



**T.C.
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INSTITUTE OF GRADUATE STUDIES**

**THE ROLE OF INTELLIGENT LEADERSHIP
IN ACHIEVING WISE ORGANIZATION
THROUGH ENTREPRENEURIAL
KNOWLEDGE AS A MODERATE VARIABLE**

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SCIENTIFIC ETHICS PAGE

According to the thesis writing guide of Tokat Gaziosmanpaşa University, Institute of Social Sciences, My Master's thesis named **“THE ROLE OF INTELLIGENT LEADERSHIP IN ACHIEVING WISE ORGANIZATION THROUGH ENTREPRENEURIAL KNOWLEDGE AS A MODERATE VARIABLE”** that I have prepared under the consultancy of “Assoc. Prof. Dr. Ahmet MUMCU” is based on scientific ethical values and rules. I hereby declare that it is an appropriate, original work, and I will accept any legal sanctions if it is determined otherwise.

02/12/ 2024

Zana Hussein SHAREEF

JURY ACCEPTANCE AND APPROVAL PAGES

Defense exam of the thesis study titled “**THE ROLE OF INTELLIGENT LEADERSHIP IN ACHIEVING WISE ORGANIZATION THROUGH ENTREPRENEURIAL KNOWLEDGE AS A MODERATE VARIABLE**” prepared by the master student **Zana Hussein SHAREEF** was held on 2/12/ 2024 it was accepted as a Master's Thesis in Tokat Gaziosmanpaşa University Graduate Education Institute, Department of Business Administration, by the Jury given below.

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APPROVAL

...../...../.....

Prof. Dr.
Director of Graduate Education Institute

DEDICATION

I am delighted to dedicate this study to several people, first of all, my family members, the spirit of my late father, and my beloved mother who have always given me a lot of strength, ability, and faith. Accordingly, words can never describe the beauty and purity of my mother's passion.

I proudly also dedicate this study to my brothers and sisters who have always supported me and inspired me to have the determination and perseverance to complete this degree. Then I dedicate it to my beloved wife Vanya who has always been my trust and has provided me with a lot of support and volunteerism and has worked hard throughout my studies in Türkiye.

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THE ROLE OF INTELLIGENT LEADERSHIP IN ACHIEVING WISE ORGANIZATION THROUGH ENTREPRENEURIAL KNOWLEDGE AS A MODERATE VARIABLE

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ABSTRACT

The primary goal of this study is to explore how intelligent leadership contributes to the creation of a wise organization, with entrepreneurial knowledge acting as a moderating factor. The study was conducted in Sulaimani City at Asiacell's branches. Asiacell, a leading telecommunications company, employs intelligent leadership strategies and approaches to enhance its organizational knowledge. As is common in studies involving the examination of numerical data, a quantitative research approach was applied to accomplish the study's goals. A structured questionnaire served as the primary tool for gathering empirical data from Asiacell's branches in Sulaimani city. Branch managers, technicians, IT specialists, telecom specialists, and other pertinent professionals made up the sample of 283 participants. With regard to Asiacell's operations, this varied group offered insightful information on the function of intelligent leadership and its influence on developing a wise organization. The results of direct impacts demonstrated that intelligent leadership has a significant positive impact on wise organizations. Results also showed that intelligent leadership positively correlated to entrepreneurial knowledge. In addition, entrepreneurial knowledge positively and significantly correlated to wise organizations. The conclusions showed that the relationship between wise organizations and intelligent leadership is positively and significantly moderated by entrepreneurial knowledge. Furthermore, mediation analysis revealed that intelligent leadership exercises an indirect influence on the advancement of wise organizations through the mediating role of entrepreneurial knowledge.

The current study fills a gap in the literature about the function of intelligent leadership in wise organizations and the moderating effects of entrepreneurial knowledge, among other important implications. It adds to the body of research by providing a comprehensive analysis of this dynamic and advancing theoretical knowledge of this relationship. From a managerial and leadership perspective, this study underscores the critical role of intelligent leadership in developing wise organizations. It highlights the importance of leadership, particularly intelligent leadership, in organizational growth and development. The study also emphasizes the value of entrepreneurial knowledge in enhancing leadership effectiveness, serving as both a mediating and moderating variable that helps guide companies toward wisdom-based practices.

Keywords: Intelligent Leadership, Entrepreneurial Knowledge, Wise Organizations, Telecommunications Companies

AKILLI LİDERLİĞİN BİLGE ÖRGÜTLER OLMAYI BAŞARMA YOLUNDA ETKİSİ GİRİŞİMCİ BİLGİNİN DÜZENLEYİCİ ROLÜ

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ÖZET

Bu çalışmanın amacı, akıllı liderliğin bilge örgüt olma üzerinde etkisinde girişimci bilginin düzenleyici rolü test etmektir. Çalışma, Süleymaniye şehri'ndeki Asiacell şubelerinde yürütülmüştür. Önde gelen bir telekomünikasyon şirketi olan Asiacell, kurumsal bilgisini geliştirmek için akıllı liderlik stratejileri ve yaklaşımlar kullanmaktadır. Araştırmada nicel araştırma yöntemi kullanılmıştır. Araştırmanın anket formu, Asiacell'in Süleymaniye şehrindeki şubelerinde çalışanlar üzerinde uygulanmıştır. Şube müdürleri, teknisyenler, BT uzmanları, telekom uzmanları ve diğer ilgili profesyoneller olmak üzere araştırmanın örneklemini 283 kişi oluşturmaktadır. Yapılan istatistiksel analizler neticesinde akıllı liderliğin bilge örgütler olma üzerinde önemli bir pozitif etkiye sahip olduğu belirlenmiştir. Akıllı liderliğin girişimci bilgi üzerinde pozitif yönlü bir etkiye sahip olduğu tespit edilmiştir. Son olarak akıllı liderlik ile bilge örgütler arasındaki ilişkide girişimci bilginin düzenleyici bir role sahip olduğu tespit edilmiştir. Ayrıca çalışmada girişimci bilginin akıllı liderlik ve bilge örgüt arasında kurulan ilişkide aracılık rolüne sahip olduğu ortaya konmuştur.

Bu çalışma, bilge örgütlerde akıllı liderliğin işlevi, girişimci bilginin düzenleyici ve aracılık etkisi hakkında alan yazına katkı sağlamaktadır. Kavramlar arası dinamik ilişkilerin kapsamlı bir analizini sağlayarak ve ortaya konan bu ilişkilerin teorik bilgisini ilerleterek literatüre katkı sağlamaktadır. Yönetim ve liderlik perspektifinden bakıldığında, bu çalışma akıllı liderliğin bilge organizasyonlar geliştirmedeki kritik rolünün altını çizerek, özellikle akıllı liderliğin, organizasyonel büyüme ve gelişmedeki önemini vurgulamaktadır. Çalışma hem aracı hem de düzenleyici bir role sahip olan girişimcilik bilgisinin şirketlerde bilge örgütler olma yolundaki etkin değerini vurgulamaktadır.

Anahtar Kelimeler: Akıllı Liderlik, Girişimci Bilgi, Bilge Örgütler, Telekomünikasyon Şirketleri.

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ABBREVIATIONS AND SYMBOLS

<u>Abbreviation</u>	<u>Explanation</u>
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CC	Consciousness of Context
CO	Consciousness of Others
CR	Composite Reliability
CS	Consciousness of Self
DF	Degree of Freedom
DS	Descriptive Statistics
EFA	Exploratory Factor Analysis
EHC	Entrepreneurial Human Capital
IE	Intelligent Leadership
IT	Information Technology
JO	Job Opportunities
GSMC	Global System for Mobile Communications
KBE	Knowledge-Based Entrepreneurship
KMO	Kaiser-Meyer-Olkin
MLRA	Multiple Linear Regression Analysis
MWC	Mobile World Congress
PLS	Partial Least Squares
QSM	Quantitative Study Method
SMEs	Small and Midsize Enterprises
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
TDO	Training and Development Opportunities
TMT	Top Management Teams
TPB	Theory of Planned Behavior
UK	United Kingdom
WBJs	Work Benefits and Job Security
WF	Work Flexibility
WLB	Work-life Balance
WO	Wise Organizations
WP	Work Pressure
<u>Symbols</u>	<u>Explanation</u>
F	ANOVA Test
R	Correlation
R²	R Square
%	Percentage

CHAPTER ONE:

INTRODUCTION

This chapter aims to present an introduction to the study by introducing the study variables and their importance in the work environment while shedding light on the theoretical background of intelligent leadership, entrepreneurial knowledge, and wise organizations. In addition to dealing with the study problem statement through identifying factors that prevent organizations from transitioning to wise. This chapter also discusses the importance of the study, and scope and ends with the outline.

1. INTRODUCTION

Business organizations including telecom companies operate in an environment characterized by the presence of many challenges to leadership. Thus, a leader who was able to succeed in the business environment in the past may not succeed in the current business environment (Cavazotte et al., 2012, p. 394). Therefore, there is an urgent need for intelligent leaders who can achieve success under these changing circumstances and situations (Dobbs et al., 2019, p. 61). Through a process of ongoing expansion and growth, organizations aim to broaden their sphere of influence. This growth is typically correlated with a leader's rise in power and influence, which are prerequisites for achieving strategic sovereignty. As a result, substantial businesses always strive for expansion and diversification to reach wise and become market leaders (Dinibutun, 2020, p. 46).

In this regard, intelligent leadership has become a goal for many organizations including telecom companies; because of its impact on its members by motivating them to achieve its goals. Given the managerial orientation to create services in a way that meets the needs of its beneficiaries, intelligent leadership is essential to supporting the organizational process. Intelligent leadership can empower its members and inspire them to be wise and creative while meeting the fundamental needs for organizational excellence (Amisha, 2024, p. 5; Allen & Mease, 2001).

One of the current strategies used by companies to obtain a competitive edge is intelligent leadership. It aims to offer the components of achievement, quality, and overcoming obstacles by selecting leaders who are concerned with enhancing and

growing their members' abilities and devoting their time to achieving competitiveness. Consequently, intelligent leadership is referred to as the capacity of individuals to adjust to their surroundings while having access to suitable means of addressing challenges and issues (Yukl, 2013).

In this context, business organizations or telecom companies that possess wisdom are those that integrate expertise, experience, and good sense to arrive at wisdom that is not just practical and efficient but also morally and environmentally sound. These companies place a strong emphasis on long-term planning, holistic thinking, and the welfare of all parties involved, including the environment, communities, employees, and customers (Akgün & Kırçovalı, 2015, p. 231). Beyond only the economic results of their operations, wise organizations also deliberate the broader influence on society and the environment. They encourage employees to continually enhance their skills and knowledge by fostering a learning culture and placing a high priority on integrity and ethical concerns in all facets of their operations (Ardelt & Sharma, 2023, p. 4).

To ensure that all views are heard, wise organizations prioritize various viewpoints and inclusive decision-making processes, which is demonstrated by intelligent leadership. Considering that their objective is to make a beneficial impact on society and extends beyond business. Furthermore, wise organizations are seen to represent the next step in organizational growth, one in which navigating tough complications in a world that is changing quickly becomes a key competency (Hilsen & Olsen, 2021, p. 98).

On the other hand, the unique perspectives, abilities, and comprehension that entrepreneurs require to recognize, generate, and seize business opportunities are referred to as entrepreneurial knowledge. This knowledge is also complex, including both real-world application and theoretical understanding. It includes several areas that are essential to the success of business endeavors (Zhao & Wang, 2015, p. 117). Entrepreneurial knowledge is likely the most strategically significant resource for a company in today's economy (Dohse & Walter, 2012; Kaur & Chawla, 2023, p. 206). According to recent research, access to knowledge resources may have an impact on the growth and survival of companies that are knowledge-based, as well as the performance of developing companies (Unger et al., 2011, p. 343). From this perspective, conducting this research in a telecommunication company is important since it aims to understand the role of

intelligent leadership in achieving wise organization through entrepreneurial knowledge as moderate.

1.1. Background of the Study

The 20th century saw leadership studies gain significant attention, which resulted in a vast and varied body of work on the subject worldwide. Acts of leadership may be seen throughout organizational systems, even though they are usually associated with position, power, and influence. Knowledge-based workers, and flatter organizations all contradict the traditional notion of formal authority held by hierarchical leaders. The early years of the twenty-first century seem to be the ideal moment to challenge the status quo in leadership and request alternative methods (Hakki, 2007, p. 7).

The business and management theories state that the dynamic nature of today's business settings makes intelligent leadership even more crucial. In addition to providing direction in the face of ambiguity, intelligent leaders also need to cultivate a culture of knowledge and resilience that supports long-term success (Amisha, 2024; Biwott, 2022). With an emphasis on the moderating function that entrepreneurial knowledge obtains in attaining wise organizations through intelligent leadership practices, this study attempts to analyze the complicated interaction between intelligent leadership, wise organizations, and entrepreneurial knowledge. The globalized world of the twenty-first century will need new leaders who possess a special set of skills (Dinibutun, 2020). Leaders' working environments have changed significantly during the last 20 years. Although it is a bit of an exaggeration, one could claim that whereas leadership was a job in the early 1980s, it is now a task and a very difficult and demanding endeavor (Bhargavi & Yassin, 2016).

One of the most important aspects of the managerial process is leadership, which is essential to the development and expansion of the business. One of the most important factors influencing good organizational transformation is intelligent leadership, which aims to inspire followers by making them strive for great goals and principles rather than putting their own interests first and trying to hold onto their current position and status quo throughout the company. As the main change agents, intelligent leaders have a distinct vision and a comprehensive image of the organization's future self or ideal self (Mohamed et al., 2024).

In this context, the joint effort of leaders and their subordinates to influence one another to effectively accomplish shared objectives is known as intelligent leadership. The functioning of an organization is greatly influenced by intelligent leadership, which combines cognitive and emotional intelligence with flexible decision-making (Bhargavi & Yaseen, 2016). Leaders are more equipped to adapt and lead their companies to success when they exhibit emotional maturity in their interpersonal interactions, intelligence in their decision-making processes, and agility in adjusting to changing situations (Sydänmaanlakka, 2003).

When it comes to facing challenges and making long-term decisions, intelligent leadership is the capacity to improve and develop competencies and skills, whether they are unique to the leader or the working individual. It also combines these creative abilities with intelligence that is specific to the leader's ability to process information in a way that adapts to environmental factors (Saeed & Sultan, 2022). Associative and participative interactions define intelligent leadership, which is simply creative leadership that emphasizes all the benefits of formulating solutions using all the intelligent and participatory skills. Planning, organizing, directing, and regulating are administrative procedures that are solely used to accomplish objectives; they are a representation of management and leadership. The accomplishment of development and investment initiatives reflects this, and human conduct in a society that values knowledge, creativity, and the capacity to effect good change then reflects this (Rutkauskas & Stasytyte, 2013).

Giving workers a sense of identity and culture via corporate culture is one way that intelligent leadership may foster creativity in the workplace. Additionally, intelligent leadership is necessary to enhance employees' feelings of loyalty and belonging to the company, enhance workplace relationships, and give a clearer grasp of what is taking place inside the company all contribute to enhancing workplace innovation (Iqbal et al., 2020).

As indicated by Sydänmaanlakka (2003) when an organization not only accomplishes its strategic objectives but also maintains its moral character and conduct in the face of adversity, it is seen as wise. A wise organization fosters the growth of its personnel. To flourish in the workplace is to accomplish something objectively good, fulfill one's potential, and bring one's sense of fulfillment and satisfaction from the process (Ardelt & Sharma, 2023). While, beyond merely possessing information and

experience, wise organizations demonstrate the capacity to make well-informed decisions that benefit not only their financial line but also stakeholders, society, and workers (Akgün & Kırçovalı, 2015). Therefore, exploring wise organizations provides a comprehensive method for learning how companies might prosper while upholding moral principles and long-term outlooks. The ramifications for society, technology, leadership, and culture are enormous, particularly given that businesses nowadays must deal with social responsibility and growing complexity (Intezari & Pauleen, 2018).

Accordingly, through a combination of intelligent leadership and work satisfaction, wise organizations indirectly support both physical and subjective well-being and higher levels of job satisfaction. Furthermore, having a solid grasp of management enables staff members to think critically, challenge the status quo, anticipate change, and embrace it all of which are critical for creating a wise company (Ardelt & Sharma, 2023).

Jack & Anderson (1999) defined entrepreneurial knowledge as a person's understanding of the ideas, skills, and mindset that are typical of entrepreneurs. A person's thinking would be influenced by direct behavioral participation, which would also lead to variations in the association between entrepreneurial knowledge and the precursors of entrepreneurial intention. It is believed that intentional interactions with entrepreneurial information build experiential entrepreneurial knowledge, which enables people to completely comprehend the less appealing aspects of an entrepreneurial career (Miralles et al., 2016). Knowing how to identify businesses, establish a firm, promote them, handle their finances, and design their organizational structure are all examples of entrepreneurial knowledge. A key factor in this equation seems to be entrepreneurial expertise. Due to traders' need to innovate and adjust to changing market conditions. The use of entrepreneurial knowledge will become increasingly crucial. Innovation, taking calculated risks, and being aware of opportunities are characteristics of an entrepreneurial attitude. Together with entrepreneurship-specific technical capabilities, companies may use entrepreneurial knowledge to discover innovative approaches to advancing and enhancing development and capturing elusive successes (Fayolle & Liñán, 2014).

In this context, Zahra & George (2002) investigated the effects of entrepreneurial orientation and knowledge management capabilities on innovation, competence upgrading, and organizational effectiveness among companies. They also looked at whether social capital moderates the effects of orientation and knowledge on

effectiveness. Researchers mentioned that these days, an organization's ability to handle information well is vital as a competitive advantage, physical assets, and natural resources. Therefore, organizations should constantly develop and enhance their entrepreneurial knowledge and capabilities to sustain their competitive edge in the global market as a result of the intensifying global competition.

Intelligent leaders can steer their organizations toward wisdom by making morally sound decisions that consider the long-term effects on all stakeholders (Miralles et al., 2016). Intelligent leadership, which combines bounded intelligence with leadership, can foster an environment that values ethical behavior, innovation, and teamwork. This strategy is predicated on the notion that intelligent leadership nurtures the attributes of wise organizations, including advancing the common good and resolving conflicts of interest (Mohamed et al., 2024; Moin, 2018).

The influence of both entrepreneurial knowledge and intelligent leadership on the success of an organization is mutually reinforcing. Effective information management and utilization by leaders may spur innovation and increase the efficiency with which they accomplish their organization's goals. Research also suggests that the link between entrepreneurial leadership and success is mediated by knowledge management strategies. Furthermore, understanding entrepreneurship may serve as a moderator, improving the efficiency of intelligent leadership in accomplishing business objectives (Irfan & Malik, 2023; Hussain & Li, 2022).

1.2. Statement of the Problem

The study problem embodied in determining the causes that organizations do not become wise. Instead of aiming for the qualities that distinguish wise organizations, organizations that are not wise often settle for superficial attributes like certainty, order, and predictability by putting in place strict policies and processes to prepare for the future. Although surface-level solutions like inflexible, predetermined rules and algorithms might assist businesses in managing expectations, they fall short when things change.

Another reason organizations lack wisdom is that they do not focus on innovation to develop new goods and services. Wiser organizations, on the other hand, rethink new distribution methods and look for the deeper significance and purpose of outdated services, such as the value of individualized customer care (Howard, 2010). Wise

organizations also understand their limitations and work hard to reduce them. The objective is to generate revenue rather than conserve money to maintain the organization's health and fund advancements that will enhance the globe. Finding the most significant limitation that obtains in the way of accomplishing a goal is the main task of the theory of constraints.

Wise organizations, accordingly, start with systematic improvement methods as soon as the restriction is detected and continue until the limiting cause is eliminated. The hierarchical and paternalistic nature of employee interactions in businesses, with executives who believe know best and lower-level staff who accept orders and comply, is another factor contributing to their lack of wisdom. Employees are forced to follow strict guidelines and job descriptions, which prevents them from sharing their thoughts and leaves them feeling helpless, alienated, irritated, and vulnerable (Ardelt & Sharma, 2021).

Some businesses' lack of wisdom can be attributed to the fact that not all of their staff members receive ongoing training and development opportunities from the organization or that they neglect to grow their human capital (Ardelt & Sharma, 2021). As a result, organizations are left without a true chance to help employees develop their skills through training and development programs. As a result, there is little employee satisfaction with the available training and development programs (Bezrukova et al., 2012).

In this study, intelligent leadership is the predictor since intelligent leaders create wise organizations or are drawn to work in wise companies. This is because intelligent leadership cares about wise people choosing their environment, even if they are unable to shape or adapt to their existing one. Furthermore, wise organizations' internal organizational cultures are likely to foster the growth and promotion of wise leaders. In addition, intelligent managers try to make sound assessments and choices that advance the achievement of all staff members.

1.3. Research Questions

As a methodological step and after formulating the study problem, which was to identify the reasons why organizations or companies cannot move to wise organizations. To implement decentralized networks with fairness and democracy characterize wise

organizations, as mentioned by Schwartz & Sharpe (2019), wise organizations through organized employment or another method (such as an open-door policy or communication with the leadership), this strategy promotes transparency within the organization by sharing the objectives of organizational leaders with lower-level staff members. Accordingly, in this section as a result of the study problem, the main research questions are addressed: to what extent does intelligent leadership impact organizations' move toward wise ones? and to what level does entrepreneurial knowledge moderate the impact of intelligent leadership on wise organizations?

1.4. Purpose of the Study

For many years, researchers in the fields of business and management focused mostly on the features of businesses that can compete successfully. For instance, Porter & Kramer (2006) in their research, challenged organizations to assess the social effect of their operations and focus on the human elements who benefit from successful outcomes, however, vast researchers criticized this narrow focus on the profitability, procedures, and results of organizations. Yet, research in the field of intelligent leadership and its impact on building-wise organizations has not been conducted properly.

In this regard, the main purpose of this study is to analyze the role of intelligent leadership in achieving wise organization through entrepreneurial knowledge as a moderate variable. One of the main goals of wise organizations is to provide the best services that are focused on improving the quality of life, not just financial gain. Less intelligent organizations, on the other hand, work toward self-centered goals such as maximizing profits, market share, and resources.

1.5. Study Significance and Theoretical Contribution

The significance of this study is that investigates the shift of organizations to wise organizations. It also examines intelligent leadership as an influential factor and the moderating role of entrepreneurial knowledge in this relationship. The importance of entrepreneurial knowledge as a moderating element is also acknowledged by the study. Recognizing that entrepreneurial knowledge may affect and optimize the impact of intelligent leadership on wise organizations, emphasizes the dynamic interaction between leadership and wise organizations. Intelligent leadership as a predictor in this study is characterized by collaborative and participatory communication and highlights all the

benefits of developing solutions with all involved and intelligent skills (Saeed & Sultan, 2022). Thus, the study discussed how modern organizations are changing leadership and stresses how intelligence and flexibility are essential for leaders to successfully navigate difficult situations.

Intelligent leadership is also an organizational process represented in planning, organizing, directing, and controlling solely to achieve objectives including shifts to wise organizations. This is reflected in the reach of development in practices and in human behavior that enjoys knowledge, innovation, and the ability to bring about positive change (Robbins & Judge, 2013). Intelligent leadership as a concept is also significant since it facilitates a link between workforces, the organization's plans, and visions to enable the achievement of the set goals and effectively deal with the surrounding variables and employ them to serve the organization and ensure continuity (Trapero et al., 2010; Williams, 2015).

Based on that, the current study attempts to address the gap in the literature related to the relationship between intelligent leadership, wise organizations, and entrepreneurial knowledge by examining how intelligent leadership practices promote the development of organizations to become wise and the degree to which entrepreneurial knowledge affects this relationship. Reaching wisdom by organizations is important because wise organizations have established a clear commitment to their long-term employees, which gives their employees a sense of security and confidence in their ability to continue working there. Wise companies also recognize the implications of employee downtime. They allow employees adequate time to think things through and recover from their jobs so they can be more effective and give it their all (Howard, 2010).

The study also has a theoretical contribution, as revealed that a wise organization's leader also recognizes what is morally right for the business and the community, inspires others to work for the common good, and fosters a culture of learning, and mutual respect. In addition to trust, and compassion, and supports the growth of wisdom within the business through training programs, mentoring, role modeling, and apprenticeship (Mora-Cortez & Wesley, 2019). Nonetheless, it is essential to understand and endeavor to turn organizations into wise ones as they are influenced by the cognitive dimension of wisdom, profound awareness, and knowledge of the social context and interpersonal elements of existence in work environments and organizational life, as well as in human aspects and

procedures. Acquiring this kind of understanding necessitates the reflective wisdom dimension, which is characterized by viewing things and oneself from many angles (Ardelt & Sharma, 2023).

Furthermore, the study advances the body of knowledge of how wisdom could be developed inside organizations by balancing innovation and stability. Through an analysis of the relationship between intelligent leadership and entrepreneurial knowledge, the study also provides insights that might help organizations create a culture that is adaptable, creative, and long-lasting. Based on that, the study offers insightful knowledge for organizational planning and leadership development in a telecom companies business environment that is changing quickly.

1.6. The Context of Study

The empirical data were obtained from managers, technicians, IT experts, and Telecom specialists working with the branches of Asiacell Telecom company in Sulaimani City. The company is one of the biggest telecom providers in Iraq and the Middle East operating since 1999. In Iraq, it began offering telecom lines for trial sales. The business started to grow and disperse over northern Iraq in 2003. In just two years, the corporation expanded over the entirety of Iraq, from the far north to the south. Asiacell is a top provider of digital services and mobile telecoms. Its subscriber base surpassed 14.7 million in 2022. Asiacell offers top-notch 4G coverage throughout all Iraqi governorates. Its nationwide network is the most extensive of all mobile providers in Iraq, covering 99.06% of the population. Asiacell has taken pride in becoming Iraq's top supplier of high-caliber internet services since January 2015.

Asiacell (2021) reports that, for the second consecutive year, the firm has taken home two medals at the International Finance Medals 2020. The International Finance Awards are an international platform that evaluates businesses based on their effectiveness, leadership capacity, and overall innovative value. It is a yearly worldwide event that showcases the potential and results of global communications and digitalization in the fiercely competitive, ever-evolving corporate contexts.

As a finalist in the global mobile awards in the Technology for Good category, Asiacell has once again demonstrated its leadership and prominence in the Iraqi telecommunications industry. The Global System for Mobile Communications (GSMC)

presents the global mobile awards during the yearly Mobile World Congress (MWC) in Barcelona, Spain. Asiacell was nominated for the prestigious GLOMO Award 2021 after establishing the first telemedicine center for displaced individuals from terrorist-afflicted areas in Iraq. By winning this prestigious award, Asiacell cemented its reputation as one of the most reputable names in the telecom and technology industries.

