

# (Entrepreneurial Performance Based on Leadership Intelligence)

## Analytical Research in the Ramadi Municipality Directorate

Qusay Khamees Khalaf, Supervised by: Prof. Fadheela Salman Dawood

University of Baghdad College of Administration and Economics, Baghdad, Iraq

DOI: 10.37648/ijrssh.v10i04.001

Received: 15<sup>th</sup> July, 2020; Accepted: 01st September, 2020; Published: 21st September, 2020

---

### ABSTRACT

*The rapid environmental changes that have created many challenges and obstacles in front of organizations, which called these organizations to exit from the red ocean to the blue ocean (distinction and uniqueness) that makes them able to survive and continue in the competitive environment, and this requires finding leaders capable of achieving their pioneering performance.*

*Therefore, the research aims to shed light on the role of leadership intelligence in the entrepreneurial performance of the organization under study. As the Ramadi municipality needs a questionnaire for these main and sub-variables to increase the effectiveness of its performance, as well as to gain the satisfaction of the public and workers through the role of leadership in it and motivating and directing workers, since these variables have a great role in achieving the goals of Ramadi municipality. A scale was built based on the questionnaire as a main tool in collecting information and data in addition to personal interviews in the municipality of Ramadi, and the assumptions that were selected were made according to statistical methods using the program (Spss. 25). An intentional sample consisting of (88) administrative leaders was chosen Technical and technical according to the law (De Morcan scale). The research reached the most important results, which is the consolidation of leadership characteristics in the surveyed sample, as it works to enhance the leaders' self-confidence, gives them the possibility of insight and provides long-term future visions, and the leaders' ability to draw future policies and strategic plans based on the extent The ability to understand the environmental complexities as well as to overcome the problems that may be exposed to it and then think in an organized manner through the creative capabilities and cognitive expertise that the manager possesses that help to exploit opportunities and avoid threats in a way that can achieve the goals of the organization.*

**KEYWORDS:** *Ramadi Municipality Entrepreneurial performance, leadership intelligence*

Business organizations face many challenges, the most prominent of which are rapid environmental changes, difficulty in predicting threats, their severity, and the extent of the organization's ability to adapt and survive. The researcher finds that business organizations need to achieve entrepreneurial performance, as many researchers emphasized that leadership is the key to success in a dynamic business environment because it reflects the level of ability to take advantage of opportunities in an environment characterized by turmoil. Leadership intelligence means seeking to influence and motivate workers to create through spiritual, emotional, and rational leadership.

Given that the organizations' success is represented in their ability to perform leadership through (pre-planning, leading indicator, efficiency, effectiveness, innovation and modernization), which increases their ability to cope with changing market conditions within the framework of competition that requires them to give more importance to the dynamic capabilities, which is reflected in achieving its goals and giving it the status of agility and the ability to innovate.

Since there is a deficiency in realizing the importance of the research variables in the research complex and the research sample, the researcher decided to know the effect of leadership intelligence in its dimensions in achieving pioneering performance in the Ramadi municipality due to the important role that the service sector plays in society, in addition to the fact that the service sector is one of the sectors that keep pace with contemporary developments. Therefore, it is necessary to give leadership intelligence a great importance as it affects the achievement of work in organizations and then achieving pioneering performance.

Based on this, the objectives of the current research can be achieved, by reviewing the variables addressed by the research. The research consisted of four main chapters. The first chapter was devoted to the scientific methodology for research and previous knowledge efforts related to the current topic of research, through two studies. The first topic focused on presenting the scientific methodology. For research, while the second topic is devoted to reviewing the cognitive efforts of the research, and to clarify how to benefit from these studies.

The second chapter of the research came to deal with the intellectual philosophy of the research variables and that is based on three sections. The first topic addressed a

conceptual approach to leadership intelligence, while the second topic focused on entrepreneurial performance. The third topic included the relationship of leadership intelligence in entrepreneurial performance.

As for the third chapter, it consisted of two main topics. The first topic is an introductory brief about the research community and sample. As for the second topic, it presented and analyzed the responses of the research sample, while the third topic dealt with the selection and analysis of hypotheses for correlation relationships between the main research variables. As well as testing and analyzing the hypotheses of influence of the main research variables.

The fourth chapter was devoted to the most important conclusions, recommendations and proposals reached by the research. The researcher concluded that there is keenness on the part of the senior leaders of the Ramadi municipality to achieve outstanding performance through diversity in service provision and the endeavor to expand the range of services provided through participation with the relevant authorities, as well as interest in training and developing the skills and experiences of its affiliates.

As for the second topic, it contains the most important recommendations recommended by the researcher based on the results reached, the most important of which are: Paying attention to harmonization between (rational intelligence, emotional intelligence, spiritual intelligence), especially as it is one of the most important dimensions of leadership intelligence that will enhance the leadership performance of the Directorate Ramadi Municipality.

## METHODOLOGY

The methodology of scientific research represents a road map that leads to determining the importance of research methodology, that is, the correct path that the research should have, and based on this importance we must delve into all the details that would achieve the goal of the current research.

## PROBLEM STATEMENT

The Iraqi organizations have a great need to benefit from pioneering performance practices and invest it in adopting the concept of leadership intelligence to keep pace with environmental developments and reduce the large gap

between them and international organizations that have become at a high level of leadership in their field of work, Most organizations suffer from a distinct lack of effective leadership that can suit the requirements of the current work environment. Despite the presence of some active leadership elements, these leaders work according to traditional theories that are not compatible with the characteristics of the current business environment, which is reflected in the performance of Iraqi organizations. The department seeks to achieve the requirements of pioneering performance, which formed the basis for the research, and according to the above problem, the basic questions that the research seeks to answer can be asked, as follows:

1. Is there a role for leadership intelligence in achieving the pioneering performance of Ramadi Municipality?
2. Does the level of entrepreneurial performance increase in the municipality of Ramadi when the higher leaders possess the dimensions and characteristics of leadership intelligence?

