

The Role of Entrepreneurial Leadership in Enhance Organizational Agility in Telecommunication Sector

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Abstract

The new leadership role in competitive globalization focuses on developing and integrating entrepreneurial activity into existing organizational systems. However, there is a lack of research into how entrepreneurial leadership can influence organizational agility in the telecommunications sector in Kurdistan Iraq. The aim of this research is to find out the impact of entrepreneurial leadership on organizational agility, data collected through a quantitative methodology research design from (143) managers in an Asia cell company in Sulemani City, Iraq. using SPSS, V.21. The correlation results of the research showed a direct relationship between entrepreneurial leadership and organizational agility. In addition, entrepreneurial leadership has a decisive influence on the mobility of the organization. The regression results of the research show the importance of entrepreneurial leadership in increasing organizational agility. Finally, this research suggests that future research may explore the concept in a different context.

Keywords: Leadership, Entrepreneurship, Entrepreneurial leadership, Organizational Agility, Asia Cell Company.

المخلص

يركز الدور القيادي الجديد في العولمة التنافسية على تطوير ودمج الأنشطة التنظيمية في النظم التنظيمية القائمة. مع ذلك هناك نقص في الأبحاث حول كيف يمكن للقيادة الريادية أن تؤثر على الرشاقة التنظيمية في قطاع الاتصالات في كردستان العراق. هدف هذا البحث هو معرفة تأثير القيادة الريادية على الرشاقة التنظيمية. حيث تم جمع البيانات من (١٤٣) مدير في شركة اسيا سيل في مدينة السليمانية في كردستان العراق وتم اتباع المنهجية الكمية في عملية تحليل البيانات باستخدام برنامج SPSS, V.21 الإحصائي. وأظهرت نتائج الارتباط للدراسة بوجود علاقة مباشرة بين القيادة الريادية والرشاقة التنظيمية. بالإضافة إلى ذلك فإن القيادة الريادية لها تأثير حاسم على الرشاقة التنظيمية. حيث تظهر نتائج الانحدار للدراسة بمدى أهمية القيادة الريادية في تعزيز الرشاقة التنظيمية. وأخيراً تقترح هذه الدراسة أن تقوم البحوث المستقبلية باستكشاف هذا المفهوم في سياقات مختلفة.

الكلمات المفتاحية: الريادة، القيادة الريادية، الرشاقة التنظيمية، شركة اسيا سيل.

پۆختە

ڕۆڵی سەرکردە نوێ لە سەرەدەمی جیهانیگری پر لە ڕکابەریەتیدا جەخت لە سەرگەشە پێدان و لێکدانی سیستمە ڕێکخراوییهکان دەکات. ئەگەر ئەوەشدا تۆیژینهوێی کەم هەبێت ئە چۆنیتی دیاری کردنی کاریگەری سەرکردەیی ریادی لە سەر ڕەشاقەتی ڕێکخراوەیی ئە کەرتی پەڕیوهندییهکانی

هه‌ریمی کوردستان. نه‌نجامی سه‌ره‌کی نه‌م توێژینه‌وه‌یه ده‌ستنی‌شان‌کردنی رۆژی سه‌ره‌کردی ڕیادییه له‌سه‌ر ده‌شاقه‌ی ڕیک‌خراوه‌یی به‌به‌کاره‌ینانی میتۆدی چه‌ندیتی له‌ ڕیگی ڕاپرسییه‌وه داتا‌کان کۆ کرایه‌وه له‌ (143) به‌رپۆه‌به‌ر له‌ کۆمپانیای (ناسیا سیل) له‌ شاری سلیمانی، به‌ سوود وه‌رگرتن له‌ پرۆگرامی (SPSS, V.21) داتا‌کان شیک‌رانه‌وه. ده‌رنه‌ نجامی توێژینه‌وه‌که ده‌ری خست که په‌یوه‌ندییه‌کی راسته‌وخۆ له‌ نیوان سه‌ره‌کردی ڕیادی و ده‌شاقه‌ی ڕیک‌خراوه‌یدا هه‌یه و هه‌روه‌ها سه‌ره‌کردی ڕیادی کاریگه‌ری هه‌یه له‌ هاندان پوه‌و ده‌شاقه‌ی ڕیک‌خراوه‌یی، له‌ کۆتاییدا توێژینه‌وه‌که پیشنیاری نه‌ نجامدانی توێژینه‌وه‌ی زیاتری کرد و به‌ به‌کاره‌ینانی نه‌م بابته‌ له‌ بواری جیگای جی‌اوازا.

