



# Ethical Entrepreneurial Leadership And Its Impact On Entrepreneurial Orientation Through The Mediating Role Of Entrepreneurial Passion: An Analytical Study Of The Opinions Of A Sample Of Owners Of Sme In Diwaniyah Governorate

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**Abstract.** *The current study aims to identify the impact of ethical entrepreneurial leadership on the entrepreneurial orientation of SME owners in the Diwaniyah Governorate. According to the above, the study adopts a descriptive and analytical approach to its variables. The study sample consisted of a group of SME owners, numbering (70) companies out of (90). The questionnaire forms was used as a essential tool for collecting data. The study were used many statistical methods such as standard deviations, arithmetic mean, and structural equation modeling with the help of statistical programs (SPSS.var.24, Smart PLS). Theis exist study reached a set of useful conclusions and recommendations. Basically important of which is that the results of the statistical analysis showed that ethical entrepreneurial leadership has a significant impact on entrepreneurial orientation.*

**Keywords:** *Ethical entrepreneurial leadership, Entrepreneurial orientation, Entrepreneurial passion, Owners SME in Diwaniyah Governorate.*

## Introduction

Ethical entrepreneurial leadership has received increasing research attention in recent years such as ( Sarmawa, al., (2020); and Pauceanu, et al., (2021), Although the past decades have been characterized by the widespread use of the term entrepreneurial leadership alongside other types of leadership, the greatest interest has been directed towards entrepreneurial leadership, especially in small and medium enterprises that operate in highly competitive working(Li, C., et al., (2020). At the same time, most prominent entrepreneurs in most parts of the world started their work with a simple idea that quickly turned into large projects ( Yi, R., et al.,(2020). Environments or risks associated with the type of work that organizations the main element in the progress of the economy, whether local or national, is entrepreneurship through exploiting opportunities or reinvesting existing assets in a new way or transforming into businesses that are completely new to the organization Al Mamun, et al., (2017). However, questions remain about why and when ethical entrepreneurial leadership is effective in promoting entrepreneurial orientation. Ethical entrepreneurial leadership is frequently perceived during turbulent times, and becomes particularly prominent under conditions that influence entrepreneurial orientation. Accordingly, studies suggest that ethical entrepreneurial leadership promotes entrepreneurial orientation to treat employees well, and entrepreneurial orientation is particularly important in highly competitive environments. Therefore, from a dynamic capability perspective, entrepreneurial orientation can be understood as the way or

goal that an organization wants to achieve in the future. Therefore, ethical entrepreneurial leadership is more effective when owners have higher levels of entrepreneurial passion, many studies have highlighted the role of entrepreneurial passion in the field of entrepreneurship(. Karimi, S. (2020); Cardon and Kirk,. (2015).

Previous literature shows that ethical entrepreneurial leadership has become an important behavior that senior executives seek to practice, as they see ethical issues as critical to the future success of their business and to increasing employee collaboration. To ensure this, leaders must make an effort to employ a set of criteria that are proactive, innovative, risk-taking, and ethical to enhance their entrepreneurial orientation this study tries to employ all these variables including entrepreneurial passion as a mediator variable.

## **Study Methodology**

### **1) Study Problem**

Small and medium-sized enterprises in particular bear a great responsibility in confronting large companies and the ability to compete with them, as they are companies that care about achieving large revenues and have a great impact on the markets in which they operate and are directly linked to the external environment that is characterized by change. To play this role and move away from current patterns in shaping their future in a better way, they need to focus on their entrepreneurial orientation correctly, and this can only be achieved by having a set of standards to achieve harmony between their goals and dealing with the environment successfully. Despite these assumed roles for small and medium-sized enterprises, we find that most business owners are still a little far from drawing the path of their own company well, as they need to understand the best ways to employ the essential elements to achieve the optimal direction, most notably, and this is achieved through a basic characteristic that entrepreneurs must have, which is entrepreneurial passion, which can encourage them to practice entrepreneurial behaviors well, especially when entrepreneurs face difficulties, as entrepreneurial passion can be used as a supporting force for them, and accordingly, the main study problem can be formulated: **Does ethical entrepreneurial leadership affect entrepreneurial orientation?**

Several important questions arise from this problem, including:

1. Do owners of small and medium-sized enterprises in the study community have a clear vision or a certain awareness of the study variables (ethical entrepreneurial leadership, entrepreneurial orientation, entrepreneurial passion) and their sub-dimensions?

2. determine the level of the influential relationship between ethical entrepreneurial leadership, entrepreneurial orientation, and entrepreneurial passion for owners SME in the Diwaniyah Governorate, the study sample?

