



The Impact of Entrepreneurship leadership and Its Role in Achieving Sustainable Strategic Performance

(A survey study of the opinions of a sample of employees at Babylon and Gulf National Banks in Najaf Governorate)

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Abstract : *This research aims to determine how Babylon and Gulf, two private banks in Najaf Governorate, might benefit from entrepreneurial leadership for long-term strategic success. Descriptive analysis was used to determine the study's variables' relationships. The questionnaire was the main data source. Study participants were financial institution employees. Each of 180 bank administrators, department heads, division leaders, and unit operators received a questionnaire. Study participants numbered 287. The response rate was 94.6%, and 170 of 172 valid questionnaires were submitted for statistical analysis. The researcher used simple regression, correlation coefficient, standard deviation, and mathematical mean to examine the practical part of the study. (2007) used Excel and SPSS version 28 for advanced statistical analysis. Theory indicated a gap in our knowledge of entrepreneurial leadership's role in long-term strategic success, both generally and at the financial institutions. The study found that entrepreneurial leadership affected performance in real life. The survey also revealed many things that showed bank workers' interest and commitment to sustainable strategic performance.*

Keywords: *Entrepreneurship leadership - Sustainable Strategic Performance - Babylon and Gulf National Banks in Najaf Governorate*

1. INTRODUCTION

The world is witnessing rapid economic transformations and intense competition across various sectors, prompting organizations to seek innovative strategies to achieve excellence and sustainable growth. In this context, Entrepreneurship leadership emerges as one of the most important factors contributing to achieving this goal, as it represents the ability to steer the organization toward a clear vision, anticipate changes, and seize available opportunities.

Banks are vital financial institutions that play a pivotal role in developing the national economy. In light of the increasing challenges facing the banking sector, adopting the concept of Entrepreneurship leadership becomes imperative for success and prosperity. Entrepreneurship leadership enables banks to identify available market opportunities, develop innovative strategies, and achieve outstanding performance at all levels.

This research aims to examine the role of Entrepreneurship leadership in achieving sustainable strategic performance in private banks in Najaf Governorate. The research seeks to answer a set of questions, including: What is the concept of Entrepreneurship leadership? What is its importance in



the banking sector? What is the relationship between Entrepreneurship leadership and sustainable strategic performance? What are the challenges facing private banks in Najaf Governorate in adopting the concept of Entrepreneurship leadership? This research relies on a survey methodology, collecting data from a sample of private bank employees in Najaf Governorate through a specially designed questionnaire. The data will be analyzed using appropriate statistical methods to extract conclusions and provide recommendations.

The researcher hopes this research will contribute to enriching knowledge about the concept of Entrepreneurship leadership and its role in achieving sustainable performance in the banking sector. He also hopes this research will provide practical recommendations for private banks in Najaf Governorate, helping them adopt the concept of Entrepreneurship leadership and achieve sustainable performance, serving the interests of all stakeholders

• **The Study Problem and Questions**

Private banks, such as Babylon Bank and the Gulf Bank, face an increasing challenge in achieving sustainable financial and non-financial performance in a volatile economic environment and fierce competition. The study problem arises from the question of the impact of strategic leadership—considered a combination of bold future thinking and innovative executive actions—on enabling these banks to achieve strategic performance that is not limited to immediate profitability but extends to sustainability and long-term growth. Cognitively, the contradiction arises over whether strategic leadership is merely a modern management concept or an essential variable that directly contributes to bridging the gap between ambitious strategic goals and sustainable actual outcomes. Practically, the study seeks to identify the mechanisms for applying the principles of strategic leadership in the Iraqi banking reality and its tangible impact on sustainable performance indicators (such as job satisfaction, innovation, and social responsibility), which raises a debate about the suitability of global models of strategic leadership for the local environment., as evidenced by the following indicators:

- 1- Declining market share: Some banks are losing market share to more daring and innovative competitors.
- 2- Declining profitability: Some banks are experiencing a decline in profits and return on investment.
- 3- Low customer satisfaction: Some customers complain that their needs and expectations are not being met by banks.
- 4- High employee turnover: Some banks are losing talented employees due to a lack of opportunities for development and innovation.