1. Introduction

In the 21st century, agility is no longer a choice for business organizations. These constant changes require rapid response and adaptability (Harraf *et al.*, 2015). To be agile, organizations need to be fast, adaptable and responsible in order to adapt with unexpected and unexpected fluctuations, market opportunities and customer needs (Samani *et al.*, 2017). Agility means the successful identification of competition (speed, flexibility, innovation, quality and profitability), particularly with regard to the advancement of science and technology, the emergence of new needs and challenges. Organization becomes more complex and its management more difficult without agility (Rahimi, 2016). Agility promotes the organization's ability to provide high-quality products and services. It becomes an important factor in increasing the productivity of the organization (Dehghanib, 2016). Organizational agility is a core competency, competitive advantage and differentiation that requires strategic thinking, innovative thinking, exploiting change, and a relentless need to be adaptive and proactive (Harraf *et al.*, 2015). This requires speed, flexibility and the leader's ability to change conditions (Samani *et al.*, 2017). Entrepreneurs play an important role in pioneering development as follows: in social life, creation and development of new innovations, and in the development and commercialization of new technologies (Rezaez *et al.*, 2017). Organizations are currently facing turbulent environments with heavy doses of dynamism, complexity and uncertainty. These conditions have led to over competitive markets that significantly threat the survival of companies (Harraf *et al.*, 2015).

Organizational agility is necessary and important for organizations in the current time in particular, in the changes in technological developments, the growth of competitors, especially the communications companies, which today are more than ever required, requires organizational agility. As the telecommunications sector in Kurdistan has noted in the last two decades, the similarity, remarkable developments and an increasing number of competitor's companies with services provided by them. As a result, in 2018, Asia Cell has been able to save on cost rates that offer a set of organizational agility capabilities that are 20% successful compared to last year, when it has not implemented organizational agility features in its processes and operations, and this turnaround prompted Asia Cell to recognize the fact of using organizational agility, which significantly increased its market share (5%) (Asia Cell Marketing Manager, 2018). Organizational agility as a key dynamic ability is also the ability of a company to recognize environmental change and respond efficiently and effectively to it. Up to 60% of new businesses usually fail within two years. Failures were often due to the personal qualities of a CEO's such as competence, risk-taking and innovation (Jue, 2009).

Similarly, Fateme, (2013) also noted that one of the most recent forms of organization is a form of agile organization whose dimensions and competencies drive the survival and development of the organization in the business environment, and where information technology, people, and enterprises align processes in a homogeneous and flexible system form the basis (Grefen and Türetken, 2018). On the other hand, corporate leadership is relevant also to reducing business failure and increasing success. Entrepreneurial leadership which is important for reducing business failure and improving success, entrepreneurial leadership has been ineffectively integrated into organizations. There are differences in competence to have the right entrepreneurial leadership traits and high self-impact perceptions to succeed (Mattare, 2008). Therefore, the concept of organizational agility appears to be a central theme for the survival and success of the organization, which produces successful, proactive leadership (Felipe *et al*, 2016). The research significant to the study is considered by examining the theoretical connection and relationship between entrepreneurial leadership and organizational agility in private sector. Findings from this research will enable private sectors to evaluate the level of entrepreneurial leadership, their leadership strategies and capabilities in developing an entrepreneurial mindset which pervades the entire organization, the status of their entrepreneurial systems within and outside the organizational, identify enablers and barriers for entrepreneurship within their organizations, and, enhance the agility of decision making especially in fostering entrepreneurship. To improve this agility, researchers have tried to study several variables to promote agility, such as (flexibility, innovation, competences, and quickness), but there are few studies that show the role entrepreneurial leadership plays in Improving organizational agility. Considering limited research was dedicated to common themes and trends between organizational agility and entrepreneurial leadership that it can be said that, there is no study that directly examined interactions between entrepreneurial leadership with organizational agility. To fill this gap, the research question of the current study is “(Does entrepreneurial leadership effect on organizational agility?”.