Since giving back to the community is a fundamental part of Asiacell's mission, the company constantly aims to be the most innovative and first in Iraq when it comes to corporate citizenship. To this end, it implements creative projects and sustainable initiatives that support important players in positive change and promote community inclusion, unity, and integration. In addition to its critical role in offering the best digital services and mobile communications solutions, which has always been the main element among the core values of Asiacell's journey and its mission as an Iraqi company rooted in the community the company also aspires to serve the Iraqi community in many other ways. Asiacell has always demonstrated its leadership in its industry by working tirelessly to uphold its high standards. The mobile service pioneer was able to secure the top spot as the world's top carrier in Iraq based on Ookla® Speedtest's mobile network coverage. Additionally, Speedchecker®, a worldwide internet rating service, declared its services to be the quickest in Iraq.

1.7. The Study Outline

The current study organized its subjects into five chapters, the first chapter offered an introduction to the study by introducing the study variables and their importance in the work environment while shedding light on the theoretical background of intelligent leadership, entrepreneurial knowledge, and wise organizations. In addition to dealing with the study problem statement through identifying factors that prevent organizations from transitioning to wise. This chapter also discusses the importance of the study, and scope and ends with the outline.

The study's theoretical framework is addressed in the second chapter, which also reviews the literature on the study variables namely intelligent leadership, wise organizations, and entrepreneurial knowledge, including theory, concepts, definitions, and empirical studies related to each variable. Consequently, the chapter is structured into three sections, with a mention of the literature on each variable in each section.

The third chapter covered study methodology, which is a quantitative approach that is categorized based on empirical data obtained by survey method, and also employs a numerical approach, with tables and figures providing the results. From this perspective, Chapter three also addressed data sources, the study's statistical population and samples, scale measurement, and other materials. The second section covered tests such as validity, reliability, and factor analysis, particularly for the study's measurement model. Chapter four included empirical data analysis, which examined the role of intelligent leadership in achieving a wise organization, with entrepreneurial knowledge serving as a moderating variable. The study's hypotheses were tested using survey responses collected from managers, technicians, IT specialists, and telecom specialists employed at Asiacell Telecom branches in Sulaimani City. In the study's final part, discussions of the key findings that emerged from the study are addressed, followed by an exploration of the main conclusions drawn from the analysis. The practical implications are also outlined as insights for organizational leadership and development, and finally, the study's limitations and suggestions for future research directions are covered.

CHAPTER TWO: THEORETICAL FRAMEWORK

This chapter is devoted to presenting the theoretical framework of the study, by reviewing the literature on the study variables, including intelligent leadership, wise organizations, and entrepreneurial knowledge, in terms of concepts, definitions, and empirical studies on each variable. Therefore, this chapter is divided into three sections, and in each section, the literature on a variable is mentioned.

2.1. THEORETICAL ASPECT OF INTELLIGENT LEADERSHIP

The theoretical aspects of intelligent leadership are the primary focus of this part of section one. This is accomplished by going over the theory, concept, and definitions of intelligent leadership as well as discussing the significance of intelligent leadership, its components, and, lastly, reviewing some empirical research on intelligent leadership. In business contexts, intelligent leadership theoretical aspect can be considered as a behavior that comes naturally and inspires change and innovation in business concepts and the application of cutting-edge technologies to enhance wise and effectiveness of organizations in terms of agility, autonomy, trust, and responsibility. Its compelling vision and morally motivated actions support forging a common understanding of change, which in turn helps to align corporate and individual values, objectives, and interests (Allen et al., 2012; Gandolfi & Stone, 2017).

2.1.1. Intelligent Leadership Theory

There are several theories in the literature on leadership in general. Leadership is a significant area of business study, and vast amounts of empirical studies have been conducted on it; the majority of these studies indicate that leadership is a key factor in determining organizational efficiency (Dinibutun, 2020). Since views of leadership have a significant impact on attitudes and behaviors, perceptions of leadership are crucial to the process of learning how to be a leader (Dempster et al., 2010).

In the current study the integration of two crucial theories, leadership and emotional intelligence, is the basis of intelligent leadership (IL) theory. The new construct known as intelligent leadership is made out of these two structures. The theory, which is

process-oriented and integrative (Boyer, 1990), perceives leadership as dynamic and dependent upon three main elements that meaningfully interact with one another: context, the self, and others. The three factors are made up of 21 capabilities, or sub-factors. These traits and abilities come from the leadership and emotional intelligence literature that was previously covered (Allen et al., 2012). The emotional intelligence of a leader serves as a link between employees' engagement and transformative leadership. Leaders must master the art of persuasion in the workplace and cultivate a strong sense of self-worth to advance their organizations and engage their employees (Milhem et al., 2019).

A crucial component of IL theory that is absent from many leadership theories is the focus aspect of context. While some researchers have addressed context in their studies about leadership (Allen & Mease, 2001). According to Northouse (2015), the trait viewpoint conceptualizes leadership as a quality or a combination of qualities that individuals possess to differing degrees, whereas the process viewpoint contends that leadership is a phenomenon that exists in the context of interactions between leaders and followers and that anyone can observe and learn from the behaviors of leaders.

According to Harper (2012), a theoretical analysis of leadership techniques that have had a global impact has identified leadership style as a predictor of organizational performance concerning others or follower influence. In addition, the growth and development of a capable leader determines a team's success. A team's functioning is impacted by the disposition and feelings of its leaders. On the other hand, solid team bonds may be developed with the support of an effective leadership style. A quantifiable instrument for assessing leadership efficacy in a company is emotional intelligence. Leaders who possess emotional intelligence are better able to comprehend and navigate the political landscape (Hanafi & Daud, 2021).

Many researchers who study self-consciousness of personality place special emphasis on ideas like optimism and self-efficacy or self-esteem, which are hailed by Avolio & Luthans (2006) as essential components of successful command. Knowing oneself, one's ideals, and how one's actions influence other people are all necessary for becoming self-aware. A self-centered approach implies that self-awareness is a crucial quality of successful leaders. Relating to self-consciousness as the factor of intelligent leadership theory according to Tsou & Chen (2022), leadership acts as a catalyst, encouraging teams to pursue excellence and always seek out novel methods to grow and

adapt, this also fosters a culture of innovation, collaboration, and idea-sharing. Therefore, this process includes locating, acquiring, organizing, storing, and disseminating vital knowledge to achieve corporate goals.

Developing self-awareness is the primary component of intelligent leadership. Throughout history, the proverb "*knows thyself*" has been spoken, and it has never been more accurate than in the turbulent times currently inhabited. Intelligent leadership persuades rather than commands followers, and a crucial component of this style is empathy and comprehension of the followers' point of view. Future capable and intelligent leaders must keep in mind that, in terms of their operations, they too have a variety of stakeholders not only followers (Hooper & Potter, 2011).

In this regard, Cavazotte et al. (2011) argued that self-awareness, self-management, social awareness, and relationship management are all qualities of an intelligent leader. Though many theories exist as to why knowledgeable and experienced leaders do not always lead well, such as emotional intelligence, leadership style, and organizational culture, many unanswered problems remain. Furthermore, Haddad et al. (2017) claimed that participating in leadership development programs helps participants increase their sense of civic duty, intercultural awareness, leadership abilities, understanding of leadership theories, and social and personal values.

2.1.2. Concept of Intelligent Leadership

Even though the concepts of management and leadership are related, it is crucial to make clear from the beginning that they are not the same. In this study, the main focus is on the concept of leadership and in particular intelligent leadership. As indicated by Allen et al. (2012) there is a significant difference between management and leadership, and while many individuals may confuse the two concepts and believe they mean the same thing however in different ways, there are many similarities and differences between the two. Examining each of their respective functions is one approach to determine this distinction. While management places a higher priority on the organization's outputs and all of its tangible components, leadership places a greater emphasis on the people element and the development of their skills.

The contrasts and similarities between leadership and management are still up for dispute. It is a common misunderstanding that everyone in a management position is a

leader, even if not everyone truly exhibits or exercises leadership, however, not all leaders are successful. Strong leadership is demonstrated by many persons who are not in management roles and are sometimes referred to as informal leaders (Kouzes & Posner, 2021). Currently, the most widely recognized forms of leadership are transactional, transformational, and democratic or participatory. On the other hand, not much study has been done on novel leadership concepts (Gandolfi & Stone, 2017).

Since intelligent leadership is intended for great employees who exhibit excellent executives, an operationally sound plan, activity, and a desire to accomplish goals, it is complete leadership. It is the process of deciding how to communicate with staff members to inspire them to meet objectives. Leadership is a more expansive and all-encompassing phenomenon than management since it may exist both inside and outside of organizations and institutions. Although the institution or organization has jurisdiction over it, there is a close bond between the manager and the leader since the manager always behaves responsibly and the leader always behaves morally (Harper, 2012, p. 25).

When it comes to the ability to improve and develop skills and competencies, whether they are unique to the leader or other working individuals, intelligent leadership is considered the combination of these creative abilities with intelligence types that are specific to the leader's capacity to process information in a way that adapts to the environment when facing challenges and making long-term decisions (Northouse, 2015).

As argued by Robbins & Judge. (2013, p. 368) intelligent leaders should possess the ability, motivation, and aptitude. In this regard, training, experience, self-study, and education are all ongoing processes for effective leaders. For organizations to function as effectively as possible, they require intelligent leadership. To inspire organizational members to aspire to realize these objectives, today's leaders must be able to question the current quo and develop future visions.

In their research Amanchukwu et al. (2015, p. 6) mentioned that the truth is that leaders are not born; they are created. This notion is acknowledged, but to be a successful leader, a person must possess knowledge, dedication, tolerance, experience, and above all the capacity to collaborate and bargain with others to accomplish goals. A never-ending process of education, training, self-study, and relevant experience can help to create or strengthen good leadership.

The process of influencing people to accomplish organizational or group objectives is known as leadership. Being in charge of everything is not leadership; that is being the boss (Williams, 2015, p. 289). The best approaches must be known to and understood by leaders. It is connected to exercising sound leadership while deciding what to do in their companies. They need to understand that the decisions they make have consequences. These choices have an impact on all in the organization, including their subordinates, in a favorable or bad way. Whatever choices the companies' executives make might have an impact on how well they perform (Ejimabo, 2015, p. 2). Based on that, effective implementation of communication procedures is a must for successful leaders. They must share thoughts and opinions, increase their knowledge and comprehension of a range of topics and ideas, get clarification on any uncertainties they may have, and offer suitable solutions to difficulties (Radhika, 2022).

According to Kožuch (2023, p. 231), it is necessary to systematize the concepts of leadership, social confidence, organizational trust, public trust, and the organizational viewpoint of public trust to acknowledge the need to infuse confidence throughout leadership. It only permits characterizing trust-based leadership as the kind of leadership that most thoroughly considers trust as the foundation for organizational behavior in both vertical and horizontal interactions, and, as a result, successful collaboration within the organization.

The concept of intelligent leadership, according to researchers, combines cognitive abilities, emotional intelligence, flexibility, and ethical ideals to inspire and guide others toward a shared objective. It involves fostering an inventive, collaborative, and resilient culture through the use of strategic thinking, empathy, empowerment, and a commitment to continuous improvement. The executives' approach, known as intelligent leadership, places a strong emphasis on flexibility, empathy, and strategic thinking. Utilizing data, technology, and human resources is necessary for improving organizational performance and making well-informed decisions. To successfully handle difficult situations and achieve long-term success, intelligent leaders prioritize education, encourage creativity, and create inclusive work cultures (Allen et al., 2012; Taylor, 2010).

2.1.3. Definitions of Leadership and Intelligent Leadership

While some definitions of leadership are rather extensive, others tend to be rather restrictive. For instance, Yukl (2013) described leadership as the process of assisting both individual and group efforts to achieve a common goal and persuading others to comprehend and follow what has to be done and how. Based on that understanding organizational dynamics requires an awareness of leadership and culture (Magada & Govender, 2016).

According to Malayu & Hasibuan (2012, p. 170), leadership is defined as the ability to influence others and guide them toward a common goal or vision. This idea emphasizes how important it is for a leader to motivate and inspire individuals or groups to act. Giving a group of individuals or an organization a clear direction and vision is, thus, the definition of leadership. By laying out their goals, objectives, and a strategy for achieving them, a leader inspires others to follow them. A combination of cognitive abilities, emotional intelligence, adaptability, and strategic thinking results in emotionally intelligent leadership. One component of intelligent leadership is the capacity to develop and convey a compelling future vision; another is the emotional intelligence to understand and empathize with the wants and worries of people under one's direction (Biwott, 2022; George & Raghavendra, 2022).

According to the concept of intelligent leadership, a real leader prioritizes the well-being of others before their own. To empower and support their team members' professional development, intelligent leaders put their well-being first. Furthermore, moral conduct, honesty, integrity, and character are attributes that are frequently linked to intelligent leadership. For a leader to win the respect and loyalty of their followers, their morals and character are crucial (Rutkauskas & Stasytyte, 2013, p. 55).

Intelligent leadership is built on effective communication between leaders and followers because it allows them to coordinate their efforts toward a common objective. The organization's corporate values and philosophy were shaped by the industrial and social macroenvironment, making such a technique possible (Rutkauskas & Stasytyte, 2013). These definitions emphasize the several facets of intelligent leadership, such as vision, influence, relational skills, problem-solving ability, flexibility, integrity, and

service. Several effective leadership techniques are frequently used to motivate and direct individuals or groups toward common objectives (Mumford et al., 2017).

Intelligent leadership is also defined as the ability to inspire people to reach their greatest potential. A supportive atmosphere, encouraging autonomy, and delegating tasks are all traits of successful leaders. Consequently, being able to make choices and solve issues under challenging circumstances is another aspect of leadership. Therefore, genuine leaders usually have to overcome obstacles, foresee problems, and come up with solutions while maintaining the motivation and attention of their team (Lloyd-Walker & Walker, 2011). Furthermore, Marek (2015) states that leadership is based on connections and interactions rather than commands and responsibilities, it should originate from the thoughts and feelings of the people it leads. Leaders inspire groups to observe when they can balance their interests with social standards.

2.1.4. The Importance of Intelligent Leadership

A key element of a leader's emotional intelligence is the development, upkeep, inspiration, and execution of a vision in cooperation with the team. This type of leader is helping to overcome many of the problems that the industrial era left behind in the world. Addressing important issues in the domains of politics, technology, and the economy is made easier by this innovative leadership approach. Its importance may also be explained by the fact that leadership is concerned with the future and survival of human society in organizations (Dinibutun, 2020).

Additionally demonstrating the significance of leadership is a list of the issues to be resolved, the objectives to be met, the moral foundation for moral decision-making, the advantages and disadvantages of various alternatives for stakeholders, and the reasoning for the leader's closing choice (Ndalamba et al., 2018). Intelligent leaders show resilience in the face of difficulties and failures. They approach issues from a solution-focused perspective, using their creativity and critical thinking abilities to provide original solutions. The organization's long-term success is determined by its capacity to overcome challenges and endure hardship (Amisha, 2024).

The link that intelligent leadership builds between employees and the company's objectives and views is crucial for assisting in goal attainment, adapting to external

changes, and using workers to benefit the business. It has to modify employee behavior, organizational structures, technology, and work practices to survive and continue. To do this, it needs leaders who possess leadership techniques that give them influence over situations (Garcia, 2012). So, by fostering human connections and creating a vision for the future, intelligent leadership plays a useful role in guiding employee behavior inside businesses toward the achievement of shared objectives, inspiring and influencing high-quality work output. It is a structured endeavor to accomplish organizational objectives (Akdere & Egan, 2020).

Darmawati et al. (2018) emphasize the pivotal role of leadership, particularly intelligent and transformational leadership, which excels at inspiring, motivating, and cultivating the development of followers. This type of leadership significantly influences the creation of a knowledge-centric environment that promotes collaboration, innovation, and continuous learning. Furthermore, a review of empirical studies by Goleman & Boyatzis (2017) highlights the connection between leadership styles, emotional intelligence, and organizational effectiveness. Their research underscores the critical importance of emotional intelligence in shaping effective leadership behaviors, which in turn drive organizational success.

As indicated by Subramanian & Yen (2013) the findings of some empirical research showed that intelligent leadership is a crucial quality for leaders. Since perceived practices of workers are influenced by intelligent leaders and are represented in the corporate culture elements. Employees feel that there is open communication inside the company, that there is mutual trust between upper management and staff, that their work is demanding, that there is a collaborative work atmosphere that encourages new ideas, and all of these things. The aforementioned favorable benefits will increase staff productivity, spark more creative ideas, and provide the company with a competitive edge in the long run.

Leaders with intelligence thus set a positive example by upholding the highest moral standards and promoting an environment of accountability and honesty. They understand that moral behavior is essential to maintaining the organization's reputation and building stakeholder confidence (Rutkauskas & Stasytyte, 2013). The process of influencing a group's or an individual's activities and tasks in the direction of goal

fulfillment is known as intelligent leadership. A talented leader thus assists in inspiring his/her team members to achieve higher standards of performance. In this regard, teamwork and team spirit are enhanced by leadership, and these are essential for any business to succeed (Madah, 2015).

According to Hughes et al. (2018), leaders play a crucial role in business because they encourage an innovative culture by encouraging workers' creativity, embracing change, and supporting their development attitudes. Because they recognize how important it is to stay ahead of the curve in a rapidly evolving business environment, intelligent leaders are also ready to adjust their strategy as needed.

Although intellect is a useful tool, it is not a particularly good one for leadership by itself. For instance, social discomfort might indicate a lack of social intelligence in an intelligent individual. From the standpoint of divinity, it is meaningless for someone to be talented but lack self-control or character intelligence, or for someone to be more intelligent than others (George & Raghavendra, 2022). There are more ways to be intelligent besides merely having a high brain capacity. In a leader's life, other intellectual elements could be more significant (Garcia, 2012).

It is believed that in today's complex and rapidly changing environment, intelligent leadership is critical to promoting a wise organization and it is a success. When wise leaders apply their ethical convictions, and ability to establish trust, creativity, empowerment, and strategic thinking, they can successfully guide their teams to achieve their goals and realize their vision.

2.1.5. Characterizes of Intelligent Leadership

Relating to the characteristics of intelligent leadership, Radhika (2022) mentioned that leaders' emotional intelligence is an integral part of intelligent leadership, emotional intelligence encompasses self-awareness, self-control, empathy, and social skills. Not only can emotionally intelligent leaders successfully understand and regulate their own emotions, but they can also empathize with others and exert a positive impact on others. An intelligent leader with exceptional cognitive skills, such as the ability to think critically, solve problems, and plan strategically, possesses cognitive agility. They can interpret complicated situations, foresee new trends, and produce creative solutions.

Therefore, intelligent leadership places a strong focus on the advantages of coming up with ideas through active participation and using bright potential. It is ingrained in the relational and cooperative dynamics of leadership and goes beyond simple creativity. However, when it comes to fundamental administrative tasks, management, and leadership share organizing, leading, guiding, and planning as methods to effectively accomplish preset goals (Marek, 2015; Sydänmaanlakka, 2003).

Another quality that intelligent leaders possess is flexibility, which allows them to adjust and alter their tactics. They can handle ambiguity and change well, so they can modify their tactics and actions to meet changing needs and obstacles. Those with intelligence can persuasively communicate their future vision (Radhika, 2022). By balancing individual and group objectives and expressing a common vision and purpose, they inspire and motivate others (Kourayem & Ghadim, 2021). It is often acknowledged that an organization's leadership has a major influence on its performance, employee commitment, and job satisfaction. Several scholars contend that using effective leadership techniques enables intelligent leaders to encourage and encourage competition among their team members (Bhargavi & Yaseen, 2016).

Intelligent leaders prioritize personal resilience and well-being, realizing the importance of stress management and self-care. Intelligent leaders enable others to thrive in trying situations by providing an example of healthy coping mechanisms and habits. Furthermore, making moral decisions, integrity, and honesty are also essential to intelligent leadership. In their actions, leaders place a high value on fairness, honesty, and respect for others. They also base their choices on moral concepts and values (Taylor, 2010). In this context and to achieve personal and organizational goals, intelligent leaders often involve sharing authority, effectively establishing the needs of others, converting those requirements into shared values, supporting others in their progress, and encouraging commitment (Hai & Van, 2021). Intelligent leadership fundamentally involves establishing trust, respect, and collaboration to build strong bonds with others. A sense of unity and companionship is fostered by intelligent leaders among their team members to encourage cooperation and synergy. Intelligent leaders are also able to articulate the objectives of their organizations and make them visually appealing and easy for organization members to seize (Bane, 2014).

2.1.6. Components of Intelligent Leadership

Being emotionally intelligent as a leader requires knowledge of talents, feelings, and perceptions. This is known as consciousness of self. Prioritizing introspection and reflection within oneself and understanding that self-awareness is a lifelong process are key components of being conscious of oneself (Allen et al., 2012). Personal intelligence in a leader is the capacity to cultivate and seek moral perfection in a way that results in self-mastery over the external environment by insisting on change and self-correction—that is, the one who initiates the change from himself, independent of others. However, one essential quality of a good leader is self-assurance. It has been determined that certain characteristics are necessary for a leader to be successful and effective, including confidence and belief in one's abilities (Dobbs et al., 2019).

Being aware of others' talents, feelings, and perspectives is a crucial part of exhibiting emotionally intelligent leadership. This is known as the consciousness of others. Working with and influencing people and organizations on purpose to effect good change is the essence of being conscious of others (Allen et al., 2012). Intelligent leaders understand the value of delegating responsibility to their team members. Task delegation, chances for growth and development, and the establishment of a healthy work environment enable their employees to reach their full potential and contribute significantly to the company's success (Amisha, 2024). As Biwott (2022) points out, a leader's values, actions, and behavior are the three main components of intelligent leadership. A bright future that gives employees a sense of purpose in life and inherent value is referred to as a vision. Hope and faith are indicators of a leader's confidence in the realization of the vision, and high levels of these qualities will motivate followers to meet the organization's objective.

As stated by Allen et al. (2012), exhibiting emotionally intelligent leadership requires being aware of the environment and circumstances. This is known as knowledge of context. Being cognizant of context is being aware of the ways that internal group dynamics and external circumstances influence the leadership process. A leader with intelligence can assess risks, decipher complex circumstances, and choose the best course of action for their business. This ability ensures that resources are used effectively, and that the organization's development is going in the right way (Cavazotte et al., 2012).

While intelligent leadership can improve the quality of decisions, as Alkozei et al. (2019) have shown, the flow and emotional control of the decision-making process can be modeled, beginning with the presentation of the facts, going through the decision maker's subjective personal mental lens, and adopting or assuming an informed risk attitude before arriving at a final decision. Intelligent leadership entails not just possessing dynamic intellect but also overcoming unprecedented challenges that test one's ability to analyze and evaluate. Therefore, to attain complete intelligence that embraces all aspects of the organization, which is also intelligence, intelligent leadership needs extra types of intelligence that go beyond the standard measures of astuteness (Allen et al., 2012).

Furthermore, intelligent leadership requires letting go of both rigid control and fatalism to explore the creative possibilities inherent in every new moment. Persuading people to support change rather than use them as its puppets is an ongoing challenge. Planning involves considering institutional and social obligations. We believe that in these turbulent times, thoughtful leadership will allow leaders and those they serve to precisely do that (Bane, 2014; Cavazotte et al., 2012).

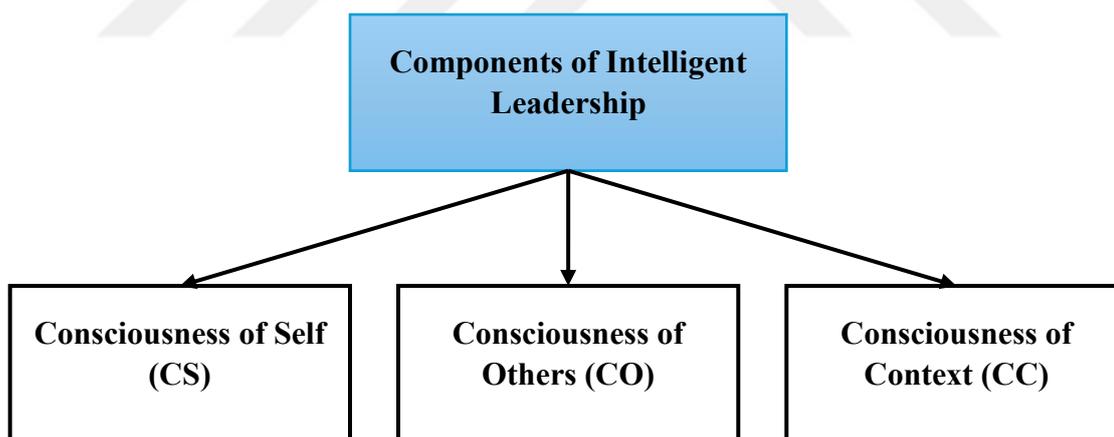


Figure 2.1: Components of Intelligent Leadership

Source: Miguel & Allen, (2016).

2.1.7. Empirical Studies on Intelligent Leadership

According to Kempster and Cope (2010), who studied leadership in an entrepreneurial setting, many businesses see intelligent leadership as their main competitive advantage and make significant investments in the growth of their social and human capital. This viewpoint is strengthened by several commentators who highlight

the importance of managerial functioning for organizational performance. Additionally, there is a growing recognition that the success and expansion of endeavors depend on the effectiveness of intelligent leadership.

In Malaysia research conducted by Long & Kowang (2015) aimed to examine the influence of emotional intelligence of leadership on employee commitment. The researchers showed that a company's ability to succeed in the current competitive environment depends heavily on having experts who are committed to their work, thus, intelligence leaders encourage their staff to be more innovative. Moreover, intelligence leaders motivate and empower their team members to perform better.

Biwott (2022) investigated the impact of intelligent leadership on academic staff members' knowledge-sharing practices at Kenyan institutions. The researcher applied the Path goal theory to describe how leaders inspire followers to be productive and satisfied with their jobs. The results showed that improving employees' intellect and leadership skills increases staff productivity and information sharing, both of which help the firm reach its overall performance goals. Supporting and encouraging intelligent leadership is also essential for empowering staff members to assess their conduct and make well-informed decisions.

Saeed & Sultan (2022) explored the role played by intelligent leadership in achieving strategic sovereignty from the perceptions of administrative leaders at the universities of Nawroz and Cihan in Dohuk City, the researcher built a conceptual model, promoting from the theoretical literature on the subject, which deals with the correlations and influence between the research variables, namely intelligent leadership and strategic sovereignty. The questionnaire was relied upon to collect data, which was distributed to the administrative leaders at the universities (Nawroz and Cihan). The research reached some conclusions, including the most important relationship between intelligent leadership and the strategic sovereignty of organizations.