• **"Importance of the Study"**

All research and academic studies add value and enrich practical aspects at various levels. The current study complements the intellectual output and previous studies of researchers. Its importance lies in the following:

- 1- The current study represents an intellectual and cognitive contribution to the field of Entrepreneurship leadership and sustainable strategic performance, as it contains a summary of the ideas of the authors and researchers.



- 2- Studying organizations' adoption of Entrepreneurship leadership procedures to overcome challenges in sustainable strategic performance is important for exploring the aspects and strengths of organizations that enable them to achieve their distinguished position in the markets and in the minds of customers, ensuring profitability and continuity.
- 3- Thirdly, the study offers theoretical research data on the difficulties that companies face in achieving sustainable strategic performance.
- 4- Providing practical recommendations for private banks in Najaf Governorate to help them adopt the concept of Entrepreneurship leadership and achieve sustainable performance.

• **Study Objectives**

The major goal of this study is to examine the impact of entrepreneurial leadership on long-term strategic success, as stated in the research questions and problems. From this primary objective, the study's sub-objectives can be derived, as follows:

1. Identify the level of allocation of resources and activities by private banks in Najaf under study to enhance their Entrepreneurship leadership.
2. Clarify the level of endeavor of private banks in Najaf under study to achieve sustainable strategic performance through Entrepreneurship leadership.
3. Analyze the relationship, correlation, and impact between Entrepreneurship leadership and sustainable strategic performance in the private banks in Najaf under study..

• **Study methodology and strategy**

This research relies on a survey methodology, where data will be collected from a sample of private bank employees in Najaf Governorate, using a questionnaire specifically designed for this purpose. The data will be analyzed using appropriate statistical methods to draw conclusions and provide recommendations..

• **Hypothetical Study Plan**

A realistic framework was developed to convert the research hypothesis into a dynamic model, which allowed for effective analysis and interpretation of the study data. An illustrative representation of the study concept is this model and was developed based on assumptions derived from intellectual discussions and theoretical proposals related to Entrepreneurship leadership and sustainable strategic performance. The model was designed to address the research problem and questions in line with the study's methodology. Figure (1) illustrates the correlations and influences between the main and sub-variables, as indicated by the two-way arrows and the arrows, respectively. The hypothetical research model relies on measuring each variable as shown in the model. It includes two main variables and their respective sub-variables.

1. Independent variable: The variable that influences the dependent variable, represented in the current study by Entrepreneurship leadership, and consisting of sub-dimensions (creativity and innovation, risk tolerance, and available opportunities).
2. Dependent variable: It is the variable whose value is affected in the event of a change in the values of the independent variable, which in the current study is represented by sustainable



strategic performance and consists of five dimensions: (customer axis, internal operations axis, learning and growth axis, financial axis, environmental and social axis).

Figure (1) below shows Explains the hypothetical outline of the study:
The hypothetical outline of the search

• **Study Hypotheses:**

In pursuit of the objectives of the current study and in anticipation of answering the main question, the main and sub-hypotheses were formulated within the study methodology using statistical expression to link the variables Proper statistical hypotheses might be more easily formulated and the nature of the link between the explanatory and dependent variables could be better understood in light of the study's broad hypothetical outline. This was done in a negative direction, given the absence of any study or research proving the existence of a relationship between the studied variables, as follows:

1. The first main hypothesis (There is no significant relationship between Entrepreneurship leadership and its dimensions and sustainable strategic performance)
2. “The second main hypothesis” (“There is no significant effect” of Entrepreneurship leadership and its dimensions on sustainable strategic performance) from which the following sub-hypotheses branched out:

• **Study Limits:**

The study limits were represented by the following:

- A- Spatial boundaries: The spatial boundaries of the current study were limited to commercial banks in Najaf Governorate.
- B- Temporal boundaries: During the research completion period, in 2025.
- C- Scientific boundaries: The scientific boundaries of the current study included the study variables and their sub-dimensions. The study variables and their locations were: the independent variable (Entrepreneurship leadership), and sustainable strategic performance as a responsive variable.
- C- Human boundaries: The human boundaries of the current study were represented by employees of commercial banks in Najaf Governorate.