### RESEARCH OBJECTIVES

1. The growing interest of business organizations in the continuous pursuit of achieving entrepreneurial performance, especially in Ramadi Municipality Directorate to create creative value.
2. The research seeks to add knowledge in the field of leadership intelligence and entrepreneurial performance and to choose these variables in the research sample to know their importance for the Ramadi Municipality Directorate and direct them towards knowing the dimensions of each of these main variables and the rest of their application.

### HYPOTHESIS

The following hypotheses have been framed:

1. There is no significant correlation between leadership intelligence and entrepreneurial performance.
2. There was no significant effect of leadership intelligence on entrepreneurial performance

### IMPORTANCE

1. It works to develop and consolidate the belief of the leaders in the researched organization that they must

possess the dimensions of leadership intelligence (emotional intelligence, rational intelligence, spiritual intelligence) as they represent the characteristics of modern leadership in the third millennium and represent a fundamental factor in achieving pioneering performance.

2. The topic of leadership intelligence and its potential impact on many variables, including in achieving pioneering performance, is one of the issues that occupy the thinking of the administrations of contemporary organizations and researchers interested in many countries of the world because the intellectual discussion about them is still recent until now and needs more research and organized study, in addition to their role In an economy that transcended the traditional framework based on costs and economic size to an economy based on knowledge and continuous learning.

### THEORETICAL BACKGROUND

For organizations to survive in the twenty-first century, they need to embody an educational method at the heart of their culture. To be successful in this matter, leaders must become educated and willing to admit not knowing all the answers, but maintaining a curiosity about information and learning, not just knowledge experts believing that they already have all the answers and that they possess the necessary information and experience.

#### 1. Concept Intelligence

Intelligence is one of the topics that have taken up a lot of space by many researchers and scholars in various fields and over many times. Intelligence is the ability of the mind to understand and use thought and think to solve problems and the ability to acquire knowledge and use it in a practical way. Intelligence is important, but it is a stand-alone tool for leadership,( Jalab, 2015:17). The traditional theories of intelligence have focused on the existence of one type of intelligence, and that the individual possesses only one type of intelligence which can be measured and interpreted based on the mental factor or the general factor, as the owners of this trend look at the abilities of the learners in one-sided view, they look at the quantitative perspective of intelligence (Abdul Majeed, 2: 2011). However, the IQ score could not withstand for long, as many individuals have

countless talents and abilities, but they fail IQ tests, despite their great and distinctive successes in other aspects of life .

Define (Shippy et al., 2010: 1), leadership intelligence is about blending high performance experience and knowledge with personal and collective integrity in the work and culture of collaboration. (Sydänmaanlakk, 2003: 78) defines leadership intelligence as a dialogue between the leader and the subordinates in which they meet in a specific situation in order to effectively achieve the common vision (goal) and goals. This process takes place in a specific team and organization, sharing the same values and culture, and is influenced by the overall environment - industry and society. (Mazdai & Mohammadi, 2012: 84) believes that leadership intelligence can be considered a process of participation and participation that must be taught not only to leaders but also to other members of organizations, and its goal should be to put members in a group in order to have effective cooperation with each other.

Explained that (Mattone 2013: 3) the concept of leadership intelligence refers to the ability to uncover new strategies in a changing environment with limited resources to face challenges and accomplish tasks in the labor market in a manner that achieves distinguished results. (Buzan et al., 2005: 153) explained that it is the ability to develop and enhance skills and competencies, whether they are skills of the leader himself or of working individuals.

added that it is the process of making decisions on how to interact with employees to motivate them and then translate these decisions into effective activities that achieve competitive advantage through leadership intelligence. See (David, 2017: 68). It is an attribute acquired by habits and experiences, and it requires the accumulation of many balancing and accompanying skills to reinforce high leadership behavior. The leader's keenness to develop their qualifications and abilities by practicing is the way to develop leadership intelligence.

See researcher the way to achieve success and distinction comes from the successful leadership and management that is concerned with and concerned with moving officials, employees and individuals in the direction that achieves the implementation of plans and strategies and achieves their interests in the long run. Distinguished and successful leadership is a method, skill and work that aims to influence others and activate them to perform the work in harmony and harmony, each according to the task and duty assigned He has confidence in him, and the ability to persuade others to work to achieve goals with enthusiasm, and here the characteristics of an intelligent leader with an influential personality, creative skills, and possesses argument and persuasion, the keys to resolving crises, and a convincing language of speech must be present. Leading intelligence refers to a combination of western pragmatism, northern rationality, eastern totalitarianism, and southern humanism, as shown in the following figure.

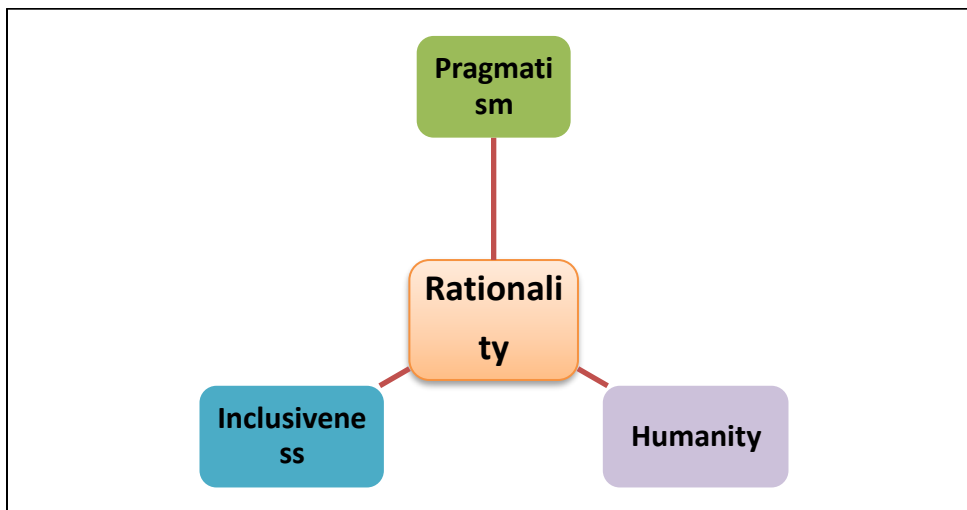


FIGURE 1: Synthesis of leadership intelligence

**Source:** Prepared by the researcher, depending on the aforementioned sources

See (Dawood, 2017: 68). It is an attribute acquired by habits and experiences, and it requires the accumulation of many balancing and accompanying skills to reinforce high leadership behavior. The leader's keenness to develop their qualifications and abilities by practicing is the way to develop leadership intelligence.