2. Literature Review and Hypotheses Development

In this research, the concept of entrepreneurial leadership, organizational agility, is obviously thoroughly reviewed. Entrepreneurial leadership and organizational agility are characterized in such a way that they give clarity to the hypothesis. We conclude by discussing the results of the research.

2.1 Entrepreneurial Leadership

Entrepreneurial Leadership (EL) is the fusion of entrepreneurship and leadership, which, when applied, allows the organization to seize an opportunity to gain competitive advantage (Roomi and Harrison, 2011). It is the process of creating an entrepreneurial vision and encouraging a team to implement the vision at high speed and uncertain environments (Bagheri and Pihie, 2010). EL was described by (Ahmed, 2013) as a method of leadership behavior traditional by different types of leadership manners required for extremely turbulent, inspiring and sensible environments. In this case, it can be said that entrepreneurial leadership is exercised as a "leadership role in entrepreneurial endeavors" rather than in the broader sense of entrepreneurial leadership (Leitch *et al*, 2016). Entrepreneurial ventures include organizations performing based on the identification, assessment and use of entrepreneurial opportunities (Denhardt and Campbell, 2005). The ideas were presented in risk-taking, innovativeness, proactiveness and self-friendliness of entrepreneurs of

entrepreneurial orientation dimensions, which were managed with the communication and motivational competence of the executives. The entrepreneurial director has an entrepreneurial attitude towards qualities such as internal control locations, tolerance of ambiguity, willingness to hire people smarter than himself, a consistent urge to create, build or create things Change, passion for an opportunity (Yusof, 2017). In this study, the following dimension was used to measure the EL:

2.1.1 Innovativeness

The innovativeness was identified by (Muhamad, 2018) as implementations of the idea that achieved through the process of creativity and the introduction of new services which have not been offered by others. At the same time as (Suyitno, 2014), mentions that innovation creates something different from the things that exist so far. Leaders as entrepreneurs must act as an innovator who lives in a complex global society of fantasy and tends to make trends rather than pursue them. Additionally, (Zainol, 2018) stated that innovation is a complex phenomenon involving the development of new production or processing techniques. It reflects an organization's tendency to develop and support new ideas, novelties, experiments and creative processes that can lead to new products, services or technological processes.

2.1.2 Pro activeness

According to (Leonard, 2013), Pro activeness is considered as the way a company or individuals handle activity in the market and changes in the environment by identifying and using opportunities to deal with modern and future needs. Further, Bojko, (2014) realized that proactiveness is capable of taking responsibility to take the first mark in the market, to pursue the chance, to discover problems and solving them adequately and make decisions in the right direction and at the right direction and time. In addition, Antonakis *et al.*, (2017) stated that entrepreneurial leaders should be able to solve the problems that have arisen in the organization and pursue the possibility and entrepreneurial leaders should be able to take responsibility and take decisions contribute to the goal and the time it takes.

2.1.3 Competitive aggressiveness

Based on the idea by (Muhamad, (2018) Competitive aggressiveness is precited as the organization's efforts to work better than its competitors in equal areas, and these efforts are risky by lowering prices and sacrificing some of the profits and increasing their spending to a market to get share more than its competitors, as well as the development and growth of the organization, not the ability to become an effective company, moving from the innovative power and proactivity by the competition directly to the competitors. (Leonard, 2013) explained that the aggressiveness of competition relates to an organization's tendency to immediately and intensively challenge its competition to get or improve the position, that is, to the industry's competitors in the market. According to the article by (Phillips, 2012), competitive aggressiveness refers to a company's competition which directly and intensively challenge its competitors to achieve entry or improve position and is characterized by responsiveness in terms of Confrontation or reactive action. This study defines the competitive aggressiveness relates to how companies relate to competitors and respond to trends and demand that already exist in the market.

