

Entrepreneurial Leadership and its Role in Enhancing Organizational Excellence

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Abstract—As a people-centered leadership style, entrepreneurial leadership (EL) has been increasingly acknowledged and valued by scholars in recent years, particularly in the field of management research. EL entails seeing chances for growth and directing team members to take advantage of them in order to reach organizational goals. The main objective of this study is to examine the potential role of EL in improving organizational excellence (OE) at private universities in the Kurdistan Region of Iraq. The quantitative method has been used in this research. The population target was administrative leaders at private universities; hence, (220) questionnaires were disseminated to all departments' heads as a sample size among (17) Private Universities in the Kurdistan Region, of which only (171) were completed and retrieved. A set of statistical methods and analyzes were used, employing the Statistical Package for Social Sciences-26 and (analysis of moment structures (AMOS-26) program. The findings of this study explored that EL has a strong relationship with OE, as the value of the correlation coefficient between them reached (0.91). Moreover, EL affects OE by (0.92), meaning that each increase by one standard deviation leads to an increase in percentage (92%). It is recommended that to achieve OE, there must be a complicated balance of interests among all parties involved in the firm, including employees, customers, and society as a whole. Moreover, the administrative leader's role extends beyond ensuring operational efficiency; they must also actively facilitate the development of their team members' full potential.

Keywords—Administrative leaders, Entrepreneurial leadership, Leadership, Organizational excellence, Private universities of Kurdistan Region–Iraq.

I. INTRODUCTION

Entrepreneurial leadership (EL) is an innovative leadership paradigm that optimizes the potential of an enterprise's people capital. EL is a leadership style particularly focused on attaining organizational excellence (OE) in services, human resources (HR), and intellectual and administrative superiority. This approach aims to guarantee the delight of both internal and external consumers, sustain its position, and evolve to attain exceptional organizational performance through a robust strategy that can produce outcomes amid fluctuating conditions. Such success is accomplished through cohesive leadership, shared dedication, resource availability, and the capacity to adapt and transition between processes to ensure customer satisfaction and deliver enhanced services. This allows the organization to be unique and innovative in effectively addressing global competition (Hussien and Saeed, 2023). Moreover, Naing (2024) asserts that EL is a dynamic and progressive methodology for directing and managing companies, fostering OE, prioritizing innovation,

embracing risk-taking, and recognizing and capitalizing on possibilities. Entrepreneurial leaders significantly influence organizational culture, promote creativity, and propel strategic objectives. The impact of EL is particularly important within the business, where the capacity to adapt to changing market trends and capitalize on emerging possibilities is crucial for enduring success. Furthermore, Sandybayev (2019) asserts that for the establishment of a successful enterprise, an entrepreneur must possess special talents and skills that facilitate the growth, development, and expansion of the business organization. The entrepreneur dictates the firm's longevity by their capacity to lead, make decisions, engage with people, and anticipate circumstances, among other factors. All these talents and attributes are distinctive to the leader and crucial to group dynamics, such as leadership.

On the other hand, the pursuit of OE involves developing and implementing strategies that match an institution's vision and contextual environment. Universities, whether public or private, aim for peak performance and excellence. Focusing on performance metrics, student satisfaction, effective

leadership, strategic prioritization, procedural management, empirical evidence, staff development and engagement, learning strategies, innovation promotion, creativity, and social responsibility forms the core principles of OE. The implementation of OE enhances operational efficiency and facilitates the achievement of desired results (Mbaidin, 2024). Moreover, Al-Khlaifat and Alkshali (2024) contend that OE signifies the organization's success, sustainability, and remarkable capacity for innovation across all domains, as well as its ongoing commitment to refining and advancing its systems and processes to deliver a level of performance that competitors cannot replicate. Implementing best practices for OE generates value for stakeholders and enhances performance, hence increasing competitiveness and attaining sustainable success. Furthermore, Ahmed and Alharbi (2025) assert that firms endeavor to attain a higher status and reputation relative to their competitors through OE. OE comprises a compilation of strategies, concepts, instruments, convictions, and methodologies designed to improve the educational offerings and services at universities.