## **2) Importance of the study**

The field importance of the current study is represented in the following aspects:

1. Clarifying the relationship between the dimensions of ethical entrepreneurial leadership and entrepreneurial orientation among the owners of the studied projects, to be the steps, techniques, and practices that they adopt to shape their future in a better way.
2. Clarifying the strengths and weaknesses of the owners of small and medium-sized projects to enable them to shape the future of their projects optimally.
3. The researcher hopes, through the expected results to be achieved, to provide solutions that help the projects under study in building a clear picture of their strategy keeping them away from inactivity and paying attention to the issue of passion to overcome the difficulties they face.
4. Drawing the attention of owners of small and medium-sized projects to the importance of the topic of entrepreneurial orientation and the necessity of allocating sufficient funds for research and development operations because they contribute greatly to achieving the goals.

## **3) The goal of the study**

This type of objective is determined in light of the homogeneity of the study variables and the extent of their impact on entrepreneurial orientation in a better way through:

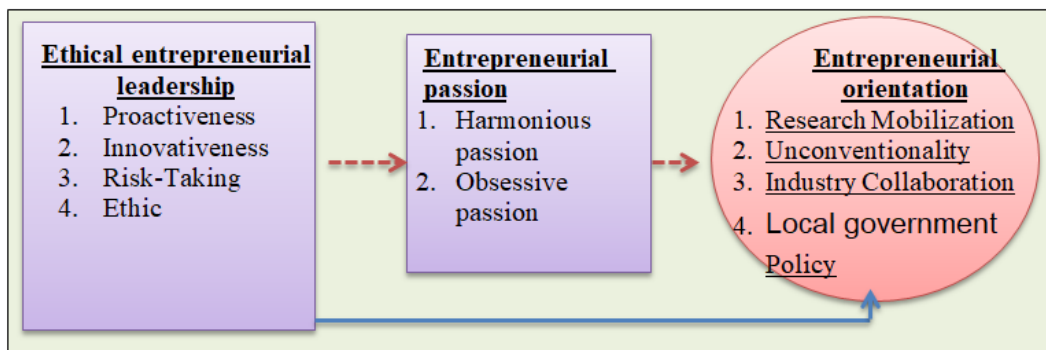
1. Clarifying the level of ethical entrepreneurial leadership in the studied projects.
2. Diagnosing the extent to which the current orientations of project owners are compatible with their future orientations.
3. Determine the type and nature of the relationship of influence between ethical entrepreneurial leadership on the one hand and entrepreneurial orientation in the researched projects.
4. Explain the role of entrepreneurial passion in strengthening the relationship between ethical entrepreneurial leadership and entrepreneurial orientation in the researched projects.

#### 4) The hypothetical scheme of the study

The hypothetical study plan represents a simplified, abbreviated, and hypothetical graphic representation of the phenomenon under study, and identifies the influence relationships expressed by the hypothetical arrows that have not yet been tested. This plan reflects a set of hypotheses that were built primarily on the possibility of measuring each of the study variables, the comprehensiveness of the plan, and the possibility of its occurrence. Figure (1) depicts the hypothetical study plan as follows:

- A. **Ethical entrepreneurial leadership** (independent variable) which includes five dimensions (Proactiveness, Innovativeness, Risk- Taking, Ethic).
- B. **Entrepreneurial passion** (mediating variable) includes two dimensions (harmonious passion, and compulsive passion).
- C. **Entrepreneurial orientation** (dependent variable) includes two dimensions (Research Mobilization, Unconventionality, Industry Collaboration, and Local government policy).

Figure (1) shows the hypothetical study plan:



#### 5) Study hypotheses

To achieve the study objectives and its hypothetical plan, the study identified a set of main and sub-hypotheses as follows:

##### 1. Direct impact hypotheses:

**Main hypothesis:** There is a significant influence relationship between ethical entrepreneurial leadership in entrepreneurial orientation, from which many sub-hypotheses are derived as follows:-

**1<sup>st</sup> hypothesis:** There is a significant influence relationship between Proactiveness and entrepreneurial orientation.

**2<sup>nd</sup> hypothesis:** There is a significant influence relationship between Innovativeness and entrepreneurial orientation.

**3<sup>rd</sup> hypothesis:** There is a significant influence relationship between risk-taking and entrepreneurial orientation.

**4<sup>th</sup> hypothesis:** There is a significant influence relationship between ethics and entrepreneurial orientation.