• **Reliability of the Scale and the structure of the questionnaire**

The reliability of a scale is typically measured on a scale from 0 to 1, with higher values indicating greater stability and reliability of the instrument. To assess the reliability of market orientation, Cronbach's alpha is often used. In management and behavioral research, values above 70% are considered acceptable. After conducting the necessary tests, it was found that all the scales used achieved satisfactory results, both individually for each dimension and collectively for the scale as a whole, confirming the reliability of the instrument.

The table clearly shows that the Cronbach's alpha coefficient values for all dimensions of Entrepreneurship leadership and sustainable strategic performance variables exceed the acceptable limit (70%), indicating a high level of internal consistency in the instrument. This means that

consistent and reliable results can be obtained when the instrument is applied to the same sample at different times, reflecting the stability of measurement across the study's variables and dimensions.

2. LITERATURE REVIEW [1].

2.1. *Entrepreneurship leadership*

2.1.1. *Entrepreneurship leadership Concept*

The term entrepreneurship originates from the verb "raada," the root of which is "warada," and "iratada," the root of which is "irtiyad." The active participle derived from it is "ra'id," and a pioneer is someone who searches for something [1]. He is also someone sent by his people to search and explore new places. According to the Oxford Dictionary, entrepreneurship is the anticipation, organization, and management of risks in business or corporate activity (Mohammed et al., 2020: 159). From a managerial perspective, we will review several researchers' different definitions of the concept, focusing on various aspects of innovation and risk.

Al-Ani et al. (2020: 401) indicate that the concept revolves around developing work within an organization by exploiting available opportunities and advancing in an innovative and novel manner. Their definition emphasizes the importance of considering the extent of the risks that the organization may face, as well as the returns generated by the project[2].

Safi (2024: 9) describes the concept as a dynamic process based on change and creativity. This process requires creative energy and self-efficacy to generate new ideas. It also includes the ability and willingness to take risks and mobilize the resources necessary for creative skills, which requires a fundamental skill in developing business plans[3]. Mayada El-Sayed (2020: 232) defines the concept as the ability to create something new of personal, organizational, and social value. This definition includes the ability to take calculated risks to achieve personal satisfaction and independence toward social benefit, to initiate new work, and to be able to discern opportunities and identify sources of resources[4].

2.1.2. *Dimensions of Entrepreneurship leadership*

The literature has varied in defining its measures of strategic entrepreneurship due to the different environments in which practical studies have been applied. In turn, we will select the studies that address the largest number of dimensions through which organizations of all forms seek to provide products and services and organize many aspects of life. The following is an explanation of each of these dimensions [5][6] [7]:

2.1.2.1. *The ability to spot opportunities:*

This means the ability to think strategically and identify opportunities that may be unclear or untapped. Entrepreneurs can see where the market might be in the future, not just where it is now.

2.1.2.2 *Risk tolerance:*

Entrepreneurship requires the ability to take risks. This does not mean jumping blindly into opportunities, but rather assessing the potential benefits and risks and making decisions based on this assessment.

2.1.2.3 *Creativity and innovation:*

Entrepreneurs don't just want to improve things, they want to make radical changes. This requires the ability to think in new and unconventional ways.

2.2. Sustainable Strategic Performance

2.2.1. The concept of Sustainable Strategic Performance

There are several definitions of sustainable strategic performance in the literature. We will review the most important of these definitions:

Fernando et al. (2019:11) defined it as referring to a company's ability to generate profits to ensure its continuity, on the one hand, and the company's ability to provide products and services based on processes or technologies that do not harm the environment or the public health of the community[8].

Kalender & Vayvay (2016:79) defined it as a program that meets the organization's current needs without compromising the ability of future generations to meet their needs[9].

