

The relationship between strategic consensus and entrepreneurial orientation by mediating strategic leadership: An Analytical study in the Directorate for the Protection of Embassies and Diplomatic Missions

Saba Noori Alhamdany, Sofya Imad Yousif

Management and Economy University of Fallujah, Fallujah, Iraq

saba.noori@uofallujah.edu.iq, cae.h2337@uofallujah.edu.iq

Abstract. The objective of this study was to examine the influence of strategic consensus, encompassing dimensions of communication, transparency, and empowerment, on entrepreneurial orientation. Furthermore, it aimed to investigate the role of strategic leadership as a mediating variable in the relationship between strategic consensus and entrepreneurial orientation. The study addressed this issue through various theoretical and practical inquiries formulated based on the current circumstances of Iraqi organizations. The Directorate of Embassy Protection and Diplomats in Baghdad was selected, representing 94% of the total study population. The sample comprised 190 officers, with 170 questionnaires returned after distribution. Following encoding, 20 incomplete questionnaires were excluded, resulting in 160 valid responses. Statistical analysis revealed a significant and meaningful relationship between strategic consensus, strategic leadership, and entrepreneurial orientation, as demonstrated by hypothesis testing.

Keywords. strategic consensus, strategic leadership, entrepreneurial orientation

Introduction:

The main goal of a scientific study involves describing the problem or phenomenon under study and then attempting to understand and interpret it. This requires identifying its context within the society it belongs to and determining the theories and literature that explain the causes of the problems, especially since this relates to generalization and reaching laws and theories. Therefore, the methodology of the study becomes crucial as it provides the interpretive framework for the research, focusing on how the study's problem will be addressed. Based on this, the study's philosophy, style, strategy, and tools are defined. The methodology is the roadmap for the study, guiding the researcher towards solutions by following hypotheses derived from the theoretical framework, determining the sample shape, data collection methods, developing study tools, and the statistical methods used in the analysis. It directs the researcher on the path to follow in their research and guides their focus.

Research Problem:

The issue of strategic leadership and strategic consensus is crucial for modern organizations, especially in a rapidly changing competitive environment. Strategic direction aims to achieve sustainability and growth, particularly in very complex environments. The strategic orientation of an organization aspiring for competitive excellence, discovering new opportunities, and fostering entrepreneurial initiative reflects its adoption of risk-taking, when dealing with ambiguous circumstances. Recently, there has been increased interest in entrepreneurship, as evidenced by research results, particularly from a prospective study conducted by the researcher, along with personal interviews and field observations over six months. The findings indicate that Iraqi organizations, especially the studied sample (Embassy and Diplomatic Protection Directorate) in Baghdad, are generally suffering from a decline and lack of modern personnel and technologies for protecting ambassadors within Iraq during travel due to their adherence to traditional strategies. This has made it challenging for them to employ suitable strategies and scenarios that prevent organizational deterioration. Consequently, addressing such a crisis requires researching the best ways to deal with it, depending on decision-makers awareness in adopting proactive strategies. Therefore, this research represents a new contribution attempting to answer the ongoing debate among researchers regarding the impact of strategic consensus on the entrepreneurial orientation of the Embassy Protection Directorate in Baghdad in the presence of strategic leadership. Based on the above, the research problem is manifested through the main question:

Do the researched Embassy Protection and Diplomats recognize the importance of strategic consensus, strategic leadership, and entrepreneurial orientation in a rapidly changing competitive environment?

The research aims to answer the following questions:

- 1- Is there a relationship between strategic consensus, strategic leadership, and entrepreneurial orientation?
- 2- Does strategic consensus and strategic leadership impact entrepreneurial orientation?
- 3- Does strategic consensus impact entrepreneurial orientation?
- 4- Does the impact of strategic consensus on entrepreneurial orientation increase through strategic leadership?

Significance:

The significance of the research can be summarized as follows:

- 1- It represents a recent study attempting to cover topics in various fields (strategic management, organizational theory) in a manner that provides intellectual and cognitive richness. The researcher aims to introduce new concepts and results regarding the application of value generation strategies.
- 2- It constitutes one of the first attempts in the Iraqi environment, presenting possible strategic scenarios applicable to Iraqi organizations. This serves as a starting point for other researchers to individually address its variables in detail and depth, across different areas.
- 3- The researched organization is experiencing regression and heading towards organizational deterioration. Therefore, the study presents a significant opportunity for this organization to diverge from traditional strategies by utilizing unconventional strategic scenarios.
- 4- The research is a crucial subject that requires closer attention from the senior management of the researched organization, in a manner that contributes to its revival and prosperity.

