

# **Entrepreneurial Leadership and Work Life Quality: The Mediating Role of Adopting Entrepreneurial Behavior among Employees**

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**ABSTRACT:** *The study aimed to explore the mediating role of entrepreneurial behavior in enhancing the relationship between entrepreneurial leadership and the work life quality in Iraqi industrial companies. The importance of the study is highlighted by its keeping pace with the requirements of the times that have imposed on the management of contemporary organizations to search for ways to enhance the work life quality by activating entrepreneurial leadership practices in implementing the work entrusted to its employees by adopting entrepreneurial behaviors to enhance this. A sample of industrial companies within the Middle Euphrates was chosen as an application field for this study through a sample of (156) administrative and engineering leaders to test the study hypotheses through a questionnaire prepared for this purpose. Structural, descriptive and analytical statistical methods were used for the questionnaire data and obtained results that resulted in a set of conclusions, the most prominent of which was the existence of an effective role for adopting entrepreneurial behavior in strengthening the relationship between the entrepreneurial leadership of those companies and improving the work life quality of their employees. The study came out with a set of recommendations, the most prominent of which was the need to enhance the entrepreneurial behaviors of employees from the leadership of these companies in order to provide a work environment that encourages innovation, risk-taking, and proactiveness, which enhances the competitiveness and position of companies according to the strategic perspective.*

**KEYWORD:** *Entrepreneurial Leadership, Entrepreneurial Behavior, Work Life Quality, Innovation, Proactiveness, Iraq.*

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## **I. INTRODUCTION**

In light of the open competition with the threat of global products, our industrial companies have begun to look for people who have leadership behavior in the workplace and have the ability to solve the problems their companies face, especially in a culturally and socially diverse environment such as the Iraqi environment, which contributes to the growth and improvement of performance to reach to high levels.

This can only be achieved through pioneering leadership that enhances and develops entrepreneurial behavior at the level of working individuals in order to contribute overall to achieving a high-quality work environment at the level of the Iraqi industrial sector, which still needs continuous support and development from all governmental and non-governmental levels alike. A sample of Iraqi industrial companies within the Middle Euphrates region was chosen to apply the field aspect of the research, as they are among the largest companies that deal with a large and diverse segment of Iraqi society, and have the ability to achieve high levels of performance, especially in the face of the Corona pandemic and its repercussions, which are still on going.

Iraqi companies, both in the public and private sectors, confront multifaceted challenges that impede their ability to capitalize on real opportunities. Rampant administrative and financial corruption in Iraq, including bribery and extortion, misuse of public funds, oil smuggling, political patronage, and judicial bureaucracy, kickbacks in oil sector and misuse of humanitarian aid, have severely hindered the initiation of both local and foreign investment projects. Proposing robust solutions to combat these issues effectively is the only way forward (Fadhil et al., 2022; FadhiL et al., 2021). Therefore, structure of the paper is organized as follows. Section 1 The Introduction. Section 2 A brief review of literature. Section 3 Clearly mentioned the basic research methodology. Section 4 Clarifies the data analyses and resulted. Section 5 Interprets the results, Finally The Conclusion.

## II. LITERATURE REVIEW

### Entrepreneurial leadership (EL)

Most leadership research over the past several decades has defined EL as the leader's ability to influence another group without using force to achieve goals, as the classification of leadership has evolved into transformational leadership, wise leadership, and also EL (Misra&Misra, 2017).

While Efawati (2021) it was found that it is the ability to influence others by managing resources strategically, and emphasizing behavior that seeks opportunities and profits. Both Rusmana&Mulyadi (2021) see it as a dynamic process of vision, change and creativity, the implementation of which requires energy and passion towards creating and implementing new ideas and creative solutions, as the entrepreneurial leader sets a standard that he imposes on himself not to compete with others, as he sets realistic and difficult goals for himself and loves Obtaining feedback on the extent of his success in improving performance. An entrepreneurial leader also needs to know more about investing in new technologies, to be adaptable, to have a professional attitude, and the ability to innovate. Nguyen et al., (2021) also stated that the importance of EL lies in the fact that it organizes and motivates the operating systems of organizations and employees with the aim of achieving the basic values of the organization such as taking risks, seizing opportunities, innovating products and processes, creating competitive advantages, and improving dynamic competencies.