Saputra et al. (2023:105) defined it as the approach followed by organizations based on a sustainable strategy specific to the organization, focusing on the aspects that achieve sustainability: economic, social, cultural, and environmental[10]. It was also defined by [11] as meeting the needs of direct and indirect stakeholders in the company, without compromising the needs of future stakeholders in the company, which requires taking into account the needs of the company and protecting, sustaining and enhancing the human and natural resources that will be required in the future[11].

2.2.2. Dimensions of Sustainable Strategic Performance

Having covered the most important aspects of sustainable strategic performance, we will now clarify the most important aspects of organizational performance, namely the indicators for measuring sustainable strategic performance, on which there is almost unanimous agreement in the literature regarding the dimensions we will address, namely [12] [13] [14] [15] [16] :

2.2.2.1. The Financial Dimension:

This dimension focuses on financial indicators related to profit, asset turnover, and the rate of return on investment. This will enable the organization to assess profit and loss indicators in terms of maximizing revenue and minimizing costs.

2.2.2.2. Customer Dimension:

This indicator focuses on the direct and indirect beneficiaries of the organization's operations. Through this indicator, the organization can assess the following:

- Current profitability achieved by customers.
- Percentages of profitable and unprofitable customers.
- Study customer behavior to determine the possibility of converting unprofitable customers into profitable ones, as well as converting temporary or occasional customers into permanent ones.
- In light of the above, the organization can prioritize customer service by focusing on profitable customers who support the organization's strategic direction.

2.2.2.3. Learning and Growth Dimension:

We previously noted the need to sustain an interest in education, research, and development within the organization to ensure the organization's targeted sustainability. Just as the organization cares about its external customers, this indicator will provide the organization with the necessary signals to identify its human resource categories based on their core competencies that support the



organization's work, direction, and strategies. Consequently, it will focus on those who possess these competencies to encourage them to continuously innovate and support other groups to emulate and benefit from them.

2.2.2.4. Internal Operations Dimension:

These are productivity indicators that place the organization in close proximity to its internal environment and the potential problems surrounding it. This enables it to be vigilant against any disruption or potential negative events that could impact its internal environment. Thus, the organization can find the best ways to maintain an internal environment with the most efficient operations possible at the lowest possible costs.

2.2.2.5. Environmental and Social Dimension:

- Regarding the environmental dimension, it concerns indicators of the organization's commitment to the environmental standards required by regulatory authorities regarding the optimal use of energy and the reduction of harmful emissions to the environment. This dimension also includes the possibility of continuous improvement in this aspect, as it has become one of the most pressing requirements in contemporary times, given the growing concern for the environment for all living organisms.
- Regarding the social dimension, it provides indicators that measure organizations' interaction with the surrounding communities. It also addresses these social problems and contributes to their resolution, while taking into account the profitability aspect, in order to support its strategic direction on the one hand and maintain a balanced relationship with its community on the other. For example, we see banks in countries facing a housing crisis and seeking to resolve it in a way that achieves both financial profit and social benefit.

3. "RESEARCH METHODOLOGY AND SCALE VALIDITY"

3.1. SRESEARCH METHODOLOGY

The researcher in this study used the descriptive analytical strategy to get the information and data it needed about its variables. He also used the right tools and methods. The researcher put together the study's theoretical framework by looking at a number of different sources, such as master's and doctorate theses, research, books, journals, and information found online. The researcher employed the questionnaire as the main way to get information that was needed to evaluate the study's hypotheses and reach its goals in a realistic way. After showing it to a number of experienced referees in this sector, this was done. The questionnaire had 40 paragraphs. Fifteen of them were about the independent variable, which is entrepreneurial leadership, and twenty-five were about the dependent variable, which is sustainable strategic success. As indicated before, the researcher also had personal interviews with some of the organization's administrative leaders while on a field visit to the organization being studied. This made the questionnaire more useful in real life by making sure that the data was collected correctly and the problems were found. The researcher did the appropriate statistical analyses to get data that were accurate, dependable, and in line with the study's goals. The researcher utilized SPSS version 28 to look at the data from the questionnaire.