2.1.4 Risk-taking

Risk-taking defined by Antonaki *et al.*, (2017) as a way to respond to problems in the market to be the first to offer solutions. Risk-taking and innovativeness are associated with the creation of a new idea and process, proactiveness and autonomy deal with the implementation of this idea and process. Leonard, (2013) stated that risk-taking is an act to provide opportunities with a higher degree of Uncertainty and risk of success and failure in finance and product innovation. Although, it is associated with better uncertainty, better risk-taking can lead to a better reward (Kuratko, 2007). Bojko, (2014) argued that it is the entrepreneurial ability in each individual. Furthermore, Lomberg *et al.*, (2017) claimed that the risk taking is driving companies to develop new market opportunities, which is likely to worsen development in an age of rapid change.

2.2 Organizational Agility

Organizational agility (OA) is the organizations that think about mere variations to modifications and tend to take advantage of capacity opportunities in a turbulent environment and due to their competence and innovations, a particular (Shahrabi, 2012). According to Siyadat *et al.*, (2013), organizational agility refers to the ability of moving fasted and thinking quickly using a thoughtful method. Moreover, Harraf *et al.*, (2015) explained that agility is a continuous process, just like continuous improvement.

OA is defined by Leonhardt *et al.*, (2016) as a company's ability to detect and respond to opportunities and threats arising from changing environments effectively. (Felipe *et al.*, 2016) also explained organizational agility that a company's ability to detect environmental changes and respond to them efficiently and effectively. In addition, Nafei, (2018) argued that OA is the organization's ability to meet the needs and desires of its customers quickly and with appropriate quality by focusing on specific markets that allow you to achieve excellence within the services of the organization. While (Janssen, 2010) identified organizational agility as an organizational ability to respond to an environment quickly and effectively that face change significantly. The organization agility within the organization usually considers numerous key features that are considered as capacities of four components dimensions. The OA model of this study is presented as the following:

2.2.1 Responsiveness

Responsiveness was identified by Raschke (2010) as the ability to respond purposefully and within a reasonable period of time to significant events, opportunities or threats in order to gain or maintain a competitive advantage. Banihashemi and Hamid, (2012) diagnosed responsiveness is the ability to become aware of the changes and respond quickly to them, reactively or proactively, and recover from them. This was formulated as: sensing, perceiving and anticipating changes, immediate response to change by collecting into a system, recovery from change. Abolfazle *et al.*, (2015) identified OA as the ability to detect change and respond quickly to them and use their advantage to use them quickly.

2.2.2 Competency

According to Aburub, (2015) competency is identified as the extensive capabilities that provide productivity, efficiency and effectiveness of activities for the organization's goals and objectives. This could be achieved by providing the strategic vision of an organization, the use of appropriate

technologies (either hardware or software program), the production of quality products or services, the change of management, the cost efficiency, increasing the rate at which new products are introduced, with diverse capabilities, developing business practices that are difficult to copy, increasing operational efficiency and effectiveness, cooperation across functional borders, and/or integration. In addition, Banihashemi and Hamid, (2012) stated that this is the significant set of capabilities that provide productivity, efficiency and effectiveness of activities towards the goals and objectives of the organization. Moreover, Fateme and Tahereh, (2013) identified competence as an tremendous skills that provides productivity of activities for the goals and goals of the organization.

2.2.3 Quickness

Quickness is ability to perform the tasks and functions each time (Fateme, Abdolrahman, & Tahereh, 2013). While Dalvi *et al.*, (2013) argued that speed and quickness consist of the ability to work in no time. Each organization must consider its capabilities for the following agility. In addition Abolfazle *et al.*, (2015) identified this speed as the ability to complete the tasks within a very short time. Achieving agility requires the ability to respond to the strategies, technology, processes and facilities. There are different skills that should be considered in the agility which includes work teams, participation, quality and cost.