## **2. Indirect impact hypotheses:**

**Main hypothesis: There is a significant influence relationship between ethical entrepreneurial leadership on entrepreneurial orientation through entrepreneurial passion,** from which many sub-hypotheses are derived as follows: -

**1<sup>st</sup> hypothesis:** There is a significant influence relationship between Proactiveness and entrepreneurial orientation through entrepreneurial passion.

**2<sup>nd</sup> hypothesis:** There is a significant influence relationship between Innovativeness and entrepreneurial orientation through entrepreneurial passion.

**3<sup>rd</sup> hypothesis:** There is a significant influence relationship between risk-taking and entrepreneurial orientation through entrepreneurial passion.

**4<sup>th</sup> hypothesis:** There is a significant influence relationship between ethics and entrepreneurial orientation through entrepreneurial passion.

## **6) The sample of the study**

The study sample consisted of a group of small and medium-sized owners, numbering (70) owners out of (90) in Diwaniyah Governorate / Iraq.

## **7) The tool of the study**

The study used the questionnaire as a tool to collect data. It consists of three sections. The first one is devoted to ethical entrepreneurial leadership which paragraphs are adapted from (Sarmawa et al . , 2020) and the second section is devoted to entrepreneurial orientation which paragraphs are adapted from (Hassan et al., 2021), and the third section is devoted to entrepreneur passion which paragraphs are adapted from (Feng & Chen, 2020). To carry out the test, the Cronbach alpha coefficient was adopted, which studies indicate its acceptance with values greater than 0.70 (Chen & Huang.2007) Carrying out the application of the test, it became clear that the axis of ethical entrepreneurial leadership recorded an acceptable reliability coefficient of( 0.945 ), and that the axis of entrepreneurial orientation has an acceptable reliability coefficient of ( 0.834 ), and that the axis of entrepreneur passion has an

acceptable reliability coefficient of(0.882) and the axes together recorded ( 0.946 ) which indicated that all axes reflect acceptable results.

## **Review of Literature and Theoretical Background**

### **1. Ethical Entrepreneurial Leadership**

Defining the Ethical Entrepreneurial Leadership Entrepreneurial leadership style is fundamentally important for new ventures to survive and can ( Hensellek, et al (2023).

The contribution to the theory of entrepreneurial leadership is through the use of the competitive theory, which provides a picture of the contradictory mechanisms in the influence of entrepreneurial leadership on the behavior of the innovative worker. (Iqbal, A., et al., (2022).

refer (Iqbal, A., et al., (2022) Entrepreneurial leadership is one of the methods that determines that followers achieve excellent performance and thus achieve the organization's goals. This is done by identifying available entrepreneurial opportunities and exploiting the available creative contributions of followers.

influence the growth process the process of understanding entrepreneurial leadership is very similar to the entrepreneurial orientation, which is often supported by company leaders (Hensellek, et al (2023)

Thus, entrepreneurial leadership can be measured through many indicators such as (vision, ability to innovate, risk-taking, and proactive stance), in addition to the extent of its impact on project performance. Purwati, A.,et al., (2021).

Some scholars believe that entrepreneurial leadership can be defined in light of the qualities and characteristics that the leader possesses. (Bagheri, A., et a,l. (2020.

Entrepreneurial ventures are exposed to rapidly changing influences characterized by strategic disruptions, such as changes in customer needs, technologies, and regulatory requirements. Hensellek, S.et al (2023).

Bagheri, A., et al., (2020. believe that the things that contributed to the development of entrepreneurial leadership are that most studies did not focus on crucial aspects such as innovation and risk. In this regard, studies that aim to build and test a scale of entrepreneurial leadership in some countries remain lacking in objectivity in measurement , entrepreneurial leadership is the courageous behavior to identify and exploit entrepreneurial opportunities for the purpose of maximizing value. Iqbal, A., et al., (2022) , And in the same case entrepreneurial leadership can enhance the creative behaviors of employees in some new projects through employees' self-efficacy and passion for creativity. Bagheri, A., et al., (2022)

Entrepreneurial leadership became with along other patterns, has become an important and hot topic and has been distinguished by academic interest in both the field of leadership

and entrepreneurship. Li, C., et al., (2020). (EO) Which enables organizations to enhance operations and increase the culture of organizational innovation by discovering opportunities and improving organizational performance through creative approaches and efficient use of project resources. Sawaeen, F., & Ali, K. (2020).

Previous research has focused on identifying entrepreneurial leadership in innovation at the level of small enterprises, particularly those characterized by high technology. Bagheri, A., et al., (2022).