Objectives:

The research aims to achieve the following:

- 1- Provide a conceptual framework discussing the study variables (strategic consensus, entrepreneurial orientation, and strategic leadership) with philosophical approaches as important variables in the researched organization.
- 2- Develop a realistic model that connects the research variables in line with the Iraqi field reality.
- 3- Offer a clear insight into the possibility of the strategic consensus's impact on entrepreneurial orientation through strategic leadership.

Research Model:

The model provides a simplified representation illustrating a set of relevant variables. The purpose of this research is to primarily explore a set of relationships of correlation and influence among variables. An experimental design was developed to provide an overview of the research, which could be quantitative or qualitative and consolidates the main aspects of the reality concerned with identifying its essence. The design assumes the presence of interaction and correlation between strategic consensus, strategic leadership, and their sub-dimensions affecting entrepreneurial orientation. The proposed research model, as depicted in Figure 1, reflects these variables:

- 1- **Independent Variable:** Strategic Consensus, represented by communication, transparency, and empowerment.
- 2- **Mediating Variable:** Strategic Leadership.
- 3- **Dependent Variable:** Entrepreneurial Orientation.



Figure (1): Research model

Source: The researcher’s work based on previous literature

Research Hypotheses:

Based on the research model, the following hypotheses were formulated:

First Primary Hypothesis : There is a significant correlational relationship between strategic consensus and entrepreneurial orientation.

Second Primary Hypothesis : There is a significant correlational relationship between strategic leadership and entrepreneurial orientation.

Third Primary Hypothesis: There is a significant effect of strategic consensus on entrepreneurial orientation.

Fourth Primary Hypothesis: There is a significant effect of strategic leadership on entrepreneurial orientation.

Research Methodology and Justification for Choosing the Researched Organization:

The study adopted a descriptive-analytical research method and utilized a non-probability (convenience) sampling method to collect data from the officers working in the Directorate of Embassy and Diplomat Protection in various departments. The study community included officers from the Administrative Affairs Department, Legal Affairs Department, First

and Second Al-Karkh Embassies Department, First and Second Al-Rusafa Embassies Department, Infrastructure Department, Planning and Monitoring Division, Coordination and Guidance Division, and the Accounts Division. The reasons behind selecting this directorate were:

- 1- The role it plays in providing services to the community.
- 2- The competitive environment necessitates the achievement of strategic consensus.
- 3- The significant government interest in this sector for protecting travellers and diplomats within the country, requiring the enhancement of entrepreneurship within its scope to achieve peak performance.

The total number of officers was 190, with 170 questionnaires retrieved after distribution. After coding, it was found that 20 questionnaires were incomplete, resulting in 160 accepted questionnaires, statistically representing 94% of the total respondents.

Table (1): Results of the Study Questionnaire Distribution

Sample size	Number of distributed questionnaires	Number of retrieved questionnaires	Number of valid questionnaires for analysis	The approved questionnaire percentage
190	190	170	160	94%

Source: Prepared by the researcher.

The questionnaire was constructed based on the study's objectives, which focus on highlighting the strategic consensus and strategic leadership's impact on entrepreneurial orientation. The questionnaire included several axes, with the first axis representing demographic variables. The second axis encompassed the independent variable (strategic consensus) with three dimensions utilized (Camelo, et. al,2010). The third axis included a single-dimensional mediator variable (strategic leadership) using a scale by (Hitt,et. al,2011). The fourth axis covered the dependent variable, entrepreneurial orientation, using a single-dimensional scale by (Morgan & Hughes,2007). The questionnaire comprised (31) items, validated by experts to ensure realistic measures aligned with the research field. The study employed a five-point (Likert). scale for questionnaire responses, with each variable ranging from (1 to 5) across four levels. Levels above the hypothetical mean of (2.60 to 3.39) are considered good, ranging from (3.40 to 4.19) are very good, and above (4.20 to 5) are excellent. Similarly, levels below the hypothetical mean of 2.60 to 3.39 are considered weak, ranging from (1.80 to 2.59) are very weak.

