

Strategic leadership and its impact on the entrepreneurial behavior of employees through the mediating role of strategic alignment: an analytical study of the opinions of a sample of private school managers of the center of the city of Diwaniyah

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Abstract : The current study aims to explore strategic leadership and its impact on employees' entrepreneurial behavior and the mediating role of strategic alignment. The study attempts to provide an integrated theoretical framework for the most important issues raised by writers and researchers regarding their variables, in addition to an analytical framework for the opinions of a sample of principals in private schools in the city of Diwaniyah. The number of schools included in the current study was (187) schools. The sample size was (150) managers.

The questionnaire was used as a tool for collecting data, and a number of statistical methods were used to analyze the data with the help of the (Smart PLS) program. The study concluded that its hypothesis was correct regarding the relationship of influence between its variables. The study presented a number of recommendations related to its topic, including the need for leaders, represented by private school principals, to adopt a set of behaviors to enhance entrepreneurial behavior by paying attention to strategic alignment.

Keywords: Strategic leadership , Entrepreneurial behavior , Strategic alignment , Private schools in the city of Diwaniyah.

Introduction

Micro-theories of leadership tend to focus on leadership "in" firms, strategic leadership research is concerned with leadership "of" organizations (Boal and Hooijberg, 2001 : 515) such as CEOs, teams, top executives, ore other governance bodies. Strategic leaders broadly tend to share four characteristics across settings: they are concerned with understanding and aligning both the external and internal environments of the organization; they are generally embedded in ambiguity, complexity, and information overload; their task is multifunctional; and they rely on intermediaries for getting things done (Hambrick, 1989:6). Despite these similarities in roles and effects, different entrepreneurial behaviours can engender different individuals or groups as more or less relevant as strategic leaders (Finkelstein, 1992:505).

Dealing with crises depends on the role of strategic leadership (SL) in managing them, starting with trying to predict them through working to contain and reduce their effects, and ending with addressing and benefiting from their results, and taking effective methods in facing them, where some leaders while their dealings with the crisis are subject to random choice and reaction policy, which may lead at a minimum to the impediment of the organization from achieving its goals, or cause material losses that may severely affect the organization's existence and survival. On the basis of this statement and in line with the significance of strategic leadership for organization to develop entrepreneurial behaviour , this study examined a model consisted of three constructs: strategic leadership, entrepreneurial behaviour, strategic alignment . strategic leaders in general have specific roles under their main target which is to steer the organization to its desirable end of competitive advantage. In doing so, strategic leaders should possess core capabilities in relation to their Defining the strategic direction , Investing strategic capabilities , improvement and development of human capital , promote organizational culture with ethical practices , implementing balanced organizational supervision. Research on strategic

leadership highlighted numerous factors that have an effect on this process such strategic alignment (Thani , 2020 : 308)

1. Review of Literature and theoretical background

1.1 Strategic leadership

Leadership is one of the primary functions of organizational management, as strong leadership can help organizations be increasingly competitive, and it also helps reconcile individuals and resources to achieve organizational goals (Pitelis & Wagner, 2019:233) . More recently, there has been a lot of interest in examining the impact of leadership on organizations, given their prominent positions within organizations, where senior leaders are uniquely able to recognize environmental trends and changes to initiate innovative measures to identify hazards and respond to crises and to achieve organizational effectiveness (Hughes et al . , 2018 : 549). The lack of good leadership often leads to a poor or lack of motivation among employees to perform their duties in an innovative and effective manner which reduces their ability to cope with crises (Al-Zahrani, 2018 : 189). Today's leaders face a very complex dynamic environment, in which change is one of the persistent problems that need to be dealt with effectively, by enhancing the participation of followers to see the leader and be ready to commit to achieving his direction. SL is one of the most leadership styles that have been considered appropriate for the current dynamic environment in light of enhancing organizational effectiveness (Najm & Al-Nuaimi, 2012:2).