Researchers Sawaeen, F., & Ali, K. (2020) have presented different points of view in measuring entrepreneurial leadership depending on the context of the research presented and the purpose of their study. Thus, the majority rely on measuring entrepreneurial leadership on the following dimensions (vision, opportunity seeking, proactivity, and the tendency to take risks). (EO) in other side is considered a combination of entrepreneurial traits and entrepreneurial characteristics and is considered an emerging concept in the field of business administration literature. Pauceanu, A. M., et al., (2021)

Ethical Entrepreneurial Leadership consists of four types of behaviors as follows:

1) Proactiveness

Proactiveness describes the market as the company's ability to turn on opportunities and seize opportunities from competitors. Nguyen, P. V., et al., (2021), Some researchers have indicated that having a coalitional spirit will lead to better financial performance, and this relationship can appear in small companies that operate in dynamic markets (Hitt, M. A., et al., 2001).

Some researchers believe that the personal and functional competence of some leaders, including proactivity, are basic drivers of entrepreneurial leadership that contribute to improving their work performance. Hensellek, S., et al., (2023), have indicate that proactive attitude sometimes does not affect business performance and at the same time is related to the topic of entrepreneurial leadership Purwati, A., et al., (2021).

Some researchers have indicated that entrepreneurial leaders must be creative, innovative, take advantage of opportunities, and have the ability to take risks. Sawaeen, F., & Ali, K. (2020), In small and medium-sized enterprises, adopting a proactive stance helps to quickly adapt to changes in the market, anticipate future trends, and determine the path of sustainable growth and development Sadik, M. S. (2024).

In small and medium-sized enterprises, adopting a proactive position helps to quickly adapt to changes in the market, anticipate future trends, and determine the path of sustainable growth and development Sadik, M. S. (2024).

Some executives seek to create new opportunities in a proactive manner and make improvements to satisfy stakeholders and customers alike and ultimately improve the quality of the service or product provided, which contributes to customer satisfaction, sales growth, and improving reputation. Nguyen, P. V., et al.,(2021) . The initiative includes trying to adopt initiatives to form the appropriate environment for the company, which in its context involves attracting opportunities and the will that the organization possesses to remain strongly competitive. Al Mamun, A., et al.,(2017).

The personal characteristics of entrepreneurial leaders are characterized by having a positive impact on the company's performance, which may include proactive efforts in acquiring customers and obtaining resources, which may reach the point of establishing alliances (Hapsari, P. I et al., 2024).

The proactive aspect is reflected in "I still dare to be responsible in an activity even though I doubt my abilities." The proactive aspect can be reflected in the manager's perception of whether he is bold in taking responsibility despite a lack of abilities. Tentama, F., et al., W. (2024).

## 2) Risk- Taking

Risk-taking behaviors are enhanced by working in a favorable environment, and leaders thus become responsible for providing the appropriate organizational climate for work, providing everything that the individual working for innovation needs, and enhancing their passion by enhancing intellectual flexibility and creativity, who can participate in generating new ideas. Iqbal, A., et al.,(2022)

A lot of risk tolerance may also be reflected by examples of countries such as Iran and the United Kingdom, which some researchers believe that the United Kingdom is exposed to a lot of risks in order to achieve benefits in the near or distant future, unlike Iran, which avoids that risk and uncertainty in the external environment Bagheri, A., & Harrison, C. (2020).

Creativity was defined by (Al-Najjar, M. et al., (2024) as the desire owned by the company to contribute through experimentation and creativity in developing new products and services or through innovation in operations by focusing on research and development activities for products, services and technical operations.

There are those who believe (Jha, R. K., & Sarabhai, S. (2024). 3.) that the innovation process includes experimentation and creativity in addition to innovative and technical leadership in all services and products provided, Creativity is considered one of the intangible assets of human capital, and the transformation of ideas and creative mental abilities possessed by employees



into products and services provided to customers, which affects the innovation process in any company Malibari, et al., (2022)

This creativity can play an important and successful role if the company is proactive in seizing opportunities because it always benefits from the first initiative Haider, S. H., et al., (2017), The company's management can direct employees to direct more creative ways in managing the company. This is done by encouraging the exploitation of more creative opportunities by developing new products and services. Hensellek, S., et al., (2023).

Creativity can be described as the direction that the company takes to discover new opportunities available in the market, which involves experimentation and creativity, which ultimately leads to providing new services and products or improving existing products, whether from technical or formal aspects. Al Mamun, A., et al., (2017).