Private universities in the Kurdistan Region are facing many issues, and the need for OE is essential for their survival and growth. Globalization, rapid technological and demand change of stakeholders or students, and competition with rivals are the most effective challenges that should be considered. Moreover, EL is a key element in higher education organizations to face the mentioned challenges as it contributes to enhance organizational success and excellence through the vision and innovations of the administrative leadership at private universities in the Kurdistan Region – Iraq. Therefore, this study aims to examine the potential role of EL in achieving OE at private universities in the Kurdistan Region – Iraq.

Based on the study problem, a set of questions is formulated representing the proposed study question as follows

1. What is the level of availability of EL among administrative leaders at private universities in the Kurdistan Region – Iraq?
2. What is the level of excellence at private universities in the Kurdistan Region – Iraq?
3. Is there a relationship between EL and OE at private universities in the Kurdistan Region – Iraq?
4. Is there an impact of EL on OE at private universities in the Kurdistan Region – Iraq?

Guided by the problem of the study, its questions, and in line with the concerns shown by the literature on the role of EL and OE in organizations, the study mainly aims to achieve a number of objectives:

1. To identify the level of availability of EL characteristics among administrative leaders at private universities in the Kurdistan Region – Iraq
2. To identify the level of excellence at private universities in the Kurdistan Region – Iraq
3. To identify the level of EL's relationship with OE at private universities in the Kurdistan Region – Iraq
4. To identify the level of EL's impact on OE at private universities in the Kurdistan Region – Iraq.

II. LITERATURE REVIEW

A. The Concept of EL

The concept of EL, which is a leadership style that focuses on people, has been gaining more and more recognition and appreciation from academics in recent years, notably in the field of management research. Furthermore, they emphasized how “entrepreneurial accelerator” and “entrepreneurial doer” responsibilities are part of EL leadership. Entrepreneurial leaders serve as catalysts for their followers to take risks, be creative, and seize chances in the business world. However, entrepreneurial leaders inspire their followers to follow in their footsteps and show entrepreneurial spirit by actively participating in business endeavors (Iqbal et al., 2022). This style is particularly useful for high-tech startups that confront a lot of uncertainty, competition, and challenges (Bagheri et al., 2022).

According to Steidle et al. (2024), EL entails seeing chances for growth and directing team members to take advantage of them to reach organizational objectives. In a similar vein, EL is defined by Iqbal et al. (2022) as an approach to management that seeks to inspire innovation and creativity among workers by guiding them to seek out and seize chances for value creation. Naing (2024) also defines EL as a type of management that encourages employees to be creative, bold, and proactive in seeking out and seizing new chances. It highlights the importance of being creative, adaptable, and capable of thriving in settings that are unpredictable. Innovative, risk-taking, and opportunity-spotting are hallmarks of EL, which is characterized by a dynamic and forward-thinking style of directing and managing businesses.

Dimensions of EL

Mariana et al. (2024) emphasize that EL serves to coordinate people in realizing the entrepreneur's vision and guiding the organization to identify, cultivate, and convert opportunities into value. Furthermore, EL leadership is a methodology that prioritizes innovation, proactivity, and the capacity to recognize and capitalize on emerging opportunities. EL encompasses risk-taking and innovation that can propel corporate growth and transformation. Moreover, entrepreneurial leaders foster an innovative culture by enabling and motivating their people to seek innovation and enhancement (Indriyani et al., 2024). This study will concentrate only on specific elements of EL, including vision, proactiveness, risk-taking, and innovation.

Vision

The level of devotion and commitment shown by employees to their organization is heavily influenced by the leadership's vision. A leader's vision illuminates the path ahead, uniting followers in pursuit of a shared objective and motivating them to give their all in the pursuit. To thrive in the contemporary, rapidly evolving, and intensely competitive business environment, where companies fight for talent retention and engagement, it is crucial to know how leadership vision affects employee attachment (Wahab and Din, 2024). According to Siregar et al. (2024), a visionary leader is someone who can look into the

future, identify potential problems and possibilities, and then create a compelling vision and a plan to solve those problems. Employees feel that to succeed, everyone must work together to realize the vision, so they make an effort to get along well with everyone. In addition, leaders infuse fresh, innovative thinking into previously held beliefs (Fauzi et al., 2024).