According to (Opoku et al . , 2015 : 185) leadership expresses executive positions in all organizations and is a process that has an impact on others. (Sarraz , 2017 : 41) indicated that leaders are necessary at all levels of the organization and can appear at different levels within the organization . Leadership is a process that influences direction and organizational vision, which occurs through relationships between leaders and their followers (Taylor et al . , 2011 : 413) . According to (Thani & Obeidat , 2015) strategic leadership consists of five types of behaviors as follow:

1- Defining the strategic direction

Strategic direction requires clarifying the organization's mission and vision, defining its strategic objectives, and coming up with a strategic plan. Setting strategic direction involves developing a long-term strategic vision for the organization in the future that provides motivation for followers to act, and gives leaders the ability to engage in motivating and empowering their followers to create effective organizational designs. They all work together to promote organizational growth (Kitonga, 2017:25). There are several elements that explain the concept of determining strategic direction, namely: strategic intention, which is defined as a long-term direction. Intent is a description of long-term goals and objectives rather than discrete plans. (Thani & Obeidat , 2015 : 313) believe that success is a dream, a passion, a goal, and a mission, which is a shared interest in success, or a statement of goals set by senior management. (Shao , 2019 : 97) indicated that strategic intent positively and significantly affects the performance of organizations and is present in the mission, vision, and goals. Furthermore, it provides direction and discovery to the organization and communicates future opportunities for the organization, as well as a statement or clarity of vision. Clarifying a vision defines what the organization wants to achieve, and inspires all employees at all levels alike. Clarifying the vision explains what the company wants to be in the future and the level it wants to achieve in the future (Ozdem, 2011:1889). Mission clarification typically reflects the values and priorities of strategic decisions and defines the organization's future vision and direction. A strategic objective is an organization's measurable performance goals. It must be achieved in such a way as to achieve the goal of the organization. An organizational goal is a statement that describes what an organization hopes to achieve (Narayanan & Zinn, 2009 : 305).

2- Investing strategic capabilities

Strategic leaders exploit and maintain core competencies. Core competencies are the resources and capabilities that give companies an edge over their competitors. Strategic leaders need to understand which sets of resources and capabilities are valuable, rare, expensive to imitate, and difficult to replace, as this will allow the organization to gain a competitive advantage. In addition, every organization has intellectual (human, structural, and relational (customer) capital) that work together to create core competencies. When these competencies are valuable, rare, and difficult to imitate, they create a competitive advantage. But as the external environment changes, they become essential To diversify the core competencies of the organization, therefore, the leader's task is to identify the core competencies needed to achieve the organization's purpose, and to develop, maintain, and exploit those core competencies (Kitonga, 2017 : 25).

3- improvement and development of human capital

Human capital is one of the most important resources that organizations rely on, as it helps organizations respond to environmental changes in an innovative way. In addition, the importance of human capital lies in its ability to improve the effectiveness and efficiency of organizations and thus obtain a competitive advantage (Obaidat et al , 2018 : 258). Therefore, human capital is considered the most important component of intellectual capital because the company's existence depends on it. Human capital refers to the totality of employees' competencies, knowledge, skills, creativity, attitudes, commitment, wisdom, and experience, and consists of the values, attitudes, and habits of employees in the

organization (Al-Da'abseh et al . , 2018 : 15). The role of leadership in motivating these employees to show their potential in the organization. It is noted that the importance of human capital in all sectors of organizations, as it refers to a set of skills, knowledge, competencies, and personal characteristics that create value in the workforce (Obaidat et al . , 2017). Leaders must think about the future from the perspective of the skills, knowledge, and competencies inherent in human capital to achieve success in a complex, highly competitive environment (Saeed & Abbas, 2016 : 76).

4- Promote organizational culture with ethical practices

It is worth noting that ethical practices relate to the ability of strategic leaders to be humble, to care for the public interest away from private interest, to seek justice, to bear responsibility, and to show respect for everyone. Ethical practices play an important role in mediating organizational culture and employee performance. Organizational success depends on sound ethical practices that contribute significantly to organizational performance (Pitelis & Wagner, 2019).