Research conducted in Indonesia by Amisha (2024) examined how leadership emotional intelligence affected organizational performance. According to the survey, businesses with intelligent CEOs or leaders often witnessed gains in employee engagement, productivity, and overall success. The importance of emotional intelligence in leadership and organizational performance is increasingly recognized since it shapes workplace dynamics and promotes long-term success. Emotional intelligence facilitates

effective leadership by enabling leaders to build strong relationships, inspire trust, and motivate teams to strive toward shared goals via the development of self-awareness, self-control, empathy, and social skills. Furthermore, leaders with high IQs are better at managing conflict, fostering cooperation, and creating a cooperative, courteous, and open work environment.

2.2. THEORETICAL ASPECT OF ENTREPRENEURIAL KNOWLEDGE

Entrepreneurial knowledge is part of the entrepreneurship concept, therefore before focusing on it, entrepreneurship and then knowledge are first briefly discussed, principally to provide a better understanding of entrepreneurial knowledge. As indicated by Mustafa (2016) entrepreneurship dates back to the early sixteenth century and was originally used in French. The eighteenth-century French literature is where the term entrepreneurship originated, and it later gained popularity in English literature. At the time, the concept encompassed understanding risk and enduring the challenges that came with military exploration efforts. Richard Cantillon brought the concept to the world of business and economics at the start of the eighteenth century. As stated by Huggins & Thompson (2015) an entrepreneur is a merchant who purchases commodities at a certain price to sell them later at a price that does not know in advance.

Entrepreneurship aims to create an internal entrepreneurial culture, mindset, and framework that will result in a higher-than-average number of inventions. In addition to utilizing new project teams and creative departments, thus, entrepreneurship intends to unleash the creative potential of every employee in a company. Based on that managers may foster an environment that supports entrepreneurship by putting in place the necessary procedures and frameworks (Mustafa, 2016).

The nation's economy, society, and technological advancements are largely dependent on entrepreneurial activity and expertise. Global policymakers and academics therefore concur that the main force behind economic growth, wealth creation, and societal well-being in both developed and developing countries is entrepreneurship. Governments and international organizations consequently have worked to encourage entrepreneurship in their respective communities on a global scale. These activities assist the overall economy both directly and indirectly at the national and individual levels.

They actively engage in business matters, whether they are their own or those of others, to pay their bills and support their family (Bosma et al., 2012).

Entrepreneurship also refers to the areas that serve as growth and development hubs for entrepreneurial endeavors, transforming ideas into innovative solutions that provide significant new insights into the domain (Huggins & Williams, 2011). The practice of entrepreneurship in particular entrepreneurial knowledge involves experience, learning, errors, and failures. Research shows that innovation and entrepreneurship have a positive, linear relationship. Entrepreneurship is a strategic choice that filters the organization's business model to meet the change in customer needs and facilitates taking a competitive position in the market (Huggins & Thompson, 2015).

Being an entrepreneur is a long-term objective that provides chances for job searchers, thereby helping to combat the current unemployment rates. Some characterize entrepreneurship as the process of locating, promoting, facilitating, and supporting initiatives inside an organization that aim to develop new products, procedures, or services that turn into significant new revenue streams and sources of cost savings for the company (Atef & Al-Balushi, 2015). According to Lindquist et al. (2015), a person's decision to pursue an entrepreneurial profession is also influenced by their genetic makeup, the transmission of their entrepreneurial perception, and the provision of funds and other resources by their parents, which foster an optimistic outlook on entrepreneurship. The idea that human activity is a fundamentally creative quality shared by all people and that it is also a collection of coordinating skills that enable the formation, maintenance, and advancement of progress are strongly linked to the entrepreneurial mindset.

Regarding the second part of the concept, which is knowledge Mustafa (2016) argued that one of the elements' influencing interest is knowledge. Interest in someone is a cognitive and educational process that results in a desire to engage in specific activities. Therefore, understanding the activities is necessary for someone to be interested in engaging in them, and knowledge may be acquired by feeling, reasoning, and learning. According to Hanifati & Pradhanawati (2017), knowledge can be divided into two categories: first is direct knowledge, which is information that entrepreneurs already held before starting their business, and second indirect knowledge that they learned from other people both before and after that. Consequently, while starting a business on their own,

knowledge serves as a basis for understanding, analyzing, interpreting, and using information about the surroundings and the resources inside the organization to produce the best outcomes possible (Roxas, 2014).

Based on that, the valuable resource for an organization in terms of strategy is knowledge. Access to knowledge resources thus may have an impact on the growth and survival of organizations and start-ups that are knowledge-based, as well as the performance of developing organizations (Unger et al., 2011). Furthermore, Mustafa (2016, p. 33) mentioned that business knowledge particularly is concerned with the methods and resources used by entrepreneurs and organizations to evaluate preliminary findings and utilize them to create an information base that benefits the organization greatly and helps shape its future. The process of determining organizational requirements, issues, and opportunities and then producing suitable solutions to meet objectives is known as business knowledge and analysis. Also related to increasing productivity and obtaining a competitive edge, entails gathering and evaluating data, creating solutions, offering advice, and gauging performance using methods like statistical analysis and machine learning.

2.2.1. Concept of Entrepreneurial Knowledge

Entrepreneurial knowledge, according to Karyaningsih et al. (2020, p. 141), involves knowledge of issues including product creation, sales, negotiations, and risk assessment. An understanding of business operations, including business identification, business formation, marketing, finance, and organizational structure, is also known as entrepreneurial knowledge. The authors Fayolle & Liñán (2014, p. 665) identified six indicators of entrepreneurial knowledge, including having adequate business knowledge, managing a business well, commercializing business ideas, and marketing a product or service with sufficient knowledge. In addition, having enough understanding of the legal prerequisites to launch a business and knowing where to obtain the resources such as financing or funding needed to establish one.

Entrepreneurial knowledge originates from an individual's interactions with the community to which they belong, as well as from education, training, and hands-on experience (Martin et al., 2013, p. 215). For this reason, it is seen to be more significant in the development of human resources. Entrepreneurial knowledge is the basis of both

resources and entrepreneurial actions. Successful entrepreneurial endeavors arise from the strategic utilization of resources for opportunity-seeking and resource allocation (Fritsch & Wyrwich, 2014, p. 958).

According to the study, an individual's impression of social norms, interest in entrepreneurship, and perceived feasibility are all strongly influenced by their entrepreneurial knowledge, which is obtained via training and experience. Entrepreneurship interest is strongly influenced by self-perception, family support, and entrepreneurial knowledge (Akuhwa et al., 2015, p. 467). It is essential for effective business operations. Developing entrepreneurial goals, planning, managing, and cultivating desired business and character, as well as successfully operating and growing businesses, are all aided by entrepreneurship education. To promote an entrepreneurial culture, practical elements such as networks, business groups, development services, and support bodies are crucial (Roxas, 2014; Tang et al., 2012, p. 82).

Entrepreneurial knowledge pertains to an organization and individual's content understanding regarding business operations, resource accessibility, opportunity detection, exploitation, and other related entrepreneurial endeavors (Mustaf, 2016, p. 34). The capacity to identify and seize opportunities, the ability to comprehend, extrapolate, and interpret data and resources and creatively apply them to the creation of new goods or services with particular qualities, are all examples of entrepreneurial knowledge. Consequently, the ability to start a firm and manage attitudes and beliefs that may encourage or discourage an interest in, or behavior related to entrepreneurship depends heavily on having entrepreneurial knowledge and abilities (Roxas, 2014, p. 437).

Tshikovhi & Shambare (2015) examined entrepreneurial ambition and knowledge while controlling for attitude to encourage entrepreneurship, one tool is education and information about entrepreneurship. Consequently, imparting a set of skills and attributes, such as the ability for creative thinking, teamwork, risk management, and dealing with the unknown, is the aim of entrepreneurial knowledge. According to Yasir et al. (2017) entrepreneurial knowledge has an impact on entrepreneurial initiatives and increases the desire for entrepreneurial activities are endeavors, which made by people or groups to design, develop, and oversee new company ventures that frequently entail a high degree of risk and creativity. These efforts can take many different forms, such as founding a startup or introducing creative ideas into an already-existing business.

In the same context, Hussain et al. (2021, p. 2) mentioned that entrepreneurial knowledge is gathered through an individual's interactions with their living environment, the educational opportunities available to them, and business-related activities. Based on that an individual's favorable behavior toward starting a company endeavor is mostly determined by their entrepreneurial knowledge and environmental circumstances (Liñán et al., 2011, p. 74). Entrepreneurial knowledge is a complex combination of abilities, knowledge, and skills that mostly need teamwork to get a competitive edge (Zhai et al., 2018, p. 314).

These studies indicate that the writers' understandings of entrepreneurial knowledge varied. Thus, from the perspective of the researchers, one of the most crucial aspects of managing an organization is providing entrepreneurial knowledge to businesses and organizations. According to Akuhwa et al. (2015, p. 464), knowledge-based entrepreneurship (KBE), is a socioeconomic phenomenon that is crucial for promoting innovation, economic growth, and development. This type of enterprise is distinguished by its great potential for technological advancement and enchantment. Furthermore, according to Carlsson et al. (2007), KBE is a useful tool for converting knowledge into innovation and, consequently, into new economic activity. Scholars more hotly contest the terms knowledge-based entrepreneurship and innovative entrepreneurship. This is because it creates and disseminates process or product innovations (Akuhwa et al., 2015, p. 467).

2.2.2. Definitions of Entrepreneurial Knowledge

Entrepreneurial knowledge can be defined as the comprehension of the business world that is demonstrated via original ideas applied to real-world situations in an inventive and creative manner to create business chances (Suratno et al., 2020, p. 479). According to some academics, entrepreneurial knowledge is the capacity of an individual to generate something new through inventive thought processes and practical application (Hamsun et al., 2019, p. 161). According to Liñán et al. (2013, p. 76) and Roxas et al. (2014, p. 436), entrepreneurial knowledge is described as familiarity with business associations, support networks, and resources available to entrepreneurs. Knowledge of entrepreneurship is defined as the capacity to grow from mistakes, adjust to circumstances, and enhance company procedures over time. Along with possessing in-

depth knowledge of the target market, including consumer preferences, the competitive environment, and industry dynamics (Hendrawan & Sirine, 2017, p. 293).

Entrepreneurial knowledge also may be defined as the ability to perceive possibilities in the market, client requirements, and emerging trends that have the potential to become profitable ventures. Also possessing expertise in creating novel goods, services, procedures, or business plans that set the company apart from rivals and provide customers with special value (Liñán & Krueger, 2013, p. 79). To properly identify and grasp business possibilities, innovate, and navigate the challenges of starting and growing a firm, entrepreneurs need a broad range of skills, knowledge, and insights. Entrepreneurial knowledge is the term used to describe this skill (Weber, 2012, p. 34).

Astuti et al. (2020, p. 6) claim that people who already possess entrepreneurial knowledge are more likely to behave under their prior understanding. In a similar vein, an entrepreneur will engage in any endeavors that have the potential to yield twice as much profit from each venture they undertake. Drawing from a few of the aforementioned categories, entrepreneurial knowledge may be defined as an individual's acquired and held intellectual capacity to establish new ventures, inventive employment opportunities, and self-evaluations.

According to Hendrawan & Hani (2017, p. 294), entrepreneurial knowledge is the intellectual property that a person owns and acquires via entrepreneurship education. This property may then be used to support an individual's innovation and involvement in the field of entrepreneurship. As mentioned by Weber (2012, p. 37), understanding important business concepts and practices, such as finance, marketing, operations, and strategic planning, helps one's beliefs, attitudes, and overall perception of one's capacity to pursue entrepreneurial knowledge and career. It also lessens the uncertainty that comes with taking on entrepreneurial endeavors.

According to researcher's definitions, having an entrepreneurial mindset, knowledge, and practical thinking all have a beneficial impact on an individual's ambition to become an entrepreneur (Sher et al., 2017, p. 943). It has a major influence on the formation of businesses, principal capital, ambition, and knowledge of business teams, associations, and assets. By balancing attitudes and subjective standards, entrepreneurial knowledge improves collaboration and gives businesses a competitive edge. Increased

interest in entrepreneurship and improved human resource management are linked to higher knowledge (Tsordia & Papadimitriou, 2015, p. 26).

2.2.3. The Importance of Entrepreneurial Knowledge

Entrepreneurial knowledge is crucially important, as it is information in the form of recall and business acumen that motivates risk-taking throughout the startup, growth, and operation of a company (Juhariyah & Wahyuni, 2018). In addition to information on the experience, competence, and abilities of human resources both individually and collectively, entrepreneurial knowledge includes managing all system aspects in the form of papers, databases, comprehensive policies, and procedures (Hanifati & Pradhanawati 2017). The success and expansion of both new and existing businesses are influenced by entrepreneurial knowledge, which is important for several reasons. First understanding trends and shifts in consumer behavior enables entrepreneurs to take advantage of new chances. Entrepreneurial knowledge also aids in discovering unmet requirements and market gaps that can be turned into company opportunities (Usai et al., 2018).

Ardiani & Putra (2020) argued that understanding entrepreneurship is crucial to operating a successful business since businesses are built on business knowledge. Entrepreneurship knowledge is also considered to be extremely significant since the lack of basic information and entrepreneurial abilities can lead a firm to expand slowly and negatively. Insight entrepreneurship is important since it benefits building a well-defined future vision and strategy plan. In this sense, solid knowledge directs entrepreneurs' resource allocation, which is the efficient use of resources, such as time, money, and human capital. Building useful networks and partnerships is facilitated by knowing the market and industry. Entrepreneurs can find possible collaborators and partners who can help their firms expand (Syafii & Prajanti, 2015).

Entrepreneurial knowledge is seen as a company's most valuable asset in the digital age, particularly for telecommunication companies, when intangible assets predominate (Burns et al., 2011). According to Ni & Ye (2018), when entrepreneurs manage their enterprises, they observe a rise in both principal capital and entrepreneurial intention when they possess the necessary knowledge and abilities. In this respect, the importance of entrepreneurial knowledge is emphasized since expertise-intensive businesses typically highlight the value of applying entrepreneurial knowledge to the

workplace and disseminate this information to their external network (Zhao & Wang, 2015).

Since knowledge encourages creativity and innovation, which results in the creation of new goods, services, or business models, entrepreneurial knowledge is significant. Deeply knowledgeable entrepreneurs can also produce novel solutions to challenging issues, providing them with a competitive advantage (Unger et al., 2011). According to Zhao & Wang (2015), risk management and entrepreneurial knowledge are associated because knowledge empowers entrepreneurs to make well-informed decisions, which lowers the likelihood of failure. Therefore, comprehending possible risks and developing mitigation methods are crucial for the survival of a business.

2.2.4. Characterizes of Entrepreneurial Knowledge

The unique characteristics that distinguish an entrepreneur from others are referred to as entrepreneurial knowledge characteristics. These qualities include having a strong desire to succeed as well as the capacity to anticipate and efficiently handle hazards. The primary drivers of entrepreneurial success include intellect, creativity, inventiveness, foresight, and a willingness to put in a lot of effort (Gordon & Natarajan, 2017). As a result, having an entrepreneurial personality is essential for a firm to succeed. Interest in entrepreneurship may indeed be influenced by one's knowledge in the field. A thorough understanding of entrepreneurship might influence how view the social norms and value systems of the society, enabling us to overcome any roadblocks and external social influences (Kurniawan et al., 2018). Potential entrepreneurs can gain invaluable human capital by gaining entrepreneurial knowledge through their education or prior work experience. This knowledge can help them perceive and believe in their inclination to become entrepreneurs more precisely and confidently (Karyaningsih, 2020).

The development of an entrepreneur who pervades one's social, professional, and personal spheres is an expected long-term investment that comes from entrepreneurial knowledge (Moberg, 2014). A characteristic of knowledge in entrepreneurship is that it comes from education and experience, which when put together provide the knowledge and abilities needed to recognize risks and have the guts to take them on (Aini and Oktafani 2020). As a result, Roxas (2014) explains that by mitigating the consequences of attitudes toward subjective norms, entrepreneurial knowledge obtained via a formal

entrepreneurial education program has a favorable impact on an individual's total entrepreneurial ambitions.

Knowledge about entrepreneurship includes starting and running a business, managing it, and the qualities an entrepreneur must possess. The formation of entrepreneurial ambitions has been significantly aided by entrepreneurship learning. Because learning in entrepreneurship will impart information about how to plan, carry out, and cultivate the kind of business and character that an entrepreneur needs. The formation of businesses, their administration, and the qualities that an entrepreneur must possess are all included in entrepreneurial knowledge (Hutasuhut, 2018).

Various entrepreneurs may be driven by different characteristics. Their traits influence their choices about whether to participate in novel settings like an Open Innovation (OI) context, look for innovations, or approach novel mechanisms in a calculated way to obtain more resources or feedback from the public by utilizing outside knowledge and so taking advantage of outside sources of innovation (Tang et al., 2012). The research that is currently available supports the idea that top-echelon leaders should be imitated when developing an organizational learning culture (Hartnell et al., 2016). Leaders who possess entrepreneurial knowledge qualities foster an environment inside their organizations that promotes learning, innovation, and trying out new ideas (Jong et al., 2015).

Regarding characteristics of entrepreneurial knowledge, Rogers (2003) indicated that any concept, technique, or technology that a person perceives as novel is considered innovative. Based on that entrepreneurs must possess innovation since they are constantly producing new ideas to meet the changing wants of their clientele. One of an entrepreneur's most important characteristics is also their capacity to take risks. Entrepreneurs who are capable of making decisions and acting in ways that include uncertainty, potential for loss, and setbacks are said to possess risk-carrying capacity (Kurniawan et al., 2018). In addition, when effectively disseminated through organizational learning, groups such as top management teams (TMTs) can acquire and share entrepreneurial traits. This collective entrepreneurial mindset can be further reinforced as TMTs deepen their learning, leading to enhanced entrepreneurial awareness. Such increased awareness strengthens corporate entrepreneurship, fostering a culture that embraces innovation, risk-taking, and proactive strategies within the organization.

Companies thus, should avoid becoming myopic while growing entrepreneurial alertness through deep learning, since both need them to construct and acquire tacit knowledge from information and experiences (Tang et al., 2012). This is because both entrepreneurial alertness and depth of learning have similar characteristics. Although the ability of top management teams to predict opportunities is crucial, far less study has been done on the traits of TMTs that may influence corporate entrepreneurship (Corbett et al., 2013).

2.2.5. Components of Entrepreneurial Knowledge

According to Karyaningsih et al. (2020), which the present research depends on, the components of entrepreneurial knowledge include being sufficiently informed of business rules and adept at obtaining the financial and other resources needed to run a successful business or project. Well-versed in both the company's product and service promotion, in addition to having enough knowledge to start a business, the company can turn business concepts into a profit. Moreover, enough business management knowledge is needed to effectively launch a project, attain efficiency, and sustain its survival and growth throughout its early phases, entrepreneurial knowledge is a vital resource that offers a sustained competitive advantage (Zeng et al., 2023).

A few essential components of entrepreneurial knowledge allow business owners to recognize, develop, and seize opportunities. According to Clinkard (2018), the key components of entrepreneurial knowledge include the capacity for creative thought and the ability to predict new possibilities, as well as an awareness of market demands, trends, and gaps. In addition to having a thorough awareness of the market, including laws, important players, and competitive dynamics.

Researchers have shown that understanding entrepreneurship is crucial for altering perspectives and dispositions, realizing one's actual potential, and encouraging a more entrepreneurial course of action. Based on that, a crucial aspect of entrepreneurial knowledge is technical awareness, which entails keeping up with developments in technology that are pertinent to the sector. It is essential to understand financing sources, investment methods, and financial management (Mohammed et al., 2023). Entrepreneurial knowledge is a summary of people's essential, accurate comprehension of the idea of internet business and how to use it to create new products, establish

enterprises, market goods and services, and assess the business environment with the aid of contemporary technology tools and applications (Clinkard, 2018; Karyaningsih, 2020).

2.2.6. Empirical Studies on Entrepreneurial Knowledge

In the study by Sommer & Haug (2011), entrepreneurial knowledge was included as a unique component of the Theory of Planned Behavior (TPB), and it greatly enhanced the participants' intentions to pursue entrepreneurship. As a result, it makes sense that people's plans to start a new digital company would be highly associated with their degree of entrepreneurial knowledge.

According to Fishbien & Ajzen (2010), variables like knowledge of the entrepreneurial environment can indirectly influence intentions through their effects on the antecedents of intentions. This means that the mediation variables fully mediated the relationship between entrepreneurial knowledge and digital entrepreneurial intentions. More precisely, there is a relationship between perceived behavioral control and entrepreneurial knowledge, suggesting that having more entrepreneurial education enhances one's perception of one's ability to create businesses. Haynie et al. (2010) examined a recognized metacognitive model of the attitude associated with entrepreneurship knowledge, the results showed that there is a substantial correlation between an entrepreneurial mentality and practical thinking, entrepreneurial knowledge, and the ability of an individual to get resources that are necessary for the development of their firm. A good grasp of entrepreneurship, including product creation, sales, negotiation, and risk assessment, is covered by entrepreneurial knowledge.

Liñán et al. (2013) in research looked at the relationship between entrepreneurial knowledge and intention, however, they characterized entrepreneurial knowledge as understanding trade associations, organizations that promote entrepreneurs, and other resources. The results showed that with this sort of information, students may make an educated decision to pursue entrepreneurship by having a more realistic view of entrepreneurial activities and a greater understanding of the career path. By incorporating entrepreneurial knowledge into the TPB, Roxas (2014) expands on the findings of his research. This is a crucial component that reveals how knowledgeable and aware a person is about a variety of topics related to launching and operating a new company, such as the entrepreneurial ecosystem and networks, the skills needed to locate a new business, and

the preliminary steps of opportunity detection and evaluation. Moreover, pro-entrepreneurship attitudes can be reinforced by entrepreneurial knowledge's ability to undermine mental and psychological barriers to entrepreneurial orientations and predispositions.

The impact of family environment, entrepreneurial personality, and entrepreneurial knowledge on students' interest in entrepreneurship in Blora was studied by Syafii & Prajanti (2015). The findings indicated that entrepreneurial motivation is influenced by both direct and indirect effects of entrepreneurial knowledge. This indicates that interest in entrepreneurship increases with increasing entrepreneurial knowledge. Conversely, there will be less interest in entrepreneurship if there is a decrease in entrepreneurial knowledge. They corroborate other studies' findings that an interest in entrepreneurship is positively impacted by entrepreneurial knowledge.

Ndivhuho & Richard (2015) investigated South African Enactus students' entrepreneurial knowledge, attitudes, and goals. The research specifically examines the topic of whether students' attitudes, entrepreneurial knowledge, and entrepreneurial goals are affected in any way by receiving practical entrepreneurship training. Data from 355 Enactus South Africa students who attend the 27 colleges and institutions that comprise Enactus South Africa were gathered using stratified sampling procedures. The results showed that while personal views were found to have a stronger effect on the former, entrepreneurial knowledge was shown to have a substantial influence on entrepreneurship intentions. Moreover, positive views toward entrepreneurship were found to be influenced by high levels of entrepreneurial knowledge.

Tsordia & Papadimitriou (2015) examined the influence of the theory of planned behavior on the entrepreneurial aspirations of Greek business students. Their findings revealed a strong positive correlation between entrepreneurial intention and entrepreneurial knowledge. This suggests that as students gain more knowledge about entrepreneurship, their intention to pursue entrepreneurial ventures increases, highlighting the critical role education and awareness play in shaping future entrepreneurs. According to student feedback, entrepreneurship education can improve one's understanding of entrepreneurship, spark interest, provide practice, experience addressing problems, boost self-esteem, and foster the development of business concepts, plans, and communication skills in addition to job-related abilities. Entrepreneurial

intention is further stimulated by other elements like mental acceptance and entrepreneurial knowledge. Sher et al. (2017) went on to say that perceived behavioral control, attitude, and subjective norms were not as significant predictors as entrepreneurial education.

Gamage & Weerakoon (2017) investigated the link between strategic orientation and entrepreneurial knowledge. Researchers noted that there is a lack of research exploring this relationship, despite the significance of entrepreneurial knowledge in promoting the strategic behavior of Small and Midsize Enterprises (SMEs). The examination was conducted on a sample of fifty owner-managers of SMEs in the Badulla Divisional Secretariat. To gather information, a systematic questionnaire was employed. The findings demonstrated that a key predictor of strategic orientation is entrepreneurial knowledge. Policymakers at the provincial level can use the findings to guide their future training program design and delivery for entrepreneur development efforts.

Usai et al. (2018) investigated whether entrepreneurial knowledge and a creative mindset may overcome flaws in the innovation process: insights from SMEs in the UK and Italy. The findings demonstrated that the flaws in the innovation process might be fixed by utilizing entrepreneurial knowledge. When paired with outside talent or human resources, entrepreneurial knowledge is acknowledged as an enterprise's most valuable asset. Because of their networking skills, expertise, and talents, entrepreneurs create both formal and informal collaborative partnership partnerships to generate innovative ways and concepts.

In their research, Al-Mamun et al. (2019) investigated micro-enterprises in Kelantan, Malaysia, focusing on the entrepreneurial knowledge, abilities, and performance of entrepreneurs. Through structured interviews with 403 micro-entrepreneurs from "Majlis Amanah Rakyat" and "Majlis Agama Islam dan Adat Istiadat," both in Kelantan, the researchers gathered data. The results show that market orientation, networking, and entrepreneurial abilities all contribute positively to entrepreneurial competency. Consequently, networking, entrepreneurial acumen, and entrepreneurial abilities improve business performance. The results also indicate that entrepreneurial competency significantly mediates the links between market orientation, networking, firm performance, and entrepreneurial abilities.

By addressing the entrepreneurial attitude, knowledge, and ambition to be an entrepreneur, Karyaningsih et al. (2020) sought to expand on the present understanding of entrepreneurship education. By putting entrepreneurial knowledge to the exam, the second goal is to demonstrate how entrepreneurial knowledge influences the link between the ambition to become an entrepreneur and entrepreneurial education. The study's participants were chosen from among Jakartan vocational students participating in the course on entrepreneurship education. In addition, structural equation modeling (SEM), confirmatory factor analysis (CFA), and exploratory factor analysis (EFA) were used to examine the data. Results indicated that three variables an entrepreneurial mindset, knowledge, and intention are impacted by entrepreneurship education. Students' goal to become entrepreneurs is influenced by their understanding of entrepreneurship. Boldureanu et al. (2020) investigated how higher education institutions teach entrepreneurship using examples of successful businesses. The findings attest to the strong correlation between entrepreneurial knowledge and entrepreneurship education. Entrepreneurial knowledge affected the creation of new and startup businesses. Entrepreneurial Human Capital (EHC) asserts that education may boost students' understanding of entrepreneurship.