Proactiveness

People who are proactive are better able to spot possibilities, show initiative, and make necessary adjustments, according to Ullah et al. (2024). They are also very committed to making a big difference. Hence, they are a multi-faceted partnership between an individual and a company. Proactive leaders are more likely to nimbly create adaptable assets and tools to aid in professional advancement. Conversely, a proactive leader can anticipate shifts in the market, launch new strategies, and adapt quickly to meet the changing demands of their customers (Kariuki and Muriithi, 2024). Several authorities have defined proactive behavior as people taking proactive measures to influence and improve their own living circumstances (Mumpuni and Handayani, 2024).

Risk-taking

Effective leaders are nimble thinkers and doers who are not afraid to take calculated risks. A risk-taker is someone willing to face the unknown, make mistakes, and try new things in the hopes of making a big profit. According to Tigre (2024), leaders should embrace risk-taking in order to encourage innovative actions from their workforce. Whether making a short-term choice or an investment strategy, managerial risk-taking is inherent to nearly every organizational strategy. Financial hardship can result from taking too many risks, while growth and shareholder value are stunted by too little risk-taking. Organizational risk-taking is impacted by the risk-taking attitudes of managers (Bhuiyan et al., 2024). In the modern, complicated, and cutthroat corporate world, leaders' risk-taking dynamics impact strategic decisions. An important topic in strategic management and organizational behavior is the study of leaders' risk-taking behaviors and how they influence strategic choices (Kaveke et al., 2024).

Innovation

Attracting and retaining innovative executives is a key differentiator for organizations. New research suggests that a company's commodities and technical development outputs are predictive of the degree to which its HR management practices are intricate when it comes to hiring and selecting leaders, especially in creative cultural contexts. Creative leaders have the power to influence many parts of the company by encouraging team members' creativity, which in turn leads to innovations that can take the company to new heights (Hayat and Ahmad, 2024). Managers at all levels must prioritize the development of innovative leadership abilities. Leadership is all about getting people on the same page, encouraging them to work together, and giving them the tools they need to take initiative and be innovative. Ambidexterity, the ability to see possibilities in both new and old areas, is a must for innovative leaders (Chimakati and Macharia, 2024).

B. The Concept of OE

Felício et al. (2022) illustrate that organizations are intricate entities that occupy a pivotal position in the economic and social advancement of societies. OE and management excellence are the most sought-after qualities that concurrently guarantee optimal long-term organizational performance and the happiness of employees and stakeholders. Excellence denotes a quality or condition of enduring superiority. OE is manifested when organizations surpass high performance. OE is attained by exceptional personnel, superior collaborations, optimal processes, and outstanding products.

According to Fahimi and Amirabadi (2024), performance management is crucial for every business that aspires to excel. Achieving greatness requires not only following standard management practice but also identifying success criteria. In their pursuit of optimal business performance, excellence models take into account processes, consumers, and stakeholders. Excellence models mainly take the following factors into account: leadership, strategy, people, suppliers/partners, customers, processes, society, and business outcomes. However, according to Wahab and Din (2024), visionary leaders inspire and drive their teams by setting lofty goals for them to achieve and by encouraging a culture of innovation and excellence. The importance of strategic quality in attaining OE is also investigated by Massoudi (2024).

Dimensions of OE

As stated by Mohammed and Al-Zeidi (2022), a consensus among management academics identifies multiple elements of OE, notably: Strategic planning, customer focus, workforce focus, performance measurement, operational focus, and organizational results. Hussin and Oudah (2023) further delineate additional facets of organizational success, including organizational structure excellence, employee excellence, management excellence, and strategic excellence. This study will only focus on four dimensions of OE such as strategic excellence, leadership excellence, structure excellence, and HR (employee) excellence.

Strategic excellence

Hussein and Al-Amery (2024) define strategic excellence as a multifaceted notion crucial for high-performance businesses, offering an overview of its components, including leadership, personnel, processes, policies, and strategy. To attain strategic excellence, businesses implement empowerment techniques to harness the latent creative energies of individuals and leverage these energies for improved performance. In addition, according to Mohammed and Faisal (2023), in order for a company to attain strategic excellence, it must adapt to its environment, change the mindset of its HRs, and use cutting-edge technology.