Naqvi et al., (2021) explained that practicing EL will ensure that employees are aware and have a clear understanding of the opinions, feelings, and experiences of their leaders, and this is a gain within the workplace. Soleh et al., (2021) believe that EL contributes to the process of innovation, full participation in work, seeing opportunities, and taking risks by relying on ways and methods that work to bring about change and create a new culture within the organization. While Anggriani&Kistyanto (2021) pointed out that EL is important for organizations because it encourages the leader to develop and review all levels in the organization to ensure that innovation processes are managed effectively, as it can lead to improving the organization's performance because it sets clear goals, empowers workers, and creates Opportunities, contribute to maintaining organizational knowledge, and developing an effective human resources system.

The authors relied on a scale (Gupta,2004) to measure entrepreneurial leadership, so this variable consists of two dimensions, which are as follows:

**A- Scenario Formulation:** The scenario formulation process lies in (framing the challenge, absorbing uncertainty, clearing the path), as the leadership challenge is through creating, inspiring, mobilizing and deploying an appropriate group of personalities capable of bringing about the envisioned transformation in business units in order to exploit opportunities as soon as they appear. Scenario formulation also contributes In light of the volatile and dynamic business environment, in creating leaders who are more pioneering and work to enhance innovation, enhance performance and organizational ability to adapt to this change and survive in the long term (Paudel, 2019). As stated by (Naushad, 2021) Path scanning means that the job of the entrepreneurial leader is based on guiding workers to choose the best paths to reach their goals as well as the goals of the organization.

**B- Mobilizing Employees:** The leadership style adopted by each organization appears in the personality of the entrepreneurial leader. This means, over time, that the leadership style is expressed through the leader's attitude toward his followers. Therefore, it is important that his view of the organization's workers as a single team would inevitably contribute to bringing about changes in levels Employee productivity and achieving its goals (Campos, 2021), and Vignochi et al., (2019), see that mobilizing employees means that the entrepreneurial leader gives the necessary confidence to his followers and works to achieve the organization's vision, as he leads the teams in the context of change and lack of Certainty, and works to create opportunities to create value for the organization, employees, and society. Munasinghe&Ranasinghe (2021) also stated that EL works to bring employees together, link them to a common goal and vision, and create a real sense of ownership toward the organization.

### Entrepreneurial Behavior (EB)

Moraes et al., (2022) explained that it is represented by the skills and characteristics that Al-Rabadi must possess to manage the organization successfully, and these behaviors include self-efficacy, social communication, innovation, and risk-taking. Both (Saif&Ghania, 2020) mentioned that it is a very important factor for creating businesses because the creation of new businesses comes as a result of the actions or behavior of entrepreneurs. Hendra et al., (2021) pointed out that there is a set of indicators for leadership, if they are present, we consider its owner to have EB, such as the presence of a drive for achievement, independence, creativity, the ability to take risks, stability in a position, orientation towards the future, communication, leadership, and centre the control. Mustafa et al., (2018) stated that it means the extent to which employees participate proactively in creating, introducing and applying opportunities at work, which are characterized by the presence of work-related risks.