Smart leaders also have a responsibility to use their skills and knowledge to effectively and efficiently direct their actions forward in the face of an unknown future as well as to reduce feelings of insecurity in their employees due to uncertainty. The leader has the ability to influence and the success of the organization due to his complete ability to control the direction of the organization, as well as through the influence they exert on their employees, which motivates them to raise the company to higher levels (Yazdanifard, & Hao, 2015: 1).

Define (Singh & Sinha, 2013:5) It is the ability to create effective products through a set of skills and knowledge possessed by the capable. As he explained (Esmaili, et al, 2014: 164) It is the ability of individuals to adapt to the environment around them while providing appropriate ways to face problems and difficulties.

### **CHARACTERISTICS OF LEADERSHIP INTELLIGENCE:**

Successful leadership is that leadership in which these qualities are present in order to accomplish a specific work, and this leadership requires two necessary things: intelligence and capacity for thinking in order to choose the basic factor that fits the conditions in which he works, as well as in order to achieve the goals he seeks.

believes that (Najm and Al-Nuaimi, 2012: 83) the characteristics of leadership intelligence are those characteristics that seek or indicate their intelligence through the way they think and act. Some of the characteristics of leadership intelligence can be identified as follows:

1. It is a complex and multiple intelligence: Business is a mixture of all individuals, money and environments, and individuals are a mixture of traits, emotions and capabilities, as well as environments, resources, competitors, etc. Through that, leadership is characterized by multiplicity and diversity in its leadership intelligence,

which is (human - emotional), (material - computational intelligence), (social - collective intelligence).

2. It is transcendent intelligence: Because intelligence is a distinct ability, it surpasses its previous manifestations and states, so it is every time it faces a challenge or problem in a business environment full of new circumstances and competitors and their challenges to it, and to constantly present new appropriate solutions. In today's business environment, the only certainty is change. Leaders do not enter their competitive market twice, but every time with a new concept, method, or challenge.
3. It is competitive intelligence: Leadership intelligence is a competitive intelligence that is initiated first and does not stop at responding and addressing the problems and challenges posed by competitors. This is why it is an intelligence that initiates challenges for competitors in unfamiliar ways and concepts.

### **QUALITIES OF LEADERSHIP INTELLIGENCE:**

Specialists mention the qualities of leadership intelligence that must be met by a person who wants to practice leadership and succeed in its performance (Daoud, 2017: 69). It is the most prominent:

1. Influential, motivating and directed, that is, it motivates employees and directs them towards achieving goals.
2. Creative and luminous with ideas.
3. Ambitious, rational and emotional.
4. A coach and teacher.
5. Power of intuition, expression and rhetoric.

### **DIMENSIONS OF LEADERSHIP INTELLIGENCE:**

The researchers tried to describe leadership intelligence according to a set of dimensions that came after analyzing and interpreting all aspects related to it and giving the images placed to it according to their content and content, as he sees (Daderman, et al, 2013).

#### **1. Emotional intelligence (EQ).**

Many studies have proven that the leader's having a high degree of emotional intelligence achieves high levels of

performance within the organization, and this is what drives the need to have leadership intelligence skills emotionally in the work environment, in order to confirm the importance of the leader's emotional intelligence, and when reading the concept of emotional intelligence for leadership It reveals to us that every person (boss or subordinate) has emotions, and these emotions may be positive, such as: optimism, love, and commitment, and they may be negative, such as: disgust and frustration. The goal of a person's emotional intelligence is not to ignore these emotions, but to understand them and how to recognize them, because understanding and managing these emotions increases the chances of success and advancement in life in general, and the person must exploit these emotions, control them and manage them in a way that improves his performance and achievement (Smith, 2016: 3).

## 2. Spiritual intelligence (SQ).

Spiritual intelligence means the ability of the soul, which is the essence of man and the origin of his existence, to always choose the best. Feeling it. (Powell, 2015: 12).

Spiritual intelligence is defined as an innate, divine quality that every person possesses, which informs and directs their behavior and participation towards others, and this phenomenon is often associated with the search for intelligence quotient and emotional intelligence, and in some cases, the three are seen as one trait. (Smith, 2019: 14). indicated that (Daderman & Ekegren, 2013: 63) spiritual intelligence is the driven values, and it enables us to understand people from completely different perspectives, to maintain faith during difficult times, and to recognize the voice of the "Higher Self." In general, leaders who possess high spiritual intelligence are characterized by the following:

1. Flexibility.
2. Tolerance.
3. Self-awareness.
4. Social.
5. The ability to face all challenges with boldness and composure.

## RATIONAL INTELLIGENCE(LQ):

Psychologists try to determine the amount of intelligence with the generalization of intelligence tests, the use of the abbreviation intelligence (intelligence quotient

intelligence) became synonymous with intelligence during the twentieth century (Ronthy ,2014 :79). (Ronti) believes that personality tests in the sixties were not "fit for purpose." Because it was primarily intended to diagnose psychological requests, and was not intended to be an indicator of intelligence, rational intelligence measures an individual's ability to think critically and the ability to analyze a situation or solve a concrete problem.

## ENTREPRENEURIAL PERFORMANCE

The topic of performance is considered as old as management science itself, and it is a pivotal element for all branches and fields of administrative knowledge, and organizations continue to pay attention and focus on its various aspects. It is broad and its contents are renewed with the renewal of any of the components of the organization and its change and development of all kinds, and the higher departments in business organizations continue to think about the issue of performance as long as those organizations exist , It also defines the final outcome of the efforts exerted by the organizations during a specific period of time and reflects their ability to achieve their goals in an efficient and effective manner (Daft, 2003: 12).