Leadership excellence

The need for strong leadership in driving organizational performance in various environments and throughout periods of change is commonly acknowledged. Having said that, there are a lot of different viewpoints, which makes it hard to define leadership quality. There have been fewer attempts

to empirically integrate critical models or propose complete frameworks for leadership, despite the abundance of literature on the topic (Yayha et al., 2024). A leader's perspective, character traits, and skill set all contribute to their level of brilliance, as highlighted by Jami et al. (2023). It stresses that developing leaders should focus on more than just technical skills; they should also foster adaptability, emotional intelligence, and ethical principles. Effective leadership is a combination of several factors, with each contributing significantly, according to this theoretical conclusion. There is no cookie-cutter approach to being an excellent leader.

Structural excellence

According to Qawasmeh (2023), structural excellence is the capacity of an organization's framework to connect its various components; it dictates the type and shape of relationships between the various levels of administration and the various functions within the organization, as well as the necessary degree of cooperation and coordination among those levels. It also helps to clarify responsibilities and lines of power, which is crucial for getting things done and reaching company goals. OE, according to Alnaweigah (2013), necessitates a well-defined institutional strategy, a structure that fosters a sense of responsibility, skill development, open lines of communication, and the direction and training of employees, who are the foundational elements of any successful improvement effort.

HR (employee) excellence

A company's HRs are its most valuable asset because they are essential to the smooth operation of the business. When it comes to achieving an organization's or company's vision, mission, and goals, HRs are a key component. Paying close attention to employees is essential for firms since a competitive advantage can be generated by their skills and quality of exceptional performance. Meeting employees' needs motivates them to go above and beyond, thus it's important for businesses to think about potential issues that could affect employee performance (Hardianti and Gunawan, 2024). Moreover, Malkawi et al. (2024) state that modern firms are categorized in a non-traditional way depending on the HRs they have that are knowledgeable, experienced, creative, and innovative. This bolsters any strategy path that businesses choose to reach a high level of OE, which is essential for staying competitive and expanding market share in today's dynamic business climate.

C. Research Model

To successfully tackle the study topic and attain the established objectives, a conceptual framework was constructed and illustrated in (Fig. 1).

D. Research Hypotheses

In accordance with the study's objectives and in line with its model, two main hypotheses with several sub-hypotheses given to the dimensions of EL have been formulated:

H_1 : Statistically, there is a significant relationship between EL and OE at private universities in the Kurdistan Region – Iraq ($\alpha \leq 0.05$), which contains some sub-hypotheses as follows:

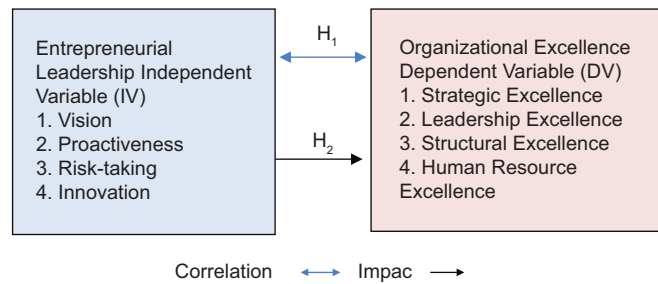


Fig. 1: Research model. Source: Prepared by the researcher.

H_{1a} : Statistically, there is a significant relationship between vision and OE at private universities in the Kurdistan Region

H_{1b} : Statistically, there is a significant relationship between the risk-taking and OE at private universities in the Kurdistan Region

H_{1c} : Statistically, there is a significant relationship between proactiveness and OE at private universities in the Kurdistan Region

H_{1d} : Statistically, there is a significant relationship between innovation and OE at private universities in the Kurdistan Region.

H_2 : Statistically, there is a significant impact of EL on OE at private universities in the Kurdistan Region – Iraq ($\alpha \leq 0.05$), which contains some sub-hypotheses as follows:

H_{2a} : Statistically, there is a significant impact of vision on OE at private universities in the Kurdistan Region.

H_{2b} : Statistically, there is a significant impact of risk-taking on OE excellence at private universities in the Kurdistan Region.

H_{2c} : Statistically, there is a significant impact of proactiveness on OE at private universities in the Kurdistan Region.

H_{2d} : Statistically, there is a significant impact of innovation on OE at private universities in the Kurdistan Region.