3.2. METHODS



The study community included employees of commercial banks in Najaf Governorate, where the study community for five banks (Babylon National Bank, Gulf Commercial Bank / Najaf Branch) amounted to (287) individuals, in order to determine the appropriate sample size, and the following equation was used, which was mentioned by [17] to determine the sample size,

$$n = \frac{N \times p (1 - p)}{[(N - 1) \times (d^2 \div z^2)] + p (1 - p)} \quad (1)$$

d= Error ratio = 0.05
N= Population size
p= Property availability and neutrality ratio = 0.50
z= Standard score corresponding to a significance level of 0.95 = 1.96

From this, we were able to determine that 175 people would be the ideal sample size, therefore we randomly assigned 180 of those workers to receive questionnaires. The number of valid questionnaires for statistical analysis rose to 170 after the retrieval of 172 questionnaires, which is the minimum required number, as indicated in Table (2).

3. RESULTS AND DISCUSSION

3.1. RESULTS

3-1-1- Descriptive Analysis of Study Variables

This paragraph is concerned with describing the results of the study by reviewing the opinions and preferences of employees (in the banks under study) of the study sample of (170) respondents,” and determining the level of agreement for the suitability of the paragraphs of the measuring tool towards them by focusing on descriptive statistical analyses represented by (arithmetic mean, standard deviation, relative importance, level and direction of the answer”) for each paragraph of the paragraphs of the variables under study according to the following table

3-1-1-1- Descriptive Analysis of the Entrepreneurship Entrepreneurship leadership

The results for the strategic Entrepreneurship leadership in private banks in Najaf Governorate show that bank employees are very interested in this topic. The average score for this variable was 3.62, with a standard deviation of 0.865. This shows that the replies were very similar and consistent, with an agreement rate of 72.3%. This shows that employees know how important Entrepreneurship leadership is in the workplace.

All of the sub-dimensions of Entrepreneurship leadership were rated highly, albeit there were some differences in importance and agreement:

1. Creativity and Innovation: This was the highest-rated item, “with a mean” of 3.65 “and a standard deviation” of 0.910. Even though the mean was the same as entrepreneurial leadership, the higher standard deviation means that opinions were more spread out, even if they were all in a high range. This shows that banks value coming up with new ideas and creating an environment that encourages innovation very highly.



2. Risk Tolerance: It came in second “with a mean” of 3.60 “and a standard deviation” of 0.844. This finding shows that employees think banks are skilled at being calculatedly bold and that they rely on analysis and empowerment to deal with problems
3. Available Opportunities: came in third “with a mean” of 3.56 “and a standard deviation” of 0.895. Even though it is the lowest of the dimensions, it nevertheless shows a high level of agreement. This shows that people know how to anticipate ahead and take advantage of possibilities, but it could also mean that this part of the work culture has to be strengthened to become more ingrained in the daily routine.

1- Descriptive Analysis of the Sustainable Strategic Performance Variable

In general, the results from the private bank personnel in Najaf Governorate show that the level of long-term strategic performance was high. The average for this measure was 3.57, and the standard deviation was 0.863. This suggests that 71.4% of employees agreed, and their answers were consistent.

The sub-dimensions of the sustainable strategic performance variable were spread out across the range of agreement, with a high level of response and varying levels of importance, as follows:

1. Customer axis: This was the most important, “with a mean” of 3.69 “and a standard deviation” of 0.803. This shows that banks put their customers first and consider them as a key aspect of their long-term success.

2. The environmental and social axis came in second “with a mean” of 3.63 “and a standard deviation” of 0.806. This high score means that the workers know how important social and environmental responsibility is for sustainability, and it also means that they all agree on this subject.

3. Internal Operations: This came in third “with a mean” of 3.63 “and a standard deviation” of 0.889. It has a bigger standard deviation, which suggests that there is more dispute about it than there is about the Environmental and Social dimension. This shows that banks' internal operations are good for long-term strategic performance.

4. Financial: This one came in fourth, “with a mean” of 3.48 “and a standard deviation” of 0.904. Even though it is smaller than the other dimensions, it still indicates a high level of care. This means that individuals are trying to make the firm more successful and long-lasting.