### 3) Ethic

Entrepreneurial behavior of leadership may drift into trying to achieve huge profits, but it can happen in an unethical manner, and therefore unethical behavior is the dark side of entrepreneurship Widyani, A. A. D., et al.,(2020), Ethical entrepreneurial leadership is characterized by the influence of awareness of differences and according to the psychological view of leadership, leaders can be viewed according to their positive view of society, and the leader's opportunities for developing the economy should be represented as his conscious behavior and the extent of his influence on society Britchenko, I., et al., (2018).

The negative relationship between ethical entrepreneurial leadership and the emergence of conflicts may indicate that the leader may have limited influence on followers and in this regard some social norms may emerge about how people treat each other in a way that shows justice and respect Mayer, D. M., et al., (2012). Entrepreneurial leadership will not be isolated from the ethical side of the company, and it represents one of the challenges for companies. It is primarily linked to the values of the leader, which carry in his ethical side a kind of values that represent in their entirety the ethical approach that he enjoys. The appearance of friendship, integrity and ethics are among the basic things in the behavior of the leader, and the ethical influence appears in large companies more than in small companies because ethical behavior in large companies is distributed among the concerns of administrative levels, while in small companies, owners can monitor employees more easily. Kuratko, D. F. (2007).

Ethical leadership combines entrepreneurial leadership and business ethics and depends on the need to take into account the importance of ethics in leadership and achieving what is consistent with organizational sustainability Sarmawa, I. W. G., et al.,(2020), Leaders are seen as models of ethical behavior and are followed by employees, thus influencing ethical outcomes. This is

seen in terms of the legitimacy enjoyed by leaders, which is called the normative behavior of leaders. Likewise, leaders must behave in a way that attracts the attention of employees through treatment and honesty and use these mechanisms to enhance the ethical message of entrepreneurial leadership. Kaptein, M. (2019).

Therefore, the integration of the concepts of entrepreneurial leadership and ethics and the market shows the extent of integration between them and their impact on some administrative functions within the company. Thus, the ethical dimension between them shows the extent of correct ethical behavior apparent in entrepreneurial leadership behavior. Van Zyl, H. J., & Mathur-Helm, B. (2007).

Entrepreneurial leadership needs to be reinforced by some values and its ability to build an ethical climate that is a necessary condition for employees' attitudes towards their leaders. Lee, H. J., et al., (2022).

Here, the leader is viewed as having good morals and as a role model for employees. Therefore, some companies led by leaders with ethical values tend to have employees who have integrity and organizational loyalty in addition to having a pioneering spirit. Therefore, ethics become an important task related to continuity, which ultimately leads to achieving organizational performance and enhancing the prevailing organizational culture. Dwi Widayani, A. et al., (2020).

## **2. Entrepreneurial passion**

### **Defining the entrepreneurial passion**

Entrepreneurial passion can be defined as all the focused positive feelings that ultimately lead to the conscious arrival of entrepreneurial activities and can be represented by the entrepreneur's self-identity. Entrepreneurial passion is distinguished by the fact that both are similar because they contain the basic components of passion. Each concluded (Lee, Y., & Herrmann, P. (2021).

The majority of experimental studies have been conducted in diverse cultural environments, and therefore theoretical and contextual justifications must be made. Therefore, precise terminology must be made between different researchers. In this context, (Karimi, S. (2020)) agrees, who confirmed that entrepreneurial passion is all the positive feelings that are conscious and permeated by participation in entrepreneurial activities related to the self-identity of each entrepreneur, and they are by nature inclined towards positive interactive aspects.

Entrepreneur passion consists of two types of dimensions as follow:

### **1) Harmonious passion**

Workers choose more independently the activities they want and like, and through this, positive feelings are generated. On the contrary, there is obsessive emotion, which is represented by the amount of negative feelings that result from pressure by various negative means when workers participate in their various and favorite activities. Feng, B., & Chen, M. (2020), Therefore, harmonious passion in entrepreneurship generates effective decisions, especially when entrepreneurs have a high level of self-efficacy or operate with a low level of environmental risks. Thus, entrepreneurs often make entrepreneurial decisions based on the level of passion they generate. Lee, Y., & Herrmann, P. (2021) , Previous experimental studies have found that it is highly consistent with engaging in voluntary and hedonic choice Anjum, T., et al., (2021) Some researchers have suggested that harmonious passion directly or indirectly affects entrepreneurial success, while obsessive passion will be more clearly and positively associated with organizational commitment (Newman, A et al., (2021). Harmonious passion directed toward preferred activities will be positively associated with their conscientiousness and openness, while obsessive passion will be negatively associated with agreeableness and openness (Obschoonka, M., et al., (2019).