Vital skills, such as creativity and perseverance, are considered one of the EBs in the organization and are extremely important in it, because the entrepreneurial individual values knowledge and has the ability to plan and the willingness to take calculated risks and create value for society. Therefore, entrepreneurs recognize unknown opportunities, exploit them, work on them, and seek to promote development. economic by identifying difficulties and uncertainties, addressing contextual elements, and making decisions based on business performance (Lima et al., 2020). Ho et al., (2021) stated that it contributes to understanding and measuring the entrepreneurial stock within the organization, and also helps improve performance, enhance competitive advantages, enhance job satisfaction, and facilitate organizational learning. Carsrud&Brännback, (2009) stated that interest in EB was not limited to a specific scientific specialty, as there is a wide range of scientific disciplines that give this behavior great importance, such as economics, psychology, sociology, organization theory, as well as organizational behavior, so knowing EB it is extremely important as it allows entrepreneurial individuals to change and adapt their behavior in order to achieve the best results for organizations as long as these results achieve their goals and the goals of the organizations in which they work.

The authors relied on a scale (Morris&Secton,1996) to measure EB, so this variable consists of four dimensions, which are as follows:

**A- Autonomy:** means the extent to which employees have an important and fundamental role in determining their work times, choosing the tools they will use, and the ability to make decisions. It is an important and prominent function that helps the employee determine the speed, sequence, and methods for completing tasks. Independence, as a basic function, gives employees the opportunity to try to enter into... New and useful sets of work procedures and increased job autonomy enable employees to break out of routine and find the best solutions and thus have many opportunities provided by job characteristics to develop new and useful ideas and show originality at work (Volmer et al., 2012).

**B- Innovativeness:** It means the process of preparing to support innovation, creating new ideas, and experimentation that helps in the emergence of opportunities and allocating necessary resources, as well as providing new products and services and striving to apply technological leadership. Innovation works to make individuals able to adopt new ideas and adopt ways and methods that help the organization excel and succeed the long-term(Jelenc&Pisapia, 2015).

**C- Proactiveness:** means the individual's ability to prepare and act in advance instead of reacting when something happens. Therefore, organizations can be proactive by relying on a set of steps such as controlling routine tasks, choosing and ensuring work systems, and the ability to anticipate events. The future, anticipating what will happen or is likely to happen (Joni, 2009)

**D- Accept Risk:** means the ability to calculate the potential risks and the psychological and economic confrontation and then take the appropriate decision to get rid of them. It can be said that risk means the possibility of obtaining a reward, or achieving a return upon the success of the proposed plan for the project, as risk assessment is from an economic point of view. It is linked to decision-making and is based on the principle of adventure, so there are no specific frameworks for risky behavior between organizations and individuals. As for new projects, the lower the risk, the more the person is a worker or an ordinary individual, and the higher the degree of risk he becomes an entrepreneur (Al-Tai, 2016).

### **Work Life Quality (WLQ)**

The concept of WLQ was discussed for the first time at the International Conference on Labor Relations, 1972, with the aim of improving the work environment and seeking to create appropriate conditions for workers to accomplish their tasks in the best way (Penny & Joanne, 2013).

Kanten&Sadullah (2012) indicated that it is a combination of strategies and procedures related to the workplace aimed at enhancing employee satisfaction by improving the work climate in organizations. In order to develop the WLQ, the human dimension of work must be emphasized, which is a pillar. Essential in determining the quality of the relationship between employees and the work environment.

Rathamani&Ramchandra, (2013) defined it as the process of developing the work environment and making it a suitable environment for employees, which contributes to making them more satisfied and productive and thus more organized and efficient. Easton & Vin, (2018) stated that it expresses multiple activities practiced by the organization for the purpose of developing and developing the work life, which reflects positively on improving the performance of the two employees and leads to increasing their productivity. The quality of practical life is one of the technologies that contribute to the progress of the organizations, if it provides several factors, such as the defines and the functional satisfaction and the responsibility and commitment to the work, then the WLQ is applied in the organization in terms of providing a more democratic work place that encourages the direct participation of employees in decision -making, Which is reflected in the change in most aspects of the organization, but its main impact contributes to improving productivity (Salimi& Seaidian,2015)

Akter et al, (2019) stated that the WLQ contributes to reducing conflict between employees and management by building a more positive work environment, creating a good work climate, and striving to solve all the problems that employees suffer from. It also works to increase loyalty and belonging to the organization and create Reassurance and achieving a balance between personal goals and the organization's goals, as well as improving and supporting human relations in the organization, contributing to reducing turnover rates as well as investing human resources optimally.