Define (OECD, 2014:12)It is the total business of seeking to create value through the generation or expansion of economic activity based on the identification and exploitation of new products, processes, or markets.

explained (Sebikari, 2014: 3) entrepreneurial performance is the achievement of specific entrepreneurial goals. In addition, it uses the opportunities available to develop the business idea. Nevertheless, the performance of entrepreneurship can be measured personally and objectively. The absolute performance is called for measuring objective values by adopting quantitative data while using subjective values Qualitative data by providing perceptive perspectives on performance, by stirring up controversy, benchmarking refers to a multidimensional set of performance measures that include both financial and non-financial.

In order to enhance the entrepreneurial performance of business organizations, a set of qualifications, experiences and other factors affecting the achievement and sustainability of their success must be available (Callaham, 2017: 8-9) and my agencies:



1. The director of the organization has high experience and great skills.
2. Continuing to develop and improve new products and services.
3. The ability of the organization to control the volume of sales.
4. Main members possess high levels of skill.
5. Proficiency in creating promotional advertisements for the organization's products

### THE IMPORTANCE OF ENTREPRENEURIAL PERFORMANCE

Many studies have indicated the importance of entrepreneurial performance, and the opinions of many researchers and writers about it have differed. It is believed that it reveals the organization's efficiency, liquidity, profit, growth, failure, market share, success, proactive, enabling organizations to Sovereignty in the position that makes it attractive to the attention of other organizations and reaching the inevitable result of a group of its innovations and thanks to it achieving the entirety of its organizational and strategic goals, the acquisition of competitive advantages in its various products regardless of the nature of its activity (Luky & Ossai, 2011: 3).

### CHALLENGES FACING SMALL AND MEDIUM ENTERPRISES IN ORGANIZATIONS

The changes in economic systems and tools in the last decade of the twentieth century contributed to reshaping the equation of political and economic forces at the global level, and technological changes and the rapid change in consumer tastes will inevitably affect both large and small enterprises, whether in terms of their future vision of goals and activities or markets. And in light of the growing phenomenon of globalization, there are many challenges that may hinder the activity of small and medium enterprises (Mustafa, 2017):

1. **Economic blocs and the trend towards integration:** What characterizes the global arena now is the tendency of many countries to enter into economic agreements

and blocs to increase the competitive power of these countries.

2. **Information revolution:** The new global economic order is characterized by the existence of what is called the third industrial revolution, which is represented by a scientific revolution in information, which has become the material basis for the new economic system.
3. **Technological development:** Technological progress has facilitated communication and movement between countries and speeded up the performance of international economic transactions, whether trade or financial.
4. **Universality of communication:** The technical development in the field of communication and the exchange of information, modern technologies and satellite channels has led to the folding of distances. This is what makes the world a small village in which distances fade geographically and culturally, and institutions have become operating in a highly competitive global environment.

### DIMENSIONS OF PIONEERING PERFORMANCE

Researchers have identified several dimensions of entrepreneurial performance, some of them agree with the other on a group of dimensions and some of them disagree about it, so the researcher touched on the most important dimensions on which the concept of entrepreneurial performance is based and approved in most business organizations in various fields.

#### 1. Advance planning:

The success of managers of organizations and projects is related to their ability to enhance their proactive role by creating value for their work, (Al-Nasiri, 2015: 68), and using scientific knowledge and experience in implementing those works, as well as understanding, understanding and applying the philosophy of product life cycles and work obstacles through the development of an applied system for time management and continuous improvement of the established plans. Each of these elements is the key to success, and the ability to achieve harmony and harmony between these elements represents the degree of success in the proactive planning adopted by the departments of the organization. Proactive planning is preparing to deal with environmental developments, controlling them and responding to them with the aim of predictability in the future, working on change and

renewal for the future, and it is an ongoing process to develop new services and provide the best solutions to the needs of the beneficiaries and achieve their satisfaction, so that the organization becomes the first in the forefront of competitors .defined (Kjurchiski, 2014: 6) planning as laying out the outlines for the implementation of the actions to be performed and how to carry out those actions in order to achieve the specific purpose of the organization and review the achieved actions and their conformity with the established plans.

## 2. Entrepreneur index

The Entrepreneurship Index is to provide a detailed view of the nature of projects and includes data from the organizers. It gives decision-makers a tool that helps them understand entrepreneurship and the strengths and weaknesses of the organization and thus enables them to implement policies that enhance leadership in performance (Acs & Szerb, 2012: 2)

Entrepreneurship is a multifaceted phenomenon that can have different significance, and this is what makes it extremely important to show the areas of benefit from entrepreneurship and how and ways to measure it with indicators through which the progress of the organization can be measured , The pilot indicator is a measure of the extent of the risk that It may be faced by the organization and the returns associated with these risks resulting from entering into new markets, or creating a new type of organization that has not previously been established and harnessing the available opportunities to develop this organization and advance it in an innovative and innovative manner (OECD, 2015: 48).

## 3. Efficiency

Competency is one of the important psychological variables that confront the behavior of the individual and contribute to the achievement of his personal goals. Judgments and beliefs that the individual possesses about his abilities and capabilities have an important role in controlling the environment, which contributes to increasing the ability to achieve and the success of performance ,(Florina, 2017: 313) explained that many sectors of the economy and business organizations see efficiency as a requirement for continuous improvement, as the administration is responsible for providing products for the crisis with great efficiency and effectiveness as an attempt to fulfill its obligations towards its customers and gain their satisfaction.He added (Al-Anani, 2018: 16) that competence is the ability to successfully complete a

behavior, confidence in it, and the ability to organize and implement tasks necessary for successful performance.

## 4. Effectiveness

Since effectiveness is an important matter in the life of organizations as a result of the great development and intense competition for survival and continuity, a number of researchers and interested people have sought to find a theory that organizations will adopt in order to be effective, but the issue of effectiveness is a complex subject with the complexity of the organizations themselves and this is what led to many differences about defining Its concept, control and measurement of its indicators may be due to the difficulty of identifying the phenomena surrounding the effectiveness of organizations.

Keely and Miles define it as the degree of success of the organization in meeting environmental requirements and satisfying the needs of the community of workers in **the** organization and those dealing with it. (Salatne, 2015: 14-16).