III. METHODOLOGY

A. Data Collection, Data Analysis Tools, and Measurements

In this study, both primary and secondary data were gathered. The quantitative method has been used in this research. The primary data were collected using a closed-ended questionnaire produced in English and Arabic, the official languages of all private universities in the Kurdistan Region. A five-point Likert Scale was utilized, with ratings of 1, 2, 3, 4, and 5 corresponding to "strongly disagree," "disagree," "neutral," "agree," and "strongly agree," respectively, where higher values signify more favorable impressions. The population of this research was the private universities of the Kurdistan Region – Iraq, aiming to obtain significant insights into their administrative leadership. (220) questionnaires were disseminated to all departments' heads at (17) Private Universities in the Kurdistan Region, of which only (171) were completed and retrieved. Nevertheless, (49) of these were not submitted by the participating respondents. Nonetheless, the data acquired from the returned questionnaires constituted a robust foundation for the research conclusions. To measure and test the variables and hypotheses of the present research,

and based on the data collected, represented by the responses of the study sample to the questionnaire items. One primary rationale for selecting directors of scientific departments is their intermediary position among administrative officials. They maintain tight relationships with both staff and students, as well as with top management, allowing for direct and indirect participation in decision-making processes. A set of statistical methods and analyzes were used, employing the Statistical Package for Social Sciences-26 and (analysis of moment structures AMOS-26) program.

B. Face Validity

The researcher has created the initial version of the questionnaire based on theoretical references related to the two variables (EL and OE) of the study and their dimensions. It was thereafter shown to several experts and specialists in management sciences to acquire their assessments and insights into the wording and its accuracy in quantifying the study's variables and validating its hypotheses. Numerous statements have been amended in accordance with expert advice to evaluate the face validity of the questionnaire items in the current study.

C. Measurement of Reliability

Reliability refers to the extent to which a measure of a paradigm is consistent or predictable. In other words, if we employ this scale to assess the same notion repeatedly, do we achieve consistent results each time, presuming the stability of the underlying phenomenon? The reliability of the questionnaire indicates that it yields consistent results when administered under identical conditions. This reliability is quantified by computing the correlation coefficient among the questionnaire items; consequently, reliability analysis was conducted utilizing the split-half method. The Pearson correlation coefficient is calculated between the even and odd statements in the questionnaire. A reliability coefficient of 0.60 or higher, as per this calculation, is deemed enough for study utilizing the questionnaire as a tool (Allen and Yen, 2002), with the results presented in (Table I), as it is clear that the highest value of the reliability coefficient by the Split-Half method at the level of the variables was recorded

for the OE variable (0.9894). Whereas the EL variable came with the lowest reliability coefficient of (0.9854).

IV. RESULTS AND DISCUSSION

A. Demographic Data

Table II indicates the distribution of demographic data according to gender, age, educational qualification, experience in the current position, and experience in the university, respectively. Initially, the percentage of males in the Private Universities in Kurdistan Region – Iraq reached (76.6%), Whereas the percentage of females is (23.4%). Furthermore, the highest percentage of department heads falls within the age group of (35–44) years, comprising (40.4%) and the smallest percentage within the age group of (55) years and above, with a rate of (15.8%). Moreover, the majority of respondents possess a PhD degree, comprising (60.8%) of the total. The minority of responders with a postgraduate university degree (Master's degree) constitutes (39.2%). In addition, the largest proportion of respondents having experience in their current position falls within the category of (4 years or less), accounting for (43.9%). Whereas the lowest percentage of participants in the Current Position is between the (5 and 8 years) range, comprising (26.9%). Conclusively, the largest proportion of respondents with years of experience at the surveyed university falls within the range of (6–10 years), comprising 33.9%. However, the smallest percentage within the age group of (11–15 years), with a rate of (16.4%).

B. Testing the Hypotheses

Correlation analysis

To ascertain the nature of the relationships among the primary research variables and interpret their outcomes, (Table III) illustrates the strengths of the correlation according to its value.

Analyzing the (H_1) is done through identifying the nature of the relationship between the EL and OE at the macro level and dimensions level, in the sense of testing and verifying the first hypothesis H_1 , which states that “Statistically, there is a significant relationship between EL and OE at private

TABLE I
MEASURING RELIABILITY OF THE QUESTIONNAIRE

Variables and dimensions	Cronbach's alpha	No. of items	Cronbach's alpha of split-halves		Spearman-Browns correction		Guttman split-half coefficient	Content validity
			Part 1	Part 2	Before correction	After correction		
Vision	0.906	5	0.929	0.914	0.946	0.972	0.971	0.9854
Risk-taking	0.840	5						
Proactiveness	0.873	5						
Innovation	0.888	5						
Entrepreneurial leadership	0.960	20						
Strategic excellence	0.892	5	0.931	0.935	0.961	0.980	0.979	0.9894
Leadership excellence	0.922	5						
Structural excellence	0.906	5						
Human resources/Employee excellence	0.903	5						
Organizational excellence	0.967	20						

Source: prepared by the researcher based on the outputs of the program (Statistical Package for the Social Sciences-26). The value of the reliability coefficient at the level of Entrepreneurial Leadership is (0.9854) which is lower than the value of the reliability coefficient at the level of Organizational Leadership (0.9894).