Reliability of the Questionnaire:

The Half-Split method is used to measure reliability, involving finding the correlation coefficient between the scores of odd-numbered questions and even-numbered questions in the questionnaire. The correlation coefficient is corrected using the Brown-Spearman equation. If the reliability coefficient is (0.67) according to the equation, it is sufficient for research that relies on the questionnaire as a tool. Applying this method revealed a correlation coefficient of (0.916) for the questionnaire, indicating good reliability across different scales, suitable for various times and the same individuals, yielding consistent results as shown in Table 2.

Table (2): Half-Split Method (Split –Half)

Cronbach's Alpha	Part 1	Value	0.931
		N of Items	17 ^a
	Part 2	Value	0.932
		N of Items	16 ^b
	Total N of Items		

Correlation Between Forms		0.845
Spearman-Brown Coefficient	Equal Length	0.916
	Unequal Length	0.916
Guttman Split-Half Coefficient		0.916

Source: Prepared by the researcher based on SPSS outputs.

Data Collection Methods:

1_Spatial Boundaries: The research was exclusively conducted within the Directorate of Embassy and Diplomatic Protection in Baghdad.

2_Temporal Boundaries: The time frame for the practical side of the research began with initial visits and gathering preliminary information about the research community, the duration of distributing and retrieving the questionnaire extended from the beginning of December 2023 until March 2024.

3_Human Boundaries: The sample for the research includes officers working in the Directorate of Embassy and Diplomatic Protection (Administrative Affairs Department, Legal Affairs Department, Embassies of Al-Karkh First and Second, Embassies of Al-Rusafa First and Second, Infrastructure Department, Planning and Monitoring Division, Coordination and Guidance Division, and Accounts Division.

Procedural Definitions for the Study:

In alignment with the hypothetical research framework, the focus will be on the following dimensions:

First Strategic Consensus: The degree to which managers in the strategic business unit share strategic necessities.

Second Strategic Leadership: The process of transitioning organizations from their current state to the leader's envisioned state and perspective.

Third Entrepreneurial Orientation: The organization's inclination to adopt new ideas and transform them into new services and procedures that can create added value.

The Theoretical Framework

Article I. Strategic Consensus

Strategic consensus refers to the collective agreement and mutual understanding among employees within the organization regarding its strategic direction, goals, and priorities. This consensus relies on a collaborative team effort and its impact on the organizational climate(Garcia-Cabrea, et.al.2023; Alhamdany,2020). By achieving a common understanding, the organization can develop a dashboard for each level of the organizational hierarchy.

It involves empowering teams within the organization to make decisions and solve problems related to achieving desired outcomes, which is fundamental to motivating workgroups, distributing tasks and roles among employees, and building effective work teams characterized by agreement to reach successful solutions to their problems. This necessitates consultation and coordination to reach the appropriate solution. Today's organizations seek to engage employees through their available knowledge, developing and improving their productive and operational areas to achieve their desired goals(Ellitan&Nahak,2023). Strategic consensus reflects strategic planning processes, an important aspect of strategic management as it enhances shared commitment and collective effort in pursuing the organization's strategic goals and reducing organizational rigidity that many of our organizations suffer from. (Jingwen,2022) The lack of strategic consensus within the organization leads to conflicts and problems that hinder goal achievement. This impacts individual and organizational work both holistically and partially. The dimensions of strategic consensus include:

- 1.1- **Communication:** Administrative communication refers to the exchange of information and messages within the organization or between different departments or teams. It involves conveying necessary information for the smooth operation of the organization, such as schedules, policies, procedures, and instructions. Various forms of communication include emails, memoranda, reports, and meetings. Effective administrative communication is crucial for the efficiency and productivity of the organization as it ensures everyone is on the same page and working towards common goals (Bruhn & Bruhn, 2017:205).
- 1.2- **Transparency:** Transparency is a process that involves providing disclosures about the activities, procedures, and goals of the organization. It helps in defining responsibilities and holding individuals accountable. Transparency entails clarity about what happens within organizations, facilitating the flow of accurate, objective, and relevant information for easy dissemination, use, and compliance with laws and regulations. It represents a characteristic of disclosed information, being complete without ambiguity or deception, and its values include honesty, commitment, and reliability (Sulaiman, 199:2020).
- 1.3- **Empowerment:** Empowerment is a contemporary approach in modern business management environments. It is considered a key factor for success and sustainability of organizations in the era of globalization, competition, and information technology that require using individuals' capabilities to achieve organizational goals. Researcher Rubel suggests that empowerment is not just about having freedom but also entails a higher degree of responsibility and accountability (Rubel, 1995:12). This indicates that management should delegate authority to employees to motivate them to become committed, satisfied, and supportive in achieving the organization's objectives. The transfer of power to employees should be done carefully, with employees who receive authority bearing the responsibility for their actions.