The authors relied on the scale (Almarshad,2015) to measure the WLQ. This variable consists of four dimensions, which are as follows:

**A - Job Preoccupation:** refers to the ability of employees to perform their work with high effectiveness, and the pursuit of preoccupation with work can result from the organization's management preserving the most efficient human resources and working to keep them and continue them in the organization, and this is done by providing their material and moral requirements and needs (García et al., 2016)

**B - Job Stress:** Job Stress has captured the attention of many countries in the developed world, and this concern is due to these countries' fear of the effects of Stress on the behavior of individuals and groups, their job performance, and the institutions in which they work. Pressure at work increases the burden on the national economy of these countries. Therefore, sound management must exert Stress at work on the attention it deserves so that its employees can perform their jobs efficiently and effectively (Khasawneh, 2021). Barnay (2016) stated that work stress has a significant impact on health, and in return, deteriorating health undermines the worker's ability to perform practical tasks and thus undermines the employability of organizations.

**C - Job Satisfaction:** It refers to an individual's complex attitude toward his job. It is a pleasant emotional state resulting from job evaluation. It occurs when a person gets what he needs, or sees as his entitlement (Thangaswamy&Thiyagaraj, 2017). Taheri et al.,(2020) stated that job satisfaction is the physiological, psychological, and environmental conditions for performing the role assigned to employees, meaning that if employees are dissatisfied with the rights, the work environment, and the behaviors of co-workers and supervisors in decision-making, then they separate from organizations. Cases of dissatisfaction Satisfaction prevails in the organization because the working conditions it provides are not up to the required level, so organizations need to ensure the work environment to obtain better outcomes by setting the appropriate standard for workers' rights and making the work environment safer as well as reviewing the behavior of colleagues and supervisors.

**D - Job Conditions:** refers to a set of management standards that can be used to help individuals and organizations effectively manage and diagnose psychological and social work risks, and thus effective management. If these standards are left at unacceptable levels, they can affect the employee's health and well-being and thus performance. At the same time, when employees are motivated and their health improves, the organization performs strongly(Ravalier, 2018). Toropova et al., (2021) stated that inappropriate working conditions undermine the status of the profession and make it difficult to recruit new workers. However, hiring more workers may not solve the problem of turnover as long as large numbers of the new ones will leave the organization, being dissatisfied. About their professional status and work environment.

### III. RESEARCH METHODOLOGY

#### 3.1 Research Problem Questions:

It consists in answering the following questions, as the contents of this paragraph aim to build the method according to which the research was conducted to diagnose the problem and adopt the appropriate approach to provide solutions to it, as follows:

- Does the company's management adopt the dimensions of EL in order to achieve WLQ?
- Does the company's management enhance the dimensions of EB among sample members in order to achieve WLQ?
- Is EL and EB linked to achieving WLQ at the company level and field of application?
- Does EL directly affect EB at the company level in the field of application?
- Does EL directly affect the WLQ at the company level in the field of application?
- Does EB directly affect the WLQ at the company level in the field of application?
- Does EB indirectly affect the relationship between EL and achieving WLQ at the company level in the field of application?

#### 3.2 Research Importance:

- The current research derives its importance from the importance of its researched variables and the need to apply them in various sectors, especially business administration.
- The ability to enable company managers to recognize the dimensions of EL, in order to enhance and develop the EB of working individuals and thus reveal positive skills, and harness their capabilities and energies for the benefit of achieving a high-quality work environment.

- The research targets an important group of managers, heads of departments, and officials of divisions and administrative and production units for a sample of industrial companies, and its results can be used to increase awareness of the concept of EL among this group, and to develop their skills and cognitive abilities for the purpose of raising the level of EB of employees in order to achieve a positive work environment quality.
- The research derives its importance from the importance of the sector in which it is applied, which is the industrial sector, and the increasing threats this sector faces, represented by the threat of entry of competitive products, especially in light of the country's current policy that is unable to protect its local product.