TABLE II
DISTRIBUTION ACCORDING TO GENDER

Gender	Frequency	Valid percent
Male	131	76.6
Female	40	23.4
Total	171	100.0
Age		
25-34 years	34	19.9
35-44 years	69	40.4
45-54 years	41	24.0
55 years and over	27	15.8
Total	171	100.0
Educational qualification		
Master	67	39.2
PhD	104	60.8
Total	171	100.0
Experience in current position		
4 years and less	75	43.9
5-8 years	46	26.9
9 years and more	50	29.2
Total	171	100.0
Experience in the university		
5 years and less	47	27.5
6-10 years	58	33.9
11-15 years	28	16.4
16 years and more	38	22.2
Total	171	100.0

Source: By the researcher based on the output of the (Statistical Package for the Social Sciences-26) program

TABLE III
STRENGTH OF CORRELATION COEFFICIENT TABLE WITH REFERENCE

Correlation coefficient	Interpretation
1	Perfect
0.7-0.9	Strong
0.3-0.699	Moderate
0.1-0.299	Weak
0	No correlation

Source: (Dancey and Reidy, 2007)

universities in the Kurdistan Region at a significance level of (0.05).”

The results presented in (Fig. 2 and Table IV) indicates that there is a positive and statistically significant correlation between the two main variables, namely the EL as a major independent variable, and OE as a major dependent variable at the significance level of (0.05), as the value of the correlation coefficient between them reached (0.91), which is a strong correlation according to (Table III) and This signifies the intensity of the direct correlation between the two primary variables of the research. With regard to the association of each dimension of the EL with OE, from the (Table IV) the following statements can be presented:

The results show the significant positive correlation at the significance level of (0.05) between each of the dimensions of EL namely vision, proactiveness, and innovation), individually with OE, which are 0.47, 0.35, and 0.63, all of which are moderate positive, and significant correlation at the significance level of (0.05), except the dimension (Risk-taking) which has an inverse relationship with OE, with SD.

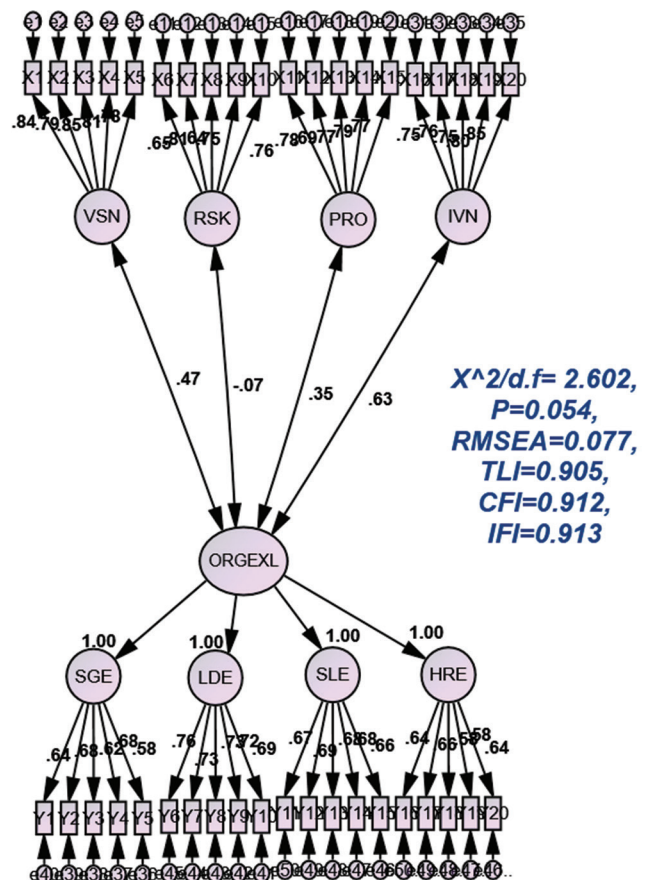


Fig. 2: The structural model of the correlation between entrepreneurial leadership dimensions and organizational excellence. Source: Prepared by the researcher based on the outputs of the (AMOS-26) program.