2.2.4 Flexibility

In 2012, Banihashemi and Hamid identified flexibility as the ability to process different services and achieve different goals with the same facilities. It includes points such as flexibility of service volume, service model/configuration flexibility, organizational issues flexibility, flexibility of people. While Dalvi *et al.*, (2013) claimed that flexibility refers to the ability to flow different processes and achieve different goals via equal facilities and equipment. Thus, Fateme *et al.*, (2013) explained flexibility as the ability to process various services and products for numerous purposes with equal starting possibilities. In the same time, Chen and Siau, (2012) identified it as the ability to adapt applications quickly and economically to changing business needs in context.

2.3 Entrepreneurial Leadership and Organizational Agility

The study illustrated that innovation, as a tendency and ability of entrepreneurial leaders to think creatively, develop ideas in opportunity utilization, develop resource utilization, and solve and see problems, entrepreneurial leaders are creative innovators committed to acting and creating value in thought and action (Zijlstra, 2014). In addition, Leonard, (2013) argued that organizations that are able to respond and can adapt measures. While risk-take, which is an act to seize opportunities with a higher level of uncertainty and risk for success and failure in the field of innovation. Although it is associated with higher uncertainty, higher risk-taking can contribute to a higher reward. Therefore, risk-taking is an important part of the entrepreneurial leader process.

A successful entrepreneurial leader must address the risks posed by the opportunity after identification and weighing up several factors to address the uncertainty that is considered a key competence to an agile organization in globalization, which has the business world Influenced by raising the level of competition in most industries, instigating new markets and challenging companies to appeal to global consumers (Antonakis *et al.*, 2017). Research suggests that

entrepreneurial leadership is necessary and can increase organizational agility to be more effective in competition (Yusof, 2017). It is the primary purpose of any organization in the current unpredictable and changeable business environment, and small shortage of time can cause them to have undesirable consequences. Thus, innovative agile firms could have the incentives to reshape fixed resources to create new activity systems or business models, this process is easier if resources are inherently flexible (Zainol *et al.*, 2018).

Organizations can think better when it's not just about rapid and unforeseen changes and take advantage of the potential opportunities to develop new changes in the current competitive world. Organizational agility can be re-engineering processes and changing the organizational structure, constituting development teams, implementing various programs to employees, turning to virtual organizations and increasing ability to efficient responsiveness to change are necessary activities by taking an entrepreneurial leadership Samani, (2017). From reviewing the literature, Study formulates this hypothesis and framework as below:

H₁: “There is a positive and significant effect of entrepreneurial leadership in organizational agility”. In Asia cell Tel Commutation company.

H₀: “There is an non-significant effect of entrepreneurial leadership in organizational agility”. In Asia cell Tel Commutation company.