Effectiveness has three levels that differ according to the following principles (Al-Hashemi & Al-Adayleh, 2017: 7)

1. Administrative Effectiveness: It is the agency associated with the activities and special tasks of administrators, and their skills in achieving the required goals and results.
2. Organization Effectiveness: The ability of the organization as a whole to reach the results required to achieve its goals.
3. Group Effectiveness: The ability of a group or work team to achieve their goals.

## 4. Renewal & modernization

Many business organizations of various sizes and specialties need renewal and modernization processes on an ongoing basis in order to survive and compete in the long term. Modernization processes can occur on the organization's current products by modifying or adding some features and features that bear the character of modernity, and that suit the tastes of renewed customers. While innovation processes represent the totality of innovations and creativity in introducing new products, these processes are among the basic axioms of the organization's work (Cake, 2018: 9). Renewal is the process associated with implementing or converting an



idea into an existing product. Renewal is also defined as an organizational transformation of an organization or project whose purpose is to achieve a new added benefit by making an innovative combination of resources and directing them to compete in the business environment or making substantial improvements to operations, or working on developing the existing product (Al-Hakim and Ali, 2017: 56).

**RESEARCH METHODOLOGY**

This chapter represents an attempt to verify the research questions by employing the descriptive and analytical method. As the experimental method is considered one of the important scientific methods in determining the validity of hypotheses formulated within the limits of a certain phenomenon. Therefore, this chapter came to include a set of basic axes represented in diagnosing the importance of research variables and steps for testing research hypotheses, interpretation and analysis, and interpretation of results.

**DISCUSSION OF THE FINDINGS**

Table (1) of arithmetic mean, standard deviation, and coefficient of total variation for search variables

variable	Mean	Std. Deviation	Coefficient of variation	Relative importance
Leadership intelligence	4.27	0.45	10.54	85%
Entrepreneurial performance	4.29	0.49	11.42	86%

From Table (1) we notice that the arithmetic mean, standard deviation and coefficient of variation for the total of the two axes, so the arithmetic mean of the first variable (leadership intelligence) and the second variable (leadership performance) reached (4.27) and (4.29) respectively, which are higher than the hypothetical mean, and with a standard deviation (0.45) and (0.49) respectively, while the coefficient of variation was (10.54) and (11.42), respectively. The relative importance of each dimension of the independent variable was (85%) and (86%), respectively, and the results confirm the existence of an agreement between The respondents of the sample about the questions raised therein, through the results of the arithmetic mean of both variables, as well as the homogeneity of the answers of the research sample, and this is explained by the results by the standard deviation and coefficient of variation.

Table (2) shows the link between leadership intelligence and entrepreneurial performance

Dependent variable		Entrepreneurial performance
Independent variable		
Leadership intelligence	correlation	0.819**
	Level of morale	0.000
	88	N
Level of morale (0.01).		

We note from Table (2) that the correlation coefficient for the relationship between leadership intelligence and the organization’s entrepreneurial performance is ((0.819 \*\* at the level of significance (0.000)), and this is a strong correlation and a positive and moral sign, meaning that a change in leadership intelligence of (0.819 \*\*) leads to a change in direction The same in entrepreneurial performance being a positive relationship, so every increase in leadership intelligence leads to

an increase, but not at the same level in entrepreneurial performance, and every decrease in leadership intelligence leads to a decrease, but not at the same level in entrepreneurial performance, and vice versa.

This result indicates acceptance of the alternative hypothesis (there is a significant correlation between leadership intelligence and entrepreneurial performance).

Table (3) of analysis of the effect of leadership intelligence on entrepreneurial performance

Dependent variable	sig	F	R <sup>2</sup>	sig	t	Regression coefficient		Independent variable
Entrepreneurial performance	0.000	175.08	0.67	0.072	1.82	0.522	a	Leadership intelligence
				0.000	13.23	0.883	B	

The results of Table (3) indicate that the calculated value of (F) reached (175.08), which means that there is an effect of (leadership intelligence) on the variable of leadership performance in the researched organization, because any change in leadership intelligence will lead to a change of the same level in entrepreneurial performance. This is due to the influence of each on the other, and this indicates that the regression curve is good for describing the relationship between the two variables. Through Table (41), a constant value ( $\alpha = 0.522$ ) can be observed, which means that there is an existence of (entrepreneurial performance) of (0.522) even if leadership intelligence is equal to zero. As for the value of ( $\beta = 0.883$ ), it indicates that the unit increase One in leadership intelligence, will lead to an equal increase in entrepreneurial performance.

The value of the coefficient of determination (R<sup>2</sup>), which is a descriptive measure used in explaining the usefulness of the regression equation in estimating the values, indicated the percentage of the decrease in errors when using the regression equation, which was 0.67, which means that the amount of (0.67) of the variance obtained in The leading performance of the organization is a variation explained by the leadership intelligence that entered the model, and that (0.33) is an explained variance of factors that did not enter the research model, as Table (41) indicated for the significance that the amount of (0.00) appeared in the output of the statistical system, which is confirmation of the existence of an influence For (leadership intelligence) in entrepreneurial performance. As for the value of (t), it indicates the significant differences in the study variables and the importance of these variables in the research model, and as shown in Table (41), and in light of this result we reject the null hypothesis and accept the alternative hypothesis that (there is an effect of leadership intelligence in entrepreneurial performance).

Table (4) of analysis of the influence of leadership intelligence in advance planning

Dependent variable	sig	F	R <sup>2</sup>	sig	t	Regression coefficient		Independent variable
Advance planning	0.000	70.18	0.45	0.779	-0.281	-0.149	a	Leadership intelligence
				0.000	8.377	1.038	B	

The results of Table (4) indicate that the calculated value of (F) reached (70.18), which means that there is an effect of (leadership intelligence) in the pre-planning dimension in the researched organization, because any change in leadership intelligence will lead to a change at the same level in entrepreneurial performance. This is due to the influence of each on the other, and this indicates that the regression curve is good for describing the relationship between the two variables. Through Table (4), it is possible to notice the constant value ( $\alpha = -0.149$ ), which means that (pre-planning) there is an amount

of (-0.149) even if the leadership intelligence is equal to zero. As for the value of ( $\beta=1.038$ ), it indicates that One unit increase in leadership intelligence will lead to the same increase in preplanning.