Based on the information provided, it can be said that strategic consensus is a strategy for empowering work teams. It is also considered a philosophy that defines how employees can be given self-confidence and a conducive work environment that increases their conviction to perform tasks assigned to them without the need for direct management intervention, provided that there is a high degree of individual and group alignment.

Article II. Strategic Leadership

Strategic leadership is a complex and multidimensional phenomenon that has attracted significant attention from researchers in psychology and organizational behaviour. It is considered a central issue in any organized entity, regardless of its organizational levels. The success of an organization largely depends on the efficiency and effectiveness of its leadership, making it the essence of the managerial process. (Pettigrew & Hambrick,2001) noted that several factors contributed to the emergence of the concept of strategic leadership, including the shift from traditional management approaches to strategic ones, rapid globalization, accelerated events surpassing previous time stages, a growing interest in knowledge management and knowledge creation, increased focus on intellectual assets and intellectual capital, which have become more valuable and important than traditional assets, significant technological advancements, and the adoption of new thinking methods, new mindsets, and strategic thinking that breaks free from traditional thinking methods.

This concept was first introduced by researchers such as(Mintzberg (1984) and Kotter,1982) after the concept of strategic management. It encompasses theories like higher-

order theory, charismatic leadership theory, cognitive complexity and social intelligence theory (Hunitie, 2018).

On the other hand, the focus has been on the qualities and capabilities that a strategic leader possesses, defined as the leader's ability to create a vision to leverage future opportunities, develop and motivate individuals to achieve results and add value to the organization (Friedrich & Hinterhuber, 2002). Alternatively, it is seen as the process of influencing others. In this approach, strategic leadership is defined as the process of transforming organizations from their current state to what the leader aims to achieve, according to their vision and perspective (Dess et al., 2007). Strategic leadership can be defined procedurally for the current research purposes as "the leader's ability to create a suitable future vision and successfully implement it to ensure that the organization attracts and develops talented individuals with high potential and retains them in an environment of continuous improvement.

Article III. Entrepreneurial orientation

Entrepreneurship is a phenomenon associated with innovation, creativity, renewal, discovering new opportunities, taking initiative, risk-taking, navigating ambiguity, and the pursuit of wealth creation and growth. Therefore, an entrepreneur is someone who possesses initiative-taking qualities, organizes economic and social mechanisms and requirements, accepts failure and risks, and has the ability to mobilize resources, manpower, equipment, and other assets to create value from them, offering something creative and new. Additionally, they possess skills and characteristics, whether administrative, social, or psychological, that enable them to capture specific entrepreneurial aspects in the form of practices, decision-making styles and methods of the firm innovative (Hisrich et al., 2005:10).

Researchers agree that entrepreneurial orientation is an indicative factor of entrepreneurship, as it reflects an organization's ability to seize initiative and bear organizational and environmental risks. Generally, the emergence of entrepreneurship within an organization aligns with its readiness for entrepreneurial orientation (Khana et al., 2019:59).

According to (Herlinawati, et.al 2019:1) entrepreneurial orientation refers to individuals' inclination towards creativity, proactivity, and readiness to take risks to start or manage a business. Most literature on entrepreneurial orientation consists of four dimensions: competitiveness, risk-taking, proactiveness, and innovation. These dimensions correspond to independent variables. (Walter and Karimi, 2018:344) emphasized that entrepreneurial orientation encompasses processes, practices, and decision-making activities, indicating that it involves entrepreneurial practices and activities at all levels of the organization, aimed at seizing available opportunities in the work environment, bearing its risks, and providing proactive services to gain a competitive advantage and execute the organization's strategy.

Practical aspect

Normal distribution test:

The practical aspect of the normal distribution test: Table (3) shows the results of the selection related to the data of the strategic management variable, strategic leadership, and entrepreneurial orientation.

Table (3): The practical aspect of the normal distribution test for the research variables in table

Variable	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Sig.	df	Statistic	Sig.	df	Statistic

Strategic Consensus	.211	170	.053	.556	170	.881
strategic leadership	.077	170	.75	.128	170	.972
entrepreneurial orientation	.081	170	.087	.118	170	.937

Source: Prepared by the researcher based on SPSS outputs.

