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## A Study of the Perspectives of Iraqi Managers on the Impact of Intelligent Leadership on Achieving Entrepreneurial Orientation in Developmental Industrial Projects

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### Abstract

*The researcher identified a gap in the literature and previous studies that did not give sufficient attention to testing the impact of smart leadership on entrepreneurial orientation in organizations, especially in industrial and developmental projects. Therefore, the current research aims to investigate the impact of smart leadership in its three dimensions (cognitive, spiritual, emotional intelligence) as an independent variable in achieving entrepreneurial orientation as a dependent variable, represented by the dimensions of creativity, proactivity, risk-taking, and competitiveness. The research employing a descriptive-analytical methodology. The study employed a purposive sampling technique in which 90 questionnaires were distributed to managers in General Directorate of Industrial Development as the study area. The current study revealed that smart leadership plays a significant role in achieving entrepreneurial orientation, with a significant impact of smart leadership in its combined and individual dimensions in achieving entrepreneurial orientation for developmental industrial projects in their combined dimensions. The study also presented a set of proposals, the most important of which is the need to pay increasing attention to the dimensions of smart leadership in the researched projects due to their importance in adapting to a changing business environment and possessing a sustainable competitive advantage over their competitors in the market.*

**Keywords:** Entrepreneurial Orientation, Industrial Development Projects, Smart Leadership.

### Introduction

Given the significant challenges faced by contemporary organizations and industrial projects, as well as the notable advancements in technology and modern organizational management methods, along with other challenges such as high operational costs for local production and the open nature of local markets, resulting in an influx of imported goods and weakening the market share of national products, there is a need for innovative strategies to enhance growth and ensure sustainability. Smart leadership is an effective means to improve project performance and achieve entrepreneurial orientation. It plays a crucial role in organizing project work, creating competitive advantages, adapting to environmental changes, and establishing leadership in the field of work.

### Research Problem

The problem of the study emerged from the lack of reliance on the concepts of smart leadership and entrepreneurial orientation in industrial projects in general, and in developmental projects in particular. The researchers identified, through field visits and discussions with stakeholders in a number of industrial projects, a lack of possession of the dimensions expressed by smart leadership (rational intelligence, emotional

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intelligence, spiritual intelligence) by the managerial leadership of these projects. These dimensions represent the qualities that modern managers should possess, and they play a role in promoting entrepreneurial orientation with its dimensions (creativity, proactivity, competitiveness, risk-taking) and achieving success in a way that ensures the best possible productivity, reduces unjustified expenses and costs to the lowest possible level. Based on the previous data, the researchers attempted to study whether the entrepreneurial orientation of the researched projects derives its components from the possession of its leaders of the dimensions expressed by smart leadership, represented by rational intelligence, spiritual intelligence, emotional intelligence. The research problem can also be framed by the following question:

- What is the nature effect relationships between smart leadership and entrepreneurial orientation, as indicated by their dimensions, in industrial projects?

## Research Significance

The research holds significant importance in several aspects. Firstly, it explores the application of two variables that have not been previously studied together, specifically within the context of important industrial environments represented by developmental industrial projects. These projects are pivotal in the national economic development as they create employment opportunities and stimulate domestic industries, thereby contributing to the improvement of the country's economic and social conditions. Secondly, the researchers aim for the study's findings to be beneficial to the managers of the projects under investigation. These findings can be utilized to integrate the dimensions of smart leadership and entrepreneurial orientation into the planning and organization of strategic projects, ultimately leading to success. The possession of smart leadership by the leadership of the researched projects, enabling them to achieve entrepreneurial orientation, is highly important and can act as a catalyst for their success and advancement.