Estimate (-0.07) as well as the (P-value), which is (0.172), which is bigger than (0.05).

To sum up, the first main hypothesis H_1 , which states “Statistically, there is a significant relationship between EL and OE at private universities in the Kurdistan Region at a significance level of (0.05)” and its sub-hypotheses are accepted except the second sub-hypothesis (H_{1b}) which states “Statistically, there is a significant relationship between the risk-taking and OE at private universities in the Kurdistan Region” which is rejected.

Regression analysis

(H_2) states that “Statistically, there is a significant impact of EL on OE at private universities in the Kurdistan Region at the macro level at a significant level (0.05).” Based on the results of (Table V), it is obvious that EL affects OE by (0.92), meaning that each increase by one standard deviation leads to an increase in percentage (% 92), and when matching the achieved level of significance (0.000) with the proportion posited by the researcher which is (0.05), we find that the achieved level of significance is extremely smaller, besides and according to these results, main (H_2) is accepted.

According to the results of (Fig. 3 and Table V), there are four sub-variables whose impact on OE was tested, and the results of the test are as follows:

(H_{2a}) stated that “Statistically, there is a significant impact of vision on OE at private universities in the Kurdistan Region at the macro level at a significant level (0.05).” According to the results of (Table V), the vision dimension

affects OE by a percentage of (0.48), and when matched with the achieved level of significance (***) with the percentage assumed by the researcher, which is (0.05), we find that the achieved level of significance is much smaller, and according to these results, this hypothesis is accepted.

(H_{2b}) stated that “Statistically, there is a significant impact of risk-taking on OE at private universities in the Kurdistan Region at the macro level at a significant level (0.05).” According to the results of Table V, the dimension of Risk-taking has no impact on OE at a rate of (-0.09), and when matching. The achieved level of morale (0.109) with the percentage assumed by the researcher, which is (0.05), we find that the level of significance achieved is higher, and according to these results, this hypothesis is rejected.

(H_{2c}) stated that “Statistically, there is a significant impact of Proactiveness on OE at private universities in the Kurdistan Region at the macro level at a significant level (0.05).” According to the results of Table V, the Proactiveness dimension affects OE by 0.35, and when matched with the achieved level of significance (***) with the percentage assumed by the researcher, which is 0.05, we find that the achieved level of significance is much smaller, and according to these results, this hypothesis is accepted.

(H_{2d}) stated that “Statistically, there is a significant impact of Innovation on OE at private universities in the Kurdistan Region at the macro level at a significant level (0.05).” According to the results of (Table V), the dimension of Innovation has an impact on OE at a rate of (0.65), and when matching the achieved level of significance (***) with the percentage assumed by the researcher, which is (0.05), we find that the achieved level of significance is much smaller, and according to these results, this hypothesis is accepted.