From Table (3), it is evident that the significance level for the research variables is greater than the significance level of .05. This indicates that the data follows a normal distribution.

Tool Consistency and Stability

Structural Stability of the Research Measurement Tool

Stability refers to the consistency of the research scale and the stability of the results that can be obtained from the scale over different time periods. The structural stability of the measurement tool (Reliability Construct) is verified using the Cronbach's alpha test, and the reliability coefficient for the tool has been calculated using the Cronbach's alpha coefficient as shown in Table (4).

Table (4): Reliability Coefficients of the Research Measurement Tool

verbal	Cronbach's alpha
Strategic Consensus	.955
strategic leadership	.946
entrepreneurial orientation	.949
Total	.952

source: Prepared by the researcher based on SPSS outputs.

(Statistically acceptable, Table 4 shows that the Cronbach's Alpha coefficients ranged between (0.959-0.953) in management and social research, indicating values greater than(0.70), signifying internal consistency and stability.

Reliability of the Questionnaire:

The study utilizes the Half Split method to measure reliability, involving determining the correlation coefficient between individual question scores and paired question scores in the questionnaire. The correction of correlation coefficients is done using the Brown-Spearman equation. A reliability coefficient of(0.67), as per the equation, is considered sufficient for studies relying on the questionnaire as a tool. Applying this method revealed a correlation coefficient of(0.891) for the questionnaire, indicating strong stability across different measures, making it reliable for various contexts and yielding consistent results for the same individuals over time.

Testing Correlations and Effects

Analyzing the correlation between strategic consensus, strategic leadership, and entrepreneurial orientation:

The Pearson correlation is used to determine the strength and direction of the relationship between variables. A positive correlation indicates that an increase in one variable corresponds to an increase in the other, while a negative correlation suggests that an increase in one variable corresponds to a decrease in the other. The results of the correlation analysis are as follows:

Testing the first main research hypothesis, which states a significant correlation between strategic consensus and entrepreneurial orientation:

From Table (5), it is evident that the correlation coefficient between strategic consensus and entrepreneurial orientation was(.737) at a significance level of (000). The calculated t-value was(12.672), exceeding the tabulated t-value of (1.985). This indicates acceptance of the hypothesis(Jingwen ,2022) confirming a significant correlation between strategic consensus and entrepreneurial orientation, showing a good level of significance and a meaningful relationship between strategic consensus and entrepreneurial orientation.

Therefore, the higher the competitive intelligence of the researched college, the more it helps achieve entrepreneurial performance levels that would not be attainable without clear and explicit steps facilitated by competitive consensus.

Testing the second main research hypothesis from the second main hypothesis, which states a significant correlation between strategic leadership and entrepreneurial orientation:

Table (5): Correlations between strategic consensus, strategic leadership, and entrepreneurial orientation.

IN depended Variable	Correlation value & level of significance	entrepreneurial orientation	t	t*	Sig.	
Strategic Consensus	Correlation	.737**	12.672	1.985	significance	
	Sig.	.000				
strategic leadership	Correlation	.658**	9.851		1.985	significance
	Sig.	.000				
**. Correlation is significant at the 0.01 level (2-tailed)						

source: Prepared by the researcher relying on SPSS outputs.

The correlation coefficient between strategic leadership and entrepreneurial orientation was(0.658) at a significance level of (.000). The calculated t-value was(9.851), which is greater than the tabulated(t*)-value of (1.985), indicating the acceptance of the hypothesis. This means there is a significant positive relationship between strategic leadership and entrepreneurial orientation, implying a good level of meaningful correlation between strategic leadership and entrepreneurial orientation (Nahak& Ellitan,2023; Hunitie, 2018).This indicates that strategic leadership in the researched organization has an active and clear role in the levels of entrepreneurial orientation. The more there is strategic leadership towards environmental variables, the more it helps this researched organization reach a level of entrepreneurial orientation.

Analyzing the impact between strategic consensus and strategic leadership on entrepreneurial orientation.

Ttests the third main hypothesis, which states that there is a significant effect of strategic consensus on entrepreneurial orientation. The analysis will be conducted according to a simple linear regression model as follows:

$$Y = \alpha + (X)$$

$$Y = 0.769 + 0.791(X)$$

As shown in Table (6) the fallow:

- 1- The value of the calculated F between strategic consensus and entrepreneurial orientation was (163.477), exceeding the tabulated F-value of 3.95 at a significance level of .(05).