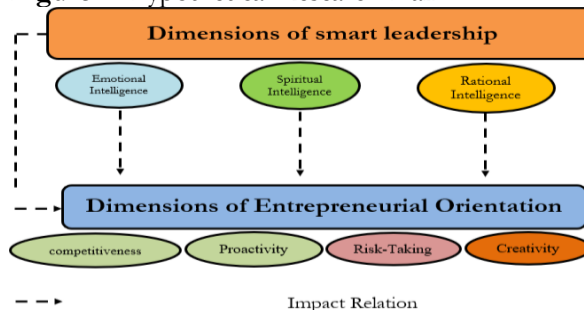
## Research Objectives

### The Research Aims At

- 1- Building a comprehensive knowledge framework about smart leadership and entrepreneurial orientation that enables researchers and interested parties to benefit from it,
- 2- Testing the impact relationship between smart leadership and entrepreneurial orientation at both the overall and partial levels and reading the possible results to be verified in the future in the field of improving the orientations and characteristics of the administrations in the researched projects, in terms of taking risks in entering innovative and competitive paths towards achieving the requirements of development and sustaining opportunities for success.

## Hypothetical Research Plan

Figure 1: Hypothetical Research Plan



## **Research Hypotheses**

MH: There is no significant effect of the dimensions of smart leadership on the entrepreneurial orientation of developmental industrial projects. Three sub-hypotheses emerge:

- 1- There is no significant effect of rational intelligence on the entrepreneurial orientation of developmental industrial projects.
- 2- There is no significant effect of spiritual intelligence on the entrepreneurial orientation of developmental industrial projects.
- 3- There is no significant effect of emotional intelligence on the entrepreneurial orientation of developmental industrial projects.

## **Literature Review**

### **Smart Leadership**

The concept of smart leadership entails the non-coercive utilization of influence to guide and organize the activities of a group of individuals within an organization in order to achieve the group's objectives (Schlevogt, 2018). Furthermore, Esmaili et al. (2014) described smart leadership as the driving force that encourages individuals to adapt to their surrounding environment while offering appropriate ways to address challenges and difficulties. Additionally, Haber-Curran and Cooper (2020) suggest that it involves the influential relationship between leaders and followers who aspire to make tangible changes that align with their shared goals. Snowden (2021) emphasizes that it is the collaboration between leaders and their subordinates as they seek to influence each other with the goal of effectively achieving common objectives. They share similar values and cultures that have an impact on the ultimate outcomes.

### ***The Significance of Smart Leadership***

Smart leadership has recently attracted growing attention from researchers who are interested in understanding the importance of smart leadership and its impact on organizational performance. According to Breneman and Yakoboski (2011), the importance of smart leadership can be summarized as follows:

- A- It is a necessity for the current business culture, which emphasizes the need to make a difference in results in terms of current and future excellence.
- B- The effectiveness of smart leadership in fostering an organizational culture that promotes learning, collaboration, continuous improvement, and innovation.
- C- It is a process with philosophical, cognitive, social, and technological dimensions that ensure the use of appropriate strategies to meet environmental requirements. This enables organizations to engage in continuous action and thinking to achieve the necessary adaptation to reach goals through gradual improvements or radical changes in cognitive foundations and organizational contexts.

### ***Dimensions of Smart Leadership***

Smart leadership is a variable in which researchers and scholars have differed in defining its expressive dimensions. However, most researchers, including Daderman et al. (2013) and Al-Khafaji (2021,7), have agreed on the three dimensions, i.e., emotional, rational, and spiritual intelligence.

A- Rational Intelligence: It encompasses the abilities of logical, analytical, and structural thinking, which are typically acquired and honed by individuals during their academic pursuits (Ekegren & Däderman, 2015). According to Wahd (2021), it is the capacity to promptly and accurately respond to unexpected and surprising situations, demonstrating adaptability, flexibility, inferential ability, drawing conclusions,

perceiving relationships, and more. This reflects an individual's rapid learning and the utilization of past experiences when encountering such situations.

B- Spiritual Intelligence: It comprises a range of skills that individuals employ to embody spiritual values and qualities in ways that improve performance and well-being (Amram & Alto, 2007). According to Zohar and Marshal (2004), spiritual intelligence is the form of intelligence that allows us to access profound meanings of self, values, conscience, and noble sentiments.