The value of the coefficient of determination ( $R^2$ ), which is a descriptive measure used to explain the usefulness of the regression equation in estimating the values, indicated the percentage of the decrease in errors when using the regression equation, which was (0.45), which means that the amount of (0.45) of the variance obtained in The prior planning of the organization is a variance explained by the leadership intelligence that entered the model, and that (0.55) is an interpreted variance of factors that did not enter the research model, as Table (4) indicated to the significance that the amount of (0.00) appeared in the output of the statistical system, which is confirmation of the existence of an impact For (leadership intelligence) in prior planning, as for the value of (t), it indicates the significant differences in the study variables and the importance of these variables in the research model, and as shown in Table (4), and in light of this result we reject the null hypothesis and accept the alternative hypothesis that (there is an effect) Significant significance of leadership intelligence after pre-planning).

Table (5) of analysis of the influence of leadership intelligence on the Entrepreneurial indicator

Dependent variable	sig	F	$R^2$	sig	t	Regression coefficient		Independent variable
Entrepreneurial indicator	0.000	174.61	0.67	0.281	-1.08	-0.369	a	Leadership intelligence
				0.000	13.214	1.050	b	

The results of Table (5) indicate that the calculated value of (F) reached (174.61), which means that there is an effect of (leadership intelligence) on the dimension of the leading indicator in the researched organization, because any change in leadership intelligence will lead to a change at the same level in the leading indicator. This is due to the influence of each on the other, and this indicates that the regression curve is good to describe the relationship between the two variables. Through Table (5), a constant value can be observed ( $\alpha=-0.369$ ), which means that there is an existence of the (leading indicator) of (-0.369) even if leadership intelligence is equal to zero. As for the value of ( $\beta=1.050$ ), it indicates that One unit increase in leadership intelligence will lead to the same increase in the Leading Index.

The value of the coefficient of determination ( $R^2$ ), which is a descriptive measure used to explain the usefulness of the regression equation in estimating the values, indicated the percentage of the decrease in errors when using the regression equation, which was (0.67), which means that the amount of (0.67) of the variance obtained in The leading indicator of the organization is a variance explained by the leadership intelligence that entered the model, and that (0.33) is an interpreted variance of factors that did not enter the research model, as the table (5) indicated to the significance that the amount of (0.00) appeared in the output of the statistical system, which is confirmation of an effect of (Leading intelligence) in the leading indicator, while the value (t) indicates the significant differences in the study variables and the importance of these variables in the research model, and as shown in Table (5), and in light of this result we reject the null hypothesis and accept the alternative hypothesis that (there is a significant effect) (Moral significance for leadership intelligence in the pioneering indicator dimension).

Table (6) of analysis of the effect of leadership intelligence on efficiency

Dependent variable	sig	F	R2	sig	t	Regression coefficient		Independent variable
<b>Efficiency</b>	0.000	42.89	0.33	0.219	1.238	0.676	a	Leadership intelligence
				0.000	6.549	0.833	b	

The results of Table (6) indicate that the calculated value of (F) reached (42.89), which means that there is an effect of (leadership intelligence) on the competency dimension in the researched organization, because any change in leadership intelligence will lead to a change of the same level in competence due to The effect of each on the other, and this indicates that the regression curve is good for describing the relationship between the two variables, and through the table (), the constant value can be observed

( $\alpha=0.676$ ) which means that there is an existence of (efficiency) of (0.676) even if leadership intelligence is equal to zero, while the value of ( $\beta=0.833$ ) indicates that an increase of one unit in leadership intelligence will lead to an increase by the same amount in Efficiency.

The value of the coefficient of determination (R2), which is a descriptive measure used in explaining the usefulness of the regression equation in estimating the values, indicated the percentage of the decrease in errors when using the regression equation, which was (0.33), which means that the amount of (0.33) of the variance obtained in The efficiency of the organization is a variance explained by the action of the leadership intelligence that entered the model, and that (0.67) is an explained variance of factors that did not enter the research model, as Table (6) indicated the significance that appeared to be (0.00) in the outputs of the statistical system, which is the confirmation of an effect of (Leading intelligence) in efficiency, as for the value of (t), it indicates the significant differences in the study variables and the importance of these variables in the research model, and as shown in Table (6), and in light of this result we reject the null hypothesis and accept the alternative hypothesis that (there is a significant effect) (Significance for leadership intelligence in the competency dimension).

Table (7) Analysis of the effect of leadership intelligence on effectiveness

Dependent variable	sig	F	R <sup>2</sup>	Sig	t	Regression coefficient		Independent variable
Effectiveness	0.000	76.41	0.47	0.034	2.159	0.869	a	Leadership intelligence
				0.000	8.741	0.820	b	

The results of Table (7) indicate that the calculated value of (F) amounted to (76.41), which means that there is an effect of (leadership intelligence) on the effectiveness dimension of the researched organization, because any change in leadership intelligence will lead to a change of the same level in effectiveness due to The effect of each on the other, and this indicates that the regression lead curve is good to describe the relationship between the two variables, and through Table (7) it is possible to observe the constant value

( $\alpha=0.869$ ), (which means that there is an existence of (effectiveness) of ( $\alpha=0.869$ ) even if the leadership intelligence is equal to zero, while the value of ( $\beta=0.820$ ) indicates that an increase of one unit in leadership intelligence will lead to an increase of the same amount in Potency.

The value of the coefficient of determination ( $R^2$ ), which is a descriptive measure used in explaining the usefulness of the regression equation in estimating the values, indicated the value of the decrease in errors when using the regression equation, which was (0.47), which means that the amount of (0.47) of the variance obtained in The effectiveness of the organization is a variance explained by the action of the leadership intelligence that entered the model, and that (0.53) is an interpreted variance of factors that did not enter the research model, as Table (7) indicated for the significance that the amount of (0.00) appeared in the outputs of the statistical system, which is confirmation of an effect of (Leading intelligence) in effectiveness, while the value (t) indicates the significant differences in the study variables and the importance of these variables in the research model, and as shown in Table (7), and in light of this result we reject the null hypothesis and accept the alternative hypothesis that (there is a significant effect) The significance of leadership intelligence in the effectiveness dimension).