### **3.3 Research Objectives**

The study Objective to explore the mediating role of entrepreneurial behavior and the extent of its possibility in strengthening the relationship between entrepreneurial leadership and the quality of working life in a sample of Iraqi industrial companies operating in the Middle Euphrates region.

- Measuring the extent of sample members' awareness of the research variables (EL, EB and WLQ).
- Measuring the correlations between the research variables (EL, EB and WLQ).
- Measuring the size and direction of the direct impact of EL on developing EB.
- Measuring the size and direction of the direct impact of EL on the WLQ.
- Measuring the size and direction of the direct impact of EB on the WLQ.
- Measuring the size and direction of the indirect effect of EB on the relationship between EL and the WLQ.
- Measuring the extent to which EL and EB contribute to achieving the WLQ.
- Providing a set of recommendations for companies in the field of application regarding the possibility of adopting the dimensions of EL in achieving the WLQ through the mediating role of employees' EB.

### **3.4 Research Justifications:**

- **Cognitive Justifications:** It is represented by the researchers' endeavor to answer questions about a theoretical problem that leads to a modest deepening of the framework of knowledge of the current research variables (EL, EB, WLQ).
- **Empirical Justifications:** It is embodied in the case of our Iraqi organizations, specifically industrial ones, including the importance of adopting modern administrative concepts and philosophies that develop from their routine reality, to become more proficient and quick to confront various environmental threats, especially with the size of the threats and competition in this sector.

### **3.5 Research Methodology:**

The authors adopted the descriptive analytical approach within its field framework, and based on that, a descriptive measurement of the research variables was used by developing a measurement tool that was tested in terms of credibility and stability using specialized statistical methods. The questionnaire form was represented as the main tool for research to obtain the necessary data. In its formulation, the authors took into account simplicity and clarity in diagnosing the research variables and its sub-dimensions, as a five-point card scale was adopted, and the statistical program (SPSS V.28; AMOS V.25) was used to process the data.

### **3.6 Research Population And Sample**

A sample of industrial companies in the Middle Euphrates region was selected (Al-Kafeel Food Products Company, Al-Joud Company, Kalah Dairy Products Company, Al-Ittihad Industries Company Limited, with their departments, divisions and units combined for research. The research sample was represented by the number of general managers, their assistants, department heads and division and unit officials, Their number reached (156) respondents, as a purposive sample.

### **3.7 Research Model And Standards**

In light of the questions of the research problem and its objectives, a hypothetical model was built that shows the mediating role of EB in the relationship between EL and achieving WLQ, which was determined according to the literature related to the research topic. This model includes the following variables:

- Independent variable: represented by Entrepreneurial Leadership (EL) and its dimensions represented by (Scenario Formulation, Mobilizing Employees). Based on the scale (Gupta,2004).
- Mediating variable: represented by Entrepreneurial Behavior (EB) and its dimensions represented by (Autonomy, Innovativeness, Proactiveness, And Accept Risk). Based on the scale (Morris &Secton, 1996).
- Dependent variable: Work Life Quality (WLQ) and its dimensions represented by (Job Preoccupation, Job Stress, Job Satisfaction, Job Conditions) based on the scale (Almarshad,2015) and as shown in Figure (1):