C- Emotional Intelligence: It involves the capacity of individuals to articulate and comprehend emotions, manage emotional stress, regulate emotions, and foster emotional development (Stanescu & Cicei, 2012). According to Ayitey (2019), this type of intelligence is possessed by the happiest and most dedicated leaders who strive for the success of superior organizations. They deliver optimal performance, utilize their emotions to enhance decision-making, and cultivate a sense of enthusiasm and confidence in employees through personal interactions.

### **Entrepreneurial Orientation**

Entrepreneurial orientation refers to the strategic organizational position in which the organization utilizes behaviors, methods, and decision-making approaches to capture specific entrepreneurial opportunities and domains (Lomberg et al., 2017). According to Martens et al. (2018), it encompasses the fundamental policies and practices for developing entrepreneurial procedures and decisions used by decision-makers to advance their organizations' objectives, uphold their vision, and establish competitive advantages. Tendai et al. (2019) indicate that entrepreneurial orientation pertains to the processes, practices, and decision-making methods in organizations that operate with an entrepreneurial mindset. Consequently, the organization can be described as a leader in business if it demonstrates behaviors characterized by creativity, proactivity, and risk-taking.

### **Dimensions of Entrepreneurial Orientation**

The variable of entrepreneurial orientation is one of the variables on which authors and researchers have differed in determining the expressive dimensions. However, most researchers, including (Kraus et al., 2019; Laukkanen et al., 2013; Roberts, 2010) have agreed on the three dimensions (creativity, risk-taking, proactivity). Other researchers, including (Li et al., 2009; Omerzel, 2016), have added a fourth dimension, i.e., competitiveness. These dimensions are based on comprehensive topics as well as their suitability for the research sample, which has prompted researchers to adopt them in their current studies.

#### **Creativity**

The concept of creativity, as defined by Zehira et al. (2015), involves organizations embracing novel ideas or behaviors. It encompasses a creative orientation that includes the allocation of resources for research and development, the marketing of new products and services, and the promotion of the brand. This creative approach is evident in various manifestations, such as product innovation, process innovation, service innovation, and technological innovation. Li et al. (2009) suggest that a creative orientation implies the organization's endorsement of innovation, the introduction of new products and services, and the development of fresh processes and practices. It signifies the organization's willingness to experiment and depart from established norms. Creativity reflects the organizational commitment to supporting innovation and experimentation in delivering products or services, maintaining technological leadership, and engaging in new research and development to enhance overall performance.

#### **Risk-Taking**

Risk-taking, as outlined by 1. Hernández-Linares et al. (2020), refers to the capacity of organizations to

endure the risks stemming from entrepreneurial activities. These risks encompass the adoption of innovative ideas and the potential exposure to essential resource-related risks necessary for entrepreneurs to seize opportunities for which they bear responsibility. Bleeker (2011) characterizes risk-taking as the undertaking of bold actions, such as venturing into unknown markets, allocating a substantial portion of resources to projects with uncertain outcomes, or exaggerating borrowing to finance new initiatives. Risk-taking is integral to the organizational process of strategy formulation, representing decision-making in investments and strategic measures amid uncertainties. Li et al. (2009) further explain that risk acceptance signifies an organizational inclination to embrace risks by promptly mobilizing and integrating resources, facilitating the exploitation of opportunities, or the pursuit of business strategies characterized by a high degree of uncertainty.

### **Proactivity**

Proactiveness is the ability of an individual to foresee changes or market demands and take action before these changes occur, rather than waiting to react after the fact. It is a characteristic found in entrepreneurs who aspire to lead in their respective markets by exploring opportunities, predicting future demand, and introducing new products or services ahead of their competitors (Siebert & Kunz, 2016). According to Akala (2015), proactiveness encompasses organizational initiatives focused on seizing emerging market opportunities, proactively investing in them to compete effectively, sustain the organization, and broaden its product range. This involves introducing novel designs, establishing partnerships with compatible companies to strengthen the organization's position, and implementing various strategies to achieve its objectives. Proactiveness signifies an organization's commitment to discovering new opportunities. Forward-thinking organizations closely monitor trends, anticipate the future needs of existing customers, predict changes in their preferences, and address unexpected challenges promptly, turning them into new opportunities (Dess et al., 2007).