Arifin et al. (2020) studied how students at Universitas Negeri Padang's entrepreneurial desire were influenced by their understanding of entrepreneurship knowledge. Using the structural equation technique and the path diagram to show the relationships between the variables, the researchers employed the path analysis method. Three exogenous factors, one intervening variable, and one endogenous variable are among the variables used in this study. The study revealed that endogenous factors, such as entrepreneurial desire, are influenced both directly and indirectly by exogenous variables, such as creativity, social interaction, and entrepreneurial knowledge. From the results of this study, it can be noted that the major contribution that affects students' entrepreneurial motivation, is directly and indirectly.

Hussain et al. (2021) investigated, using Pakistan as a case study, how entrepreneurial knowledge and attitude related to the development of entrepreneurial intents among business graduates. The researchers employed convenience sampling approaches and self-administrative closed-ended questions to obtain primary data from a sample of 331 enrolled students in management science departments across several

institutions in Pakistan. The results showed that entrepreneurial inclinations are favorably and significantly influenced by entrepreneurial knowledge. Additionally, findings found that the association between entrepreneurial knowledge and entrepreneurial intention is strengthened and moderated by one's attitude.

Rachmawati & Subroto (2022) noted in their study that individuals who possess strong entrepreneurial knowledge are better able to innovate in their surroundings and produce innovative and superior outcomes. Results also showed that an individual with strong entrepreneurial acumen is undoubtedly more prudent when making decisions to address these issues since it is necessary to assess different risks while managing a firm. These entrepreneurial skills may be acquired through seminars, entrepreneurship training, on-campus entrepreneurship courses, and other means.

In their research, Ilomo & Mwantimwa (2023) explored the moderating role of entrepreneurial knowledge in the entrepreneurial intentions of undergraduate students. The results showed that the link between attitude and intentions as well as subjective norms and intents is mostly influenced by entrepreneurial knowledge. Furthermore, it was discovered that whereas subjective norms had a small impact on immediate entrepreneurial intention, attitude, and behavioral controls had a favorable and substantial impact.

Putri & Wijaya (2023) examined the relationship between perceived social norms, perceived attractiveness, and considered feasibility, as well as the influence of entrepreneurial knowledge on these factors on entrepreneurial intention. The primary theory applied is the TPB. The findings indicated that perceived attractiveness and perceived social status are influenced by entrepreneurial knowledge. The findings also demonstrated that while perceived desirability influences interest in entrepreneurship, entrepreneurial knowledge influences perceived feasibility. Interest in entrepreneurship is influenced by perceived social norms but not by perceived feasibility. The relationship between entrepreneurial interest and entrepreneurial knowledge is mediated by perceived desirability. The relationship between entrepreneurial expertise and entrepreneurial interest is not mediated by perceived feasibility.

2.3. THEORETICAL ASPECT OF WISE ORGANISATIONS

Theoretical aspects of wise organization are covered in this section, but first, a brief discussion of the terms wise and wisdom is given. The context of an activity determines its wisdom; however, an action cannot be wise in and of itself. Wisdom is frequently linked to great thinkers such as Socrates, Plato, and Aristotle. One of Socrates' most well-known quotes is that the first step toward wisdom is admitting one's insanity. The Greek term for wisdom, (Sophia) was a key idea in Greek philosophy and was frequently associated with the search for knowledge and moral behavior (Izak, 2013, p. 112; Schwartz, 2011, p. 7).

Since moral judgments form the basis of the practical wisdom potential, the theory of wisdom addresses the importance of ethics and virtue in wise organizations (Kok, 2009). Indeed, moral practice is an action that is guided by ethics and carried out in a group setting that upholds the integrity of each member of the wise organization while encouraging, directing, and correcting ethical behavior. As a result, actions motivated by moral impulses are known as ethics-based self-organization, and they are seen as moral requirements dependent on Aristotelian virtue (Akgun et al., 2017, p. 65).

According to Schwartz (2011, p. 6) being wise does not always require following a rationalist calculation; frequently, being wise requires making concessions and improvising. Since wisdom is viewed as a desirable attribute in employees, organizational consultants find it to be an essential source of guidance. Mumford (2011, p. 36) requests leadership research to promote knowledge. Business wisdom training was also developed to improve team dynamics and corporate communication, among other things, and is believed to quantitatively affect a company's bottom-line profitability.

As indicated by Izak (2013, p. 110) wisdom as a concept has been explored in philosophical contexts. Socrates, for instance, maintained that wisdom is a result of character, harmony, beauty, and truth and that those who wish to be intelligent should obtain timeless truths to avoid being faddish. To promote well-being, Socrates also stated that sources of power like competence, knowledge, and wisdom should be wisely employed for practical and organizational goals (Rooney & McKenna, 2008, p. 714). Plato observed in his Platonic dialogues and public speeches that wisdom could be understood as a unique attribute held by individuals who reflect on life, the application of sound judgment to human behavior, and scientific understanding of the nature of things.

In his *Nicomachean Ethics*, Aristotle followed Plato in seeing the idea of wisdom as *phronesis* (prudence), balance, virtue, and aesthetics (Izak, 2013, p. 111).

While studies on wisdom in organizations are relatively new, there is a discernible tendency toward making knowledge operational and transportable. The developmental model of wisdom tries to distill the essence of wisdom into a four-dimensional framework that encompasses morality, emotion, intellect, and conation. According to their method, one may somewhat observe the progress made toward becoming wise; for example, those who have become wiser tend to be more inventive and articulate (McKenna & Biloslavo, 2011, p. 698).

Similarly, Rooney et al. (2010) have created a theoretical framework for social practice wisdom that asserts the need for wisdom to be used across the board in an organization. According to McKenna (2004, p. 271), organizationally wise individuals broaden their perspective both chronologically and geographically, emphasizing wisdom's capacity to influence society. According to Nonaka & Takeuchi (2011, p. 63) and Intezari & Pauleen (2014, p. 396), a wise organization focuses on shared and collective goods to promote the well-being of all people, not just the company's executives and owners, and has a broad and comprehensive perspective that considers the environmental and global implications of its activities.

2.3.1. Concept of Wise Organizations

The approach of wise organizations is relational and interpersonal, as opposed to the impersonal approach of not-so-wise organizations. By emphasizing long-term performance for the common good, wise organizations serve and balance the interests of all stakeholders, including owners/investors, employees, suppliers, customers, the community at large, and the environment (Spiller et al., 2011, p. 227). Based on that, an organization is considered wise if it makes decisions that benefit not only the organization but also its employees, stakeholders, and society as a whole by utilizing collective intelligence, ethical ideals, and long-term thinking. The idea combines management techniques and organizational behavior with the concepts of wisdom (Burmeister, Wang, & Hirschi, 2020, p. 748).

When it comes to dealing with the unexpected and the unknown, wise organizations may let go of strict norms because they embrace uncertainty, irregularity,

unpredictability, and impermanence (Intezari & Pauleen, 2014, p. 397). It is possible to re-humanize the workplace by applying and adapting personal wisdom to organizations. When possible, wise organizations should use moral leadership to advance the interests of both the general public and their employees (McKenna & Rooney, 2019; Kristjánsson, 2021). A wise organization has a broad, holistic vision that considers the effects that its operations have on the environment and the wider world. It also strives to promote universal and collective goods that will improve the well-being of all organization members, not just its owners and leaders (Nonaka & Takeuchi, 2011, p. 65; Intezari & Pauleen, 2014, p. 397).

In this context, all employees, not only the younger ones, benefit from the wise organization's promotion of professional development. According to Moon (2014, p. 26), they respect older employees as mentors who assist younger organization members develop the intellectual, psychological, emotional, and social capital that older employees possess. Prosperous organizations provide a safe and secure work environment for their long-term employees because they have demonstrated a strong commitment to them. Wise organizations also understand how important employee downtime is. They provide employees enough time to process information and recuperate from their jobs so they may be more productive and give their best (Spiller et al., 2011, p. 230).

As time goes on, wise organizations value the experience, implicit knowledge, and personal development that older employees have gathered in addition to their efforts to achieve racial, ethnic, and gender equality inside the firm (Hilsen & Olsen, 2021, p. 98). As stated by Aldwin and Levenson (2019, p. 294), the ultimate objective of a wise organization is to maximize services with a focus on improving the quality of life. A wise organization must be flexible in highly dynamic and complicated circumstances and continuously develop for common benefit. Companies with a higher percentage of wise organizational features are seen to be wiser than companies with fewer wise organizational traits, or those more related to opioids. On the other hand, wise organizations endeavor to reconsider novel approaches to delivery and reexamine the underlying meaning and intent of outmoded offerings, including the need for personalized customer care (Howard, 2010, p. 214).

Employee connections in the wise organization, on the other hand, are defined by democratic peer-to-peer relationships in which workers are encouraged to participate in

decision-making and feel comfortable providing leaders and other team members with helpful criticism and original ideas, thus, decentralized networks with fairness and democracy characterize wise organizations (Schwartz & Sharpe, 2019). In addition, by sharing the objectives of organizational leaders with lower-level staff members and inviting them to offer feedback and input through organized labor or another channel, this strategy promotes transparency inside the company. To give all workers equal access to authority and possibilities for growth, regardless of gender, age, color or ethnicity, sexual orientation or identity, or any physical disabilities, these organizations work to develop inclusive structures and procedures (Edmondson & Chamorro, 2020, p. 3). Sensible leaders in organizations improve and prioritize long-term success while still addressing immediate objectives (Sternberg, 2020, p. 5).

Though the services that wise organizations provide may appear similar at first glance, the fundamental objectives differ. Universities may use remote learning, for instance, to provide educational opportunities to students who otherwise would not have had access to them or just to collect additional tuition and fees. Healthcare institutions may want to treat patients, relieve their suffering, maintain their health, or set their fees as high as possible (Kaldjian, 2019, p. 707). Concerning wise organization according to Ortkepuz & Alagoz (2017, p. 536), wisdom is an essential organizational resource that is acquired via experience and practically taught every day of a career. Placing wisdom at the top of the knowledge pyramid and developing it at the organizational level is the definition of a wise organization. An ability to observe and assess reality that comes from experience, intuition, and in-depth thought.

Furthermore, understanding it as a reservoir collected inside the organization, the idea of competence shows that practices of organizational wisdom are in reality methods to apply progress and adapt knowledge that is sensitive by nature. Directors and managers perceive wise practice as an operational advantage because it involves selecting the right times for knowledge to be transmitted over time. This is because the knowledge is intuition-driven and cannot be fully expressed while maintaining its validity because it is not connected to certain outside conditions. As a result, it offers the possibility of maintaining its value in the face of external changes (Issa & Fendi, 2021, p. 22).

It is believed that wise organizations put their employees' psychological needs, job satisfaction, and general well-being first. They cherish senior staff members as

mentors, encouraging advancement and admiration in the workplace. When required, wise organizations may do away with strict norms and embrace ambiguity. The physical, mental, and work-related well-being of employees is impacted by wise organizations through moral decision-making, job satisfaction, and supportive leadership.

2.3.2. Definitions of Wise Organizations

As mentioned by Baltes & Staudinger (2000, p. 122), wise organization refers to the innate proficiency in comprehending behavior and the significance of organizational existence. Aldwin, & Levenson (2019, p. 295) defined wise organizations that navigate complicated, diversified, and fluid settings with skill and judgment. A wise organization thrives in a fast-paced corporate climate by comprehending and handling complicated circumstances and processes and making effective use of information. Including emotional intelligence in business choices and behaviors as well. Likewise, prior definitions of wise organization have largely overlooked the kind, pro-social features of wisdom in favor of a complete understanding and intellect (Pinheiro et al., 2012, p. 1467).

According to Zaidman & Goldstein-Gidoni (2011, p. 635), wise organization is also defined as integrative dynamics that arise from the synthesis of emotional (empathy) and cognitive (knowledge and understanding, introspection, and reflective viewpoint) components inside an organization. The extraordinary contextual awareness that is prudently triggered through risk management systems, relationships, and decision-making is what makes an organization wise.

Another definition of a wise organization is one in which the staff members appropriately use their knowledge through their ethical judgments, practical actions, and decisions (Akgün, 2020, p. 231). A wise organization's ultimate goal and ethical cornerstone is to use its goods and services to benefit society and to give its employees a decent living and an environment that supports them in realizing their full potential as productive members of society. A wise organization's leadership and staff work together in a relationship built on mutual respect, collaboration, trust, and the lack of exploitation (Kristinsson, 2022, p. 43). Through training programs, education, mentorship, and positive role models, wise organizations support their employees' professional and personal growth (Nonaka & Takeuchi, 2011, p. 62). In addition, wise organizations provide their staff members adequate time and flexibility to attain a healthy work-life

balance and downtime for introspection and recovery from work. In wise organizations, the relatedness element of the self-determination theory and the compassionate dimension generates a compassionate, inclusive, participative, and mutually supportive work environment. An ethical organizational culture is what defines such a setting (Kristjánsson, 2022, p. 45).

Wise organizations whose impact on employees' physical, mental, and work-related well-being is cumulative: job fulfillment leads to supportive leadership, which in turn leads to job fulfillment and ultimately to physical and mental well-being (Ardelt & Sharma, 2021, p. 4). According to the studies, wise organizations strive for constant development and agility while striking a balance between knowledge, ingenuity, and wisdom. Through work-life balance and ethical and training programs, they promote professional and personal growth. Through encouraging leadership, job satisfaction, and ultimately, well-being, these organizations also have an impact on the physical, mental, and work-related well-being of their employees (Ardelt & Sharma, 2021, p.6; Sternberg, 2020, p. 3). Additionally, wise organizations are based on moral and ethical principles that pursue to further the common good by striking a balance between the reflective, thoughtful, and altruistic aspects of managerial decision-making. They foster supportive leadership through hiring and internal cultural practices and positively impact their employees' sense of job fulfillment (Kristinsson, 2021, p. 46).

2.3.3. Characterizes of Wise Organizations

The topic of whether the character of personal wisdom may also be applied and modified to organizations to re-humanize the workplace continues, even though wise organizations differ from less wise organizations in the areas of objectives, method, and range (Ardelt, & Sharma, 2021, 2023). Organizations are social systems made up of related groups of people who perform different but related tasks according to established policies and procedures (Marrett, 2001). As such, a change in policies and procedures toward wise ones made by the organization's leadership is likely to have positive effects on the entire organization. A culture that fosters the common good for all stakeholders to make the world a better place and supportive and compassionate interpersonal relationships at work are two ways that wise organizations express the sympathy and

compassion that characterize the affective/compassionate dimension in personal wisdom (Frost et al., 2000).

According to Lennick-Hall et al. (2011), a wise organization is characterized by a culture that supports learning and professional growth to adapt to changing conditions and tackle complex challenges, as well as a quest for the organization's deeper meaning and purpose. By striking a balance between wisdom, knowledge, and creativity, wise organization pursues to advance the long-term and short-term interests of all stakeholders (Sternberg, 2020). A culture of moral and ethical principles that promotes moral and ethical conduct is one trait of a wise organization. Authentic moral and ethical principles that are upheld, encouraged, and demonstrated by managers and executives are emphasized in wise organizations (Rooney et al., 2021).

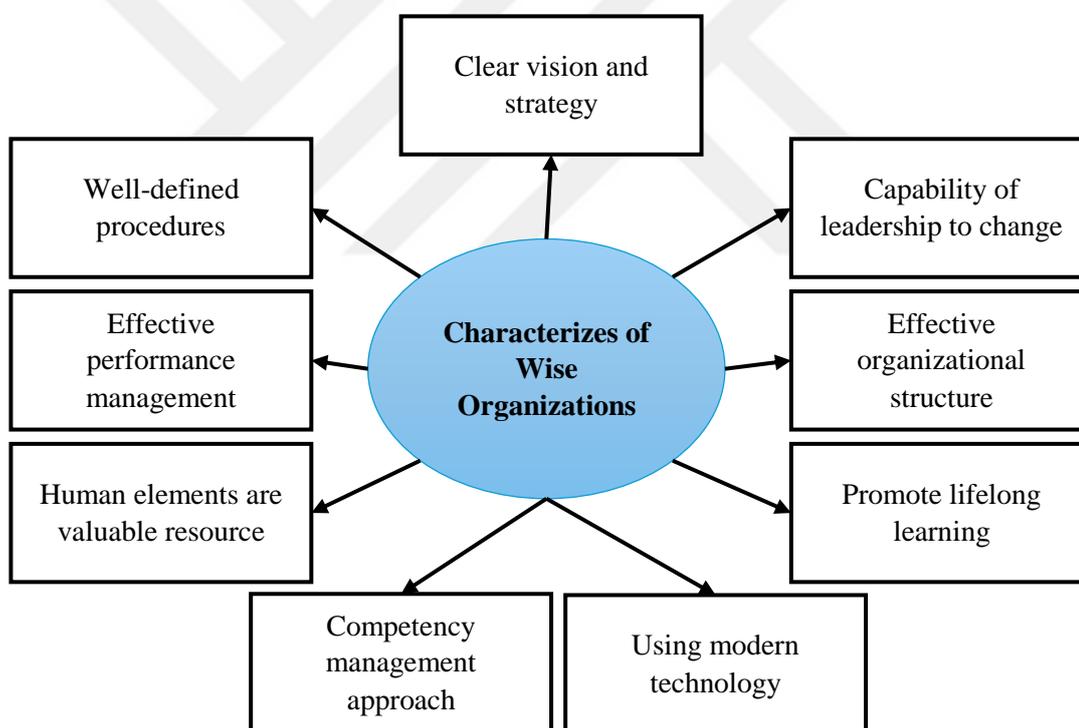


Figure 2.2: Characterizes of Wise Organizations

Source: by the researcher, based on reviewed literature on wise organizations.

A wise organization fosters the growth of its staff. To flourish in the workplace is to accomplish something objectively good, fulfill one's potential, and bring one's sense of fulfillment and satisfaction from the process. The wise organization also fosters a sense

of achievement and a belief that their job matters and has a beneficial impact on society by making contributions to the common good (Ryan, Curren, & Deci, 2013).

From the CEO to the front-line staff, wise organizations train everyone to be aware of potential issues and possibilities. Accordingly, the innovation process improves and moves more quickly when the company's marketing capabilities are increased (Mariadoss et al., 2011). Thus, the employees of a wise organization are aware that serving the interests of all stakeholders, shareholders, employees, clients, consumers, suppliers, the neighborhood, society at large, and the environment is the ultimate objective and the purpose of the company's existence (Zacher & Kunzmann, 2019). A wise organization can anticipate changes, reinvent itself often, and pick up new skills quickly, and faster than its rivals. Sydänmaanlakka (2003) outlines the following nine characteristics of a wise organization as shown in Figure 2.2 above.

1. Wise organization strategy and vision are quite clear.
2. People value leadership greatly, thus wise organizations have a great capacity for change.
3. Its organizational structure encourages rebirth, the fact that groups are operating effectively.
4. It has well-defined procedures in place and continuously reengineers them.
5. The culture and principles of the organization promote lifelong learning; hence feedback collection is conducted proactively.
6. A policy of continuous improvement (total quality) is in place, in addition to the effectiveness of performance management is high.
7. The most significant and valuable resource is thought to be human resources.
8. A methodical approach is taken to competency management.
9. New technologies are employed to facilitate, and everyone has access to knowledge.

2.3.4. Components of Wise Organizations

Researchers have engaged in prolonged arguments on the concept of a wise organization, and its components, each attempting to advance their points of view and ways to adapt the wise organization variable to suit their goals and worldviews (Ardelt, & Sharma, 2021). This has partly resulted in the development of components unique to

each case study (Akgün et al., 2017). In particular, the topic has progressed beyond the argument between individualism and collectivism and how each affects the organization as a whole, leaving the task of identifying a model that would be grounded in a contemporary theoretical framework and bolstered by a trustworthy field test as one that necessitates the support of knowledge. This was then illustrated by the model that was put out, which grew in scope from the periphery of individualism to collectivism, with a set of dimensions including the general practices occurring inside the company (Akgun et al., 2017).

The measurement of the wise organization variable is contingent upon Sharma & Ardel (2021), who contended that the cognitive component of wise organizations is exemplified by a culture that fosters learning and professional development, as well as an investigation of the company's underlying meaning and purpose. Additionally, the present study examined a wise organization variable using factors including possibilities for training and growth, flexibility at work, pressure at work, and work-life balance. In addition to work benefits job security and job opportunities as revealed in Figure 2.3 below.

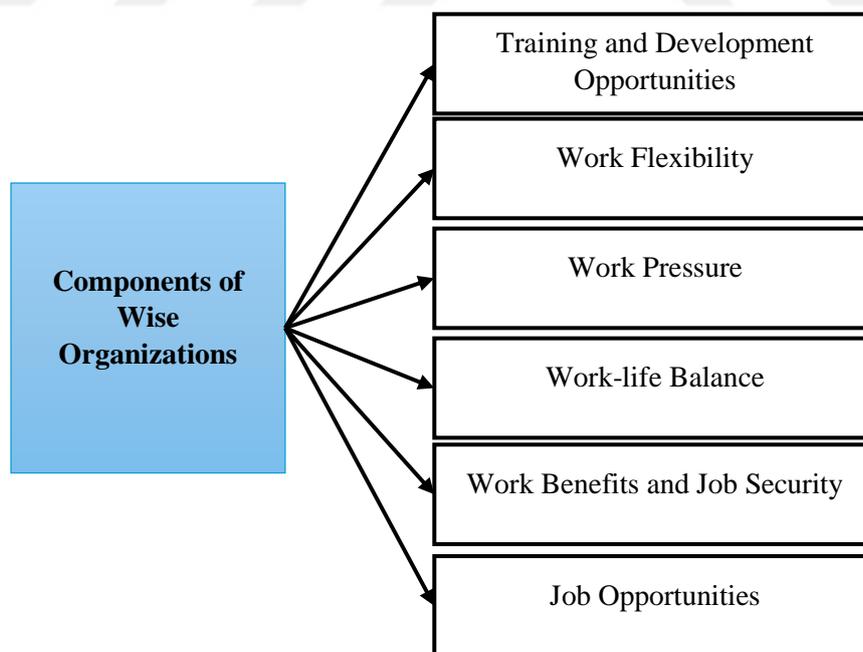


Figure 2.3: The Components of Wise Organizations

Source: by the researcher, based on Ardel, M., & Sharma, B. (2021). Linking Wise Organizations to Wise Leadership, Job Satisfaction, and Well-Being. *Frontiers in Communication*, 6, pp.1-23.

First Component: Training and Development Opportunities

Wise organizations cultivate an environment that values lifelong learning. Thus, employees are urged to maintain their current skills and knowledge set. When wise organizations provide their staff members with access to online courses, workshops, seminars, and other educational materials, they enable them to pursue their interests and learn at their own speed (Nonaka, & Takeuchi, 2019). According to Ardelt & Sharma (2021) offering career development chances supports in keeping top people in place in wise organizations. In this context, employees are more inclined to stick with a company that makes future investments in them. Higher job satisfaction is also a result of training and development as workers feel more appreciated and equipped to carry out their jobs well.

As mentioned by Intezari (2015) regular training programs assist employees in keeping up to date with the most recent developments in technology and industry trends. Thus wise organizations have employee development programs, which require development programs that also emphasize leadership, problem-solving, collaboration, and communication. While acknowledging that wise people should be able to express their wisdom from an organizational standpoint, they base their understanding of constructed communicative work on an established social practice that relies on psychological and social processes that essentially incorporate sensory and emotional dynamics (Suarez, 2014).

Second Component: Work Flexibility

Wise organizations need to have flexible work arrangements since they improve overall performance, employee delight, and adaptability. Because flexible work schedules enable wise organizations to swiftly adapt to changes in the marketplace or outside environment. A flexible workforce also makes it simpler to scale operations up or down in response to demand (Ardelt & Sharma, 2021). According to Akgün & Kırçovalı (2015), providing employees with flexible work alternatives including reduced workweeks, flexible hours, and remote work support improves their work-life balance. In addition to lowering stress brought on by rigorous schedules and lengthy commutes, flexibility may also increase work satisfaction and decrease attrition. Moreover, wise organizations offer flexibility in the workplace since employees who have greater control over their schedules

frequently exhibit higher levels of engagement and productivity. Flexible work schedules promote a culture of performance by moving the emphasis from hours done to outcomes attained (Fassoulis, & Alexopoulos, 2015).

To this respect, Kirkova & Akgun (2015) referred to the fact that a sensible practice, also relevant to flexibility at work portrays the added worth or pragmatic nature of perception and it is the right vindication of working because it ensures the precision of the methods that people use to achieve their objectives. In fact, carefulness is what is good and right in each given situation and is the optimal way of solving organizational challenges.

Third Component: Work Pressure

Ardelt & Sharma (2012) note that wise organizations ensure that the employees work in their comfort by giving them ample time to complete their tasks. Sufficient time to do their work as effectively as possible. The workers might also need to be swift to achieve everything. Adopting practices that contribute to employee welfare, efficiency as well and a healthy working environment assists wise organizations in dealing with job pressure effectively. By ensuring that employees take frequent breaks, holidays, and time off for mental wellness to refuel and prevent burnout. This is also promoted through honest communication of stress levels and responsibilities, which enables staff members to feel comfortable asking for help and talking about difficulties (Suarez, 2014).

From this point of view, Bierly et al. (2000) said that the significance of perception in an organization is multiplied in proportion to the extent of work pressure and ambiguity. This is because insightful practices entail vigilance rather than reasoning and often come with emotions. They are also characterized by susceptibility to relevant environmental, organizational, and interactive cues and by susceptibility to collective empathy in relation to the feelings of other people (Akgun et al., 2017).

Fourth Component: Work-life Balance

Wise organizations employ a variety of strategies to better manage their employees' personal and professional lives. Therefore, fostering a culture that values work-life balance involves more than just providing perks like paid time off and gym

memberships. In this sense, it is the responsibility of leaders to model this culture for the rest of the organization (Ardelt & Sharma, 2023).

Akgün & Kırçovalı (2015) add that psychological support provided to staff, including counseling sessions and work-life balance courses, can enhance the overall well-being of the staff. Additionally, there should be regular discussions between managers and staff on challenges faced in achieving a work-life balance to assist in finding appropriate solutions. The intended balance can also be achieved by using technological tools that make work easier and less stressful, such as time management applications and effective communication (Akgun et al., 2017; Ardel, & Sharma, 2021).

Fifth Component: Work Benefits and Job Security

According to Ardel and Sharma (2021), such benefits as insurance, vacation days, and various services an employee receives may define his or her work benefit satisfaction and job security. Job security refers to the assurance that a worker can continue their job for the foreseeable future without necessarily any interference from forces external to the business; overall, businesses can typically provide workers with greater job security during times of economic growth; conversely, during recessions, job security is usually weaker than usual (Intezari, 2015). Job security may also be influenced by the business and profession one works in; government jobs are frequently more secure than those in the private sector (McKenna et al., 2009; Suarez, 2014).