Consequently, the hypothesis stating "there is a significant effect of strategic consensus on entrepreneurial orientation" is accepted at a significance level of (.05) indicating a 95% confidence level, (Zchout, and Tal ,2017) (Bragaw& Misangyi (2019). This suggests that the strategic consensus within the researched organization has a clear and influential role in affecting its entrepreneurial orientation. Emphasizing and focusing on the principle of strategic consensus helps achieve entrepreneurial orientation.

- 2- Through the coefficient of determination (R²) of .554, it is evident that strategic consensus explains 55% of the variance in entrepreneurial orientation, with the remaining 45% attributed to other variables not included in the research model.
- 3- The regression coefficient (β) of (.791) indicates that a one-unit increase in strategic consensus leads to a 79% increase in entrepreneurial orientation.
- 4- The constant value(.769), meaning that when strategic consensus is zero, entrepreneurial orientation will not fall below this value.

Table (6): Analysis of the impact of strategic consensus and strategic leadership on entrepreneurial orientation

Dimension	Dependent variable	α	β	R ²	F	F*	Sig.	P
strategic consensus	entrepreneurial orientation	.769	.791	.554	163.477	3.95	.000	Accepted
strategic leadership		1.410	.579	.411	34.684		.000	Accepted

source: Prepared by the researcher relying on SPSS outputs

Testing the fourth main sub-hypothesis, which states that there is a significant effect of strategic leadership on entrepreneurial orientation

will be analyzed using a simple linear regression model as follows:

$$Y = \alpha + \beta (X)$$

$$Y = 1.051 + 0.667 (X)$$

- 1- The calculated F-value between strategic leadership and entrepreneurial orientation was(34.684), exceeding the tabulated F-value of(3.95) at a significance level of (.05). Consequently, the hypothesis stating "there is a significant effect of strategic leadership on entrepreneurial orientation" is accepted at a significance level of .05, indicating a 95% confidence level. This suggests that the strategic leadership within the researched organization has a clear and influential role in affecting its entrepreneurial orientation. Emphasizing and focusing on the principle of strategic leadership helps achieve entrepreneurial orientation.
- 2- Through the coefficient of determination (R²) of (.411), it is evident that strategic leadership explains 41% of the variance in entrepreneurial orientation, with the remaining 59% attributed to other variables not included in the research model.
- 3- The regression coefficient (β) of (.579) indicates that a one-unit increase in strategic leadership leads to a 57% increase in entrepreneurial orientation.
- 4- The constant value in the equation was (1.410), meaning that when strategic leadership is zero, entrepreneurial orientation will not fall below this value.

Testing the mediating effect:

To verify the hypothesis that(there is a significant effect of strategic consensus on entrepreneurial orientation mediated by strategic leadership)utilized the mediation analysis through the AMOS program.

Table (7): The impact between research variables

Variables			Estimate	S.E	C.R	P	significance
strategic consensus	--->	strategic leadership	.0763	.066	11.643	***	accepted
strategic leadership	--->	entrepreneurial orientation	.852	.078	10.601	***	accepted
strategic consensus	--->	entrepreneurial orientation	.576	.081	7.352	***	accepted

source: Prepared by the researcher relying on SPSS outputs.

Table (7) indicates a significant effect between the third variables (strategic consensus, entrepreneurial orientation, and strategic leadership). This is evident from the CR coefficient value, which exceeded the specified standard of 1.96, as clearly shown in Figure (2).