### **Competitiveness**

Competitiveness denotes the capability to attain robust performance through the creation and preservation of competitive advantages for the organization in comparison to its competitors. This is achievable when there is a focus on factors that drive competition. By doing so, it actively contributes to the organization's growth in productivity, ensuring long-term success amid competitive challenges. This entails securing and expanding market share as well as enhancing profitability (Caseiro & Coelho, 2018). According to Lechner and Vidar (2014), competitiveness is a strategic organizational-level concept that introduces an offensive aspect to business operations, similar to the way offensive boxing training and aggressive tactics are employed. Consequently, an innovative approach alone is insufficient for organizational performance without the incorporation of a competitive strategy.

## **Methods**

### **Research Design**

The research was conducted on some developmental industrial projects located in a number of Iraqi provinces. The sample includes a group of managers in the developmental industrial projects, represented by project managers and department heads in those projects. The research was conducted in both its theoretical and field aspects during the period from May 18, 2023, to December 1, 2023, including the period for distributing the survey questionnaire and collecting qualitative and quantitative data and information.

### **Participants**

In the initial phase, the research community and its sample were carefully considered. A purposive

sample was deliberately chosen to represent decision-makers and proprietors involved in specific developmental industrial projects in Iraq. The individuals selected encompassed a spectrum of educational qualifications, ranging from technical diplomas to doctoral degrees. Their diverse educational backgrounds ensure that they possess the requisite knowledge and experience related to the operations of these projects, thus guaranteeing the extraction of valuable and precise information. The study cohort comprised 94 managers who were recipients of the distributed questionnaires. Ultimately, 90 completed questionnaires were collected, with 80 of them meeting the criteria for inclusion in the subsequent statistical analysis.

**Table 1:** Overview of the Individuals Surveyed in Developmental Industrial Projects.

Gender				
Females			Males	
30%			%30	
Age				
51 and more	41-50 years	31-40 years	20-30 years	
%5	%16.25	%48.75	30%	
Academic level				
Doctorate	Master	Bachelor	Diploma	Primary school
%3.75	28.75%	48.75%	16.25%	2.5%
Years of service				
11 years and more	6-10 years		1-5 years	
%21.25	%26.25		52.2%	

The data presented in Table 1 provides insights into the demographic characteristics of the surveyed individuals. In terms of gender, 70% of the respondents were male, while females constituted 30% of the sample. Regarding age distribution, a significant proportion, namely 70%, falls into the category of individuals aged over 31 years. When considering educational attainment, the majority of surveyed individuals, accounting for 48.75%, held a bachelor's degree, which represents the highest percentage compared to other educational qualifications. Concerning years of service, the data in Table 1 shows that 52.2% of the surveyed individuals had a service tenure ranging from 1 to 5 years.

## Results and Discussion

### The Influence of Smart Leadership in Achieving Entrepreneurial Orientation in Development Projects

The examination of the relationships between intelligent leadership dimensions and the attainment of entrepreneurial orientation in developmental projects involved testing the primary hypothesis, which posits that there is no significant influence of intelligent leadership dimensions on entrepreneurial orientation dimensions. The findings, as detailed in Table 2, disclose a notable impact of intelligent leadership dimensions on entrepreneurial orientation. The significance level was 0.000, lower than the assumed significance level for the study (0.01). These dimensions, reflected in the determination coefficient ( $R^2$ ), account for approximately 67.8% of the total variations in entrepreneurial orientation in developmental projects. Statistical significance is reinforced by the calculated (F) value 164.132, exceeding the tabulated value (3.112) at degrees of freedom ( $df = 1, 78$ ) with a significance level of (0.01). The remaining 32.2% can be attributed to uncontrollable or unaccounted variables in the study model.