According to Mora Cortez and Johnston (2019), job security also refers to an employee's sense of stability in their position and their ability to hold onto it indefinitely. This gives them a sense of protection against factors like changes in business performance, layoffs, economic collapse, or other risk factors that could negatively impact their position at work.

Sixth Component: Job Opportunities

In terms of career opportunities in wise organizations, Akgün, & Kırçovalı (2015) noted that since a wise corporation is recognized for its dynamic, knowledge-driven, and agile competencies, it more often than not offers new and up-to-date job opportunities.

Thus, it leads projects in creating new products, services, or processes. They work to encourage an innovative environment within the organization. Ardelt, & Sharma, (2021) the workforces' sense that though the work is imperative in the bigger picture, especially in wise organizations, they participate in many different activities. There is also potential for socialization of the employees or organization members and enjoyment in the place of work in wise organizations. Suarez, (2014) in wise companies, there is freedom to think for themselves or act as employees are given a chance.

2.3.5. Empirical Studies on Wise Organization

Rowley & Gibbs (2008) investigated the transition from a learning organization to a practically wise organization. To develop a new iteration of the learning organization model, the practically wise organization the practically wise organization, they intend to further the discussion on the connections between organizational learning, wise organizations, and wisdom. The study concludes that a learning organization whose learning architecture is founded on the ideas of practical wisdom is a practically wise organization. The processes related to the seven pillars of wisdom are overseen by such an organization: group wisdom dynamics, deliberated praxis, embodied learning, ethical model deliberation, understanding dynamic complexity, developing personal wisdom competency, and renewing shared sustainable vision.

Researchers (Akgün et al., 2017; Issa & Fendi, 2021; Pourdjam, Siadat, & Rajaeepour, 2015) expounded on how a wise organization, indirectly mediated by wise leadership, fosters employee flourishing, fostering fulfillment and happiness through objectively good work, supportive leadership, and positive job satisfaction. The conceptual framework of wise organization, a stable skill linked to social behaviors and activities throughout the whole organization, is supported by several other tested hypotheses that the researchers had. They suggest that to address the relationship between individual and organizational wisdom, individual traits might be implanted collectively throughout the business.

The impact of organizational wisdom on innovation and performance within a firm was investigated by Akgun & Kircovali (2015). They also offered several hypotheses to support the conceptual framework of organizational wisdom, which they saw as a fixed competence that is integrated into and linked with the social practices and activities that

occur throughout the entire organization. The results showed that when organizations have wise practices they are more able to enhance their innovation performance.

Pourdjam, Siadat, and Rajaeepour (2015) investigated the relationship between organizational wisdom and strategic intelligence in their study using structural modeling. As they mentioned wise organization is inclusive because it is more of a dynamic than a static notion, made up of several factors and dimensions that vary via dynamic connections. However, examining wise organization methodically is a laborious endeavor since no one definition has been agreed upon by everybody. As a result, it is challenging for businesses to select managers and staff that possess a high degree of wise organization, in addition to the challenge of quantifying its worth. In the context of practices related to wise organization and product invention by companies, Akgun et al. (2017) conducted research, the researchers argued that the concept of inclusion is featured, meaning that wise organization is integrated into the knowledge and skills of the core staff, and the organizational culture and value systems, physical systems, and administrative processes. This means that organizational wisdom is not diminished when employees depart the company, thus wise practices positively affect product innovation.

McCarthy et al. (2018) studied how to create wise organizational hiring interventions to enhance the applicant's experience. The study concentrated on practical and actionable evidence-based methods for enhancing the applicant's experience. The first thing that researchers do is offer a conceptual framework that emphasizes giving explanations to candidates to enhance their experience. Data from two empirical investigations that directly examine the impact of pre-test explanations were supplied by the researchers. Think of a wide range of wise interventions in the last portion that might enhance the applicant's experience. As researchers mentioned the conclusions and suggestions made in this research can be applied by organizations to create policies and processes that will improve the candidate's experience.

Developing wise organization for value innovation was studied by Mora-Cortez & Johnston (2019), researchers mentioned that since wise organization is related to an individual trait that has the potential to be collectively infused throughout the organization, this perception supports in solving the problem of how organizational wisdom could be related between the individual level and that covering the organization.

This perspective also helps to explain how a wise organization could be driven by this individual-wise characteristic.

Wise organization and system thinking were investigated by Kourayem & Ghadim (2021). Researchers have noted that assessing, evaluating, and measuring the wisdom of each department within the company at a given time makes it impossible to effectively review, manage, and strengthen the wisdom of the entire company. This is because doing so ignores and even eliminates synergy, which not only makes it difficult to gain a competitive advantage but can also lead to several other issues, including data loss and improper use of employees' knowledge and information when it is needed for the company. Consequently, research discussed system thinking, and wise organization, and showed the role that system thinking plays in the creation and management of wise organizations, which is positive.

Ardelt & Sharma (2023) elucidated in their study that a wise organization fosters the growth of its personnel. Flourishing work is defined as putting in an effort that is both objectively competent and maximizes an employee's potential while also enabling them to feel favorable and contented during the process. Wise organizations also foster supportive leadership through internal cultural practices and hiring decisions, which benefits their employees' subjective and physical well-being as well as their sense of job fulfillment. Through a combination of wise leadership and work satisfaction, wise organizations indirectly support both physical and subjective well-being and higher levels of job satisfaction.

2.4. CONCEPTUAL STUDY FRAMEWORK AND HYPOTHESES DEVELOPMENT

This section is aimed to formulate a conceptual study framework and develop hypotheses, based on the study-related literature and empirical findings of past studies, especially those related to the variables of the current study. Hypotheses are also formulated in the light of the study problem and key questions in response to the main study question, which aims to test the hypotheses for approval or rejection based on the empirical data collected from managers and employees working with the branches of Asiacell Telecom company in Sulaimani City.

2.4.1. Conceptual Study Framework

The main purpose of this study is to examine the role of intelligent leadership in achieving wise organization through entrepreneurial knowledge as a moderate variable, entrepreneurial knowledge is also used as a mediating mechanism. So, it is vital to first look at how intelligent leadership contributes to the achievement of wise organizations to develop a conceptual study framework that unifies knowledge of entrepreneurship, wise organizations, and intelligent leadership. It is also critical to look at the connections that exist between the growth of intelligent leadership and wise organizations, as well as how entrepreneurial knowledge may influence these connections.

Figure 2.4 below shows the conceptual study framework. The model comprises three variables or constructs. These variables are intelligent leadership, wise organization, and entrepreneurial knowledge. This conceptual study framework was used based on the moderator variable being entrepreneurial knowledge and the dependent variable wise organizations. In addition, the predictive variable is represented by intelligent leadership. Additionally, a model includes the key elements of reality that are relevant to these connections and depicts the relational impacts.

The majority of studies on intelligent leadership were grounded on the previously indicated methodology, and the majority of pertinent studies examined self-awareness, consciousness of others, and realization of context. Such the characters, abilities, and dispositions of intelligent leaders, owing to the intricacy, an increase in the inventiveness and adaptability of establishments, and the body of research have come to view leadership as a shared, group endeavor and has moved away from the conventional duties to contemporary ones like group projects and team development (Miguel & Allen, 2016).

Intelligent leadership theory is among the top hypotheses that academics have started to examine more often in recent years. Being aware of intelligent leadership enables one to function well at all managerial levels, from individuals to groups, companies, and society at large. Based on that, wise organizations and each team member should benefit from intelligent leadership in terms of their overall personal growth and assist individuals become more self-sufficient, it enhances a wise organization's capacity, and it plays an active part in the formation of groups of intellect (Keikha, Hoveida & Yaghoubi, 2017). The establishment of an atmosphere that is distinct and balances ethical and profitable considerations is the ultimate aim of intelligent leadership. Today, more

and more businesses rely on timely and effective decision-making grounded on sound leadership to achieve success. One of the biggest issues facing society today and in the future will be intelligent leadership as the way a leader thinks and behaves affects how the business develops towards wise organization (Soltani, 2009).

In this context, the literature on entrepreneurship, particularly on entrepreneurial knowledge demonstrates that choices to launch or develop an organization are often made with specific aims in mind. One of the most important components of comprehending the process is the ambition to pursue an entrepreneurial career (Kautonen et al., 2015). Furthermore, to determine the primary cognitive drivers of entrepreneurial career decisions and behavior, scholars of entrepreneurial knowledge have consequently embraced purposeful theories of social cognition (Liñán et al., 2013). Accordingly, the following hypotheses were developed.

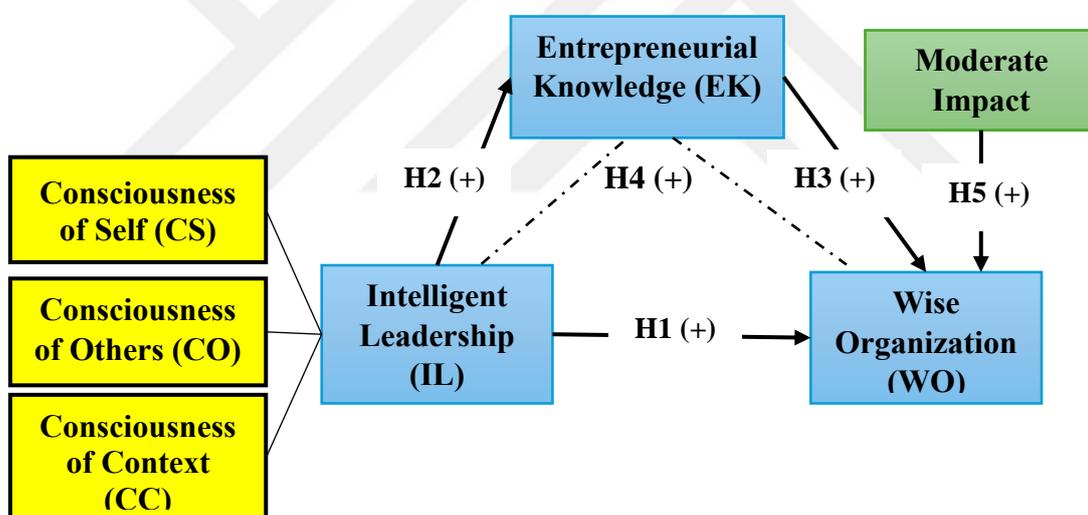


Figure 2.4: Conceptual Study Framework

Source: by the researcher

2.4.2. Hypotheses Development

2.4.2.1. Intelligent Leadership and Wise Organizations

The theory related to intelligent leadership and wise organizations showed that wise organizations are influenced by wise leadership. In this context, Yukl, (2013) argued that the ability to adapt to one's environment while having access to appropriate tools for dealing with problems and difficulties is known as intelligent leadership, which has a

positive role in wise organizations. Intelligent leadership can empower its members and inspire them to be wise and creative while meeting the fundamental needs for organizational excellence and intelligence (Amisha, 2024). Hakki (2007) explored leadership competencies in intelligent organizations. The researcher argued that leadership competencies and acts perceived throughout organizational systems are usually associated with position, power, and influence, based on that the results showed a positive influence of leadership competencies in wise or intelligent organizations.

In their research, Landwehr & Lloyd (2019) explored the possibilities of obtaining leadership skills and hearing the voice. Researchers mentioned that it is crucial to begin the process of leadership development early since it is a difficult and ongoing process that lasts a lifetime. Every person's leadership growth, as well as their perception of leadership, can be influenced by a variety of circumstances, including their upbringing and education. The process of developing a person's leadership skills requires careful consideration of how they view intelligent leadership since this will have a significant impact on their behaviors and attitudes, which influences the organization to be wiser once (Landwehr & Lloyd, 2019).

Ardelt & Sharma (2021) looked at the relationships between contentment at work, well-being, and wise leadership in wise organizations. The researchers noted that both individuals and organizations may benefit from wisdom. Researchers distinguished between wise and not wise businesses based on a framework created by contrasting wisdom with intellectual knowledge in the areas of aims, approach, range, employee and leader traits, and perception of aging. The results showed that the relationships between the organizations' overall wisdom index and employees' subjective and physical well-being were mediated by workers' views of intelligent leadership and job satisfaction. Thus the following hypothesis is proposed:

H1: Intelligent leadership positively affects wise organizations.

2.4.2.2. Intelligent Leadership and Entrepreneurial Knowledge

According to business and management theories, intelligent leadership is even more influential in today's changing company environments. To ensure long-term success, intelligent leaders must not only steer in the face of uncertainty but also foster a culture of entrepreneurial knowledge and resiliency (Amisha, 2024; Biwott, 2022).

Collaborative and sharing processes are essential to intelligent leadership. This is a procedure that followers as well as leaders have to learn including entrepreneurial knowledge. The fundamental idea of intelligent leadership is that both self-described followers and self-proclaimed leaders need to practice it. Efficient teamwork is a hallmark of intelligent leadership that should inspire teams and organizations (Hakki, 2007).

Understanding entrepreneurship affects the cognitive antecedents such as self-efficacy and attitude that are necessary for entrepreneurial intention and behavior. Intelligent leaders who foster a positive outlook and high self-efficacy in their team members can stimulate entrepreneurial activity in groups (Liao et al., 2022). Intelligent leadership is essential to the success of entrepreneurs and entrepreneurial knowledge. It is frequently exemplified by traits like creativity, risk-taking, and proactive decision-making. These qualities make a leader more capable of navigating the unknowns and difficulties of new endeavors (Hussain & Li, 2022). Successful knowledge management procedures are critical to becoming an entrepreneur. Wise leaders leverage these processes to efficiently gather, organize, and apply knowledge, thereby promoting creativity and informed strategic decision-making. Mohamed et al. (2024) explored the relationship between workplace and entrepreneurial knowledge, innovation, corporate culture, and intelligent leadership, with their findings showing a positive correlation among nursing staff between workplace innovation and entrepreneurial knowledge, organizational culture, and intelligent leadership. Based on these insights, the following hypothesis is proposed:

H2: Intelligent leadership positively affects entrepreneurial knowledge.

2.4.2.3. Entrepreneurial Knowledge and Wise Organizations

Regarding the link between entrepreneurial knowledge and wise organizations, Liao et al. (2022) showed that the abilities, perceptions, and experiences that entrepreneurs gather throughout time are all included in their entrepreneurial knowledge. It entails comprehending the dynamics of the market, spotting possibilities, and creating creative solutions that make organizations wiser. Organizations that prioritize long-term value creation, ethical decision-making, sustainable practices, and sustainability in addition to revenue are considered wise organizations. They place a high value on learning, flexibility, and stakeholder welfare. Wise organizations foster a culture of

learning where exchange of knowledge and ongoing growth are valued. Such settings are ideal for the growth of entrepreneurial knowledge because they foster a continuous flow of ideas and experiences (Shiferaw, Birbirs & Werke, 2023). Consequently, based on the above theory and empirical findings the following hypothesis is proposed:

H3: Entrepreneurial knowledge positively effects wise organizations.

2.4.2.4. Mediate Role of Entrepreneurial Knowledge

Entrepreneurial knowledge stimulates creativity and adaptability in wise organizations. Entrepreneurs, as shareholders of this type of knowledge and with their experience, normally force substantial breakthroughs and improvements by infusing a new outlook and by being willing to accept reasonable risks. In this direction, entrepreneurial and visionary leaders are most likely to motivate others while maintaining both a clear and distinct strategic vision (Liao et al., 2022). This leadership style may propel an organization toward accomplishing social and economic objectives in wise organizations (Radhika, 2022). As mentioned by Shiferaw et al. (2023) it has been established in research that an entrepreneurial mindset by the leader, along with the learning capability of the organization, adds greatly to the enhancement of performance and the fostering of creativity within wise organizations. Employee innovation and knowledge sharing are crucial for the sustainability and growth of an intelligent business, and these are positively driven by entrepreneurial leadership (Long, & Kowang, 2015; Shiferaw et al., 2023). Therefore, the following hypothesis was put out in light of the theory mentioned above as well as empirical research findings:

H4: Entrepreneurial knowledge mediates the effect of intelligent leadership on wise organizations.

2.4.2.5. Moderate Role of Entrepreneurial Knowledge

Regarding the moderating role of entrepreneurial knowledge relating to the effect of intelligent leadership on wise organizations, Hakki (2007) pointed out that the wise organization uses rule-based knowledge to further efficiency and equity. Wise organizations foster contextual knowledge development to align organizational purpose and shared meaning and support tacit knowledge acquisition to enable creative potential and skill sets of leadership and employees alike. Based on that intelligent organization has developed a higher order, or meta-knowledge, which is essentially a fourth class of

knowledge that it employs to generate, integrate, and energize all of its intellectual resources and reach greater performance levels. When leaders have a high level of entrepreneurial knowledge, the link between intelligent leadership and wise organizations is increased (Liao et al., 2022). The following hypothesis has been put out in light of the above-described theoretical framework and corroborating empirical study findings:

H5: Entrepreneurial knowledge moderates the effect of intelligent leadership on wise organizations.



CHAPTER THREE

RESEARCH METHODOLOGY

To experimentally examine the role of intelligent leadership in achieving wise organization through entrepreneurial knowledge as a moderate variable, this chapter featured study methodology, which is a quantitative approach that is categorized based on empirical data obtained by survey method, and also employed a numerical approach, with tables and figures providing the results. From this perspective, this chapter also describes data sources, the study's statistical population and samples, scale measurement, and other materials. The second section covered tests such as validity, reliability, factor analysis, and data analysis methods about the study's measurement model.

3.1. THE STUDY METHODS AND MATERIALS

The main purpose of this study was to examine the role played by intelligent leadership in achieving wise organization through entrepreneurial knowledge as a moderate variable. To reach the study purpose, the Quantitative Study Method (QSM) was used, as this method is principally used in articles when testing numerical data. As indicated by Rana, Gutierrez, & Oldroyd (2021) surveys and quantitative research methods are widely used to generate data for a variety of disciplines. The findings may be applied to the full population when dealing with data from a representative sample. Standardized survey questions are often analyzed using both descriptive and inferential statistical methods. The ideas that provide the research constructions a useful framework form the basis of the analysis. It also outlines and clarifies the efficient processes that firms use to improve performance. The social sciences and statistics are often the fields that employ quantitative research. Nonetheless, this approach is used to gather resources and primarily carry out the quantitative investigation in an organized manner (Hair et al., 2010; Saunders et al., 2012).

In addition, mathematical frameworks and theories about the number under investigation are published by scholars in quantitative research (Bryman & Bell, 2015). Along with the methodology applied, the study design should be appropriate for its purpose, and for survey responses to be able to provide relevant data on the research questions (Rossi et al., 2013, p197). Thus, the relational design, which is frequently

employed for examining the connections between model constructs, was utilized by the study. Through the use of survey questionnaires and a systematic approach, data collection is carried out on larger, more representative samples of the whole population.

Furthermore, relational design is most suited to the subject of the study. This concept has served as the foundation for several studies on metrics or techniques for examining the study variables. A relational positive design is based on two categories: the modeling tool and the classification model. Lastly, this study uses a tool development approach. Before the findings are obtained, a quantitative tool is created and applied under the analytical and qualitative outputs. Both quantitative and qualitative data are included in this type of data (Suranga, & Kalsi, 2015).

3.1.1. Survey Scales Measurement

This section sought to define the survey scale measurement or address the scales of intelligent leadership, entrepreneurial knowledge, and wise organizations. Survey as used in this study, is the process of collecting empirical data using a questionnaire to evaluate participants' perceptions. To correctly obtain the data being sought, the questions were designed to be impartial, straightforward, and pertinent. A multiple-choice Likert scale (completely disagree to completely agree) is included in the scales. This sought to guarantee generalizability by selecting the appropriate participant sample that fairly represents the population of interest. The survey questionnaire was administered in several ways, including in-person and online. Based on the mentioned above, we addressed the scales of intelligent leadership, entrepreneurial knowledge, and wise organizations as follows:

3.1.1.1. Intelligent Leadership Scale

This study aims to test intelligent leadership as a predicted variable. Based on that, it also aims to define and comprehend the theoretical concepts of intelligent leadership, identify its components, qualities, and significance, and evaluate empirical research that emphasizes the contribution of intelligent leadership to achieving wise organizations, which require conceptualization and operationalization. Intelligent leadership is a type of leadership that emphasizes empathy, understanding stakeholders, adapting, collaborating, inventing, and sharing new ideas within an organization. It is a combination of emotional

intelligence and self-awareness. A productive interaction between leaders and followers that enables them to unite their efforts toward a shared vision is known as intelligent leadership. According to Rutkauskas & Stasytyte (2013), if the organization upholds specific corporate principles and a culture that was developed in an industrial and social macroenvironment, then such a procedure is feasible. Developing skills, igniting group passion, and building an organization's intellectual capital are the responsibilities of astute leadership (Keikha et al., 2017; Mohamed et al., 2024).

In this context, organizations that use intelligent leadership practices can strike a balance between ongoing operations and long-term planning. Also having the capacity to negotiate and make choices, critical and strategic thinking, and the capacity to manage teams and talent while taking into consideration individual beliefs, personalities, and ideals are all essential traits of a leader (Trapero & De Lozada, 2010). To measure intelligent leadership and its components using empirical data collected from managers and employees working within the branches of Asiacell Telecom company in Sulaimani City. In this section, the operationalization of intelligent leadership is discussed.

The construct of intelligent leadership and its components Consciousness of Self (CS), Consciousness of Others (CO), and Consciousness of Context (CC) were taken from Miguel & Allen (2016) and are presented in Table 3.1. These components are designed to gauge intelligent leadership. The purpose of using the Consciousness of Self (CS) component is to measure the ability of the leaders of the researched companies to use emotional self-understanding to recognize emotions and how they affect behavior. Concomitantly, the extent to which leaders intentionally regulate their emotions through the practice of emotional self-control. Furthermore, do leaders use authenticity as a means to be open, honest, and trustworthy and understand that having a balanced sense of self-worth requires having a healthy sense of self-worth? In addition, the study asks whether leaders are receptive to change and, therefore, optimistic. The company's leaders lead by getting things done and have succeeded by excellent followers.

The purpose of the second component, Consciousness of Others (CO), is to assess research telecom company executives' level of empathy and sensitivity to others' sentiments. Simultaneously, determine the driving force behind leaders' efforts to revitalize both people and groups. Assessing a leader's capacity to mentor others to enhance their abilities and leverage diversity to obtain ideas from many viewpoints is also

important. It also identifies how leaders leverage a network of interdependent ties. Moreover, evaluating a leader's capacity to form cohesive teams is one of their responsibilities as they collaborate to accomplish a shared objective. The goal of the study is to show that business executives must act as decent citizens who recognize and resolve disagreements to fulfill their obligations to their teams. Lastly, the objective is to show how much leaders are willing to adapt to achieve new objectives.

Table 3.1: The Indicators of Intelligent Leadership Construct.

Author (year)	Indicators	Definition
Miguel & Allen (2016)	CS1- CS8	<i>The first component, Consciousness of Self (CS)</i> is intended to ascertain how company executives perceive their own emotions and how they influence conduct. How much leaders consciously control their emotions through responsive self-control practices. Furthermore, do the leaders use authenticity as a way to be transparent, honest, and dependable and do they recognize that a healthy feeling of self-worth is necessary for a balanced sense of self-worth? Moreover, leaders possess optimism and a sound viewpoint because they are flexible enough to be open to change. The company's executives set the example by acting, and they have been successful because they strive for perfection.
	CO1- CO9	<i>The second component, Consciousness of Others (CO)</i> is anticipated to define the leaders' character in terms of empathy for others' feelings and inspiring others to energize both individuals and communities. Leaders coach others to develop their skills. Likewise, leaders use diversity to build a network of trustworthy contacts and acquire ideas from other points of view. In addition to fulfilling their responsibilities to the group and building collaborative teams that work toward a shared objective, demonstrate exemplary citizenship. Moreover, the capacity of leaders to manage conflict by identifying it, producing a solution, and encouraging change to achieve new objectives.
	CC1- CC2	<i>The third component, Consciousness of Context (CC)</i> is expected to define the intelligent leaders' capacity to assess the environment to identify external influences and trends and to look within the group to understand group dynamics.

Note: CS= Consciousness of Self, CO= Consciousness of Others, and CC= Consciousness of Context.

The final component aims to measure the ability and skills of the research company's intelligent leaders to determine their level of engagement with work groups to investigate and analyze group dynamics. At the same time, the aim is to demonstrate the ability of the company's leaders in the field of communications to the environment, especially in the field of ability to analyze and evaluate the extent of the impact of

environmental factors and external trends. The survey uses measuring scale points as 1=Completely Disagree, 2=Mostly Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Mostly Agree, and 7= Completely Agree.

3.1.1.2. Entrepreneurial Knowledge Scale

Scholars who have studied entrepreneurial knowledge include Karyaningsih et al. (2020), Hussain & Li (2022), Shiferaw et al. (2023), and Irfan & Malik (2023). They all concur that resource management, invention, opportunity discovery, and business operations are all included in the concept of entrepreneurial knowledge. Thus, implementing sound strategy concepts is simpler for a leader possessing good managerial skills. A knowledgeable leader's ability to establish a rational organization is enhanced by their comprehension of entrepreneurship. As mentioned by Clinkard (2018) entrepreneurial knowledge is also a synopsis of people's fundamental understanding of the concept of developing new products, launching businesses, promoting goods and services, and evaluating the business environment using modern technological tools and applications.

Karyaningsih et al. (2020) state that having a solid understanding of organization regulations and the ability to get the funding and other resources required to manage a profitable venture are essential elements of entrepreneurial knowledge. The organization is capable of converting business ideas into profits as it is knowledgeable about starting a business and is skilled in promoting both its products and services. In this respect, Zeng et al. (2023) entrepreneurial knowledge is a crucial resource that provides a long-term competitive advantage. Sufficient business management knowledge is required to successfully begin a project, achieve efficiency, and support its survival and growth during its early phases. As indicated by Kaur & Chawla (2023) an invaluable resource for businesses seeking to make prudent judgments is entrepreneurial knowledge. It is anticipated that an organization with a high degree of entrepreneurial knowledge would contribute to the wisdom of the business by encouraging an atmosphere that is creative, moral, and flexible. Based on that, an organization should have all three: creative problem-solving, strategic thinking, and environmental adaptation.

Wei & Guo (2010) define entrepreneurial knowledge as the concepts, skills, and way of thinking that a company owner requires. It incorporates several technical and skill-

related elements along with other disciplines. Both the entrepreneurial knowledge and skills as well as the attitudes and personality traits required for successful entrepreneurship may be learned. It significantly affects the process of building entrepreneurial capacity as well. The three major goals of successful entrepreneurial knowledge, according to Packham et al. (2010), are to build a broader understanding, acquire an entrepreneurial mindset, and learn how to launch and run an organization. Furthermore, culture, talent, emotion, personality, and experience all contribute to knowledge. The capacity for creative thought, the ability to foresee new opportunities, and an understanding of market demands, trends, and gaps are all essential elements of entrepreneurial knowledge, according to Clinkard (2018). In addition to being well informed on the market, including regulations, significant players, and competitive dynamics. The construct of Entrepreneurial Knowledge (EK), was adopted from Karyaningsih et al. (2020), as presented in Table 3.2 the indicators are designed to measure entrepreneurial knowledge construct.