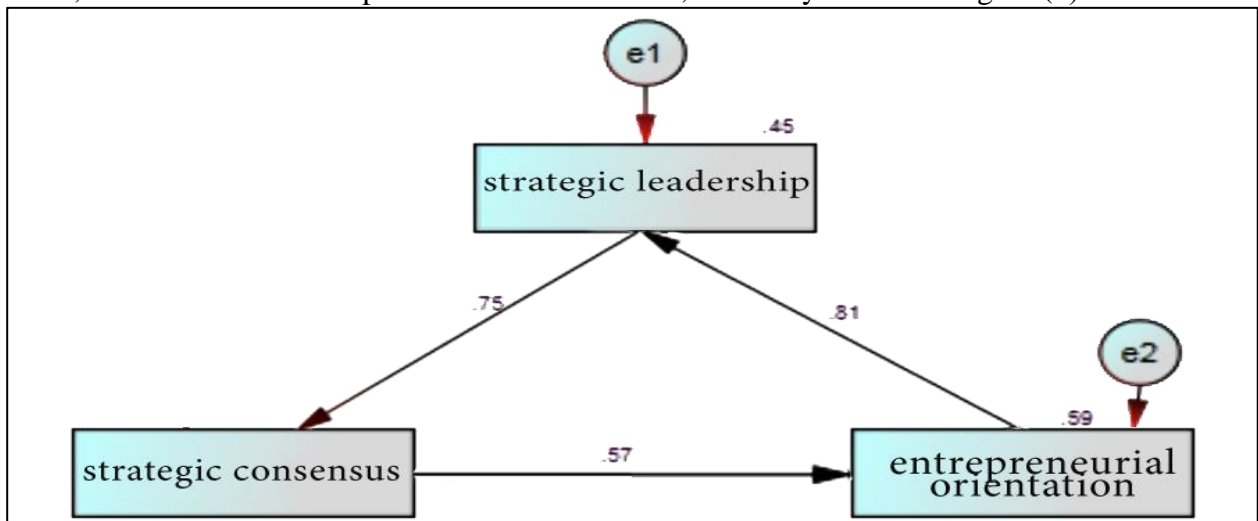


Figure (2): The impact between research variables (strategic consensus on entrepreneurial orientation mediated by strategic leadership).

source: Prepared by the researcher relying on SPSS outputs. .

conclusion:

- 1- Strategic consensus is a philosophy before being a process, and a process before being consensus. It is a philosophy based on obtaining information from the external environment related to the organization, and it is a systematic process defined by steps and methods to obtain that information in a strategic manner.
- 2- Strategic leadership is a more flexible concept in diagnosis than strategy; it is a continuous dynamic process. Using mechanisms of strategic leadership will sustain strategies for longer periods and determine if there is a need to reframe new strategies from time to time.
- 3- Entrepreneurs rely on evaluating opportunities and building new projects on knowledge structures for decision-making and governance associated with these opportunities. These knowledge structures define the role of the entrepreneur, the path of activity, and expectations for the future.
- 4- The results show a significant moral correlation between strategic consensus and entrepreneurial orientation, indicating an effective organization using strategic consensus can achieve entrepreneurial direction.

- 5- The results indicate a significant moral correlation between strategic leadership and entrepreneurial orientation, suggesting that an organization effectively utilizing strategic leadership can achieve entrepreneurial direction.
- 6- The results demonstrate a morally significant impact of strategic consensus on entrepreneurial orientation.
- 7- The results reveal a morally significant impact of strategic leadership on entrepreneurial orientation.

Recommendations:

- 1- It is essential to develop an integrated strategy for strategic consensus activity and to train a group of employees to undertake the tasks of this activity and provide necessary support by the organization.
- 2- There is a need to provide financial, material, and human resources to build a strategic consensus system.
- 3- Utilize a robust information system within the organization with units in each of its formations to monitor recent developments in all development operations in other specialized organizations, submit reports to the relevant department within the organization to be of interest to the management in outlining its plans and setting its strategies.
- 4- Develop a repository for data and confidential information about competing organizations, their practices, current alliances, and potential impacts in all directions, evaluating their effect on the organization's progress and success.
- 5- The organization should prepare a report on its strategic consensus to analyze and compare adopted strategies by competitors to exploit opportunities, mitigate threats, and manage new risks promptly.
- 6- Focus on the quality of the strategic consensus generated within the organization by establishing indicators to measure that quality.
- 7- The organization should allocate a specific budget for strategic consensus activity without considering short-term returns.
- 8- To make strategic consensus a successful practice, the organization must enhance a culture of strategic consensus enabling knowledge and idea exchange among individuals and departments, necessitating a shift in internal mindset as many organizations still lack information or idea exchange internally, lacking knowledge management resulting in persistent issues.
- 9- Work on establishing strong pillars for the strategic leadership process in the organization as a means to reduce unexpected risks by seeking opportunities and threats within the work environment.

Reference:

- 1) Alhamdany,S,N.(2020). The Impact of Parental Leadership on Organizational Commitment of Those Working in the Iraqi Ministry of Higher Education and Scientific Research: The Intermediary Role of Ethical Climate, *International Journal of Psychosocial Rehabilitation*, Vol. 24, Issue 04, ISSN: 1475-7192.
- 2) Bragaw, N. A., & Misangyi, V. (2019). Disentangling strategic consensus: Strategic consensus types, psychological bonds, and their effects on strategic climate. *Academy of Management Review*. doi:10.5465/amr.2016.0228.
- 3) Bruhn,M and Ahlers,G.M.(2017)Integrated Communication in the Innovation communication for innovation ,pp.205-225.