5- Implementing balanced organizational supervision

Strategic supervision is a critical component of the strategic management process, especially the implementation process, as it involves tracking, monitoring and evaluating the effectiveness of strategy implementation, as well as making any necessary adjustments and improvements when necessary. Strategic control systems are usually seen as tools to implement the strategy necessary to guide the organization through changes that occur, and in response to the external and internal situations of the organization while providing feedback in the strategy management process. They are defined as formal systems for goal setting, measurement and feedback that managers use to assess whether an organization is achieving desired behavior and are successfully implementing its strategy (Norzailan et al . , 2016 : 76).

1.2 Entrepreneurial behaviour

It is noticed that there was a lack of common definition of entrepreneurial behaviour in the literature. In this study, the construct of entrepreneurial behaviour is defined as the capacity, skills and knowledge referred to constituent dimensions of an enterprise. Such understanding and abilities enable individuals to carry out entrepreneurial actions (Gieure et al., 2020:542). Thus, it means that entrepreneurial behaviour is seen as the acquired capacity which can drive a nascent entrepreneur to the stage of creating a plan and endeavouring to run one's own business (Shirokova et al., 2016:387) . It is generally viewed as purposeful behavior directed toward a specific event (Zampetakis & Moustakis , 2007 : 23). According to (Mair , 2002:1), entrepreneurial behavior within established organizations is a set of activities and practices through which individuals at multiple levels generate and use innovative resource combinations to identify and pursue opportunities.

According to (Zampetakis & Moustakis , 2007) strategic alignment consists of two dimensions as follow:

1 Change orientation

The conceptual roots of entrepreneurial orientation can be traced back to the Aston group in the 1960s. These researchers, led by Derek Pugh, systematically examined the structure and functions of organizations and linked them to other organizational variables such as organizational performance and context. An organization's context has often been viewed as the organization's size, environment, and technology. These variables have been developed into standardized measures that can be used across a wide range of organizations. Based on these measures, researchers can develop empirically derived ideal types of organizations. A different research group took a similar approach to Aston's group. At McGill University in Montreal, Canada, the group was particularly interested in developing ideal types of organizations. Henry Mintzberg of McGill University began to notice aspects of entrepreneurship in organizations. In his influential 1973 article, he developed three ideal types or "patterns" as Mintzberg called them, of strategy making (LINTON, 2016:2). A subsequent improvement in entrepreneurial orientation research has been to investigate all dimensions together, rather than considering them as unique. This is the so-called multidimensional approach. The extent of an organization's activity in terms of each dimension appears to vary with respect to the stage of the organization, type of production or service, and environment. A multidimensional approach can provide additional details about the origin of entrepreneurial orientation and the impact of each dimension on organization performance (Fadda, 2017:24).

Entrepreneurial orientation is known as the essence of resource-based theory, as this theory assumes that the resources needed to compete in the market ultimately depend on entrepreneurial orientation (Ejdys, 2016:14). Wiklund & Shephard describe entrepreneurial orientation as a form of strategic orientation, while other researchers suggest that entrepreneurial orientation should be viewed as a position within the organization rather than as product-oriented. Therefore, there are different opinions about entrepreneurial orientation in studies. However, most of the research conducted on entrepreneurial orientation has been based on Lumpkin & Dess and Miller (Nasri & Zekovski, 2014:2).

2 Energetic working environment

Environment is everything that is outside the company but have an influence on the growth and development of the company (Surjosuseno, 2015:16). In general, the environment cannot be controlled by the company so the company had to adjust to the environment. By paying attention to a good working environment or create working conditions that can provide the motivation to work (Riyanto et al . , 2017 : 344).

3 Strategic vision

Like strategy, “vision” is also becoming an endangered word, often overused and vague. Naysayers think defining a vision is a waste of time. If it is not done well, than it probably is a waste of time . A vision is a desired future state. For an organization, that state describes its competitive position at some time in the future (Brennan & Sisk , 2015 : 14). The vision of a company lays out some desired future state; it articulates, often in bold terms, what the company would like to achieve (Hill et al . , 2020 : 15) .