### **2) Obsessive passion**

It represents the negative feelings represented by negative pressure on employees when they contribute to their favorite activities, and it comes through most of the uncontrolled internal interventions and lack of self-esteem. With all these things, great passion can lead to some positive effects on entrepreneurs, especially in competitive environments (Feng, B., & Chen, M. (2020) , The measures of compulsive and obsessive passion have been shown to be highly correlated with the domain of invention and development, but they are considered to have insignificant associations and effects with the domain of obsessive-compulsive disorder Cardon, M. S., et al.,(2013).

### **3. Entrepreneurial orientation**

#### **Defining the entrepreneurial orientation**

Entrepreneurial orientation can be viewed as a key to all forms of growth and creativity in various projects. It has its roots in the strategy process and its making. Some studies based on indicators, whether from the company's internal or external environment, have suggested that entrepreneurial orientation can be achieved more quickly, which provides all the facilities with its advanced competitive position. Al Mamun, A., et al., (2017).

Some researchers believe that the entrepreneurial orientation is greatly linked to the improvement of the financial performance of companies, which will take the initiative to add

products consistently, their ability to bear risks, and act very proactively in dealing with the environmental changes that appear. Hapsari, P. I., et al., (2024).

Entrepreneurial orientation refers to the top management system in terms of innovation, proactivity and risk-taking, and most researchers agree with this approach, especially when the entrepreneurial orientation is linked to financing and all tasks can be implemented and entrepreneurial performance can be improved, especially in small and medium-sized .

Ethical Entrepreneurial Leadership consists of four types of behaviors as follows:

### **1) Research Mobilization**

It is the process resulting from the research process where all stakeholders can participate in all steps of scientific research, especially with regard to reaching research results through multiple parties with ease. Much of the previous literature has been presented, especially those who facilitate the scientific research process or participate in it, in addition to research and development offices within universities that support creative ideas, through which they need effective strategies to support knowledge. Nichols, N., et al., (2013).

The scientific community directly serves the public at large and highlights research presented, some of which is exciting Bauer, M. W., & Jensen, P. (2011), Not all forms of mobilization aim to expand knowledge only, but also to increase interest in that applied knowledge, and therefore it seems that future research will reach beyond the respondents to ensure that the same effects that occurred in the scientific procedure are reached Marc, H., et al.,. (2010)

### **2) unconventionality**

Some results indicated that the entrepreneurial orientation differs in some of its sections through unconventional activities, especially in the search for new opportunities, which returns a certain amount of benefit to the company's stakeholders. Not all matters related to the elements indicate sources of risk or those that carry a risk such as resources, reputation, or career advancement, and for this reason it was called unconventional Todorovic, Z. W., et al. (2011).

The unconventionality of any entrepreneurial work or project is defined as the degree of distinction of the project compared to alternatives, and it differs from risk or creativity and innovation. Many studies indicate the effects of unconventionality, including, for example, entrepreneurs moving away from traditional efforts when compared to other times. Parker, O., et al.,. (2020).

### **3) Industry Collaboration**

light of the environmental and regulatory challenges, industrial cooperation has become a comprehensive topic as a tool to overcome these challenges. Although industrial cooperation

has many advantages, various organizations face challenges and difficulties in encouraging it. Academics who have a wide range of expertise can give an additional advantage to this cooperation to cross borders and communicate with others outside their field of specialization. Therefore, the role of universities emerges here as an essential part in consolidating this work to ensure cooperation with the industrial field. Some studies have contributed to documenting this relationship between universities and companies and providing a framework for this cooperation to work effectively and achieve the targeted success (Awasthy, R., et al., L. (2020). Suggestions have been made in this area to improve the relationship between universities and companies, specifically in the field of intellectual property or technology transfer, and to achieve an effective cooperation mechanism in this regard. Some studies have aimed to identify the gap between entrepreneurship and academic cooperation between universities, clarify cooperation and comparison relations between developed and developing countries, and find the necessary dynamics to bridge the gap between different countries. Nsanzumuhire, S. U., & Groot, W. (2020). The general policy followed may intervene in countries' tendency to cooperate between the industrial sector and universities and through various means by activating the direct role in providing funds between the industrial sector and universities, especially in the field of research and development. There are those who have focused on the aspect of research and development and intellectual rights. Guimón, J. (2013). All data related to the research cooperation process between the two sides compared to what has been done in light of the number of inventions, and some studies have not given this aspect the optimum importance despite its importance in knowing the size of cooperation and its mechanisms. Banal-Estañol, A., et al., (2015).

