study variable, keeping in mind that the (VIF) variance for the value (10) and Tolerance test should not be exceeded [37,38]. Additionally, be sure to follow the data normal distribution while calculating skewness, keeping in mind that if the value of skewness is less than (1). The outcomes of these tests are shown in Table 2.

Table 2: Tolerance Variance and Skewness

| Sub dimensions | VIF | Tolerance | Skewness |
|----------------------------|-------|-----------|----------|
| The creative dimension | 1.058 | 0.945 | -0.223 |
| The proactive dimension | 1.024 | 0.977 | -0.530 |
| The risk | 1.068 | 0.937 | -0.213 |
| The independence dimension | 1.073 | 0.932 | -0.183 |
| The competitive dimension | 1.060 | 0.943 | 0.34 |

Table 3: Results of Analysis to test the study hypotheses

| Dependent Variable | Degrees of Freedom | R-Squared | Value F | Sig |
|--|--------------------|-----------|----------|-------|
| Strategic leadership success | (168,5) | 0.638 | 213.082* | 0.000 |
| Clear strategic formulation | (168,5) | 0.584 | 161.24* | 0.000 |
| Competitiveness | (168,5) | 0.529 | 150.603* | 0.000 |
| Adaptation and response to environmental changes | (168,5) | 0.499 | 144.735* | 0.000 |
| Keep growing | (168,5) | 0.428 | 131.019* | 0.000 |
| Customer satisfaction | (168,5) | 0.364 | 91.318* | 0.000 |

Table 3 shows the validity of the study hypothesis model, and given the high value of the calculated (F) value from the tabular value at the level of significance ($\alpha \leq 0.05$) and degrees of freedom (5,168), whereby the pilot destinations explain (63.8%) of the variance in The dimension (strategic leadership success), as (58.4%) of the variations in the dimension (clear strategic formulation) is also explained, and we also interpret (52.9%) of the variation in the (competitiveness) dimension, and the dimensions of the pioneering trends (49.9%) of the variance in Dimension (adaptation and response to environmental changes), and explained the dimensions of entrepreneurial trends (42.8%) of the variance in the dimension (to continue growth), and finally explained the dimensions of entrepreneurial trends (36.4%) of the variation in the dimension (customer satisfaction), all of which confirms the role and impact of entrepreneurial determinations. In the interpretation of dimensions in cooperation for strategic leadership success. Accordingly, we can test the study hypotheses as follows:

Table 4: Results of the multiple regression analysis to test the effect of the dimensions of entrepreneurial trends on the strategic success

| Independent Dimension | B | Standard Error | Beta | Calculated t-value | t-Significance Level |
|------------------------|-------|----------------|-------|--------------------|----------------------|
| Creative | 0.223 | 0.052 | 0.261 | 5.041* | 0.000 |
| Risk | 0.346 | 0.043 | 0.379 | 8.653* | 0.000 |
| Competitive | 0.173 | 0.046 | 0.233 | 4.103* | 0.000 |
| Proactive | 0.169 | 0.047 | 0.206 | 4.527* | 0.000 |
| Independence dimension | 0.148 | 0.045 | 0.147 | 3.231* | 0.000 |

It is clear that the following sub-variables (creative, after the risk, the proactive, the competitive, and the independence) have an impact on strategic leadership success. In terms of the Beta coefficients for these variables as they appear in the table and in terms of the height of the calculated (t) values from their tabular value at the significance level ($\alpha \leq 0.05$), the calculated (t) values of (5.861, 8.893, 4.527, 4.103, 3.691) Respectively, they are significant values at the significance level ($\alpha = 0.05$). From the above it requires the following: there is a significant effect of of entrepreneurial leadership (creative, risk-taking, proactive, competitive, and independence) on Strategic leadership success in Greater Amman Municipality.

To assess the significance of each independent variable individually in contributing to the mathematical model that represents the impact of the entrepreneurial approaches' dimensions (creativity, risk, proactive dimension, competitiveness, and independence) on the strategic leadership success of in Greater Amman Municipality, stepwise multiple regression analysis was conducted. According to Table 5, which demonstrates the order in which independent variables are introduced into the regression equation, the creative dimension variable is ranked first and accounts for 47.1% of the variance in the dependent variable, while the risk after variable accounts for 56.2% of the variance in the dependent variable, the competitive dimension variable, where I explained (60.6%) of the variance in the dependent variable with the first two variables, the proactive dimension variable, where I explained (62.9%) of the variance in the dependent variable with the first two variables, and the independence dimension variable, where I explained (63.1%) of the variance in the previous variables in formulating a conclusion.