1.2 Strategic alignment

The concept of Strategic alignment is rooted in the contingency theory in management . This context is represented in both the external and internal environments of the organization (Acur et al., 2012 : 304). Therefore, organizations—whether private or public – operate in a particular context by consolidating synergies between strategy, processes, organizational resources and technological capabilities. Also, the mission, objectives and plans of organization should be integrated and synchronized with business strategies (Chi et al., 2020). (McAdam et al. 2019 : 196) indicate that Strategic alignment is dynamic over time. So, it was defined as the dynamic process of bringing about adaptation with environmental change and uncertainties. Accordingly, the Strategic alignment , even if achieved, cannot be sustained because of the changes that organizations always face in the business environment (Price, 2016 :59) . According to (Ghonim et al . , 2022) strategic alignment consists of four dimensions as follow:

1 - Information technology

Technology is considered as a strategic asset that can help provide the organizations in emerging markets with reputation and earn social support (Angulo-Ruiz et al., 2019:188). (Bhardwaj , 2019 : 1833) identified that both IT and knowledge management can be perceived as strategic enablers of organizational cognition. IT– business alignment literature highlights the importance of alignment between technology and business components, which claims mutual bolster and drive between business strategies, IT strategies, business processes and IT processes (Chi et al., 2020). Information technology is the most common dimension in previous literature related to the issue of strategic alignment in organizations. However, the nature of this relationship and its characteristics are still uncertain (Al Khalifa, 2016 : 35) . Thus, the way to create value through investment in information technology is only through the Strategic alignment that allows the best use of information technology in the organization (Turel et al., 2017 : 118).

2- Operations

Due to the particular importance of organizational operations in strategy implementation, the researchers have stressed that the alignment in the functional processes enhances organizational performance and its purpose achievement, because it reduces language, thinking and physical barriers. It also allows the dissemination of more and faster information between different functions (Acur et al., 2012 : 305) and ultimately achieves the overall objective of the organization effectively and efficiently (Salles et al., 2013:18). The most challenging in operations alignment is the conflict between many of these operations, which arose from the objectives’ discrepancy and the lack of appropriate frameworks for the interface between different functional processes (Zanon et al., 2013 : 209). Thus, understanding the interactions between organizational functions can reduce conflict by exchanging views and values, this could be achieved when operations are reorganized with the organization’s strategic priorities (Sardana et al., 2016 : 133).

3- Individuals

Fredrickson (1986) confirms that participation in the strategic process is not limited to a small number of individuals who are at the top of the organization. Therefore, the horizon of strategic alignment must be expanded from the top management level to the lower levels for giving better opportunities to identify possible flows in the interrelationships of strategies in different organizational functions (Zanon et al., 2013 : 213). Strategic alignment is conceived as a self-organizing culture phenomenon throughout the organization that includes self-perceptions of agreement between different stakeholders internally and externally on what is most important to the success of the organization (Hanson et al., 2011 : 1091). So, the employee strategic alignment could be understood as the similarity of perceptions of the importance of strategic priorities between individuals in the organization (Ates, et al., 2020 : 639).