#### **4) Local government policy**

Some studies have revealed that most small and medium-sized enterprises have a fundamental and valuable role in developing economic development, especially those that sponsor entrepreneurial activities for low-income populations. Al Mamun, A., et al., (2017), Some studies have become important for local policy makers as they guide policy makers more efficiently through developing and improving training centers to develop managerial skills, especially in small and medium-sized enterprises Haider, S. et al., (2017).

In order for entrepreneurs to be able to successfully carry out their tasks, it is logical and necessary to determine and explore the level of readiness to highlight pioneering companies and their determinants, which is beneficial regardless of the sector, generating visions and the value of contribution for pioneers by determining the appropriate strategy to attract other

partners in the field of specialized entrepreneurship. In this context, governments, whether local or central, should stimulate entrepreneurial activities, especially in developing countries, with the participation of small and medium-sized companies in a highly transparent manner to reduce bureaucracy and eliminate the rampant corruption that hinders the work of these companies. It is possible to legislate tax incentives and determine the necessary permits to work according to emerging sectors that have a direct impact on creating a sustainable environment Taylor, P. (2013).

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## **The practical framework of the study**

### **1) Description of the study variables**

Before proceeding to analyze the study variables, these variables must be described with a set of symbols capable of reducing the complexity of the moral methods resulting from extracting the required results, which indicates the necessity of adopting a set of symbols capable of expressing the study variables, and Table (1) shows the description of the study variables that are concerned with building a clear conceptual framework for the terms that will be used in the results related to the applied aspect of the study.

**Table (1)**  
**Description of study variables**

<b>Variable</b>	<b>Dimension</b>	<b>Items</b>	<b>Symbol</b>	<b>The adopted scale</b>
Ethical entrepreneurial leadership	Proactiveness	5	PR	Sarmawa et al . , 2020
	Innovativeness	5	IN	
	Risk-Taking	4	RT	
	Ethic	4	ET	
Entrepreneurial passion	Harmonious passion	7	HP	

	Obsessive passion	7	OP	Feng & Chen, 2020
Entrepreneurial orientation	Research Mobilization	6		Todorovic et al . , 2011
	Unconventionality	4		
	Industry Collaboration	6		
	Local government policy	4		

### 3. Hypotheses testing

#### 1) Testing the direct impact hypothesis:

**Main hypothesis: There is a significant influence relationship between ethical entrepreneurial leadership in entrepreneurial orientation.**

To test the hypothesis, we test its sub-hypotheses. The results of table (2) indicate the following:

**Table (2)**

#### **Ethical Entrepreneurial Leadership in Entrepreneurial Orientation**

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Responsive variable
	$\alpha$	$\beta$				
Proactiveness	1.649	0.451	0.467	212.624	0.000	<b>Entrepreneurial orientation</b>
Innovativeness	1.521	0.589	0.452	243.673	0.000	
Risk-Taking	1.685	0.622	0.231	233.564	0.000	
Ethic	1.537	0.541	0.344	130.611	0.000	
<b>Ethical entrepreneurial leadership</b>	0.622	0.751	0.566	458.868	0.000	
The value of (F) tabulated at a level of significance (0.05) = 3.841 The value of (F) tabulated at a level of significance (0.01) = 6.635						

The results of the analysis indicate that there is a positive effect relationship for the variable defining innovativeness in ethical entrepreneurial leadership. The value of the alpha regression constant reached (1.521) and the beta effect factor (0.589), and the independent variable can explain (0.452) of the variance occurring in entrepreneurial orientation, which is reflected by the value of the interpretation coefficient (R2), and the significance of the model was confirmed by relying on the value of the (F) statistic, which is greater than its tabulated value. In addition, the significance is within the acceptance zone, which is required to be smaller than (0.05). This supports the acceptance of the hypothesis.

Following up on the results of the analysis, it is clear that there is a positive effect of ethical entrepreneurial leadership on entrepreneurial orientation. The value of the regression constant alpha reached (0.622) and the effect factor beta (0.751) and this means ethical entrepreneurial

leadership for owners of small and medium enterprises can explain (0.566) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R<sup>2</sup>) and the significance of the model was confirmed based on the value of the (F) statistic, which is greater than its tabulated value, in addition to the significance being within the acceptance zone, which is required to be smaller than (0.05). This supports the acceptance of the main hypothesis.

**2) Testing the indirect influence hypothesis:**

**The main hypothesis of the study is that: There is a significant effect relationship for ethical entrepreneurial leadership that supports entrepreneurial behaviour.**

**Main hypothesis: There is a significant influence relationship between ethical entrepreneurial leadership in entrepreneurial orientation through entrepreneurial passion.**

The results of the following table indicate that there is an indirect influence relationship between ethical entrepreneurial leadership and entrepreneurial passion amounting to (0.917), which is a significant relationship according to the significance level that showed a result smaller than (0.05).