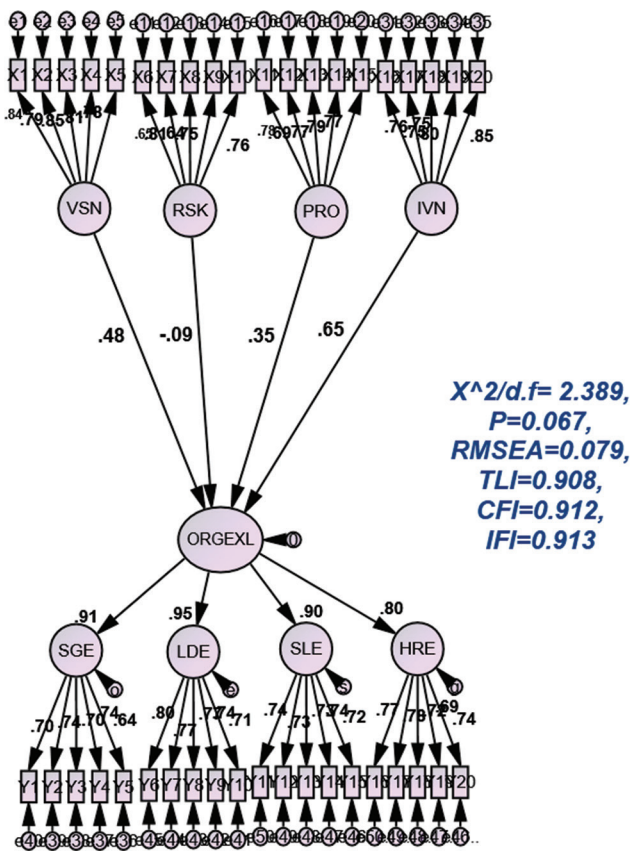


Fig. 3: The coefficient of influence of the dimensions of entrepreneurial leadership on organizational excellence. Source: Prepared by the researcher based on the outputs of the (AMOS-26) program.

TABLE IV
CORRELATION BETWEEN ENTREPRENEURIAL LEADERSHIP AND ORGANIZATIONAL EXCELLENCE

The correlation coefficient	Standard deviation estimate	Estimate	Standard error	Critical ratio	P
Entrepreneurial leadership	0.91	0.448	0.066	6.753	***
Vision	0.47	0.176	0.033	5.410	***
Risk-taking	-0.07	-0.024	0.018	-1.366	0.172
Proactiveness	0.35	0.129	0.027	4.704	***
Innovation	0.63	0.222	0.039	5.652	***

Source: Prepared by the researcher based on the outputs of the (AMOS-26) program.
***Correlation is significant at the 0.05 level (2 – tailed) $P \leq 0.05$

V. CONCLUSION

The main aim of this study was to examine the role of EL in improving OE based on the opinions of heads of academic departments at private universities in Kurdistan Region – Iraq. The results illustrated that there is a strong correlation between EL and OE. Moreover, based on the regression of data analysis, there is a statistically significant impact of EL and its dimensions on OE at private universities, except for risk-taking. From this perspective, the administrative leaders may avoid risk-taking for some environmental, financial, psychological, and cultural variables. However, the stable situation serves as an additional rationale for the avoidance of risk-taking. In addition, one main reason the risk-taking

TABLE V
REGRESSION ANALYSIS BETWEEN THE DIMENSIONS OF ENTREPRENEURIAL LEADERSHIP AND ORGANIZATIONAL EXCELLENCE

Entrepreneurial leadership dimensions	Organizational excellence	Standard deviation estimate	Estimate	Standard error	Critical ratio	P
Entled.	ORGEXL.	0.92	0.938	0.098	9.583	***
Vision	ORGEXL.	0.48	0.348	0.052	6.623	***
Risk-taking	ORGEXL.	-0.09	-0.071	0.044	-1.601	0.109
Proactiveness	ORGEXL.	0.35	0.255	0.048	5.278	***
Innovation	ORGEXL.	0.65	0.499	0.071	7.046	***

Source: Prepared by the researcher based on the outputs of (AMOS-26). ***Correlation is significant at the 0.05 level (2 – tailed) $P \leq 0.05$

dimension is undervalued in this research is the presence of numerous competing universities in the Kurdistan region. The heads of departments typically refrain from taking risks due to concerns about losing consumers (students and stakeholders) resulting from irrational decisions. Furthermore, they may be prohibited from engaging in risk-taking due to the limitations imposed by senior leadership. EL is the primary catalyst that shifts institutions' emphasis from physical capital to intellectual capital. This form of leadership fosters a culture of "innovative destruction" and collective commitment. Within the framework of private universities in the Kurdistan Region of Iraq, the EL has become the foremost determinant of OE. Private universities will achieve success only if they can proactively align their academic programs with the demands of the employment market. A robust faculty development and retention program aligned with an entrepreneurial vision generates a distinctive value proposition that fosters intellectual advancement in the region and enhances market positioning against local and worldwide competition. It is recommended that to achieve OE, there must be a complicated balance of interests among all parties involved in the firm, including employees, customers, and society as a whole. Moreover, the administrative leader's role extends beyond ensuring operational efficiency; they must also actively facilitate the development of their team members' full potential. Concerning risk-taking, the implementation tool could be used to create a risk assessment matrix for each new project; That is, any department head with a new proposal must first assess the risks in this unit to ensure that the adventure is heading toward excellence rather than failure.

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