4- Customers

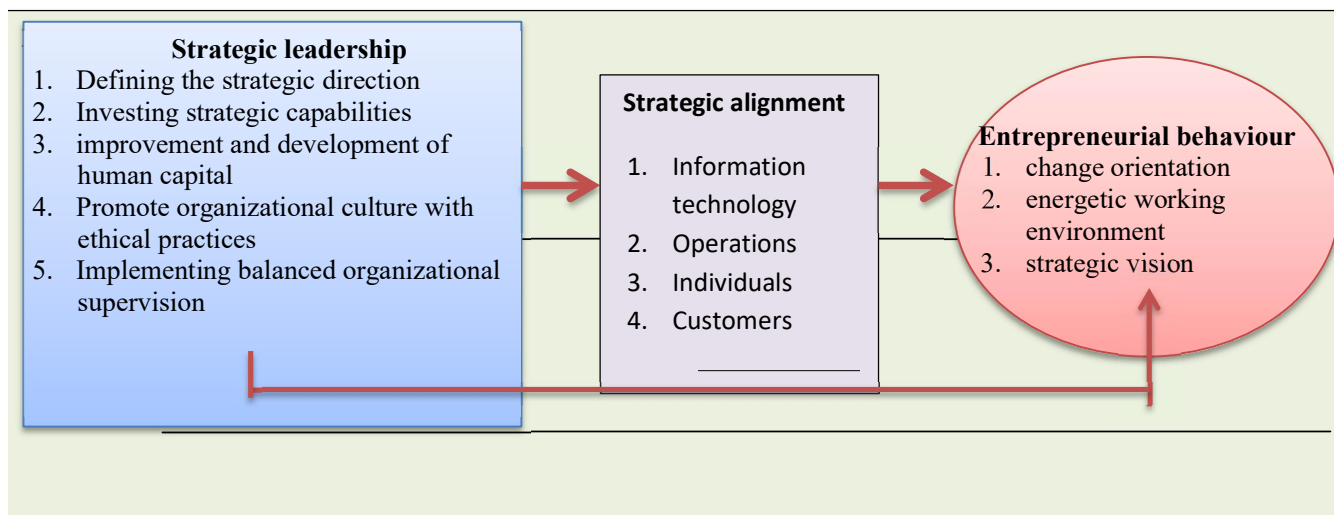
Customers have attained a vital stature as an strategic alignment dimension in literature. Since all of the organization’s efforts must primarily target the customer. Rather, the existence of any organization stems from the value it provides for its customers, and this requires organizations to adopt maximum customer focus (Hofmann & Kenebel, 2013 : 21), considering the literature that emphasized the importance of financial aspect (Schobel & Denford, 2013 : 265), customer

"citizen" empowerment and participation (Henriques et al., 2019 : 13) in public sectors. (Malshe et al. , 2017 : 151) indicate that Strategic alignment increases the effectiveness of marketing strategies and delivers superior customer value.

2. The hypothetical scheme of the study

The hypothetical diagram of the study represents a simplified, brief, and hypothetical diagram of the phenomenon under study, and identifies the effect relationships expressed by hypothetical arrows that have not yet been tested. This diagram reflects a set of hypotheses that were built primarily on the possibility of measuring each variable of the study, and the extent of the diagram's comprehensiveness and possibility. Figure(1) depicts the hypothetical plan of the study .

Figure (1) shows the hypothetical scheme of the study:



1.5.1 The main hypothesis of the study is that : There is a significant effect relationship for strategic leadership in entrepreneurial behaviour , from which a number of sub-hypotheses are derived, as follows:

1st hypothesis : There is a significant effect relationship for Defining the strategic direction in entrepreneurial behaviour.

2nd hypothesis: There is a significant effect relationship for Investing strategic capabilities in entrepreneurial behaviour.

3rd hypothesis: There is a significant effect relationship for improvement and development of human capital in entrepreneurial behaviour.

4th hypothesis: There is a significant effect relationship for Promote organizational culture with ethical practices in entrepreneurial behaviour.

5th hypothesis: There is a significant effect relationship for Implementing balanced organizational supervision in entrepreneurial behaviour.

1.5.2 The main hypothesis of the study is that : There is a significant effect relationship for strategic leadership in strategic alignment , from which a number of sub-hypotheses are derived, as follows:

1st hypothesis : There is a significant effect relationship for Defining the strategic direction in strategic alignment.

2nd hypothesis: There is a significant effect relationship for Investing strategic capabilities in strategic alignment.

3rd hypothesis: There is a significant effect relationship for improvement and development of human capital in strategic alignment.

4th hypothesis: There is a significant effect relationship for Promote organizational culture with ethical practices in strategic alignment.

5th hypothesis: There is a significant effect relationship for Implementing balanced organizational supervision in strategic alignment.

1.5.3 The main hypothesis of the study is that : There is a significant effect relationship for strategic alignment in entrepreneurial behaviour , from which a number of sub-hypotheses are derived, as follows:

1st hypothesis : There is a significant effect relationship for the information technology in entrepreneurial behaviour.

2nd hypothesis: There is a significant effect relationship for the operations in entrepreneurial behaviour.

3nd hypothesis: There is a significant effect relationship for the individuals in entrepreneurial behaviour.