As for the influence relationship of entrepreneurial passion on entrepreneurial orientation, it amounted to (0.764), which is a significant relationship according to the significance level that showed a result within the acceptance area and smaller than (0.05). As for the indirect relationship, the results proved that there is an indirect influence relationship for the variable of ethical entrepreneurial leadership and entrepreneurial orientation through entrepreneurial passion amounting to (0.701), which is a significant relationship according to the significance level that showed a result within the acceptance area and smaller than (0.05). The above results prove the fulfillment of the hypothesis, i.e. the influence of ethical entrepreneurial leadership on entrepreneurial orientation increases through entrepreneurial passion.

**Table (3)**

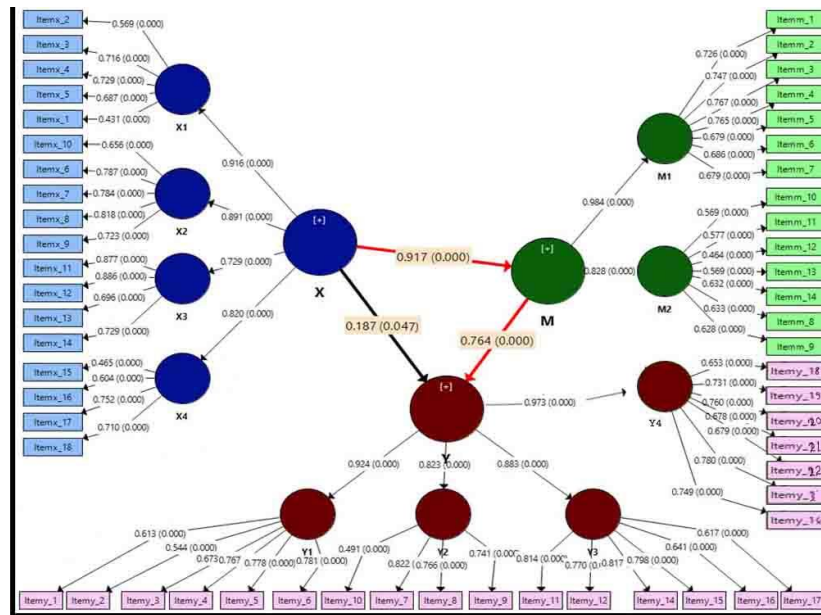
**Results of path analysis for the influence of ethical entrepreneurial leadership on entrepreneurial orientation through entrepreneurial passion**

Path	Impact	Mean	Standard deviation	T(	Significance
M -> Y	0.764	0.561	0.042	13.479	0.000
X -> M	0.917	0.525	0.045	11.709	0.000
X -> M -> Y	0.701	0.294	0.029	10.323	0.000



**Figure (2)**

**Results of path analysis for the influence of ethical entrepreneurial leadership on entrepreneurial orientation through entrepreneurial passion**



## Conclusions & Recommendations

### • Conclusions

1. The impact of ethical entrepreneurial leadership in its dimensions on entrepreneurial orientation had a positive and significant impact, as ethical entrepreneurial leadership enhances entrepreneurial orientation to adapt to the environment characterized by complexity, as maintaining ethics while dealing with employees will be positive and help the project achieve its goals.
2. The results of the study showed a moderate level of risk dimension for the ethical entrepreneurial leadership variable, which means that most owners of small and medium enterprises avoid risk as much as possible for fear of environmental reactions.
3. The results of the study revealed a moderate level of proactivity dimension for the ethical entrepreneurial leadership variable, which means that owners of small and medium enterprises avoid working uniquely for fear of failure.
4. The results of the study revealed the role of entrepreneurial passion in strengthening the relationship between ethical entrepreneurial leadership and entrepreneurial orientation.

## **Recommendations**

1. Owners should make an effort to employ a set of means that are characterized by the ability to correctly draw the future of their projects by identifying the most important weaknesses addressing them and enhancing strengths.
2. Avoid operations that are likely to result in failure or limit the expected loss to the lowest possible level due to their important role in achieving better results.
3. Owners of small and medium enterprises should give full attention to workers and rely on many indicators in evaluating the performance of their projects and determining their future.
4. A statement to the gentlemen working at all administrative levels of the project about the importance of the role of pioneering passion due to its role in eliminating routine in work and raising the level of creativity because this helps to reach a higher competitive ability and the ability to keep pace with developments in different business environments.

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