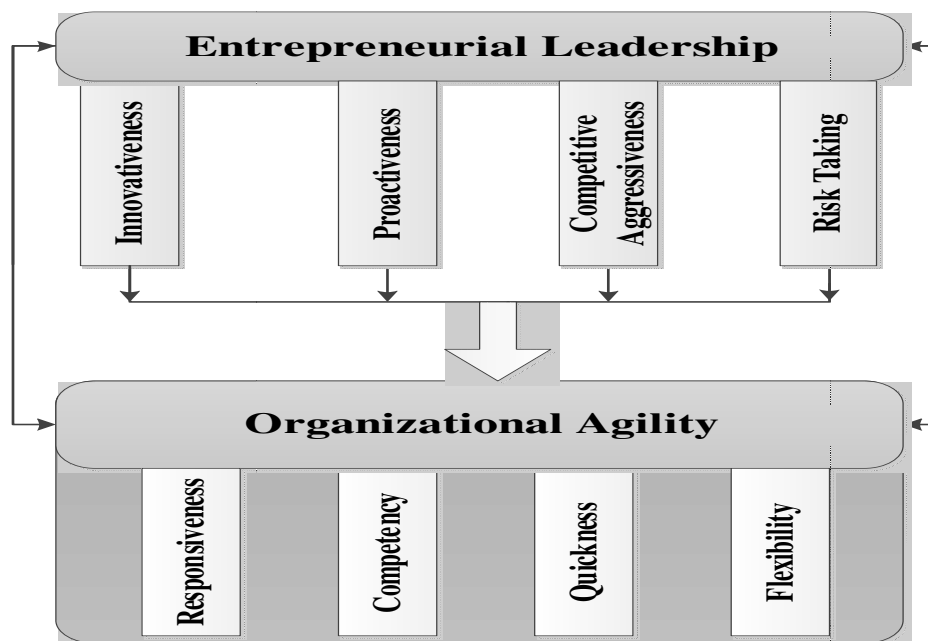


Figure (1): conceptual framework of the study

3. Research Methodology

This study examines the effect of entrepreneurial leadership in organizational agility. To do this, the study uses a surveying method. The study population consists of (180) managers in Asia cell company in Sulemani City – Kurdistan Iraq. The unit of analysis is organizational. The surveying tool for the study was designed to capture the respondent's perceptions entrepreneurial leadership and organizational agility. The questionnaire was developed based on previous studies, but to meet

the specific needs of this study, some changes of the questions were made based on five-point Likert type scale ranging from 1 (not at all) to 5 (frequently). In addition, when the questionnaire survey is conducted in a standardized and objective manner, more confidence is added in generalizing the findings.

The dependent variable of the study organizational agility study was measured at twenty items; adapted from (Muhammed, 2015; Al-Faouri, 2017) while entrepreneurial leadership was measured by twenty items, adapted from (Rashid, 2015). 40 items were used to measure the variables of the study. The data collection of this study was analyzed by using Pearson correlation and regression analysis. Before the regression applied, the regression assumptions were satisfied. The measures were examined and assessed to gauge reliability and validity. The Cronbach alpha coefficient was used to assess the level of reliability and the test results ranged from (0.75) to (0.89) exceeding the recommended minimum level of 0.7 (Nunnally, 1978). This suggests that all the measures have a relatively high degree of reliability as shown in the Table “1”. These questionnaires were distributed to all managers, (143) from returned and used in statistical analyses were answered an effective response rate is (0.79).

Table (1): Cronbach Alpha Reliability Test of the EL And OA

Variables		Number of Items	Cronbach's alpha
Entrepreneurial leadership	Innovativeness	5	0.89
	Proactiveness	5	0.84
	Competitive Aggressiveness	5	0.79
	Risk-taking	5	0.75
Entrepreneurial leadership As a whole		20	0.95
Organizational Agility	Responsiveness	5	0.86
	Flexibility	5	0.85
	Quickness	5	0.83
	Competency	5	0.89
Organizational Agility As a whole		20	0.93
Total		40	0.96

Table (1) shows the values of Cronbach's alpha for each variable and sub-variables (Entrepreneurial leadership and Organizational Agility), which are ranged between (0.75 – 0.95) for variable of entrepreneurial leadership and is ranged between (0.83 – 0.93) for organizational agility, however Cronach alpha for overall items is equal to (0.96) which are greater than the acceptable limit (0.70).

4. Findings and discussion

The study examined the effect of entrepreneurial leadership in organizational agility. First, to establish the relationship between the variables, Pearson correlation and regression have been calculated.

4.1 correlation results

To verify the relationship, Pearson correlation analysis was conducted between entrepreneurial leadership and organizational agility.

Table (2): Correlation Result between entrepreneurial leadership and organizational agility

Variable	Correlation value	P-value
entrepreneurial leadership and organizational agility	0.786	0.000

Table (2) shows that the value of correlation and p-value between entrepreneurial leadership and organizational agility, it is found that the correlation value is equal to (0.786) with the p-value is equal to (0.000) which is smaller than the acceptable statistical significant level (Alpha) that is equal to ($\alpha = 0.05$), that is mean can be accepted the first hypothesis (H_1) which is indicated to positive and strong relationship between entrepreneurial leadership and organizational agility in the study.