Table 3.2: The Indicators of Entrepreneurial Knowledge Construct.

Author (year)	Indicators	Definition
Karyaningsih et al. (2020)	EK1- EK6	<i>This Construct, Entrepreneurial Knowledge (EK) is intended to measure the desired outcome a company has the necessary knowledge of the rules to run its telecom business, and it is adept at locating the financial resources, for instance, which are required to run the telecom business profitably. Likewise, this construct measure assessed the company's level of understanding regarding the organization of a telecom firm. Sufficiently knowledgeable about promoting telecom services as well. In addition, the survey should address the company's ability to commercialize ideas and, lastly, its level of telecom business management expertise.</i>

Note: EK = Entrepreneurial Knowledge.

According to Karyaningsih et al. (2020), entrepreneurial knowledge operational aims to measure the capability of the surveyed telecom company in terms of its level of awareness and application of regulations to conduct telecommunications business services. It also measures the company's ability to identify the resources, for example financial, necessary to successfully run its communications business. And obtaining the necessary knowledge to organize the telecommunications services. At the same time, the goal is to measure the company's ability to adequately develop communications goods

and services and the ability to commercialize business ideas. In addition, whether the company has sufficient knowledge of running telecommunications services effectively. The survey scale also used the following measuring: 1= completely disagree to 7= completely agree.

3.1.1.3. Wise Organizations Scale

The goal of wise organizations' conceptual definitions is to clarify the various aspects of this construct, including opportunities for employees' training and development, work flexibility, pressure, work-life balance, benefits, and job security. The concept of wise organizations and their attributes will also be covered, along with a deeper examination of the moral, ethical, and cognitive aspects (Ardelt & Sharma, 2021; Akgün et al., 2017). Intezari & Pauleen (2018) state that wise organizations are led by intelligent individuals who not only have knowledge and cognitive skills but also interpersonal and (self-)reflective capacities. Moreover, wise organizations' internal organizational cultures are probably going to support the development and advancement of wise leaders. Leaders who possess the thoughtful, analytical, and compassionate qualities of wisdom are likely to be drawn to and employed by wise organizations. Sense-filled leaders make intelligent decisions and judgments that push each employee's potential (Rooney & McKenna, 2019).

Regarding the conceptualization of wise organizations, Spiller et al. (2011) argued that organizations aimed toward wiser ones, have to fulfill employees' basic psychological needs for competence, autonomy, and social relatedness at work with the ultimate goal of contributing to the common good and making the world a better place (Hart & Zingales, 2017). Employers may attract candidates from many backgrounds and locations by providing flexible work schedules. Based on that, flexible work schedules that can accommodate the needs of individuals with a range of requirements, such as parents, caregivers, and people with disabilities, may help build a more inclusive workplace. A flexible workforce often consists of a combination of full-time, part-time, and freelance workers, which is advantageous to the business since it provides a range of perspectives and ideas. Moreover, embracing flexibility and implementing state-of-the-art platforms for communication and cooperation can foster innovation and information sharing (Ardelt & Sharma, 2021). While acknowledging that employees may occasionally

need to work rapidly, wise organizations provide them with enough time to do jobs effectively. They successfully manage workload pressure by putting methods into place to improve safety, well-being, and productivity (Ardelt & Sharma, 2012). To enhance employee well-being and promote work-life balance, wise organizations provide psychological assistance through counseling and work-life balance training (Akgün & Kırçovalı, 2015). Furthermore, to attain a better balance and lessen stress, managers and staff should have regular conversations about issues related to work-life balance. Technology may assist with this as well, such as time management applications (Ardelt & Sharma, 2021).

According to Ardel and Sharma (2021), benefits like health insurance paid time off, and other services have an impact on how satisfied employees are with their jobs and work benefits. The guarantee of continuous employment with no external disturbance is referred to as job security, and it is often stronger during economic expansions and lower during recessions (Intezari, 2015; Suarez, 2014). According to Akgün & Kırçovalı (2015), businesses that provide flexible, knowledge-driven, and dynamic employment possibilities encourage innovation by introducing new goods, services, or procedures. According to Suarez (2014), progressive organizations promote autonomous thought and behavior among their staff members. The Wise Organizations (WO) construct, was adapted from Ardel & Sharma (2021), as shown in Table 3.3 the components and indicators of this construct are used to measure wise organizations from the study participants' perspectives.

The Training and Development Opportunities (TDO) component aimed to assess how well the business supports each employee's ongoing learning and development. It also assesses how well the business can give employees genuine chances to grow as professionals through initiatives in education and training. Find out how satisfied the staff is with the training and development initiatives being used at the same time. *Work Flexibility* evaluates departures from customary work practices by measuring the degree of freedom employees have in selecting their shifts and timetables. It assesses if workers may shorten their workweek by working fewer days during specific seasons of the year. It also keeps track of how much time staff members spend learning or receiving training to improve their job-related abilities.

Table 3.3: The Indicators of Wise Organizations Construct.

Author (year)	Indicators	Definition
Ardelt & Sharma (2021).	TDO1- TDO3	<i>The first component, Training and Development Opportunities (TDO)</i> measured how much encouragement there is for staff members at the surveyed telecom company to keep learning and developing. Also to realize whether the organization offers employees a real opportunity to develop their skills through training and educational programs. Assess the degree of employee satisfaction with the available training and development programs as well.
	WF1- WF4	<i>The second component, Work Flexibility (WF)</i> is anticipated to specify whether or not employees of the organization are free to choose the shifts they work. When workers choose a work schedule that differs from the regular regimen at work. For a portion of the year, workers reduce the length of the workweek by working more hours on fewer days. Additionally, tracking the amount of time workers spend learning or receiving training to improve their job capabilities.
	WP1- WP4	<i>The third component, Work Pressure (WP)</i> is used to determine if workers have adequate time to complete all of their tasks and whether they can work at a comfortable pace. In addition to determining the ideal duration for workers to complete their jobs as effectively as feasible. Eventually, measuring the time needed to prepare that workers may need to work swiftly to do everything.
	WLB1- WLB3	<i>A fourth component, Work-life Balance (WLB)</i> measures the work-life balance of employees, who are required to work more than 50 hours a week, whether at work or home, to advance. Workforces are often pushed to put work before their personal or family life. Employees who use flexible work arrangements (such as job sharing, flextime, or part-time work) are thought to be less serious about their career goals than their colleagues who do not use them.
	WBJS1- WBJS3	<i>A fifth component, Work Benefits and Job Security (WBJS)</i> measured how wise organizations offer work benefits and job security, consequently, this component intended to measure the rewards offered by the organization, such as insurance, vacation days, and a variety of services, are satisfactory to the employees. Also, measure whether employees feel comfortable in their jobs. Furthermore, employees anticipate staying employed for the next two years or more at my current company, no matter how the economy does.
	JO1- JO6	<i>The sixth component, Job Opportunities (JO)</i> was designed to scale how important work was from the judgments of the workforce. And measure if workers take part in a range of activities. Additionally, provision opportunities for staff members to socialize. Additionally, assess if workers are permitted to operate or think on their own and complete a task from beginning to end. In addition, whether there are opportunities for the workforce to build meaningful relationships at work.

Note: TDO = Training and Development Opportunities, WF =Work Flexibility, WP =Work Pressure, WLB =Work-life Balance, WBJS =Work Benefits and Job Security, and JO = Job Opportunities.

Work Pressure (WP) gauges whether workers can work at a comfortable pace and have enough time to complete all of their tasks. Employees also have enough time to do their work as effectively as possible, however, sometimes they must work quickly to get everything done. With workers required to work more than 50 hours a week, whether at work or home, this component measures the balance between employee and work life to improve. Workers are frequently urged to put work before their personal or family life. However, the goal is to determine whether or whether employees in the study organization who adopt flexible work arrangements—like job sharing, flexible scheduling, or part-time employment have fewer serious career goals than those who do not.

To ensure that the advantages provided by the organization, which sometimes include insurance, vacation time, and a range of services, are satisfying to the staff, wise organizations provide work benefits and job security. Assess the employee's level of comfort at work as well. Employees also expect to remain with my present firm for the next two years or longer, regardless of the state of the economy. *Job Opportunities* aimed to measure the significance of work itself from employees' beliefs. Whether employees engage in a variety of activities. And if there are possibilities for employees to interact with others. In addition, measure if employees are allowed to think or act independently and perform a task from start to finish. Furthermore, if there are possibilities for employees to form strong connections at work.

3.2. DATA SOURCES, POPULATION AND SAMPLING

The purpose of this section is to discuss the data sources used in the current study, including secondary and primary data, as well as the statistical population of the study and the method of collecting samples within Asiacell Telecom branches in Sulaimani City. In addition, study subjects, data analysis procedures, ethical considerations, and scope of the study are addressed in this section, as follows.

3.2.1. Data Sources

The study employed a combination of primary and secondary data sources. The secondary data were derived from a review of the literature on the study variables namely intelligent leadership, wise organizations, and entrepreneurial knowledge, which included

master's and PhD, theses, journals, published research, books, periodicals, evidence, and previous studies that fell within the scope of the study's scientific concepts. Survey questionnaires were used as the primary empirical data collection technique for primary data.

The questionnaire is sent to research participants both in-person and online. It offers free responses, and upon return, it is understood that the respondent's identity will remain private. This component of the questionnaire is crucial since it ensures scientific neutrality in the findings. Additionally, the questionnaire facilitates the researcher's ability to gather a large amount of empirical data at a given period from survey samples (Mustafa, 2016; Nicholas, 2006). Furthermore, compared to other methods that demand more effort and additional financial responsibilities like travel and transportation from one location to another, the questionnaire's design and data collection are free of charge (Sekaran & Bougie, 2016).

3.2.2. Study Population and Sampling

The population for this survey was estimated to be about 1100 potential respondents and included all managers, technicians, IT specialists, and telecom specialists employed by the Asiacell Telecom branches in Sulaimani City. Simple random sampling is used to collect the samples because it gives every potential participant in the Asiacell Telecom branches in Sulaimani City an equal chance of being represented in the sample. It can also be used to restrict the sample when the original population has homogeneous characteristics. The sample set is also in line with the purpose of the study. In addition to responding to the questionnaire statements, all branch managers, technicians, IT specialists, and telecom specialists who work within the Asiacell Telecom company's branches were given or sent surveys.

Since each component of the study population has an equal chance of appearing in the sample without influencing the selection procedures, the sampling selection was random, as was previously indicated, and it reflects all components of the study population. Consequently, random samples are used to derive study conclusions, and this is done by employing data that the researcher has acquired at random. Divide the study population (1100) by sample size to determine an adequate sample size (Tyrrell, 2009). The mean sample \bar{y} is regarded as a balanced estimate of the population mean μ when

using this sampling technique. The average of the y-value over the whole population is known as the population mean (μ):

$$\bar{y} = \frac{1}{N}(y_1 + y_2 + \dots + y_N) = \frac{1}{N} \sum_{i=1}^n y_i \quad (1)$$

The sample mean \bar{y} is the average of the y-value in the sample:

$$\bar{y} = \frac{1}{n}(y_1 + y_2 + \dots + y_n) = \frac{1}{n} \sum_{i=1}^n y_i \quad (2)$$

Moreover, 290 completed questionnaires were acquired after the data collection procedure. In addition, 290 questionnaire forms were reduced to 283 in the final sample size by eliminating seven of them due to missing data.

3.2.3. Study Subjects

The study subjects and the results of the demographic variables are displayed in this part since this is an empirical study, which was conducted on participants' perceptions. These demographic variables reflect the features of the respondents who willingly filled out questionnaires and participated in the study at Asiacell branches in Sulaimani. As a result, some data has been taken from the study subjects to produce a trustworthy display of the study samples, as indicated in the tables and figures below.

The results in Table 3.4 indicate that 71.4% (n=202) of survey participants from Asiacell Telecom Company branches in Sulaimani City were male, while 28.6% (n=81) were female. These results show a gender imbalance in the workforce, with men being employed at a significantly higher rate than women in these branches. This suggests a difference in gender representation within the company's employment practices in this region.

The analysis of participants' age groups revealed that 46.6% (n=132) of the overall survey sample were between 30 and 40 years old, representing the largest age group. Additionally, 23.7% (n=67) were under 30 years old, and 17.3% (n=49) were between 41 and 50 years old. Participants aged between 51 and 60 accounted for 11% (n=31) of the sample, while those aged 61 and above comprised only 1.4% (n=4). These findings, demonstrated in Figure 3.1, underline that most participants are in the mid-career age range, with fewer individuals in older or younger age groups.

Table 3.4: Profile of the Study Subjects.

Profile	Description	Frequency	Percentage	Total
Gender	Male	202	71.4	283
	Female	81	28.6	
Age Groups	Less Than 30 Years	67	23.7	283
	30-40 Years	132	46.6	
	41-50 Years	49	17.3	
	51- 60 Years	31	11.0	
	61 and above	4	1.4	
Education Level	Ph.D.	4	1.4	283
	Master	61	21.6	
	Bachelor	139	49.1	
	Diploma	79	27.9	
Overall Experience	Less than 5 Years	42	14.8	283
	5-10 Years	109	38.5	
	11-15 Years	74	26.1	
	16-20 Years	36	12.7	
	21 Years and above	22	7.8	
Job Position	Managers	23	8.1	283
	Technicians	80	28.3	
	IT Exports	76	26.9	
	Telecom Specialists	63	22.3	
	Other	41	14.5	

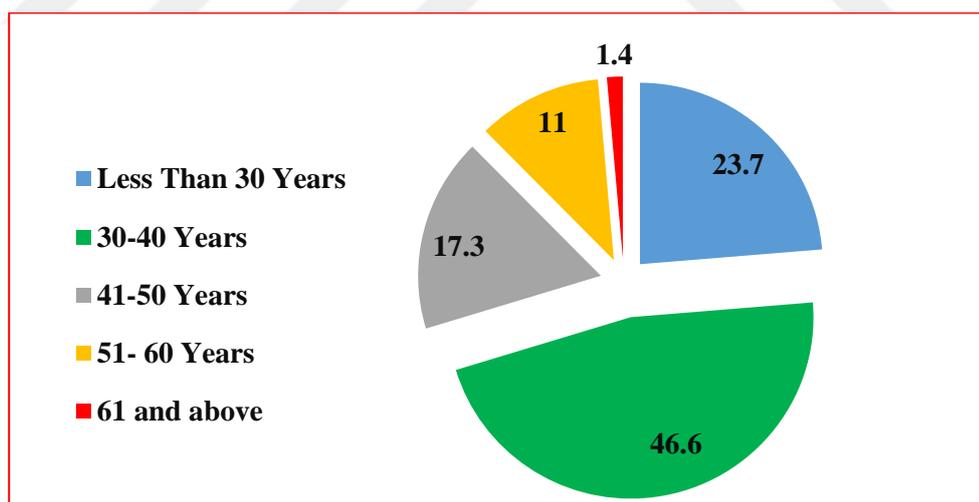


Figure 3.1: Survey Participant's Age Groups.

The results related to participants' education levels revealed that 49.1% (n= 139) of respondents held a bachelor's degree, making it the most common qualification among the survey sample. Following this, 27.9% (n= 79) had a diploma, and 21.6% (n= 61) had earned a master's degree. Ph.D. holders comprised 1.4% (n= 4) of the total, representing the highest academic qualification in the sample. As shown in Figure 3.2, these findings

indicate that the majority of employees at the Sulaimani City branches of Asiacell Telecom Company possess higher education degrees, reflecting a well-educated workforce.

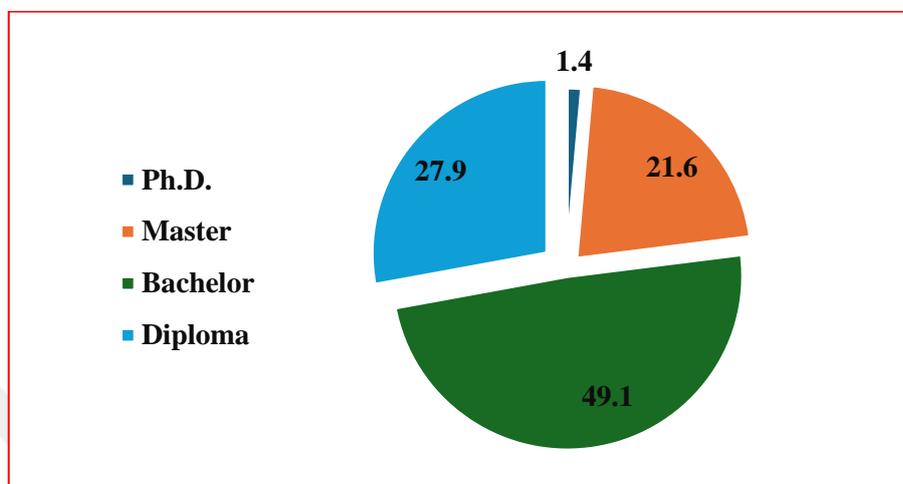


Figure 3.2: Participant's Level of Education.

As illustrated in Figure 3.3, the result on participants' overall experience indicates that 38.5% (n=109) of respondents had 5–10 years of experience, making this the largest group. Additionally, 26.1% (n=74) had 11–15 years of experience, while 14.8% (n=42) had less than 5 years of experience. Those with 16–20 years of experience accounted for 12.7% (n=36), and 7.8% (n=22) had over 21 years of experience. These results suggest that the majority of employees at the Asiacell Telecom Company branches in Sulaimani City are relatively young, with many in the early to mid-stages of their careers.

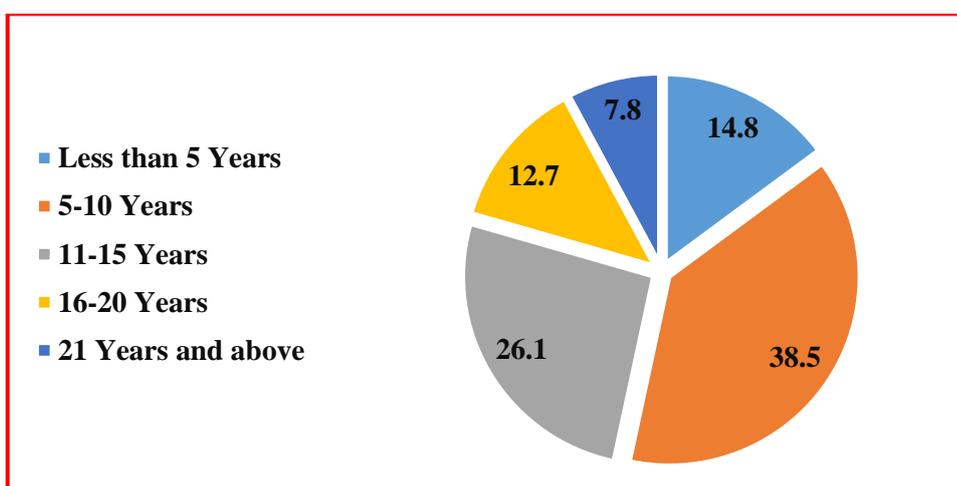


Figure 3.3: Participant's Overall Experience.

As shown in Figure 3.4, the distribution of job positions between study contributors discovered that 28.3% (n=80) were technicians, making up the largest group. This was closely followed by IT experts, who represented 26.9% (n=76) of the overall sample. Telecom specialists accounted for 22.3% (n=63) of respondents, while 14.5% (n=41) indicated that they held other job positions. Additionally, 8.1% (n=23) of contributors identified themselves as branch managers.

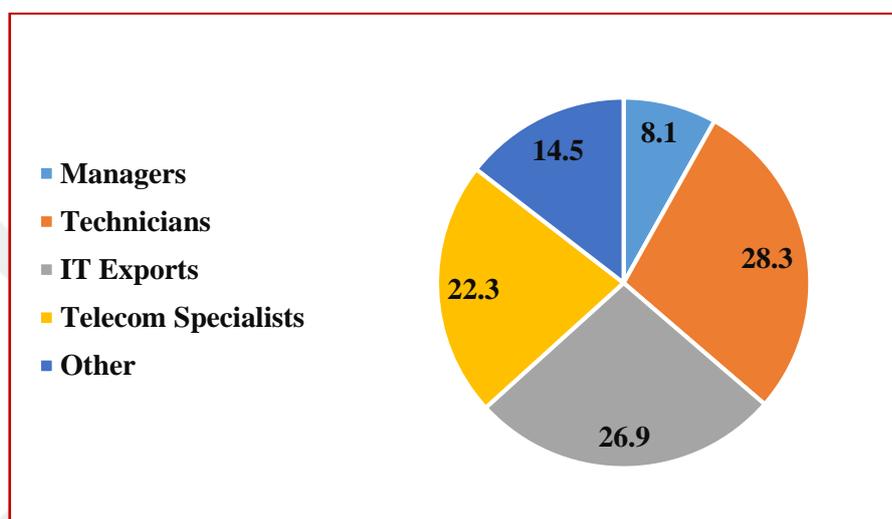


Figure 3.4: Participant's Job Positions.

3.2.4. Data Analysis Procedures

For this study, data analysis was conducted by using two significant statistical programs, mainly to verify the study hypotheses experimentally, based on participants' perceptions obtained from Asiacell Telecom company branches in Sulaimani City. One of the most well-known and fundamental programs for empirical and numerical data analysis is the Statistical Package for Social Sciences (SPSS 26). Consequently, researchers often use it, especially in management studies (Mustafa, 2016).

Structural Equation Modeling (SEM) PLS path analysis is also utilized. Amos is an essential software that facilitates the estimate of intricate cause-and-effect models using latent variables. According to Hair et al. (2010), there are three tests that route modeling requires before tests and confirming hypotheses. These are testing the structural model, measuring the model, and ensuring the validity and reliability of the model. The Composite Reliability (CR) index values for each construct must be larger than 0.80, to build them, and the Average Variance Extracted (AVE) index values must be greater than

0.50. Lastly, according to (Sarstedt, Ringle, & Hair, 2017). the values of Cronbach's α should be larger than or equal to 0.70. Furthermore, descriptive statistics, correlations, and regression analysis were also applied.

3.2.5. Ethical Considerations

This study followed ethical considerations since it is an essential component of investigation and provides standards to assist researchers conduct safe, courteous, and equitable studies for all those involved. Based on that, the study participants completed the survey after being thoroughly informed about the objectives, procedures, and benefits of the study. Based on that, the participants presented consent, and the researcher also took safety measures to protect the subjects' privacy and the confidentiality of the information they supplied. Furthermore, participants' personal information is preserved and shared only with those authorized. As a result, participants did not face destruction; rather, they gave their informed consent and contributed willingly (Bryman and Bell, 2007). Consequently, an online survey via Google Sheets was distributed to prospective respondents to take part in the empirical data collecting, within Asiacell Telecom branches in Sulaimani City.

The study's data collection was impartial and accurate. To guarantee the accuracy of the data, the study also adhered to and developed methods for gathering, storing, and evaluating data. Any conflicts of interest that may have affected the study's findings or how the findings were interpreted were openly disclosed by the researcher. Survey respondents were respected for their thoughts and feelings of dignity in this circumstance. However, before managing the poll, the participants' complete consent was acquired. As recommended by Saunders et al. (2012), all methods and writing considerations sustain the highest degree of fairness in tests throughout the study period. All literary sources used have been duly recognized and attributed by the institution's guides under university ethics.

3.2.6. Scope of the Study

The present study's focus is on empirical analysis, explaining the role of intelligent leadership in achieving wise organization through entrepreneurial knowledge as a

moderate variable. Based on information gathered from managers, technicians, IT specialists, and telecom specialists working for the Asiacell Telecom branches in Sulaimani City, the study's primary focus is on intelligent leadership, which includes consciousness of self, consciousness of others, and consciousness of context and their effects in achieving wise organization. It also tests entrepreneurial knowledge as a moderate mechanism. Nevertheless, data was gathered in Sulaimani City's Asiacell Telecom company branches. Thus, the current study is not without limitations, the most important limitation is obtaining data only from the Asiacell branches in Sulaimani City, due to the low participation of respondents, or those who volunteered to participate in the research, in this regard, more samples are crucial to represent the research population.

CHAPTER FOUR: EMPIRICAL ANALYSIS OF THE ROLE OF INTELLIGENT LEADERSHIP IN ACHIEVING WISE ORGANIZATION THROUGH ENTREPRENEURIAL KNOWLEDGE AS A MODERATE VARIABLE

In this chapter, empirical data was analyzed to examine the role of intelligent leadership in achieving a wise organization, with entrepreneurial knowledge serving as a moderating variable. The study's hypotheses were tested using survey responses collected from managers, technicians, IT specialists, and telecom specialists employed at Asiacell Telecom branches in Sulaimani City. Before testing the hypotheses, reliability and validity tests were conducted, along with the establishment of discriminant validity and model fit. Additionally, descriptive analysis was employed. The hypotheses were then tested using direct, moderation, and mediation analyses. Finally, the chapter concludes with the acceptance or rejection of the proposed hypotheses.

4.1. ANALYSIS AND RESULTS

4.1.1. Establishing of Reliability and Validity

The results of the average variance extracted (AVE), composite reliability (CR), and Cronbach's α tests, as shown in Table 4.1, confirm the convergent validity of the study model. Each latent variable or model construct achieved an AVE value greater than the 0.50 threshold, indicating acceptable convergent validity. Specifically, the AVE values for intelligent leadership ranged from 0.528 to 0.647, while entrepreneurial knowledge reached an AVE of 0.678. For wise organizations, the AVE values varied between 0.508 and 0.604, further supporting the reliability and validity of the constructs. All of the model constructs' CR values, which were all more than >0.80 , varied from (0.801 to 0.913). Given that the CR value is 0.80 or above, it is acceptable. However, Cronbach's α is used to measure the model constructions' internal reliability.

Additionally, Table 4.1 showed that entrepreneurial knowledge attained Cronbach's α of 0.876, whereas intelligent leadership's loaded values varied from (0.717 to 0.856). The Cronbach's α values for wise organizations ranged from 0.704 to 0.812; all values are deemed acceptable as long as they are more than 0.70. These findings demonstrated a strong degree of connection between the model construct indicators.

Table 4.1: Reliability and Validity.