5. Learning and Growth: This was the least important, with an average of 3.41 “and a standard deviation” of 0.914. Even though it receives the lowest score, there is still a lot of agreement. This implies that the person realizes how vital it is to learn and grow, but it also shows that there is a lot of room for improvement in this area so that banks can keep growing in the future.

Based on this information, it looks like most of the workers at the private banks that were surveyed in Najaf Governorate believe that their banks have a high level of sustained strategic performance.

Table (5) presents an overview of the descriptive indicators for the several aspects of the sustainable strategic performance variable.

3-1-2- Testing the main hypothesis:

3-1-2-1- Association hypotheses

The researcher used a correlation matrix and the straightforward Pearson correlation coefficient to examine the interrelationships of the study's variables. Entrepreneurship leadership qualities are



the independent variable, and sustainable strategic performance is the dependent variable; this coefficient is an attempt to verify the hypothesis of the relationship between these dimensions.

This link is detailed in Table (6).

First: - The first main hypothesis H1: This hypothesis was based on the expectation of the absence of a statistically significant relationship between Entrepreneurship leadership and sustainable strategic performance in the banks under study. It is noted from the table and figure below that there is a direct correlation of (0.816), at a very high level, and it is statistically significant, because the level of significance is within the acceptance area, which is less than 5%), and the calculated (T) value of (9.654) is greater than the tabulated (T) value of (1.962), which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the studied banks pays attention to the components of Entrepreneurship leadership, this automatically leads to enhancing sustainable strategic performance at a very high level.

3-1-3- Impact Hypotheses

To determine the influence relationships between variables, we relied on two regression analysis techniques. Regression analysis is defined as a statistical technique that aims to study and model the relationship between variables. This technique demonstrates the dependence of one variable, called the dependent variable, on one or more variables, known as the independent variables. The analysis relies on constructing a mathematical model that describes the correlation between the dependent variable and the independent variables. In this part of the analysis, we will focus on linear regression analysis, one of the most widely used and popular regression techniques among researchers.

First: The second sub-hypothesis states: (There is no statistically significant effect of Entrepreneurship leadership on sustainable strategic performance).

To prove this hypothesis, a structural model was created to demonstrate the nature of the relationship between Entrepreneurship leadership and sustainable strategic performance. The regression parameters recorded values of ($\alpha = 1.345$) ($\beta = 0.671$), and the extracted and estimated (F) value was (213.765). It is (greater) than the tabulated (F) of (3.86), and the value of (R^2) indicates that Entrepreneurship leadership explains (65.0%) of the changes that occur in sustainable strategic performance. The value of (t) obtained for (β) for the Entrepreneurship leadership variable was (11.765). It is greater than the tabulated (t) value of (1.962), which explains the stability of the significance of (β). It is clear from the value of (β) that increasing Entrepreneurship leadership by one unit will lead to an increase in sustainable strategic performance by (67.1%). From the above, the hypothesis can be accepted, i.e. (“There is no significant effect” between Entrepreneurship leadership and sustainable strategic performance).

3.2. DISCUSSION

The findings of a study conducted on private banks in Najaf indicate that workers have a strong interest in entrepreneurial leadership and the achievement of long-term strategic success. This is demonstrated by the high arithmetic means as well as the consistent agreement rates among the staff members. Numerous aspects, including creativity, originality, and the attention of consumers, were among the most crucial. Entrepreneurship leadership has been found to have a very strong direct association with and a statistically significant effect on boosting sustainable strategic performance, according to the findings. Taking this into consideration, it appears that investing money in leadership is a significant component of achieving sustainable banking performance.