Table (8) of analysis of the influence of leadership intelligence on Renewal and modernization

Dependent variable	sig	F	R2	sig	t	Regression coefficient		Independent variable
Renewal and modernization	0.000	56.01	0.39	0.000	4.098	1.585	a	Leadership intelligence
				0.000	7.484	0.675	b	

The results of Table (8) indicate that the calculated value of (F) reached (56.01), which means that there is an effect of (leadership intelligence) in the aftermath of renewal and modernization in the researched organization, because any change in leadership intelligence will lead to a change of the same level in renewal and modernization. This is due to the influence of each of them in the other, and this indicates that the regression curve is good to describe the relationship between the two variables, and through Table (8) it is possible to observe the constant value ( $\alpha=1.585$ ), which means that there is an existence of (renewal and modernization) of (1.585) until And if leadership intelligence is equal to zero, and the value of ( $\beta=0.675$ ) indicates that an increase of one unit in leadership intelligence will lead to an increase by the same amount in renewal and modernization, and the value of the determination coefficient ( $R^2$ ), which is a descriptive measure used in explaining the extent of usefulness The regression equation in estimating values, and represents the percentage of decrease in errors when using the regression equation, which was (0.39), which means that the amount of (0.39) of the variance obtained in the renewal and modernization of the organization is a variance explained by the action of the leadership intelligence that entered the model, and that (0.61) It is an interpreted variance of factors that did not enter the research model, Table (8) also indicated the significance

of (0.00) in the outputs of the statistical system, which is confirming the existence of an effect of (leadership intelligence) in renewal and modernization, while the value of (t) indicates the significant differences in the study variables and the importance of these variables in the research model, As shown in Table (8), and in light of this result we reject the null hypothesis and accept the alternative hypothesis according to which (there is a significant effect of moral leadership in the aftermath of renewal and modernization).

## CONCLUSION AND RECOMMENDATIONS

### Conclusions:

1. Leadership intelligence is one of the main variables that have been addressed by research in the field of strategic management and organization theory, because of its vital role in the prosperity of the organization, and the ability of the organization to achieve competitive advantage depends on the intelligent leader.
2. The researcher concluded that the entrepreneurial performance is best suited for contemporary business organizations, due to its dimensions and characteristics necessary for the organization to reach a leading position.
3. Leadership intelligence is the main and supportive element of decision-making processes. The more



leaders have a larger size, the more accurate and speedy the decision-making process becomes, and there is a strong relationship between the decline in leadership intelligence corresponding to a decline in the entrepreneurial performance of Ramadi municipality and vice versa, and thus the higher management in the municipality of Ramadi, it should take into account the aspect of leadership intelligence.

4. The researcher concluded, through the practical aspect of researching the dependent variable according to the arithmetic mean, that there is an interest from (Ramadi municipality) to competence in the first place, followed by the organization's interest in effectiveness in the second degree, followed by the organization's interest in the leading indicator in the third degree, and then the organization's interest in renewal and modernization in the fourth degree. Finally, the organization's interest in advance planning is the fifth degree.

#### Recommendations:

1. The necessity to attract holders of higher degrees such as masters and doctorates according to the engineering, technical and administrative specializations in the Ramadi municipality, and to support the efforts of the

organization's management to follow the best practices in the field of leadership intelligence (rational, emotional, and spiritual) and to benefit from the experiences of successful organizations in a way that contributes to the development and strengthening of entrepreneurial performance.

2. Attention to setting fixed standards for work in each of the sections of the research sample so that employees can evaluate their performance and know their duties and rights, in addition to developing leadership skills in the Ramadi municipality.
3. Adopting the competency criterion in selecting leaders in the researched organization, provided that leadership change takes place according to specified time periods for the purpose of pumping new blood to service organizations and ridding them of bureaucratic practices.
4. Establishing a department working to develop management in the organization, the research sample, that identifies mechanisms and strategies that will contribute to increasing the effectiveness of leadership intelligence (emotional, spiritual, and rational), which will positively reflect on making sound decisions and achieving pioneering performance.

#### REFERENCES:

1. Jalab, Ihssan Dahsh, Rahiou, Sahar Inawy. (2015). Cultural Intelligence in Organizations, First Edition, Safaa House for Publishing and Distribution, Amman.
2. Abdul Majeed, Hazima Kamal (2011), Pro-Thinking and Its Relation to Multiple Intelligences among University Students, PhD Thesis (unpublished), College of Education for Girls, University of Baghdad.
3. Shippy, M., Tallman, A., Kraft, M., Oosthuizen, P., & Rotterdam, C. (2010), Leadership Intelligence , developing leaders for an emerging world , align leader ship / Blog Artcles/3 - Artl F1 - leadership Intelligence - septembr.
4. Sydänmaanlakka, Pentti .(2013), Intelligent leadership and leadership competencies. Developing a leadership framework for intelligent organizations, Dissertation for the degree of Doctor of Philosophy, University of Technology,p78.
5. Mazdai, Khodadad . and Mohammadi, Ahmad. (2012 ). Present the intelligent leadership multiple model, according to the organizations management systems in Iran. Procedia - Social and Behavioral Sciences V 47 ,83 – 89.
6. Mattone , John (2013) "Intelligent Leadership: What You Need to Know to Unlock Your Full Potential" printed In The United states of America .
7. Buzan, Tony et al., (2005), "The Brain Smart Leader" , 1th Edition, Gower Publishing, Mind Maps, Buzan Organization Ltd .
8. Audretsch, David B. & Keilbach, Max C. & Lehmann, Erik E. (2006) " Entrepreneurship and Economic Growth" Oxford University Press, Inc.