Table 5: Stepwise Multiple Regression

| Independent Elements | R-Squared | t-value | Sig. |
|----------------------|-----------|---------|-------|
| Risk | 0.471 | 9.197* | 0.000 |
| Creative | 0.562 | 6.289* | 0.000 |
| Competitive | 0.606 | 4.984* | 0.000 |
| Proactive | 0.629 | 4.524* | 0.000 |
| Independence | 0.631 | 3.419* | 0.001 |

6 Discussion

The results indicated that the dimensions of entrepreneurial trends explain (63.8%) of the variance in the dimension (strategic leadership success), and also (58.4%) of the variance in the dimension (formulating a clear strategy), and also explain (52.9%) of the variance in the dimension (Competitiveness), and explained the dimensions of entrepreneurial trends (49.9%) of the variation in the dimension (adaptation and response to environmental changes), and the dimensions of entrepreneurial trends (42.8%) of the variation in the dimension of (continuing to grow), and finally the dimensions of entrepreneurial trends (36.4%) From the variation in the dimension of (customer satisfaction), and this result is explained by the fact that the availability of these dimensions establishes organizations with organizational validity, and their availability represents a strong belief and acceptance on the part of managers to achieve the goals of the company and its values and their desire to make the largest bid, or effort possible for the benefit of the company they work. Out with a strong desire to continue its membership. This may be due to the fact that managers take a leadership role to coordinate efforts and unify them to achieve the company's goals through work teams that are able to develop and improve business. This result clarify that managers possess distinct psychological and creative competencies that assist to overcome obstacles faced, thus encouraging others to be more proactive, improving the attainment of the ultimate objectives of the company.

Greater Amman Municipality has the ability to deal with the difficulties and threats it faces thanks to the qualified human resource capable of performing the business and achieving the goals planned by the higher management. And achieving strategic leadership success requires the application of practices and policies that lead to superior performance. It also requires programs that help develop the intellectual and cognitive capabilities of workers, and provide a measure of freedom to participate in the administrative process. And relying on competency and merit standards in attracting and selecting its employees, and having a clear and specific mechanism in its research and investigation of human competencies and selection to work in the company, with more interest in developing workers for their self-control of their work. These results coincide with what was presented by the study [34], the most important of which indicated the existence of high levels of the elements of strategic leadership success in banks, in its dimensions, the presence of a specific strategy and continuous innovations, through the presence of ingredients for strategic leadership success.

Greater Amman Municipality encompasses the competency to compromise with the strategic alternatives to execute and follow-up strategies, these results coincided with the findings of the study [19], the most important of which was the high level of interest in effective implementation, as it is one of the dimensions of achieving strategic success in Greater Amman Municipality. The results of the study differed with what was presented by the study [35], whose results indicated a lack of interest in effective implementation to achieve strategic success through human resource management strategies in the Iraqi Ministry of Transport, which indicates a gap between strategy formulation and its implementation.

Greater Amman Municipality, by selecting qualified human resources, developing their supervisory capacity for themselves when performing their work, and encouraging workers and motivating them through fair material and moral compensation to work within cohesive teams, it has the ability to predict internal and external circumstances and problems by collecting, analyzing and confronting information These challenges and finding the necessary means to contain and control them as much as possible.

Achieving the ability to compete is that which identifies the strengths and weaknesses, which helps the organization in identifying the critical elements of success and invests these elements in adapting to the environmental variables. Policies represented in applying the dimensions of entrepreneurial trends help in the ability of these institutions to spot competitive organizations by pinpointing weaknesses and strengths in their performance and attempt to overcome and reinforce strengths, as well as embrace and acquire in occupying some organizational positions to magnetize and pull individuals with experience and competence, and encourage workers.

Greater Amman Municipality has the ability to grow incrementally and continuously through the dimensions of the entrepreneurial trends by focusing on viewing the business as one process, and making all operations in that company effective, efficient and adaptable, as well as ensuring the application of policies and programs to achieve strategic success. By paying attention to the surrounding changes, it is related to a focus on qualifying workers, increasing their innovative capabilities, and motivating them with fair incentive systems.

The application of the leadership trends of managers assist organizations pinpoint contenders or challengers and identify weaknesses in its performance in order to try to overcome them and strengthen the strengths, and focus on the importance of developing the skills, abilities and knowledge possessed by workers, and motivating them through fair compensation systems and satisfying their needs and pushing them to inspiring thinking and creativity in The performance of work, and the development of their monitoring of the performance of their work themselves without the need to strengthen strict control systems on them, to enable them to raise the level of customer satisfaction by responding to the wishes and needs of the renewed customers, expanding the group benefiting from its services, and accessing new markets with new services and products based on comprehensive quality standards.

7 Recommendations

Based on the results of the study, it recommends the following:

1. In view of the presence of the pioneering trend in achieving strategic leadership success, the study emphasized the necessity of adopting the concept of pioneering orientation and working in all its dimensions in the Greater Amman Municipality and its different activities, in order to achieve strategic success, by adopting strategies linked to entrepreneurial trends that contribute to expanding the understanding of senior management in Greater Amman Municipality to achieve strategic leadership success.
2. Educating employees on the importance of adopting an entrepreneurial behavior that enables Greater Amman Municipality to focus on human resource management policies and practices to develop skills related to managing individuals, customers and suppliers in Greater Amman Municipality.
3. Work to find appropriate motivational policies and work to review them periodically to suit the expectations of employees, through the ideal employee programs, for example, as well as developing self-monitoring systems in the Greater Amman Municipality, by giving workers the necessary and deliberate freedom to manage the times of carrying out their work on their own.
4. Strengthening the partnership between Greater Amman Municipality and universities in a way that helps transform ideas and research results from mere theoretical ideas to prototypes of a practical nature that can contribute to improving the chances of success for the strategic success of these bodies through business incubators.

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