4nd hypothesis: There is a significant effect relationship for the customers in entrepreneurial behaviour.

1.5.4 The strategic alignment mediates the relationship between strategic leadership and entrepreneurial behaviour.

2.1 The sample of the study

The study included was (187) schools , the sample size was (150) managers in Diwaniyah Governorate / Iraq .

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 strategic leadership which paragraphs are adapted from (Thani & Obeidat , 2015) and the second section is devoted to entrepreneurial behaviour which paragraphs are adapted from (Zampetakis & Moustakis , 2007) , and the third section is devoted to strategic alignment which paragraphs are adapted from (Ghonim et al . , 2022) . In order 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 strategic leadership recorder an acceptable reliability coefficient of (0.945) , and that the axis of strategic alignment has an acceptable reliability coefficient of (0.834) , and that the axis of entrepreneurial behaviour has an acceptable reliability coefficient of (0.882) and the axes together recorded (0.946) which indicated that all axes reflect acceptable results . And the axes together recorded (0.946) which indicated that all axes reflect acceptable results .

3. Hypotheses testing

1.5.1 The main hypothesis of the study is that : There is a significant effect relationship for strategic leadership in entrepreneurial behaviour.

In order to test the hypothesis, we test its sub-hypotheses. The results of table (1) indicate the followings:

Table (1) Analyzing the impact of strategic leadership in entrepreneurial behaviour

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Responsive variable
	α	β				
Defining the strategic direction	1.521	0.589	0.452	243.673	0.000	Entrepreneurial behaviour
Investing strategic capabilities	1.649	0.451	0.467	212.624	0.000	
improvement and development of human capital	1.685	0.622	0.231	233.564	0.000	
Promote organizational culture with ethical practices	1.537	0.541	0.344	130.611	0.000	
Implementing balanced organizational supervision	1.732	0.473	0.372	178.554	0.000	
Strategic leadership	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 the strategic direction in entrepreneurial behaviour. The value of the alpha regression constant reached (1.521) and the beta effect factor (0.589), and that the independent variable is able to explain (0.452) of the variance occurring in entrepreneurial behaviour, 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 acceptance of the hypothesis.

Following up on the results of the analysis, it is clear that there is a positive effect of strategic leadership in entrepreneurial behaviour. The value of the regression constant alpha reached (0.622) and the effect factor beta (0.751) and this mean strategic leadership for managers in schools is able to explain (0.566) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R2) 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 acceptance of the main hypothesis.

1.5.2 The main hypothesis of the study is that : There is a significant effect relationship for strategic leadership in strategic alignment .

In order to test the hypothesis, we test its sub-hypotheses. The results of table (2) indicate the followings:

Table (2)

Analyzing the impact of strategic leadership in strategic alignment

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Responsive variable
	α	β				
Defining the strategic direction	0.622	0.751	0.566	458.868	0.000	Strategic alignment
Investing strategic capabilities	1.521	0.589	0.452	243.673	0.000	
improvement and development of human capital	1.537	0.541	0.344	130.611	0.000	
Promote organizational culture with ethical practices	1.732	0.473	0.372	178.554	0.000	
Implementing balanced organizational supervision	1.649	0.451	0.467	212.624	0.000	
Strategic leadership	1.685	0.622	0.231	233.564	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 the strategic direction in strategic alignment . The value of the alpha regression constant reached (0.622) and the beta effect factor (0.751), and that the independent variable is able to explain (0.566) of the variance occurring on strategic alignment , 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 acceptance of the hypothesis.

Following up on the results of the analysis, it is clear that there is a positive effect of strategic leadership in strategic alignment . The value of the regression constant alpha reached (1.685) and the effect factor beta (0.622) and this mean managers in schools is able to explain (0.231) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R2) 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 acceptance of the main hypothesis.

1.5.3 The main hypothesis of the study is that : There is a significant effect relationship for strategic alignment that support entrepreneurial behaviour.