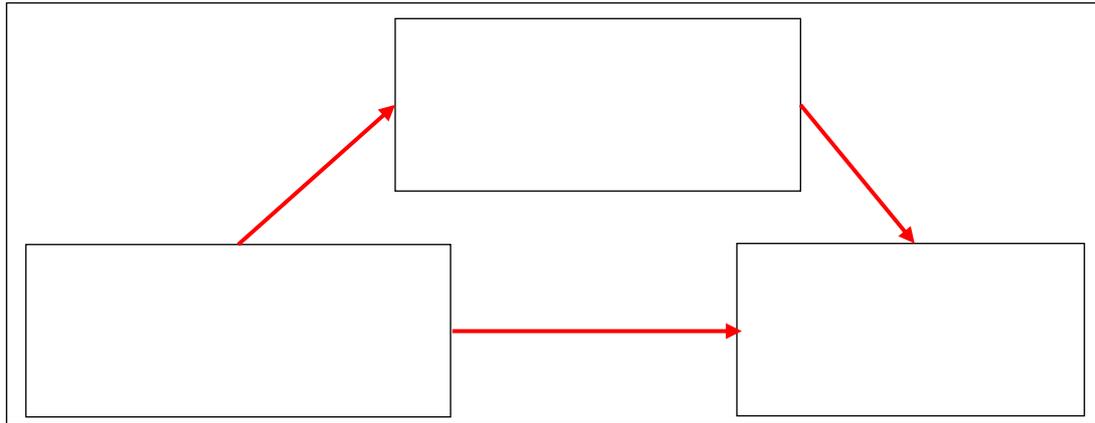


Figure (1)/Research Model

**3.8 Research Hypotheses**

- There is a moral correlation between EL in its dimensions and EB.
- There is a significant relationship between EB in its dimensions and the WLQ.
- There is a significant relationship between EL in its dimensions and the WLQ.
- There is a direct, significant effect of EL in its dimensions on EB.
- There is a direct and significant effect of EB in its dimensions on the WLQ.
- There is a direct, significant effect of EL in its dimensions on the WLQ.
- There is a significant indirect effect of EB on the relationship between EL and the WLQ.

**IV. RESULTS**

**4.1 Measurement Model Analysis (Reliability And Validity Measurement)**

Table (1) demonstrates the analysis results of the Confirmatory Factor Analysis (CFA). As the parameter estimates are feasible and acceptable if their values exceed 40%. As for the standard errors, the smaller they are, the more it is possible to rely on the statistical parameters and vice versa as well, while the statistical significance of the parameter estimates is determined based on the significance of the critical ratio (CR), which represents the statistical scale For the significance of the parameter estimates, as the parameter estimates are important if they exceed the critical ratio (1.96) at the level of significance (%5) and if it exceeds (2.56) at the level of significance (%1) (Holtzman&Sailesh, 2011). The value above 0.40 (loading) indicate Statistically accepted, except for items (3.4.5 from Risk Accepting). As well as indicators and base quality of conformity structural equation modeling has exceeded the acceptable statistical limits. This table similarly presents the reliability analysis through Cronbach’s alpha. The values are greater than 0.7, indicating that this study’s research instrument shows a high value of internal consistency (Sharma,2016). Therefore, it could be claimed that the measurement paradigm of this study corresponds to reliability and validity criteria.

*Table (1) Confirmatory Factor Analysis , And Cronbach’s Alpha*

Variables (Dimensions)	Cranach's Alpha	Loading	Quality Indicators
Entrepreneurial Leadership	.941		
Scenario Formulation	.938	.544	CIMN/DF=1.820 GFI=.834 CFI=.905 IFI=.908 RMSEA=.073
		.538	
		.733	
		.719	
		.654	
		.592	
		.535	
		.740	
		.759	
		.740	
		.702	
		.714	
		.716	
	.781		
	.814		