Constructs		AVE	CR	Cronbach's α
Intelligent Leadership	<i>CS</i>	0.630	0.843	0.809
	<i>CO</i>	0.647	0.913	0.856
	<i>CC</i>	0.528	0.809	0.717
	One Construct	<i>IL</i>	0.617	0.891
Entrepreneurial Knowledge	<i>EK</i>	0.678	0.905	0.876
Wise Organizations	<i>TDO</i>	0.508	0.801	0.704
	<i>WF</i>	0.536	0.819	0.774
	<i>WP</i>	0.527	0.806	0.743
	<i>WLB</i>	0.529	0.821	0.742
	<i>WBJS</i>	0.604	0.858	0.812
	<i>JO</i>	0.553	0.837	0.776
	One Construct	<i>OW</i>	0.623	0.914

Note: CS= Consciousness of Self, CO= Consciousness of Others, CC= Consciousness of Context, EK = Entrepreneurial Knowledge, TDO = Training and Development Opportunities, WF =Work Flexibility, WP =Work Pressure, WLB =Work-life Balance, WBJS =Work Benefits and Job Security, and JO = Job Opportunities.

4.1.2. Measurement Model

Factor analysis, specifically principal component analysis (PCA), is a statistical technique used to simplify complex variables by reducing them into components that represent the underlying constructs of a model. It is primarily employed to assess and validate the survey hypotheses and their indicators. PCA is a crucial initial step in evaluating hypotheses. As noted by Grice (2001) this test highlights the most significant components, allowing researchers to identify key survey indicators. In some cases, only a select few core components are used to achieve the most effective results, while less significant elements are excluded (Hörmann, Kidziński, & Hallin, 2015).

Through this test, the study pursued to demonstrate the factor loadings for all indicators related to the study variables. The independent variable, intelligent leadership, is comprised of three components: consciousness of self, consciousness of others, and consciousness of context, which together include sixteen indicators. Entrepreneurial knowledge is measured using six indicators. Additionally, wise organizations are represented by six components: training and development opportunities, work flexibility, work pressure, work-life balance, work benefits, job security, and job opportunities, which are collectively assessed by twenty-two indicators. The results of the explanatory factor analysis for these model variables are detailed in the subsequent sections.

4.1.2.1. Results Linked to Factor Analysis of Intelligent Leadership

The empirical data collected from participants' opinions on intelligent leadership were analyzed using explanatory factor analysis. The results of this analysis are presented in Table 4.2. To assess the suitability of the factor analysis, Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) measure was employed. The KMO value, which should ideally range between 0.5 and 1.0, indicated a high and reasonable value, confirming the appropriateness of applying factor analysis. According to Hörmann et al. (2015), a KMO value below 0.5 would suggest that factor analysis is unsuitable, but in this case, the test results confirmed the adequacy of the analysis. The findings of the Bartlett test and Kaiser-Meyer-Olkin (KMO) sample adequacy test about the factor analysis for the intelligent leadership scale are satisfactory, as Table 4.2 demonstrates. The KMO value is 0,850. The Bartlett test result is less than 0.000. This finding indicates that the factor analysis of intelligent leadership's sample size and adequacy is ideal for the research.

The factorial scores were produced by Principal Component Analysis (PCA). Because it yields an ideal number of derived factors, especially when Varimax rotation is employed to display different levels of correlation between factors. Verified loading values for each model construct and its corresponding indicators are produced (Moore, 2003). Using the first strategy described by Hinton (2014), the Varimax rotation technique was chosen in this investigation to find components of varied relevance. By increasing the variation of loadings among components, this method enables a more lucid understanding of the variables. Principal component analysis and the Varimax rotation procedure were used for factor analysis of the intelligent leadership. Values with low factor loadings (expressions below 0,45) were excluded from the scale. In this regard, the question or indicator CS8, CO1, and CO4 of nineteen items in the scale related to intelligent leadership was excluded because they showed low equivalence. Table 4.2 displays the grouping of these items based on three factors. First, the results of the factor analysis showed that there were seven items in the consciousness of self-component, seven items in the consciousness of others factor, and two items in the consciousness of context factor, which is the third factor.

Table 4.2: Explanatory Factor Analysis of Intelligent Leadership.

Components	Expressions	Mean	Factor Loadings	Variance Explained	Eigenvalue
Consciousness of Self	<i>CS2</i> : Our company's leaders intentionally regulate their emotions via the practice of emotional self-control.	4,67	,792	40,017	7,603
	<i>CS6</i> : Our company's leaders are optimistic and have a good perspective.	5,10	,789		
	<i>CS1</i> : Our company's leaders use emotional self-perception to recognize emotions and how they impact behavior.	4,59	,785		
	<i>CS3</i> : Our company's leaders employ authenticity as a means of being open, truthful, and reliable.	4,48	,773		
	<i>CS7</i> : Our company's leaders take the lead by doing things.	5,09	,687		
	<i>CS5</i> : Our company's leaders are adaptable enough to be receptive to change.	4,80	,683		
	<i>CS4</i> : Our company's leaders understand that having a balanced sense of self-worth requires having a healthy sense of self-worth.	4,88	,494		
	Consciousness of Others	<i>CO7</i> : To fulfill their obligations to the group, our company's leaders exhibit good citizenship.	4,88		
<i>CO8</i> : The leaders of our company handle conflict by recognizing it and finding a solution.		5,02	,777		
<i>CO2</i> : Our company leaders motivate others to enliven both individuals and groups.		4,88	,728		
<i>CO6</i> : Our leaders create teams that collaborate to achieve a common goal.		4,92	,639		
<i>CO5</i> : Our leaders cultivate a network of dependable connections.		4,78	,606		
<i>CO3</i> : Our company's leaders mentor others to improve their competencies.		5,03	,579		
Consciousness of Context	<i>CC1</i> : The leaders of our telecom company examine the group to decipher group dynamics.	4,67	,517	6,649	1,263
	<i>CC2</i> : The leaders of our telecom company evaluate the surroundings to decipher outside influences and trends.	4,76	,515		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0,850 Approx. Chi-Square: 2689,871 Bartlett's Test of Sphericity: 0,000 Extraction Method: Principal Components Rotation Method: Varimax Total Variance Explained: 54,431					

Table 4.2 shows that loads of the first factor vary between 0,494 and 0,792. The survey indicators on self-aware leaders regulate their emotions, maintain a positive attitude, and use emotional self-perception to understand how their feelings influence actions. They emphasize authenticity, valuing transparency, honesty, and dependability. By demonstrating flexibility and resilience, they model openness to change. A strong sense of self-worth underpins their leadership, enabling them to lead others confidently while maintaining personal stability. Loaded values on the second factor ranged between 0,531 and 0,802; The survey's questions center on leaders carrying out their duties to the organization, acting as good citizens, and settling disputes by acknowledging the problems and offering solutions. Leaders create cooperative teams, inspire both people and groups, and cultivate a network of trustworthy relationships. Additionally, they assist others in changing for the better and pursuing new objectives by serving as mentors. Loaded values on the third factor are 0,517 and 0,515. The survey questions are about the leaders' attempts to analyze group dynamics and the surrounding environment to spot outside influences and new trends.

According to Table 4.2, (54.431%) variance in intelligent leadership can be accounted for overall, indicating that the three identified factors collectively explain the majority of the variation. The distribution of eigenvalues and explained variances shows that the dependability factor has the highest explained variance (40.017%) and the largest eigenvalue (7.603), making it the most significant attribute in explaining intelligent leadership. Following this, leader consciousness of others has an eigenvalue of 1.475 and explains (7.765%) of the variance. Lastly, leader awareness of context holds an eigenvalue of 1.263 and accounts for (6.649%) of the explained variance.

4.1.2.2. Results Linked to Factor Analysis of Entrepreneurial Knowledge

Table 4.3 displays the findings of the explanatory factor analysis of entrepreneurial knowledge. It indicates that the Bartlett test results about the entrepreneurial knowledge scale and the Kaiser-Meyer-Olkin (KMO) sample adequacy are both satisfactory (KMO value is 0,855). The Bartlett test result is 0.000. This finding indicates that the factor analysis of the entrepreneurial knowledge sample size and adequacy are appropriate for the study. There were six items remained on the scale

connected to entrepreneurial knowledge to assess the construct since there were no values with low factor loadings (expressions < 0.45).

Table 4.3: Explanatory Factor Analysis of Entrepreneurial Knowledge.

Components	Expressions	Mean	Factor Loadings	Variance Explained	Eigenvalue
Entrepreneurial Knowledge	<i>EK5</i> : Our company is capable of commercializing business ideas.	4,98	,840		
	<i>EK4</i> : Our company is adequately versed in the promotion of telecommunications goods and services.	5,13	,820		
	<i>EK6</i> : Our company has sufficient knowledge of managing a telecom business.	5,22	,805	61,895	3,714
	<i>EK2</i> : Our company is skilled in locating the resources—financial, for example, needed to operate the telecom business successfully.	5,11	,777		
	<i>EK3</i> : Our company has sufficient knowledge to organize a telecom business.	5,03	,746		
	<i>EK1</i> : Our company is sufficiently aware of the regulations to operate the telecom business.	4,90	,728		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0,855 Approx. Chi-Square: 821,197 Bartlett's Test of Sphericity: 0,000 Extraction Method: Principal Components Rotation Method: Varimax Total Variance Explained: 61,895					

Table 4.3 presents the grouping of six components under a single factor. The findings showed that there were six items in the entrepreneurial knowledge category, with factor loadings ranging from 0,728 to 0,840. This factor is related to the ability to commercialize business concepts and its familiarity with promoting telecom products and services. In addition to having the necessary organizational skills, management expertise, and financial resource discovery abilities to run a telecom company profitably, also possess the necessary knowledge to manage a telecom company and be aware of the laws that must be followed to do so. According to Table 4.3, (61,89%) of the variation in entrepreneurial knowledge can be accounted for overall. The majority of the variation was explained by six items; its high eigenvalue (3,714) and explained variance (61,895) were shown through the eigenvalues and explained variances. According to the results, this factor accounts for the largest percentage that explains entrepreneurial knowledge.

4.1.2.3. Results Connected to Factor Analysis of Wise Organizations

Table 4.4 presents the results of the explanatory factor analysis for wise organizations. The findings show that both the Bartlett test and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy are satisfactory, with a KMO value of 0.839 and a Bartlett test result of 0.000. This confirms that the factor analysis is appropriate for the sample size of wise organizations. Of the original items, 22 remain on the wise organization's scale, as one item with a low factor loading (below 0.45) was removed to ensure construct validity. Table 4.4 shows that loads of the first factor ranged between 0,684 and 0,717. This component of the survey measures how well workforces are allowed to develop their skills through training and educational programs. In addition, the survey pursued to find out if the organization encouraged staff members to keep learning and developing, as well as how satisfied they were with the training and development programs available. The loaded values on the second factor ranged from 0,684 to 0,816, these items aimed to measure the employees choosing a work schedule that differs from the routine at work. Workforces devote time to education or training to improve their job capabilities. Moreover, ascertains whether employees have the freedom to choose the shifts they work and whether they abbreviate the workweek by working longer hours on fewer days for a portion of the year.

The third factor, work pressure, has loaded values ranging from 0,549 to 0,704. The survey asked about whether employees can work at a comfortable pace and whether they have enough time to complete all of their tasks. Besides, finding out if they have enough time to do their work as effectively as feasible. Furthermore, workers may need to work quickly to accomplish everything. Factor four work-life balance loaded values varied from 0,496 to 0,848. This survey question indicates how much effort employees are required to make beyond 50 hours per week, whether in the office or at home, and how much emphasis they are expected to place on work over personal or family obligations. On the other hand, those who use flexible work arrangements (such as job sharing, flextime, or part-time work) are thought to have fewer serious professional goals than people who do not.

The fifth factor, work benefits, and job security had loaded values ranging from 0,693 to 0,827. These items were designed to determine how employees felt about their jobs and if they expected to continue with their present employer for the next two years

or longer, regardless of the state of the economy. Moreover, whether the benefits provided, which include insurance, paid time off, and a range of services are acceptable to the staff members. Factor six job opportunities, the loaded values were between 0.596 and 0.761. These items were used to measure whether employees were given the chance to act or think for themselves. Whether workers complete a task from beginning to end because they feel that the work itself is important in the bigger picture. Employees are also able to participate in a range of activities. It means that there is a chance for workers to build meaningful relationships at work.

Table 4.4: Explanatory Factor Analysis of Wise Organization.

Components	Expressions	Mean	Factor Loadings	Variance Explained	Eigenvalue
Training and Development Opportunities	<i>TDO2</i> : Our company provides a genuine chance for staff members to advance their talents through training and educational initiatives.	4,86	,717	38,705	8,902
	<i>TDO3</i> : Employees are satisfied with the programs for training and development that are offered.	4,78	,639		
	<i>TDO1</i> : All employees are encouraged to learn and grow continuously by our company.	4,69	,567		
Work Flexibility	<i>WF2</i> : Employees select a work schedule that deviates from the standard routine at the workplace.	4,53	,816	8,998	2,070
	<i>WF3</i> : Employees invest paid or unpaid time in training or education to advance their work competencies.	4,54	,796		
	<i>WF1</i> : Our company employees are free to select the shifts they work.	4,74	,691		
	<i>WF4</i> : Employees shorten the workweek by putting in more hours on fewer days for a portion of the year.	4,65	,684		
Work Pressure	<i>WP1</i> : Employees have adequate time to do all of their work.	4,98	,704	6,118	1,407
	<i>WP2</i> : Employees can operate at a comfortable speed.	4,99	,669		
	<i>WP3</i> : Employees have adequate time to do their tasks as efficiently as possible.	4,86	,621		
	<i>WP4</i> : To finish everything, employees occasionally have to work rapidly.	4,77	,549		
Work-life Balance	<i>WLB1</i> : To get ahead, employees are expected to work more than 50 hours a week, whether at the workplace or home.	4,39	,848	5,214	1,199
	<i>WLB2</i> : Employees are frequently asked to prioritize their work over their personal or family lives.	4,65	,772		

	<i>WLB3</i> : Employees who utilize flexible work arrangements (such as job sharing, flextime, or part-time work) are perceived as having less serious professional aspirations than their non-using counterparts.	4,78	,496		
Work Benefits and Job Security	<i>WBJS2</i> : As an employee, I feel comfortable in my job.	5,18	,827	4,686	1,078
	<i>WBJS3</i> : I anticipate staying employed for the next two years or more at my current company, no matter how the economy does.	5,03	,739		
	<i>WBJS1</i> : The rewards offered, such as insurance, vacation days, and a variety of services, are satisfactory to the employees.	5,03	,693		
Job Opportunities	<i>JO4</i> : Employees are afforded the opportunity to think or act independently.	4,84	,761		
	<i>JO1</i> : Employees believe that, in the broader scheme, the work itself is significant.	4,69	,719	4,358	1,002
	<i>JO5</i> : Employees can perform a task from start to finish.	4,77	,699		
	<i>JO2</i> : Employees can engage in a variety of activities.	5,00	,659		
	<i>JO6</i> : There are possibilities for employees to form strong connections at work.	5,19	,596		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0,839 Approx. Chi-Square: 3692.226 Bartlett's Test of Sphericity: 0,000 Extraction Method: Principal Components Rotation Method: Varimax Total Variance Explained: 68,079					

As shown in Table 4.4, (68.079%) of the variance in wise organizations can be accounted for overall, indicating that the six identified factors collectively explain the majority of the variation. The distribution of eigenvalues and explained variances shows that the dependability factor has the highest explained variance (38,705%) and the largest eigenvalue (8,902), making it the most significant attribute in explaining wise organizations. Following this, work flexibility has an eigenvalue of 2,070 and explains (8.99%) of the variance. In addition, work pressure has an eigenvalue of 1,407 and explains (6,118%) of the variance. The work-life balance factor has an eigenvalue of 1,199 and explains (5,214%) of the variance. The work benefits and job security factor also has accepted an eigenvalue of 1,078 greater than one and explains (4,686%) of the variance. Lastly, job opportunities hold an eigenvalue of 1,002 and account for (4,358%) of the explained variance.

4.1.3. Discriminant Validity

Using the Fornell–Larker criteria, in particular, the discriminant validity test is performed to determine the correlations between the study variables. The square root of average variance extracted (AVE) values should be larger than the correlations between any other constructs or latent variables, as determined by comparison. According to Hair et al. (2010), the correlation matrix needs to validate the square roots of AVE. The result of the discriminant validity analysis indicates that there are stronger correlations between all variable values of the AVE root square and any other latent model variable, as indicated in Table 4.5.

Table 4.5: Results of Discriminant Validity Test.

		Fornell-Larcker Criterion								
	<i>CS</i>	<i>CO</i>	<i>CC</i>	<i>EK</i>	<i>TDO</i>	<i>WF</i>	<i>WP</i>	<i>WLB</i>	<i>WBJS</i>	<i>JO</i>
<i>CS</i>	0.811									
<i>CO</i>	0.720	0.789								
<i>CC</i>	0.645	0.666	0.767							
<i>EK</i>	0.600	0.712	0.528	0.790						
<i>TDO</i>	0.564	0.766	0.472	0.706	0.772					
<i>WF</i>	0.518	0.585	0.585	0.531	0.545	0.613				
<i>WP</i>	0.515	0.663	0.507	0.718	0.677	0.597	0.724			
<i>WLB</i>	0.494	0.503	0.553	0.507	0.493	0.545	0.453	0.605		
<i>WBJS</i>	0.550	0.617	0.483	0.746	0.652	0.424	0.702	0.531	0.756	
<i>JO</i>	0.581	.0691	0.668	0.759	0.660	0.599	0.720	0.538	0.701	0.813

Note: CS= Consciousness of Self, CO= Consciousness of Others, CC= Consciousness of Context, EK = Entrepreneurial Knowledge, TDO = Training and Development Opportunities, WF =Work Flexibility, WP =Work Pressure, WLB =Work-life Balance, WBJS =Work Benefits and Job Security, and JO = Job Opportunities.

4.2. EMPIRICAL RESULTS

4.2.1. Descriptive Analysis

The mean values, participants' agreement proportions, and scores of standard deviation are presented in Table 4.6. The high consistency in respondents' responses, where the percentage of agreement reached (69%, 70.28%, and 67.28%), respectively, for consciousness of self, consciousness of others, and consciousness of context, was supported by the lower standard deviations. The mean values of intelligent leadership components ranged from (4.71 to 4.92), indicating a high level of agreement on the significance of intelligent leadership practices. Table 4.6. shows that the mean value loaded on entrepreneurial knowledge was high and reached (5.06) and the percentage of

agreement reached (72.28%). This result shows that participants in Asiaccell branches in Sulaimani agree that entrepreneurial knowledge is vital, especially in telecommunication services due to the presence of fierce competition.

As shown in Table 4.6, the outcomes based on participants' perspectives displayed that work benefits and job security were the most significant components of wise organizations, as the percentage of the agreement reached was (72.57%). Followed by job opportunities and work pressure, the percentage of the agreement for both reached (70%). In addition, training and development opportunities also loaded a high mean value, which was (4.77) and the percentage of the agreement is (68.14%). Furthermore, the mean values of work flexibility and work-life balance were (4.61 and 4.60), respectively, while the agreement percentages reached (65.85% and 65.71%), respectively.

Table 4.6: The Descriptive Analysis Results of Study Constructs.

Constructs	Minim	Maxim	Mean	Std. Deviation	Weight of Agreement %
<i>CS</i>	2.88	6.63	4.83	.8747	69%
<i>CO</i>	3.22	6.67	4.92	.9328	70.28%
<i>CC</i>	2.00	7.00	4.71	1.1728	67.28%
<i>EK</i>	2.33	7.00	5.06	1.1391	72.28%
<i>TDO</i>	2.33	7.00	4.77	1.0668	68.14%
<i>WF</i>	2.00	7.00	4.61	1.1322	65.85%
<i>WP</i>	2.50	7.00	4.90	1.0103	70%
<i>WLB</i>	2.00	7.00	4.60	1.1284	65.71%
<i>WBJs</i>	2.67	7.00	5.08	1.2481	72.57%
<i>JO</i>	3.33	7.00	4.90	.8809	70%

Valid N (listwise) 283

Note: CS= Consciousness of Self, CO= Consciousness of Others, CC= Consciousness of Context, EK = Entrepreneurial Knowledge, TDO = Training and Development Opportunities, WF =Work Flexibility, WP =Work Pressure, WLB =Work-life Balance, WBJs =Work Benefits and Job Security, and JO = Job Opportunities.

4.2.2. Hypotheses Testing

Statistical tests are used in this part to investigate the study hypotheses that were developed based on relevance theories and the empirical results of previous studies. The R² value was examined before interpreting the results of path analysis based on the PLS-SEM. This is required as support to evaluate the predictive accuracy of the study model

and test the proposed hypotheses by assessing the variance explained in the dependent variables (Hair et al., 2010; Henseler & Sarstedt, 2013).

Vast researchers suggest an R^2 value of at least 0.10, which is normally considered acceptable but still reflects a modest level of predictive power. A higher R^2 value usually indicates stronger predictive accuracy, enhancing the model's reliability. Furthermore, an R^2 value of 0.60 is regarded as significant, 0.33 as medium, and 0.19 as poor but acceptable. Results in Figure 4.1 and Table 4.7 showed that the R^2 value of wise organization is 0.652. This means that the model's R^2 value has demonstrated a substantial prediction of the empirical research data.

Table 4.7: Path Analysis Coefficient, T-Value, and P-Value for the SEM.

Hypotheses	Interaction	β	t-value	p-value	Decision
<i>H1</i>	<i>IL -->WO</i>	$\beta = 0.811$	22.925	0.000	Supported
<i>H2</i>	<i>IL -->EK</i>	$\beta = 0.712$	17.021	0.000	Supported
<i>H3</i>	<i>EK -->WO</i>	$\beta = 0.784$	21.187	0.000	Supported
Dependent variable: Wise Organization					
R: 0.807 R²: 0.652 df (1, 282), F: 525.552					

Note: IL= Intelligent Leadership, Wise Organizations, and EK = Entrepreneurial Knowledge.

Direct Impacts

Results in Table 4.7, confirmed that intelligent leadership impacts wise organizations with a significant coefficient of effect up to ($\beta= 0.811$) and the p-value is (0.000); consequently, the first hypothesis (*H1*) is accepted, this result displays that the change in the intelligent leadership by 1% will stimulus the wise organizations by 0.811. Intelligent leadership also correlated to entrepreneurial knowledge, where the coefficient of effect is up to ($\beta= 0.712$), and the p-value (0.000); accordingly, the second hypothesis (*H2*) is accepted. The results also revealed that entrepreneurial knowledge positively and significantly correlated to wise organizations with the coefficient of influence ($\beta= 0.784$) in addition to the p-value is (0.000); hence, the third hypothesis (*H3*) is accepted.

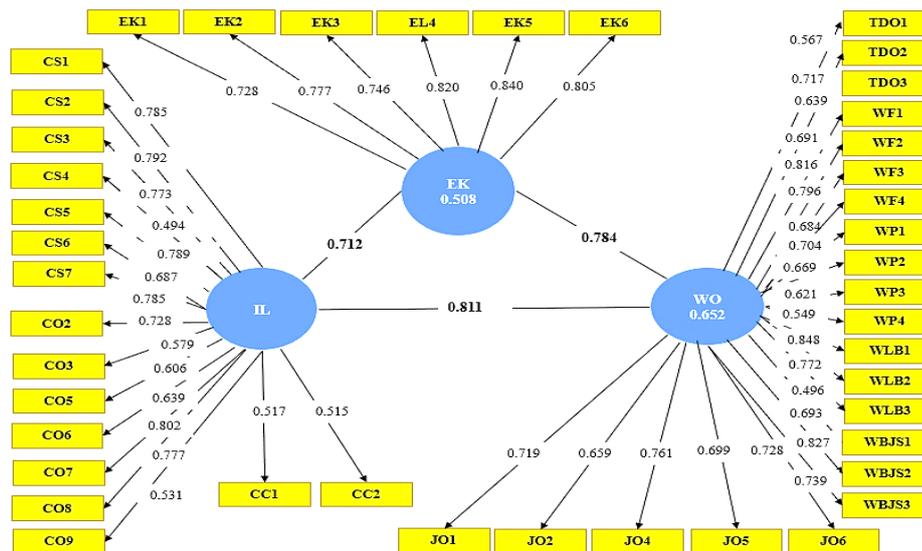


Figure 4.1: Results of the Direct and Mediation Effects.

Mediation Analysis

As shown in Table 4.8, and Figure 4.2, in the current study model, intelligent leadership is the predictor variable, entrepreneurial knowledge is also tested as the mediation variable, and wise organization is the dependent variable. As shown in Table 4.8, the results confirmed that direct relationships were confirmed between intelligent leadership and entrepreneurial knowledge; in addition, entrepreneurial knowledge was significantly correlated to wise organization. The mediation role results of entrepreneurial knowledge demonstrated indirect impact in the existence of the mediating role of entrepreneurial knowledge, and the coefficient of impact is up to ($\beta= 0.558$) with the p-values (0.000); this indicates that entrepreneurial knowledge partially mediated the impact of intelligent leadership on wise organization. Hence, the fourth hypothesis (**H4**) is accepted.

Table 4.8: Inferences for Mediation.

Hypothesis	Interaction	Direct Beta w/o Med	Indirect Beta	Mediation Type Observed
H4	IL -> EK->WO	$\beta=0.811$ $P = 0.000$	$\beta=0.558$ $P =0.000$	Partial mediation

Dependent Variable: **Wise Organization**

Mediator Variable: **Entrepreneurial Knowledge**

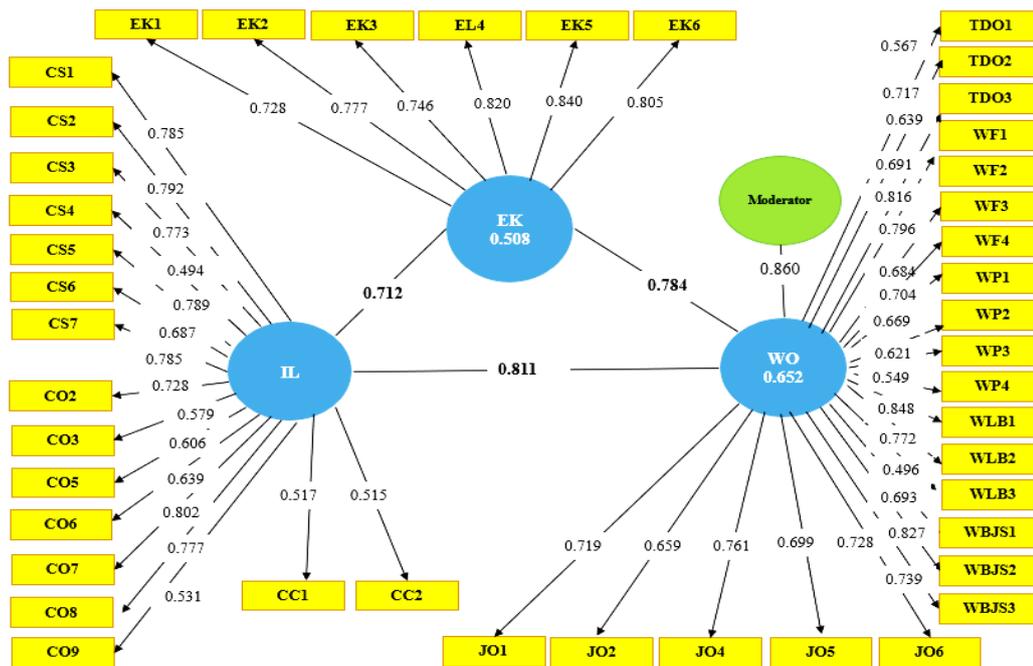


Figure 4.2: Analysis of the Structural Model.