The regression coefficient (Beta) held a value of 0.832, with a significant t-value of 12.811, surpassing the tabulated value 1.665 at a significance level of 0.01. This suggests that a one-unit change in the



dimensions of intelligent leadership collectively results in a change of 0.832 in entrepreneurial orientation in developmental projects. The findings signify the rejection of the study's primary hypothesis, indicating a significant impact of intelligent leadership dimensions on entrepreneurial orientation in developmental projects and supporting the acceptance of the alternative hypothesis.

**Table 2:** The Impact of Smart Leadership on Entrepreneurial Orientation in Development Projects.

Independent Variable	Dimensions of Smart Leadership				
	Dependent Variable	$\beta$	$1\beta$	$R^2$	F
					Calculated      Tabulated
Entrepreneurial orientation		0.619	0.832 (12.811) *	0.678	164.132*      3.112

\* $P \leq 0.01$        $n=80$        $df= (1, 78)$

The relationship between intelligent leadership variables and entrepreneurial orientation, as evidenced by the aforementioned results, paints a clear picture of emerging opportunities that can be harnessed to influence and improve entrepreneurial orientations. These opportunities involve embracing risks along innovative and competitive pathways, fostering development and innovation in industrial projects. This approach aligns with the prerequisites for sustainable success and the attainment of developmental objectives. In order to elucidate the impact of each dimension of intelligent leadership on entrepreneurial orientation within the studied developmental projects, reflecting the sub-hypotheses derived from the main hypothesis, and utilizing the SPSS program for testing these relationships, the data in Table 3 highlighted the subsequent partial impact relationships.

**Table 3:** The Effect of Each Dimension of Smart Leadership on Entrepreneurial Orientation.

Dependent Variable Independent Variable		Entrepreneurial Orientation				
		$\beta$	$1\beta$	$R^2$	F	
					Calculated	Tabulated
Dimensions of smart leadership	Rational intelligence	0.731	0.795 (11.275) *	0.620	127.116*	<b>3.112</b>
	Spiritual intelligence	1.013	0.732 (10.941) *	0.605	119.700*	<b>3.112</b>
	Emotional intelligence	1.471	0.627 (9.294)*	0.526	86.386*	<b>3.112</b>

$P \leq 0.01$        $n=80$        $df= (1, 78)$       Calculated T

### The Impact of Rational Intelligence on Entrepreneurial

The impact of rational intelligence on entrepreneurial orientation is evident from the data presented in Table 3, indicating a significant influence of rational intelligence on entrepreneurial orientation. The significance level was 0.000, lower than the assumed significance level for the study 0.01. This dimension, as reflected in the determination coefficient ( $R^2$ ), accounts for approximately 62.0% of the total variations in entrepreneurial orientation in developmental projects. The statistical significance is corroborated by the calculated value of ( $F=127.116$ ), surpassing the tabulated value which scored 3.112 at degrees of freedom 1,78 and a significance level of 0.01. The remaining 38.0% can be attributed to uncontrollable or unaccounted variables in the study model.

Beta had a value of 0.795, with a significant t-value of 11.275, exceeding the tabulated value ( $t=1.665$ ) at a significance level of 0.01. This suggests that a one-unit change in rational intelligence collectively results in a change of 0.795 in entrepreneurial orientation in developmental projects. The results support the

rejection of the sub-hypothesis derived from the second main hypothesis of the study, which posits that there is no significant impact of rational intelligence on the dimensions of entrepreneurial orientation in developmental projects, thereby endorsing the acceptance of the alternative hypothesis. As a result, managers in developmental projects will be capable of formulating appropriate plans, delineating suitable goals that determine future orientation paths through analyzing the present and envisioning the future. Additionally, they can enhance their ability to identify the right time to act and initiate market entry and business engagement, leveraging the advantage of proactiveness by proposing multiple scenarios and selecting the most suitable among them to maintain competitive advantages and market share. Furthermore, the facilitation of leveraging available opportunities and the skills of project personnel will be evident. Intelligent and rational managers will also improve their ability to analyze situations and avert negative outcomes by relying on the experience possessed by them and their project management team, thereby enhancing crisis management and possessing strategic foresight skills.