		.662	
		.652	
		.676	
		.597	
□ Mobilizing Employees	.784	.562	
		.405	
		.506	
		.561	
		.477	
Entrepreneurial Behavior	.948		
		.732	
Autonomy	.895	.732	
		.866	
		.850	
		.796	
		.863	
Innovativeness	.893	.820	
		.864	
		.750	
		.674	
		.759	
Proactiveness	.884	.813	
		.771	
		.775	
		.828	
		.942	
Accept Risk	.718	.401	
		Del.	
		Del.	
		Del.	
work life quality	.964		
		.617	
Job Preoccupation	.830	.648	
		.826	
		.803	
		.654	
Job Stress	.762	.580	
		.566	
		.787	
		.747	
		.732	
		.706	
Job Satisfaction	.911	.732	
		.740	
		.801	
		.816	
		.663	
		.591	
		.584	
		.586	
		.589	
Job Conditions	.820	.430	
		.506	
		.581	
		.426	
		.724	
		.664	
			CIMN/DF=1.758 GFI=.878 CFI=.956 IFI=.956 RMSEA=.070
			CIMN/DF=1.770 GFI=.820 CFI=.901 IFI=.904 RMSEA=.070

**4.2 Descriptive Statistics And Correlation**

Table (2) presents the results of descriptive statistics and correlation analysis. The mean and standard deviation values for Entrepreneurial leadership, Entrepreneurial behavior, and work life quality are M= 3.65, SD= .713, M= 3.50, SD= .827, and M= 3.65, SD= .757, respectively. The Pearson correlation coefficient shows a positive and significant relationship between Entrepreneurial leadership and work life quality( $r= .976, p < 0.1$ ) supporting H1, and also a positive and significant relationship between Entrepreneurial leadership and Entrepreneurial behavior ( $r= .785, p < 0.1$ ) supporting H2, it also indicates a positive relationship between Entrepreneurial behavior and work life quality( $r= .822, p < 0.1$ ). supporting H3. These correlations were expected in the study hypotheses.

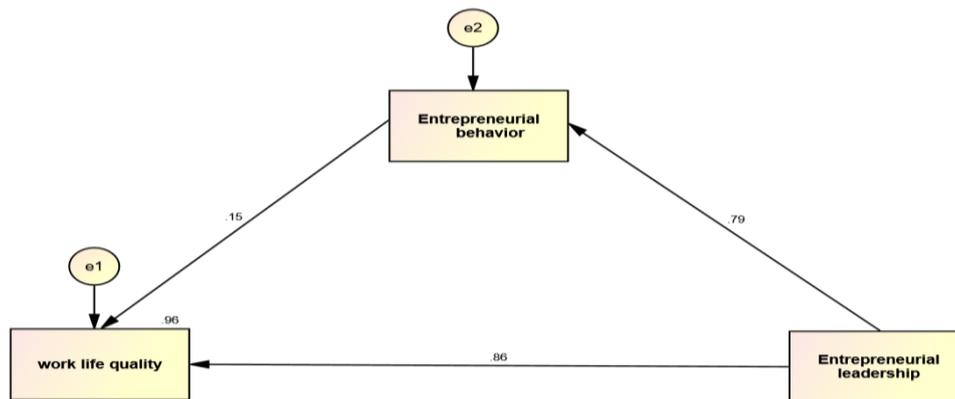
**Table (2) Mean, Standard Deviations, And Correlations Between Main Variables**

Variables	M	SD	1	2	3
Entrepreneurial Leadership	3.65	.713	1	.785**	.976**
Entrepreneurial Behavior	3.50	.827	.785**	1	.822**
Work Life Quality	3.65	.757	.976**	.822**	1

Note N=156, \*\* $p < 0.01$

**4.3 Tests of Hypotheses**

This study examined the impact of Entrepreneurial leadership on work life quality through Entrepreneurial behavior. Table (3) and structural model illustrate the direct effect, C.R, P-value. To show the direct effect , the Structural Modeling Equation was used, as shown in Figure (2). The result show that Entrepreneurial leadership is positively related to Entrepreneurial behavior ( $\beta= 0.785, p < .001$ ), supporting H4. Entrepreneurial leadership shows a positive relationship with work life quality ( $\beta= 0.860, p < .001$ ), supporting H5. Similarly, H6 also shows a positive relationship between Entrepreneurial behavior and work life quality( $\beta= 0.134, p < .001$ ), To test H7, bootstrapping analysis was run to test the correlation of bootstrapping samples with a 95% confidence interval (CI) on 5,000 sub-samples, as suggested by Preacher and Hayes (2008). Using Amos software, Entrepreneurial behavior mediating effect on the relationship between Entrepreneurial leadership and work life quality Entrepreneurial behavior was validated. Hence, H7 is also supported.