In order to test the hypothesis, we test its sub-hypotheses. The results of table (3) indicate the followings:

Table (3)

Analyzing the impact of strategic alignment in entrepreneurial behaviour

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Responsive variable
	α	β				
Information technology	1.358	0.734	0.436	133.544	0.000	Entrepreneurial behaviour
Operations	1.428	0.529	0.311	242.589	0.000	
Individuals	1.537	0.541	0.344	130.611	0.000	
Customers	1.732	0.473	0.372	178.554	0.000	
strategic alignment	1.522	0.677	0.356	222.673	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 Information technology in support entrepreneurial behaviour. The value of the alpha regression constant reached (1.358) and the beta effect factor (0.734), and that the independent variable is able to explain (0.436) of the variance occurring on entrepreneurial behaviour, 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 acceptance of the hypothesis.

Following up on the results of the analysis, it is clear that there is a positive effect of strategic alignment on entrepreneurial behaviour. The value of the regression constant alpha reached (1.522) and the effect factor beta (0.677) and this mean strategic alignment for managers at schools is able to explain (0.356) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R2) 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 acceptance of the main hypothesis.

1.5.4 The strategic alignment mediates the relationship between strategic leadership and entrepreneurial behaviour.

In order to test the hypothesis, we test its sub-hypotheses. The results of table (4) :

Table (4)

Analyzing the impact of strategic leadership in strategic alignment that support entrepreneurial behaviour

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Mediator variable	Responsive variable
	α	β					
Defining the strategic direction	1.303	0.617	0.366	211.786	0.000	Strategic alignment	Entrepreneurial behaviour
Investing strategic capabilities	1.787	0.468	0.356	202.524	0.000		
improvement and development of human capital	1.709	0.535	0.385	229.640	0.000		
Promote organizational culture with ethical practices	1.633	0.549	0.261	129.559	0.000		
Implementing balanced organizational supervision	1.815	0.545	0.337	186.466	0.000		
Strategic leadership	0.502	0.881	0.558	462.976	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 Implementing balanced organizational supervision in creating strategic alignment that support entrepreneurial behaviour. The value of the alpha regression constant reached (1.815) and the beta effect factor (0.545), and that the independent variable is able to explain (0.337) of the variance occurring on entrepreneurial behaviour, 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 acceptance of the hypothesis.

Following up on the results of the analysis, it is clear that there is a positive effect of Strategic leadership enhance strategic alignment that support entrepreneurial behaviour. The value of the regression constant alpha reached (0.502) and the effect factor beta (0.881) and this mean strategic leadership at schools managers is able to explain (0.558) of the variance occurring in the dependent variable that it reflects. The value of the interpretation coefficient (R2) 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 acceptance of the main hypothesis.

4. Conclusions and recommendations

4.1 Conclusions

The study showed that the dimension of enhancing organizational culture with ethical practices is the least important in influencing the entrepreneurial behavior of private schools.

It also indicates that if strategic alignment is unable for private school principals to achieve the appropriate balance between strategic leadership, this may reflect negatively on entrepreneurial behavior. If there is a great deal between strategic compatibility and actual implementation, this may make achieving goals possible, which can positively affect the behavior of managers.

The results of the study showed a low-level influence relationship between strategic leadership and strategic alignment. This means that private school principals must focus on goals and try to achieve them better by adopting a set of new behaviors according to the nature of environmental conditions.

The results of the study also showed that there is an influential relationship at a high level between strategic leadership in enhancing entrepreneurial behavior through strategic alignment. This means that private school administrations need to follow an appropriate strategic alignment that enables employees to successfully deal with environmental changes.

4.2 Recommendations

- 1) Leadership must set a clear strategic direction for schools to provide a work environment that supports creativity, innovation, and adaptation to environmental changes.

- 2) Enhancing organizational culture through ethical practices for managers to have a deeper understanding of the strategic vision through clear directives and transparent relationships capable of dealing with variables.
- 3) Investing in the strategic capabilities possessed by school administrations and working to improve and develop human capital in a way that supports the balance between stability and innovation and expands the base of confidence in new ideas and learning from others.
- 4) Supporting the ability and control over important work issues while giving more freedom to teachers through the use of modern technological means to deal with students.

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