- 4) Dess, G. G., Lumpkin, G. T., Eisner, A. B., & McNamara, G. (2007). *Strategic Management: Text and Cases* (3rd ed.). New York: McGraw-Hill/Irwin.
- 5) García-Cabrera, A. M., Martín-Santana, J. D., Déniz-Déniz, M. D. L. C., Suárez-Ortega, S. M., García-Soto, M. G., and Melián-Alzola, L. (2023). The relevance of entrepreneurial competences from a faculty and students' perspective: The role of consensus for the achievement of competences. *The International Journal of Management Education*, 21(2), 100774. <https://doi.org/10.1016/j.ijme.2023.100774>.
- 6) Herlinawati, E., Susilowati, C., & Hadi, S. (2019). The Influence of Innovation and Entrepreneurial Orientation on Business Performance Mediated by Business Strategy: A Study on Small and Medium-Sized Enterprises (SMEs) Processing Industry in East Java Province. *Quality Innovation Prosperity*, 23(1), 1-17
- 7) Hinterhuber, H. H., & Friedrich, S. A. (2002). The technology factor: Strategic management in new product development. In M. Hitt, R. E. Freeman & J. Harrison (Eds.), *The Blackwell Handbook of Strategic Management* (pp. 197-216). Oxford: Blackwell Publisher
- 8) Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2005). *Entrepreneurship* (6th ed.). New York: McGraw-Hill/Irwin.
- 9) Hunitie, M. (2018), Impact of strategic leadership on strategic competitive advantage through strategic thinking and strategic planning: a bi-meditational research. *Verslas: teorija ir praktika*, 19(1), 322- 330.
- 10) Jingwen ,F.(2022) Can Entrepreneurial Team Heterogeneity Promote Innovation Performance: The Moderating Effects of Strategic Consensus and Team Cohesion, *Advances in Economics, Business and Management Research*, volume 215, *Proceedings of the 2022 7th International Conference on Social Sciences and Economic Development (ICSSSED, 2022)*, -<http://creativecommons.org/licenses/by-nc/4.0/>.
- 11) Jingwen ,F.(2022), Can Entrepreneurial Team Heterogeneity Promote Innovation Performance: The Moderating Effects of Strategic Consensus and Team Cohesion, *Advances in Economics, Business and Management Research*, volume 215, *Proceedings of the 2022 7th International Conference on Social Sciences and Economic Development (ICSSSED 2022)*, -<http://creativecommons.org/licenses/by-nc/4.0/>
- 12) Karimi, J., & Walter, Z. (2018). Corporate entrepreneurship, disruptive business model innovation adoption, and its performance: A conceptual model. In M. Massaro & A. Kalchschmidt (Eds.), *Digital Transformation and Global Society* (pp. 344-365). Cham: Springer.
- 13) Khan, A., Rehman, H., and Fatima, A. (2019). The Mediating Role of Entrepreneurial Orientation Between Corporate Governance and Organizational Performance: An Empirical Evidence from Pakistan Listed Companies. *City University Research Journal*, 9(1), 59-77
- 14) Kotter, John P. (1982), *The general managers*. New York: Free Press.
- 15) Mintzberg, Henry. (1984), *Le manager au quotidien: Les dix rôles du cadre*. Paris: Éditions 'Organisation.
- 16) Nahak,M. and Ellitan,L(2023), The role of strategic leadership, organizational commitment, organizational culture, and consensus strategy on the achievements of development strategy

plans in Government Agencies in Timor Leste, *World Journal of Advanced Research and Reviews*, 2023, 19(03), 1410–1420, <https://doi.org/10.30574/wjarr.2023.19.3.1885>.

- 17) Rubel , C. , (1995), Empower your employees so you can satisfy customers , *Marketing News* , Vol. (29), No. (7).
- 18) Soliman, Hanan (2020), A proposed vision for activating the role of administrative transparency in achieving organizational justice among employees at Aswan University, *Educational Journal in Sohag, Egypt*.
- 19) Zchout, S.L.and Tal, A.(2017) Conflict Versus Consensus Strategic Orientations Among Environmental NGOs: An Empirical Evaluation. *Voluntas* 28, 1110–1134, <https://doi.org/10.1007/s11266-016-9723-2>.