### **The Influence of Spiritual Intelligence on Entrepreneurial Orientation**

The influence of spiritual intelligence on entrepreneurial orientation is apparent from the data outlined in Table 3, underscoring a substantial impact of spiritual intelligence on entrepreneurial orientation. The significance level stood at 0.000, falling below the assumed significance threshold for the study of 0.01. This dimension, as indicated by the determination coefficient ( $R^2$ ), elucidates approximately 60.5% of the total variations in entrepreneurial orientation within developmental projects. The statistical significance is affirmed by the computed value of ( $F=119.700$ ), exceeding the tabulated value was 3.112 at degrees of freedom ( $df=1,78$ ) and a significance level of 0.01. The remaining 39.5% can be ascribed to uncontrollable or unaccounted variables within the study model.

Beta was measured at 0.732, with a notable t-value (10.941), surpassing the tabulated value 1 f1.665 at a significance level of 0.01. This suggests that a one-unit alteration in spiritual intelligence collectively results in a change of 0.795 in entrepreneurial orientation within developmental projects. The outcomes indicate the dismissal of the sub-hypothesis which asserting that there is no significant impact of spiritual intelligence on the dimensions of entrepreneurial orientation in developmental projects, thereby endorsing the acceptance of the alternative hypothesis.

Consequently, possessing spiritual intelligence and ethical values empowers the manager to enhance intellectual development, awareness, control of mental and physical processes, and gain wisdom, flexibility, and adaptability. This equips the manager to steer social relationships towards enhancing performance and achieving well-being in the workplace for themselves and their team, fostering creativity and innovation, and resolving encountered challenges. It also enhances their ability to tolerate risk and competitiveness.

### **The Influence of Emotional Intelligence on Entrepreneurial Orientation**

The influence of emotional intelligence on entrepreneurial orientation is evident from the data presented in Table 3, showcasing a substantial impact of emotional intelligence on entrepreneurial orientation. The significance level, standing at ( $Sig= 0.000$ ), is below the assumed significance level for the study of 0.01. This specific dimension, denoted by the determination coefficient ( $R^2$ ), elucidates roughly 60.52% of the overall variances in entrepreneurial orientation within developmental projects. The statistical significance is corroborated by the computed value of ( $F = 86.386$ ), surpassing the tabulated value of 3.112 with degrees of freedom ( $df=1, 78$ ) at a significance level of ( $Sig=0.01$ ). The remaining 39.48% can be ascribed to uncontrollable or unaccounted variables within the study model.

The regression (Beta) coefficient is recorded at 0.627, accompanied by a noteworthy t-value (9.294), surpassing the tabulated value of 1.665 at a significance level of 0.01. This signifies that a one-unit



alteration in emotional intelligence collectively results in a change of 0.627 in entrepreneurial orientation within developmental projects. The outcomes signify the dismissal of the sub-hypothesis which asserts that there is no significant impact of emotional intelligence on the dimensions of entrepreneurial orientation in developmental projects, thereby endorsing the acceptance of the alternative hypothesis.

This implies that an adept leader equipped with emotional intelligence skills to regulate emotions, comprehend others' feelings, and foster positive relationships with the team will profoundly influence the formulation and evaluation of potential strategic options in anticipation of forthcoming changes. Moreover, it promotes emotional growth by instilling enthusiasm and confidence among workers, refining their planning abilities, fueling creativity and innovation, and encouraging risk-taking by embracing novel ideas and seizing available opportunities. It also aids in navigating unforeseen environmental challenges by refining the ability to accurately envision situations, augmenting sensory capabilities among managers and employees, mitigating anxiety and feelings of failure, consequently fostering competitiveness and formulating policies to enhance and sustain performance in developmental projects.