9. Dawood, fadheela Salman (2017), Strategic Management: Strategic Concepts and Applied Practices, College of Administration and Economics / University of Baghdad, First Edition, Dhad Library for Printing and Publishing, Baghdad - Al-Waziriya.
10. Hao, M.J & Yazdanifard ,(2015) ,"Facilitate change in organizations through Improvement and Innovation, Southern New Hampshire University, Malaysia, GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A ADMINISTRATION AND MANAGEMENT Volume 15 Issue 9.
11. Singh, MP& Sinha ,Dr Jyotsna,(2013)." Impact of Spiritual Intelligence on Quality of Life " International Journal of Scientific and Research Publications, Vol , N , p -1-5 . Esmaili,Mahdi,
12. Esmaili,Mahdi, Zareh,Hamid &Golverdi,Mahdi ,(2014)." Spiritual Intelligence: Aspects, Components and Guidelines to Promote It " International Journal of Management, Accounting and Economics Vol.1 , No. 2 , pp - 136 – 175.
13. Najm, Abboud, Najm & Muhammad Abdel-Aal Al-Nuaimi, (2012), Leadership Intelligence: A Vision in Strategic Leadership, the 11th Annual Scientific Conference on Business Intelligence and Knowledge Economy, Al-Zaytoonah University of Jordan, Faculty of Economics and Administrative Sciences .
14. Daderman, Anna m.and Ekegren, Maria.(2013), Managing with my Heart, Brain and Soul”: The Development of the Leadership Intelligence Questionnaire, Journal of cooperative ducation and internships, vol.47,issue 1.
15. Daderman, AM, Ronthy, M, Ekegren, M & Mårdberg, BE. ( 2013). “Managing with my heart, brain and soul”. The development of the leadership intelligence questionnaire. Journal of Cooperative Education Internships ,47(1):61–77&
16. Smith , c & Gage , T . ( 2016 ) , Leadership interlling the potential for school leadership effectiveness , Department of Education Leadership and Management, Faculty of Education, University of Johannesburg, South Africa , South African Journal of Education, Volume 36, Number 4.
17. Smith, James B , ( 2019 ) . "Role of Spiritual Intelligence in Public Policy in the African American Pentecostal Church" , College of Social and Behavioral Sciences , Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy Public Policy and Public Administration , Walden University .
18. Powell, David ,(2015), Intelligence of the Soul, 175 Keys to Success in Your Scientific and Family Life, First Edition, Dar Al-Farouk for Cultural Investments, Egypt – Giza.
19. Ronthy, M. (2014). Leader intelligence: How you can develop your leader intelligence with the help of your soul, heart and mind. Stockholm, Sweden: Amfora Future Dialogue AB.
20. Daft, Richard L., (2003), "Management", 6th edition, South -Western, A Division of Thomson Learning, United State of America.
21. Sebikari, Kagame Vincent. (2014) “ENTREPRENEURIAL PERFORMANCE AND SMALL BUSINESS ENTERPRISES IN UGANDA” International Journal of Small Business and Entrepreneurship Research, Vol. (2), No. (4), pp 1-12.
22. Callahan, Mike. (2017) "I Inc. Career Planning And Personal Entrepreneurship" 2th, Cognella, U. S. A.
23. OECD (2014) "Entrepreneurship at a Glance 2014" OECD Publishing. [http://dx.doi.org/10.1787/entrepreneur\\_aag-2014-en](http://dx.doi.org/10.1787/entrepreneur_aag-2014-en).
24. Ossai, Esush,. & Luky, Igwe, ( 2011), Entrepreneurial performance and Firm performance, International Journal of Businessand Management TOMORROW, Vol. 1, No. 2 .
25. Mostafa ,Touti, Katouche, Nabil (2017), Resistance as a strategic option to support the growth of small and medium-sized enterprises. Presentation of the Algerian experience, National Forum on Algerian Economic Institutions and Economic Diversification Strategies in Light of the Price Collapse, University, P.11.
26. Kjurchiski, Nikola. (2014) “ Public Administration Efficiency in Resource Economies” Academy of National Economy and Public Administration, pp 1-41.

27. Al-Naseri, Tariq Kazem Shalakah,( 2015)" Strategic Leadership Practices in the Framework of Entrepreneurial Orientation, Master Thesis in Public Administration Sciences, College of Administration and Economics, University of Baghdad .
28. Acs,Zoltan J,&Szerb,Laszlo (2012),Global Entrepreneurship & Development Index,Imperial college ,Business School, London.
29. OECD (2015) "New Approaches to SME and Entrepreneurship Financing: Broadening the Range of Instruments" OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264240957-en> .
30. Florina, Popa. (2017) “Elements on the Efficiency and Effectiveness of the Public Sector” “Ovidius” University Annals, Economic Sciences Series, Vol. (XVII), No. (2), pp 313-319.  
<http://nrl.northumbria.ac.uk/policies.html>
31. Al-Anani, Hanan Abdul-Hamid (2018), Leadership Intelligence among Kindergarten Directors in Amman, Psychological and Social Studies, Princesses High University College, Al-Balqa Applied University, Amman, Issue 139, P.13 .
32. Sultania, Belkacem (2015), Organizational Effectiveness in the Foundation, a sociological approach 1, shared between Dar Al-Algeria and Dar Al-Fikr for Publishing and Distribution.
33. Al-Hashemi, Riyadh bin Hussein, Al-Adayleh, Ali bin Muhammad (2017), The effect of quality of work life on organizational effectiveness in military hospitals in the Riyadh region from the point of view of their employees, The Jordanian Journal of Business Administration Volume 13, Issue 1.
34. Cake, Dale. (2018) Radical Innovation Launch Success: A Market, Entrepreneurial, Learning Orientation and Dynamic Capabilities and Integration Process Model. Thesis submitted to gain the degree of " Doctor of Business Administration (D.B.A.)", Jacksonville University.
35. Al-Hakim, Laith Ali and Ali, Ahmad Radi Muhammad (2017) “Strategic leadership and its reflection in the development of organizations - the Independent High Electoral Commission as a model” Al-Ghari Journal of Economic and Administrative Sciences, Volume (14), Issue (2), pp. 47-86.