5. CONCLUSIONS AND RECOMMENDATIONS

These results can be summarized in the following points:

1. The results reveal that banks pay a lot of attention to Entrepreneurship leadership and that most employees agree on this, especially when it comes to entrepreneurial leadership, creativity, and innovation. Even though this is a strong level, there is still potential for Entrepreneurship leadership to get better. The focus should be on making more possibilities available and being more open to taking risks to reach its best level.
2. The results show that management is generally quite interested in banks' long-term strategic success, and employees agree on this, especially when it comes to how clear the customer emphasis is and how important the social and environmental focus and the internal operations focus are. This level is generally good, but there are some areas that could be improved, especially those that have to do with the financial focus and the learning and growth focus. This would help ensure more thorough and integrated long-term success.
3. The results clearly show that there is a very strong and statistically significant positive link between Entrepreneurship leadership and long-term strategic performance in the institutions that were studied. The more the bank's management works to improve the parts of Entrepreneurship leadership, the better the bank's long-term strategic performance will be.
4. The results show that entrepreneurial leadership has a statistically significant effect on long-term strategic performance. This means that when bank managers pay more attention to employee entrepreneurial leadership by giving them fair pay, promotions based on merit, valued incentives, and acknowledgment of success, the bank's long-term strategic performance improves.

Recommendations

“The following will be suggestions for the future ideas and the study variables”:

1. Encouraging new ideas and creativity

The organization should improve its internal communication channels so that all employees know the strategic and tactical goals. This will help them be more creative and innovative.

2. Helping to keep risk tolerance high

Bank management should start continuing programs to help people accept risk by giving them the tools and current technology they need to execute their jobs more easily.

3. Making More Opportunities Available

To make the most of the chances that are out there, commercial banks in Najaf Governorate should endeavor to provide clear ways to deal with communication problems in a proactive and real way..

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Figure and tables

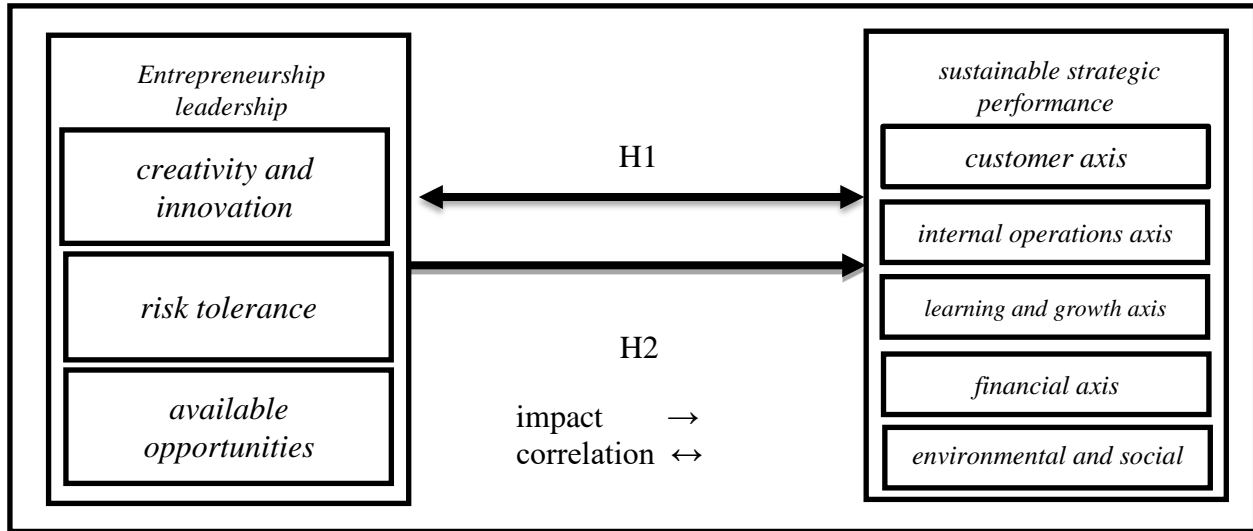


Figure (1) Hypothetical Study Plan
Source: “prepared by the researcher” based on sources and literature”

Table (1) shows the structure of the questionnaire, its measurement sources, its variables, its sub-dimensions, and the reliability coefficient for each dimension and main variable:.