4.2 Regression results

Then to determine the influence of entrepreneurial leadership in organizational agility, linear and multiple regression analysis were used for the purpose and shown in the table (3).

Table (3): Regression Results of entrepreneurial leadership on organizational agility

Variable	Dependent Variable (Organizational Agility)				
independent Variable (entrepreneurial leadership)	R-square	t-test		F-test	
		t-test	P-value	F-test	P-value
	0.62	15.11	0.000	228.39	0.000
					Beta
					0.726

From table (3) the results indicate that there is statistically significant effect of entrepreneurial leadership on Organizational Agility, with the R^2 (0.62) which means entrepreneurial leadership explains 62% of the change in Organizational Agility, and F-test confirms this effect is (228.4) with p-value (0.000) which is less than acceptable statistical level (0.05), that is indicated to reject null hypothesis and accept alternative hypothesis which states: “the model is significant”. The t-test is

used to assess the effect of entrepreneurial leadership on organizational agility, the value of calculated (t) for the entrepreneurial leadership on organizational agility is (15.11) with the p-value (0.000), this means that a significant effect of entrepreneurial leadership on Organizational Agility which indicates by (Beta) is (0.726). Finally, the above hypothesis can be accepted. The results of the study show that the EL is one of the important promising fields of leading to superior growing organization agile. An entrepreneurial leader can see that the entrepreneur takes advantage of the entrepreneur chances of throwing the implementation of entrepreneurial Characters in the organization who respond to expected and unexpected changes. The entrepreneurial leader's organization can achieve agility by focusing on opportunity exploit, achievement orientation, flexibility, proactiveness and key component to achieve competitive aggressiveness and show an engaging or adaptable action to introduce an organization to the fastest, most innovative and first new services on the market.

Moreover, an organization can think better when it's not just dealing with rapid and unforeseen changes and take advantage of the potential opportunities to develop new changes in the current competitive world. Throw the ability to shape out of processes and change the organizational structure throw constitution of development managers teams with implementation of various programs, that move toward efficient organization and increased ability of responsiveness to changes. That suggests this result is similar with (Felipe *et al.*, 2015, Antonakis *et al.*, 2017, Leonard, 2013) findings. This study illustrated four dimensions of EL all of which had a significant effect as discussed below:

4.2.1 Regression results of Innovativeness on Organizational Agility

To determine the influence of innovativeness on organizational agility, regression analysis has been tested.

Table (4): Regression Results of Innovativeness on Organizational Agility

	Dependent Variable (Organizational Agility)					
Independent Variable (Innovativeness)	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
	0.58	13.59	0.000	184.75	0.000	0.595

Based on the results of regression analysis which has been confirmed, there is a significant effect of the innovativeness in organizational agility, with the R² (0.58), and F-test confirms this effect that (184.75) with p-value (0.000) which is not acceptable statistical level (0.05), that indicating that the null hypothesis should be rejected and accepted an alternative hypothesis that says: "The model is significant." The t-test is used to assess the effect of innovativeness on organizational agility, the value of calculated (t) for the mentioned variable is (13.59) with the p-value (0.000), which means that there is a significant effect of Innovativeness on Organizational Agility by (Beta) is (0.595). The study results suggest that the innovative leaders have an important impact to achieving an agile organization. Throw in a creative process to experiment and create new or advanced

services/processes/ideas. Achieving organizational objectives and maintaining a competitive position in the market. This suggest that this result is similar to the findings of (Muhamad, 2018,Suyitno, 2014, Mars, 2015).

4.2.2 Regression results of Proactiveness on Organizational Agility

To determine the influence of proactiveness on organizational agility, regression analysis has been tested.