**Figure (2). Structural model**

**Table (3). Path Coefficients, S.E, C.R, and P-Values**

Effect	Hypotheses	B	S.E	C.R.	P
Direct Effect	Entrepreneurial Leadership→ Entrepreneurial Behavior	.785	.058	15.788	***
	Entrepreneurial Leadership→ Work Life Quality	.860	.027	33.211	***
	Entrepreneurial Behavior→ Work Life Quality	.134	.024	5.674	***
Indirect Effect	Entrepreneurial Leadership→ Entrepreneurial Behavior→ Work Life Quality	.115	Lower Bounds .077	Upper Bounds .165	.004

## V. FINDINGS DISCUSSION

The current study examined the relationship between entrepreneurial leadership, entrepreneurial behavior, and the work life quality in a group of industrial companies in the Middle Euphrates region in Iraq. There is a positive effect of entrepreneurial leadership and entrepreneurial behavior in enhancing the work life quality, and a positive effect of entrepreneurial leadership on entrepreneurial behavior. This study also explored the mediating role of entrepreneurial behavior in the relationship between entrepreneurial leadership and work life quality. The study analyzed the responses of 156 respondents. The results showed that entrepreneurial leadership positively influences entrepreneurial behavior, consistent with previously reported findings (Fadhil et al., 2023) which concluded that entrepreneurial leadership is the “guiding light” of start-ups, providing support and vision to team members. This is consistent with Bannay et al. (2020) who concluded that an entrepreneurial leader must have the ability to motivate individuals to identify opportunities and act accordingly, to be creative and agile in adapting to change. These results are consistent with previous studies (Amanah et al., 2022; Hussein et al., 2023) that emphasized the importance of entrepreneurial behaviors in enhancing the quality of companies’ work life when adopting an entrepreneurial leadership style at the corporate management level.

More importantly, the results supported the mediating function of entrepreneurial behavior in the interaction between entrepreneurial leadership and work life quality. This finding is also consistent with previous work by Amanah et al. (2022), who emphasized the need for organizations to consider the components of strategic mediation that can be used to predict future leadership potential and risks.

As a result, companies should investigate intermediary variables that may help in responding quickly to changes in the internal and external business environment and act proactively to take advantage of possibilities that arise due to change. The reasons for reaching these results are: Most of the companies working in the field of application were private and mixed companies, and were not governmental. Thus, its leaders and directors were appointed according to strict criteria that are not subject to nepotism, nepotism, family relations, or anything else, as is common in the Iraqi environment. The descriptive results also indicated that leaders and managers have sufficient awareness of the study variables and their sub-dimensions, which gives a strategic vision for the future of his company and how to improve its entrepreneurial performance by encouraging the entrepreneurial behaviors of employees to be a leading company in its field of work. Taking into account competitive developments in the contemporary business environment.

## VI. CONCLUSION

This study explored how encouraging managers to adopt entrepreneurial behaviors among employees mediates the relationship between entrepreneurial leadership and work life quality in Iraqi industrial companies. Transparent and effective communication with managers ensures a shared understanding of strategic goals and initiatives. Investing in training and development programs enhances strategic thinking and problem-solving skills among employees, which can further enhance entrepreneurial behavior. Implementing incentive structures that reward adaptability and innovation capacity at the employee level can enhance the work life quality as well. Furthermore, monitoring the progress of strategic plans and providing constructive feedback.

Collectively, integrating these ideas can enhance entrepreneurial dispositions to support a high-quality work environment. This includes product recommendations, personalized marketing messages, individualized pricing strategies based on data-driven insights, and advanced technologies within a complex, data-rich business environment.

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