## **Conclusion**

The study pertains conclusions to describing and diagnosing research dimensions; they are twofold: one focusing on intelligent leadership and the other on entrepreneurial orientation within the studied developmental projects. Upon analyzing the initial perceptions of surveyed individuals involved in these projects, it was found that the managers possess commendable awareness and experience. Furthermore, the majority of respondents hold solid educational qualifications, specializing in their respective fields, which enables them to accurately handle and comprehend the survey questionnaire. The overall perception of intelligent leadership among surveyed individuals is positive, indicating that managers in the projects set realistic and implementable goals while demonstrating adaptability to external environmental changes. However, variations in responses regarding each dimension of intelligent leadership suggest differing project management approaches among the surveyed managers. The relative importance of adopting intelligent leadership, based on initial perceptions, ranked rational intelligence highest, followed by spiritual intelligence, and emotional intelligence.

The conclusions drawn from the impact relationships in the studied developmental projects are twofold. Firstly, the research establishes a significant and meaningful influence of each dimension of intelligent leadership—rational intelligence, spiritual intelligence, and emotional intelligence—on the overall achievement of entrepreneurial orientation in the developmental projects under consideration. This underscores that the presence of these intelligent leadership dimensions plays a crucial role in fostering the development of groundbreaking projects that not only benefit the community but also contribute to the progress of the country. Secondly, the statistical analysis reveals a noteworthy impact of the combined dimensions of intelligent leadership on the comprehensive dimensions of entrepreneurial orientation. This suggests that the existence of intelligent leadership, considered as an independent variable, is instrumental in gaining entrepreneurial opportunities, exploring innovative avenues, and maintaining a sustainable competitive advantage over market competitors.

## **Proposals and Implementation Strategies**

The first proposal underscores the necessity of giving due attention to intelligent leadership in academic studies and research, emphasizing its significance and seeking to broaden the comprehension of its manifested dimensions. The suggested implementation strategy involves conducting research studies dedicated to intelligent leadership, with the aim of providing a comprehensive understanding of the subject

and elaborating on its explanatory dimensions. The second proposal encourages an exploration of entrepreneurial orientation beyond the constraints outlined in current and previous studies. The implementation strategy suggests enhancing the skills of leaders in developmental projects, focusing on improving capabilities in rational, spiritual, and emotional intelligence. The third proposal advocates for establishing a theoretical foundation for both intelligent leadership and entrepreneurial orientation, pushing for future studies to surpass the frameworks presented in this research. The corresponding implementation strategy involves clarifying the content of each dimension within intelligent leadership and entrepreneurial orientation, thereby highlighting the conceptual space covered by each. The fourth proposal urges managers in the researched projects to embrace intelligent leadership dimensions for heightened productivity and enhanced quality. The implementation strategy emphasizes strengthening managers' abilities to foster collaboration among employees, promoting teamwork through social events, and advocating for flexible handling of situations, avoiding strict measures and penalties while relying on empowerment and tolerance for unintentional errors. The fifth proposal underscores the importance of top project management possessing innovative skills for effectively using ideas, information, and tools in a modern context. The suggested implementation strategy includes generating new ideas and techniques to boost productivity, creating more significant output and value with the same inputs, utilizing methods such as brainstorming, creative thinking, research and development, and renewing work strategies within the researched projects. The sixth proposal encourages managers in the researched projects to engage in innovative developmental projects beyond their current work style. The implementation strategy proposes making proactive decisions based on future predictions and expectations, aiming for excellence compared to others rather than solely considering the current reality. The seventh proposal promotes the adoption of offensive strategies by managers in the researched projects, discouraging complacency with the current reality to achieve dominance and progress in the markets. The suggested implementation strategy involves recognizing and rewarding employees with outstanding ideas, actively listening to them, as they possess in-depth knowledge about work matters and have direct interaction with customers. The eighth proposal stresses the importance of managers encouraging employees to adapt and align with recent changes, utilizing advanced technologies to surpass competitors. The implementation strategy suggests introducing employees to various specialized courses encouraging automation, artificial intelligence, and the use of advanced working methods, refining their predictive capabilities. The ninth proposal suggests that project management in the researched projects regularly reviews internal work methods and updates data. The corresponding implementation strategy involves adopting a precise feedback approach, obtaining data and information from customers by activating marketing intelligence. These comprehensive proposals collectively aim to enhance both intelligent leadership and entrepreneurial orientation within the studied developmental projects.

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