Table (5): Regression Results of Proactiveness on Organizational Agility

Independent Variable (Proactiveness)	Dependent Variable (Organizational Agility)					
	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
	0.51	12.04	0.000	144.88	0.000	0.625

Based on the results of regression analysis confirmed there is a significant effect of proactiveness in organizational agility, with the R2 (0.51), and F-test confirms this effect that is (144.88) with p-value (0.000) which is not acceptable statistical level (0.05), which suggests rejecting the null hypothesis and accepting an alternative hypothesis which says: “the model is significant.” The t-test is used to assess the effect of proactiveness on organizational agility, the value of calculated (t) for the proactiveness on organizational agility is (12.04) with the p-value is (0.000), which means that there is a significant effect of proactiveness on organizational agility by (Beta) is (0.625). The results of the study show that proactive leaders are engaged in market activity and environment changes and a proactive organization represents a company that is the fastest innovating and the first to introduce new brands, pre-competition services, to increase the improvement of organizational competencies. This suggests that this result is similar to that of (Zainol, 2018).

4.2.3 Regression results of Competitive Aggressiveness on Organizational Agility

To determine the influence of Competitive Aggressiveness on organizational agility, regression analysis has been tested.

Table (6): Regression Results of Competitive Aggressiveness on Organizational Agility

Independent Variable (Competitive Aggressiveness)	Dependent Variable (Organizational Agility)					
	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
	0.45	10.69	0.000	114.16	0.000	0.589

Based on the results of regression analysis confirms that there is a significant effect of the competitive aggressiveness in organizational agility, with the R² (0.45), and F-test confirming this effect that equal to (114.16) with p-value (0.000) which is not acceptable statistical level (0.05), that indicates rejecting the null hypothesis and accepting an alternative hypothesis that says: “The model is significant”. The t-test is used to assess the effect of competitive aggressiveness on organizational agility, which is the value of the calculated (t) for the mentioned variable is (10.69) with the p-value is (0.000), which means that there is a significant effect of competitive aggressiveness on organizational Agility by (Beta) is (0.589). According to the findings of (Fathizadeh *et al.*, 2012) and (Shahrabi, 2012, Phillips, 2012) these study results show the same results that organizations can demonstrate responsive can take the form of competition or direct attack on competitors. The suggest that an agile organization has more to do with change, unpredictability and uncertainty so that it tends to respond quickly to the to the market in such conditions.

4.2.4 Regression results of Risk-taking in Organizational Agility

To determine the influence of Risk-taking on organizational agility, regression analysis has been tested.

Table (7): Regression Results of Risk-taking on Organizational Agility

	Dependent Variable (Organizational Agility)					
Independent Variable Risk-taking	R-square	t-test		F-test		Beta
		t-test	P-value	F-test	P-value	
	0.46	10.99	0.000	120.93	0.000	0.523

Based on the results of regression analysis that has been confirmed there is a significant effect of risk-taking in organizational agility, with the R² (0.46), and F-test confirms this effect that is (120.93) with p-value (0.000) which is not acceptable statistical level (0.05), indicating that the null hypothesis should be rejected and accepted an alternative hypothesis that says: “The model is significant.” The t-test is used to assess the effect of risk-taking on organizational agility, the value of the calculated (t) for the mentioned variable is (10.99) with the p-value is (0.000), which means that there is a significant effect of risk-taking on organizational agility by (Beta) is (0.523). The study results show that risk-taking has a significant effect on the organization agility. Expand the ability to create new ideas and processes in the organization and develop new market opportunities to achieve superior performance. To a greater extent of uncertainty and the risk of success and failure in the field of product innovation. That suggest this result is similar to (Leonard, 2013) and (Rashid, 2015).

5. Conclusion

This study helps to better understand how entrepreneurial leadership capability help achieve superior and enhance organizational agility. In particular, we note that the influence of entrepreneurial leader’s capability on agile performance is an effective agile process. This study has

not only provided the theoretical justification for the important, but indirect influence of entrepreneurial leader's capability on organizational Agility, but also support by focusing on expending the organizational agility and the positive drive of managers to succeed and create the new knowledge of theoretical management about entrepreneurial leadership. Furthermore, the present study represents some of suggestion for future research as Conduct Comparative research between local and international companies to understand differences better or Apply this study in greater telecommunications companies' samples to get results that can be generalized.

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