Key Variable	Sub-dimensions	stability coefficient	Number of paragraphs	Paragraph number	Source
Identifying Variables	Gender, Age, Educational Attainment, Years of Service, Job Title		5	5-1	
Entrepreneurship leadership	Creativity and Innovation	89.1%	5	1-5	Barrios et al.,1999
	Risk Tolerance	88.1%	5	6-10	
	Opportunities	79.4%	5	11-15	
Sustainable Strategic Performance	Customer Focus	91.8%	5	16-20	Yilmaz &Erkin,2020
	Internal Operations Focus	84.9%	5	21-25	
	Learning and Growth Focus	81.6%	5	26-30	
	Financial Focus	92.2%	5	31-35	
	Environmental and Social Focus	96.0%	5		

Source: “prepared by the researcher”.

Table (2) Response of the sample members studied

Status	Distributed	Non-refundable	Invalid	Valid for analysis
Percentage	100.00%	4.55%	2.73%	92.73%
Number	180	8	2	170



Source “prepared by the researcher” based on the questionnaires’ sorting.

Table (3) Comment on the arithmetic mean values

Comment	Class Length	Category
Very Weak	1- 1.80	First Category
Weak	1.81- 2.60	Second Category
Around Average	2.61- 3.40	Third Category
High	3.41- 4.20	Fourth Category
Very High	4.21- 5	Fifth Category

Hair, Jr. J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010) [18] .

Table (4) Summary of descriptive indicators for the dimensions of the strategic Entrepreneurship leadership



	Dimensions of the Strategic Entrepreneurship leadership	Arithmetic mean	Standard Deviation	Answer direction	Relative importance	Answer Level	Sequence
	Creativity and Innovation	3.65	0.910	Agreed	73.0%	High	2
	Risk Tolerance	3.60	0.844	Agreed	71.9%	High	3
	Available Opportunities	3.56	0.895	Agreed	71.3%	High	4



Strategic Entrepreneurship leadership	3.62	3.62	Agreed	72.3%	High	
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"Source: SPSS V.28 output"

Table (5) "Summary of descriptive" indicators for the dimensions of the Sustainable Strategic Performance variable

	Dimensions of the Sustainable Strategic Performance Variable	Arithmetic mean	Standard Deviation	Answer direction	Relative importance	Answer Level	Sequence
1	Customer Axis	3.69	0.803	Agreed	73.8%	High	1



2	Internal Operations Axis	3.63	0.889	Agreed	72.6%	High	3
3	Learning and Growth Axis	3.41	0.914	Agreed	68.2%	High	5
4	Financial Axis	3.48	0.904	Agreed	69.5%	High	4
5	Environmental and Social Axis	3.63	0.806	Agreed	72.6%	High	2
the Sustainable Strategic Performance Variable		3.57	0.863	Agreed	71.4%	High	

"Source: SPSS V.28 output"

Table (6) Correlation coefficients value, relationship type and strength

r < 0.20	0.20-0.39	0.40-0.59	0.60-0.79	r > 0.80
Very weak	Weak	Average	Strong	Very strong

Source: Ann, La`msa (2006), Jmp for Basic Univariate and Multivariate Statistics: A Step –by- step Guide, Cary, NC: SAS Press, 5555555555ISBN 9781-1-59047-576-8 [19]

Table (7) shows the correlation values between the strategic Entrepreneurship leadership and sustainable strategic performance.

sustainable strategic performance	Dimensions of Entrepreneurship leadership	Correlation coefficient value and significance level		The intensity of the relationship .	Computed T-test	Direction of the relationship	Decision
	Entrepreneurship leadership	R	0.816**	very strong	9.654	Positively proportional	Accept the alternative hypothesis
	Sig.	0.000					
Number of accepted hypotheses		5		.**Correlation is Significant at the 0.01 level (2-tailed)			
Percentage		100%		Table value of (T) = (1.962)			

"Source: Researcher based on the outputs of the statistical program (spss.V.28)"

Table (8) Regression model between Entrepreneurship leadership and sustainable strategic performance

sustainable strategic performance	Independent Variable	α	β	(t)	F Calculated	R Square	Sig
	Entrepreneurship leadership		1.345	0.671	11.765	213.765	0.64
	(F) Tabular	3.86					
	(t) Tabular	1.962					
	Sample Size	170					
	Decision	Accept the hypothesis					

"Source: Researcher based on the outputs of the statistical program (spss.V.28)"