Analysis of the Moderation Effect

The moderation role of entrepreneurial knowledge in the impact of intelligent leadership on wise organizations was proposed in hypothesis (*H5*) as the result presented in Table 4.9, entrepreneurial knowledge has a positive and significant moderating effect on the impact of intelligent leadership on wise organizations, the coefficient of impact is up to ($\beta= 0.860$) and the p-values (0.000); consequently, hypothesis (*H5*) is accepted, see Figure 4.3 below.

Table 4.9: Moderation Effect.

Predictors	<i>b</i>	β (beta)	t-value	p-value	Decision
<i>H5</i> Moderator	0.788	0.860	28.243	0.000	Moderation Effect

Dependent Variable: **Wise Organization**

Moderator Variable: **Entrepreneurial Knowledge**

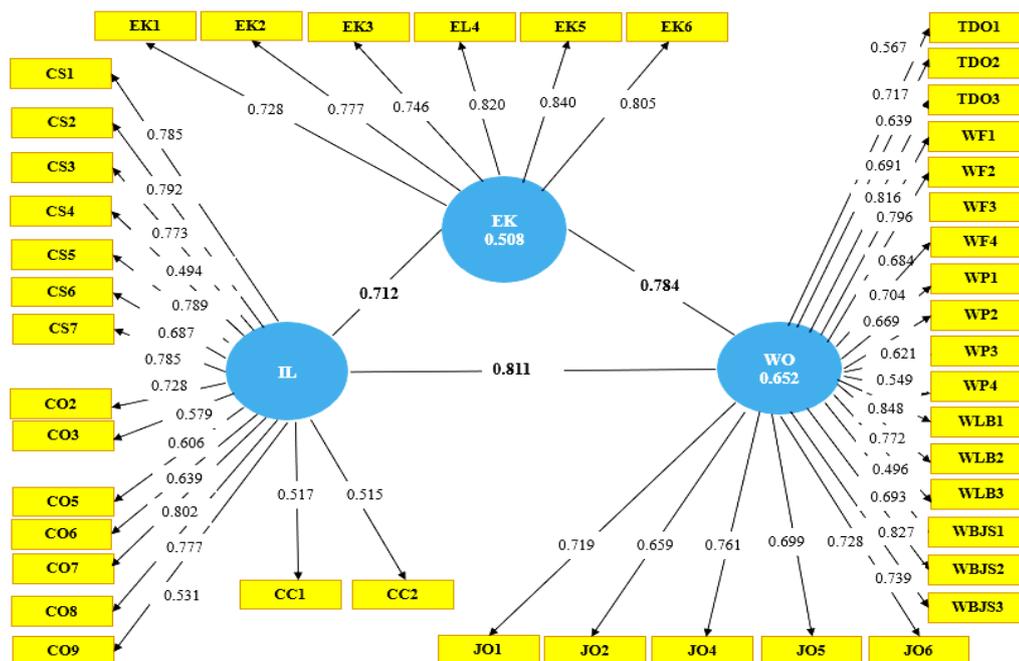


Figure 4.3: PLS Result of the Moderation Effect.

The results make it abundantly evident that entrepreneurial knowledge plays a significant role in determining how intelligent leadership affects wise organizations. In particular, when its moderation role exists, the relationship's efficacy is further enhanced since such organizational performance demonstrates greater flexibility, creativity, and superior decision-making that aligns with organizational knowledge.

However, a weak moderation role would suggest that, although entrepreneurial knowledge is important, it is not the main or even the leading component in this dynamic. To put it another way, other factors like organizational culture, available resources, or external market conditions may have a considerably greater impact on the relationship. The low moderation impact could be a result of shortcomings in the application or integration of entrepreneurial knowledge into leadership techniques. Even while leaders are well-versed in entrepreneurship, they may struggle to use their knowledge inside the confines of the organization. The organization may lack the resources to fully use entrepreneurial concepts.

CONCLUSIONS AND SUGGESTIONS

In the study's final part, which purposed to explore the factors influencing organizational orientation toward becoming wise organizations, the potential impact of intelligent leadership tested with entrepreneurial knowledge acting as a moderating variable. This section begins by discussing the key findings that emerged from the study, followed by an exploration of the main conclusions drawn from the analysis. The practical implications are also outlined as insights for organizational leadership and development, and finally, the study's limitations and suggestions for future research directions are covered.

Discussion of Findings

The primary purpose of this study was to explore the role of intelligent leadership in achieving a wise organization, with entrepreneurial knowledge serving as a moderating variable. The research was carried out within Asiacell's branches in Sulaimani city. Asiacell, a top telecom provider, works to improve its organizational wisdom by putting intelligent leadership techniques and tactics to use. These initiatives have, for the most part, been effective in shaping a new image for the company, reflecting its commitment to becoming a more knowledge-driven and adaptive organization. To achieve the study's purpose, a quantitative research method was utilized, as it is frequently used in studies that involve the analysis of numerical data.

A structured questionnaire served as the primary tool for gathering empirical data from Asiacell's branches in Sulaimani city. Branch managers, technicians, IT specialists, telecom specialists, and other pertinent professionals made up the sample of 283 participants. With regard to Asiacell's operations, this varied group offered insightful information on the function of intelligent leadership and its influence on developing a wise organization. The fact is that intelligent leadership is necessary for wise companies. In this way, experienced leaders are more likely to create an environment in their companies that is self-aware and emotional, which promotes the spread of information and entrepreneurial knowledge (Ardelt & Sharma, 2021; Arifin et al., 2020).

In this context, before testing the study's hypotheses, the reliability and validity of the scale were thoroughly assessed. This was reached through several key metrics,

including the average variance extracted (AVE), the composite reliability index (CRI), Cronbach's α , and a discriminant validity test. Additionally, the measurement model was assessed to ensure robustness. The results confirmed the reliability and validity of the instruments used and provided strong support for all the study's hypotheses, reinforcing the soundness of the theoretical framework and empirical findings. SPSS and PLS were used to examine the empirical data as they were appropriate statistical tools for examining the research model.

The results of the descriptive statistical analysis based on participants' perceptions confirmed that intelligent leadership practices are vital, especially in the field of telecom services due to the involvement of technology in this sector and strong competition based on new services and innovation, and this result in line with Biwott (2022) and Irfan & Malik (2023) that to support goal achievement, regulate to outside developments, and leverage employees to advance the organization's interests, intelligent leadership establishes a vital linking between the employees and the organization's goals and perspectives. In this respect, Amisha (2024) revealed that intelligent leadership practices are essential, as intelligent leaders give their team members responsibilities, thus, employees can realize their full potential and make substantial contributions to the organization's success through task delegation, opportunities for development, and the making of a positive work environment that support organizations toward wise direction.

According to the study's results, participants felt that having entrepreneurial knowledge is essential, particularly when it comes to telecommunication services. This is consistent with the findings of Ardiani & Putra (2020), who found that since businesses are founded on business knowledge, having entrepreneurial knowledge is essential to running a successful enterprise. Since a firm's expansion might be badly impacted by a lack of fundamental knowledge and entrepreneurial qualities, understanding entrepreneurship is also seen as being of utmost importance. Within this framework, Gordon & Natarajan (2017) noted that the distinctive qualities that set an entrepreneur apart from others are known as entrepreneurial knowledge traits. These characteristics include possessing a strong drive for success and the ability to foresee and effectively manage risks. Intuition, ingenuity, innovation, foresight, and a high level of work ethic are the main ingredients of an entrepreneurial success story.

Based on the opinions of the participants, the results showed that job opportunities were not as influential as work benefits and job security in wise organizations. Furthermore, work flexibility, work-life balance, and work pressure are significant elements of wise organizations. Training and development opportunities were also crucial. The findings also revealed that intelligent leadership is an effective factor in changing the direction of the organization towards or implementing wisdom within the organization. These results are consistent with those of Amisha (2024), who demonstrated that, while satisfying the basic requirements for organizational excellence and intelligence, intelligent leadership may empower its members and encourage them to be wise and creative. Results also in line with the research conducted by Ardelt & Sharma (2021) findings showed the relationships between the organizations' overall wisdom index and employees' subjective and physical well-being were mediated by workers' views of intelligent leadership.

Main Conclusions

The results showed a high R^2 value for the wise organizations, as demonstrated by the use of the PLS path analysis. This indicates that the suggested research model has explanatory ability, this value suggests a trustworthy and significant forecast of the empirical data about the effects of intelligent leadership on organizational outcomes regarding the activities associated with wise practices. All of the hypotheses that were developed were validated and confirmed by the data analysis results, which showed that intelligent leadership affects wise organizations and entrepreneurial knowledge and may have a favorable effect on the growth of wise organizations. In addition to directly assisting in the development of a wise organization, entrepreneurial knowledge also serves as a moderate and mediate, enhancing the ability of intelligent leadership to develop a wise organization.

The direct influence analysis's findings showed that wise organizations are significantly improved by intelligent leadership. Hence the first hypothesis that indicates intelligent leadership positively affects wise organizations is accepted. This suggests that implementing changes or improvements in intelligent leadership practices will encourage wise organizations because intelligent leaders set a positive example by upholding the highest moral standards and encouraging an atmosphere of honesty and accountability.

They are aware that maintaining the organization's reputation and earning stakeholders' confidence is essential to improving pedestrian wisdom inside the organization.

Results also showed that intelligent leadership positively affects entrepreneurial knowledge, accordingly, this result supports the acceptance of the second hypothesis, which states that intelligent leadership is significantly and positively associated with entrepreneurial knowledge. Based on the findings, the third hypothesis is also supported as well, since entrepreneurial knowledge has a positive effect on developing wise organizations. From this conclusion, it is evident that collaboration and sharing are essential mechanisms of intelligent leaders, a process that requires the acquisition of entrepreneurial knowledge by both leaders and followers. Since practicing intelligent leadership is vital both self-described followers and improvised leaders should do so. Effective cooperation is a sign of intelligent leadership, which should motivate groups and companies to direct the application of wisdom inside the organization.

The fourth and fifth hypotheses about the moderating and mediating function of entrepreneurial expertise in the influence of intelligent leadership on wise organizations were equally validated by the data analysis results. Since the finding showed that the relationship between wise organizations and intelligent leadership is positively and significantly moderated by entrepreneurial knowledge. This implies that entrepreneurial knowledge increases the impact of intelligent leadership and helps it steer organizations toward wisdom-oriented practices.

The mediation analysis revealed that intelligent leadership exercises an indirect influence on the advancement of wise organizations through the mediating role of entrepreneurial knowledge. These findings suggest that entrepreneurial knowledge not only enhances the direct impact of intelligent leadership but also partially mediates the relationship, acting as a critical conduit that strengthens the connection between leadership and wise organizations.

Recommendations

The study's conclusions may be used to develop some recommendations, which are presented as possible remedies in this portion of the last chapter. These recommendations are intended for both upcoming scholars in this area and the managers

of telecom organizations in general. These recommendations, which center on the development of wise organizations that may be hearty, or flexible, and motivated by entrepreneurial knowledge, can support academics and telecom managers in comprehending and navigating the particular dynamics of the Iraqi telecom sector.

Recommendations for Managers in the Telecom Sector

Based on the results of this study, the researcher recommends that managers in the telecom industry in this case, Asiacell, be given ongoing training on intelligent leadership skills like empathy, scenario planning, and decision-making under uncertainty. This will give them the ability to lead teams more effectively, particularly in the kind of situations that exist in Iraq today. In this regard, managers should tackle problem-solving and strategy-building in an active entrepreneurial manner. This would include the promotion of an experimental culture where certain risks, if carefully calculated, could be taken, with failure at the same time being able to be viewed as an opportunity to learn something.

In addition, Asiacell managers may adopt a mentorship program where experienced leaders will share their experience with younger or newest employees. The organizational culture should therefore be formed to include an attitude of entrepreneurial knowledge and intelligent leadership practices. The managers should also be fully updated with the latest technological developments, coupled with their new procedures. They should implement appropriate technology in respect of the job of their particular teams, and with increased emphasis on data-driven decision-making, digital knowledge, and receptiveness to new technologies, there is a guarantee that teams will always remain flexible and forward-looking.

Furthermore, to effectively implement intelligent leadership practices, the study recommends that managers in telecom organizations, particularly Asiacell, promote a culture of self-evaluation and review to consistently improve leadership practices, over time. This facilitates managers in developing knowledge by using appropriate techniques, such as requesting employee feedback, reviewing previous choices, and modifying depending on what proved most effective.

Recommendations for the Telecom Sector

The study recommends that leaders in the telecom industry design leadership development programs emphasizing intelligent leading abilities such as strategic foresight, emotional intelligence, and decision-making to invest effectively in knowledge-driven leadership programs. These would articulate the ways of deploying entrepreneurial knowledge flexibly to resolve specific issues in the telecom sector in Iraq, such as legislative changes and infrastructural limitations. In this context, leaders in the telecom sector encourage a culture of knowledge sharing by facilitating the flow of information on entrepreneurship and creative techniques between divisions of these organizations. Among them sharing a digital knowledge base, cooperative initiatives, or even a community of practice where staff members exchange ideas and lessons learned in real time.

The leaders in the telecom sector should invest in various data analytics tools that provide insight into useful information from which smart decisions can be driven. The leader will, through this way, make timely and well-substantiated decisions consistent with a prudent knowledge-based organizational paradigm. Analytics on internal performance indices, market trends, and client behavior could also lead to more informed responses to market demand.

Moreover, by offering organized activities for innovation, like hackathons, idea laboratories, or intrapreneur programs where employees can create new perceptions to move business insight forward, and incentivizing employees throughout all levels of the organization to think like entrepreneurs. Based on telecom businesses' work environments, the researcher recommends encouraging agility. In light of Iraq's changing environment, telecom organizations should invest to increase organizational agility. In this respect, intelligent leaders may support teams to solve problems proactively by establishing adaptable structures, procedures, and teams that can swiftly adjust to new information or changes in the market.

Recommendations for Future Researchers

The researcher recommends that future research focus on the impact of other moderating factors that might affect the relationship between intelligent leadership and wise organizations, such as organizational learning capacity, cultural considerations, or technological infrastructure, especially when applying studies in comparable areas of social and economic challenges. In addition, the researcher suggests that any researcher wishing to take up a similar study compare the influence of entrepreneurial knowledge and intelligent leadership on organizational wisdom in different industries or locations. This can provide informative insight, through doing so, into how contextual elements impact the efficiency of intelligent leadership in knowledge-based change.

In this respect, the researcher also recommends that an effective study is one of the ways through which the effects of intelligent leadership can be capitalized for organizational knowledge in the long run. The development of wise organizations and the perennial significance of entrepreneurial knowledge can be captured in greater detail when an analysis of leadership behaviors over several years is conducted.

Future studies may examine how intelligent leaders handle information and make their decisions during unstable, or crises related to the Iraq complicated socio-economic backdrop. This would reveal valuable insights into the resilient-building strategy of leaders operating within a high-stake, uncertain environment. Further research may investigate the relationship between intelligent leadership and wise organizations in terms of the introduction of initiatives on digital transformation, focusing on the mediator role of digital advancements. Again, since the telecom industry is getting increasingly digital, it might be interesting to study how the adoption of technology contributes to the development of a smart organization.

The Study Implications

Several significant implications are presented by this study. The study contributes to filling a study gap concerning the function of intelligent leadership in wise companies, namely the moderating influence of entrepreneurial knowledge. This advances theoretical understanding in the first place. This study also contributes to filling the gap in the current literature by providing an adequate investigation of this dynamic. Additionally, the study

emphasizes the theoretical gaps in knowledge on the correlation between wise organizations and intelligent leadership.

From a managerial and leadership standpoint, the study offers insightful information that highlights the vital part that intelligent leadership plays in developing wise businesses. Based on the present study's findings, leadership, particularly intelligent leadership, is considered necessary to the organization process and will play a crucial role in the growth and development of the organization. It emphasizes the significance of using entrepreneurial knowledge to improve leadership effectiveness and direct organizations toward wisdom-based practices by acting as a mediating and moderating variable.

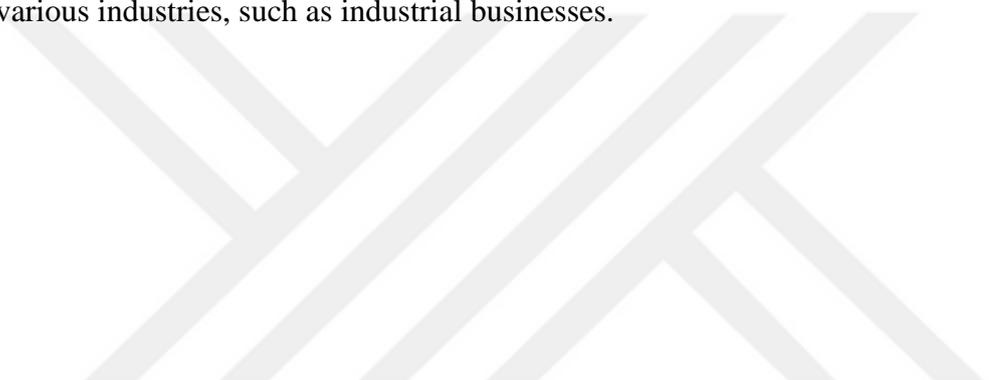
In this respect, intelligent leadership may be considered as the capacity to improve and grow competencies and abilities, whether they are innate in the team member or the leader, particularly in the face of difficulties and long-term decision-making. It combines a leader's cognitive capacity with innovative skills to process information in a way that adjusts to shifting external conditions. This dynamic approach encourages development and innovation inside the business and allows executives to adapt effectively to changing conditions. Through intelligent leadership, wise organizations indirectly promote both physical and subjective well-being, while also fostering higher levels of job satisfaction. Moreover, a strong foundation in management empowers staff members to think critically, challenge the status quo, anticipate changes, and embrace them—key factors in cultivating a wise organization. This combination of leadership and management competence not only enhances employee well-being but also drives organizational growth by fostering adaptability and continuous improvement.

Limitations and Recommendations

The purpose of this study was to provide a comprehensive exploration of the role of intelligent leadership in achieving wise organization, with a focus on the moderating effect of entrepreneurial knowledge, particularly within the service sector specifically Asiacell telecom branches in Sulaimani City. Like any study, this one has certain limits, though. First, the statistical results could have been impacted by endogeneity and common method bias. The researcher used best practices to reduce the possibility of distortion in survey-based data to address these problems. All possible factors that may

distort replies were avoided, including selection bias, social desirability bias, and leading questions.

The difficulty in collecting enough data from Asiacell branches was another significant obstacle that could have limited how far the results could be applied. Nevertheless, the study did a good job of concentrating on the service industry, providing insightful information about how entrepreneurial knowledge and intelligent leadership cross in this setting. Based on that, it is necessary to prepare future investigations closely in combination with appropriate agencies. To further generalize the results, future research might investigate the link between the variables under investigation within various industries, such as industrial businesses.



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APPENDICES



**T.C.
TOKAT GAZIOSMANPAŞA UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**

Dear Respondent

I am **Zana Hussein SHAREEF**, study a master's degree in business management in Türkiye and this survey aims to obtain empirical data and information for a research entitled (**The Role of Intelligent Leadership in Achieving Wise Organization through Entrepreneurial Knowledge as a Moderate Variable**). In this regard, your participation in the survey, where the questions reflect your information, would be greatly appreciated.

Please mark (√) in the relevant location to indicate your level of understanding in response to the following statements. All answers, however, will be kept private and used exclusively for scientific research; participant identities will not be revealed.

Thanks in advance for your time.

Researcher

Zana Hussein SHAREEF

General Information about participants

1. **Gender:** Male (), Female ().
2. **Age:** Less than 30 years (), 30–40 (), 41-50 (), 51-60 (), 61 and above ().
3. **Level of Education:** Ph.D. (), Master (), Bachelor (), Diploma ().
4. **Overall Experience:** Less than 5 years (), 5-10 years (), 11-15 years (),
16-20 years (), 21 years and more ().
5. **Job Position:** Managers (), Technicians (), IT Experts (),
Telecom Specialists (), Other ().

This section of the survey comprises three main parts. Part 1, Intelligent Leadership (IL). Part 2, Entrepreneurial Knowledge (EK). Part 3, Wise Organization (WO).

Please read the statement and indicate your response to the statement using the scale below:

1=Completely Disagree, 2=Mostly Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Mostly Agree, and 7= Completely Agree.

Part 1: Intelligent Leadership

<i>Consciousness of Self (CS)</i>									
<i>CS1</i>	Our company's leaders use emotional self-perception to recognize emotions and how they impact behavior.	1	2	3	4	5	6	7	
<i>CS2</i>	Our company's leaders intentionally regulate their emotions via the practice of emotional self-control.	1	2	3	4	5	6	7	
<i>CS3</i>	Our company's leaders employ authenticity as a means of being open, truthful, and reliable.	1	2	3	4	5	6	7	
<i>CS4</i>	Our company's leaders understand that having a balanced sense of self-worth requires having a healthy sense of self-worth.	1	2	3	4	5	6	7	
<i>CS5</i>	Our company's leaders are adaptable enough to be receptive to change.	1	2	3	4	5	6	7	
<i>CS6</i>	Our company's leaders are optimistic and have a good perspective.	1	2	3	4	5	6	7	
<i>CS7</i>	Our company's leaders take the lead by doing things.	1	2	3	4	5	6	7	
<i>CS8</i>	Our company's leaders have succeeded by pursuing excellence.	1	2	3	4	5	6	7	
<i>Consciousness of Others (CO)</i>									
<i>CO1</i>	The leaders of our company exhibit empathy by being sensitive to the emotions of others.	1	2	3	4	5	6	7	
<i>CO2</i>	Our company leaders motivate others to enliven both individuals and groups.	1	2	3	4	5	6	7	
<i>CO3</i>	Our company's leaders mentor others to improve their competencies.	1	2	3	4	5	6	7	
<i>CO4</i>	Our leaders leverage diversity to gain insights from various viewpoints.	1	2	3	4	5	6	7	
<i>CO5</i>	Our leaders cultivate a network of dependable connections.	1	2	3	4	5	6	7	
<i>CO6</i>	Our leaders create teams that collaborate to achieve a common goal.	1	2	3	4	5	6	7	
<i>CO7</i>	To fulfill their obligations to the group, our company's leaders exhibit good citizenship.	1	2	3	4	5	6	7	

CO8	The leaders of our company handle conflict by recognizing it and finding a solution.	1	2	3	4	5	6	7
CO9	The leaders of our company support change to pursue new goals.	1	2	3	4	5	6	7
Consciousness of Context (CC)								
CC1	The leaders of our telecom company examine the group to decipher group dynamics.	1	2	3	4	5	6	7
CC2	The leaders of our telecom company evaluate the surroundings to decipher outside influences and trends.	1	2	3	4	5	6	7

Source: Miguel, R.F., & Allen, S.J. (2016). Report on the Validation of the Emotionally Intelligent Leadership for Students Inventory. *Journal of Leadership Education*, 15(4), pp.15-32.

Part 2: Entrepreneurial Knowledge (EK)

Entrepreneurial Knowledge (EK)								
EK1	Our company is sufficiently aware of the regulations to operate the telecom business.	1	2	3	4	5	6	7
EK2	Our company is skilled in locating the resources—financial, for example—needed to operate the telecom business successfully.	1	2	3	4	5	6	7
EK3	Our company has sufficient knowledge to organize a telecom business.	1	2	3	4	5	6	7
EK4	Our company is adequately versed in the promotion of telecommunications goods and services.	1	2	3	4	5	6	7
EK5	Our company is capable of commercializing business ideas.	1	2	3	4	5	6	7
EK6	Our company has sufficient knowledge of managing a telecom business.	1	2	3	4	5	6	7

Source: Karyaningsih, R.P.D., Wibowo, A., Saptono, A., & Narmaditya, B.S. (2020). Does entrepreneurial knowledge influence vocational students' intentions? Lessons from Indonesia. *Entrepreneurial Business and Economics Review*, 8(4), pp. 138-155. <https://doi.org/10.15678/EBER.2020.080408>.

Part 3: Wise Organization (WO)

Training and Development Opportunities (TDO)								
TDO1	All employees are encouraged to learn and grow continuously by our company.	1	2	3	4	5	6	7
TDO2	Our company provides a genuine chance for staff members to advance their talents through training and educational initiatives.	1	2	3	4	5	6	7
TDO3	Employees are satisfied with the programs for training and development that are offered.	1	2	3	4	5	6	7
Work Flexibility (WF)								

WF1	Our company employees are free to select the shifts they work.	1	2	3	4	5	6	7
WF2	Employees select a work schedule that deviates from the standard routine at the workplace.	1	2	3	4	5	6	7
WF3	Employees shorten the workweek by putting in more hours on fewer days for a portion of the year.	1	2	3	4	5	6	7
WF4	Employees invest paid or unpaid time in training or education to advance their work competencies.	1	2	3	4	5	6	7
Work Pressure (WP)								
WP1	Employees have adequate time to do all of their work.	1	2	3	4	5	6	7
WP2	Employees can operate at a comfortable speed.	1	2	3	4	5	6	7
WP3	Employees have adequate time to do their tasks as efficiently as possible.	1	2	3	4	5	6	7
WP4	To finish everything, employees occasionally have to work rapidly.	1	2	3	4	5	6	7
Work-life Balance (WLB)								
WLB1	To get ahead, employees are expected to work more than 50 hours a week, whether at the workplace or home.	1	2	3	4	5	6	7
WLB2	Employees are frequently asked to prioritize their work over their personal or family lives.	1	2	3	4	5	6	7
WLB3	Employees who utilize flexible work arrangements (such as job sharing, flextime, or part-time work) are perceived as having less serious professional aspirations than their non-using counterparts.	1	2	3	4	5	6	7
Work Benefits and Job Security (WBJS)								
WBJS1	The benefits offered, such as insurance, vacation days, and a variety of services, are satisfactory to the employees.	1	2	3	4	5	6	7
WBJS2	As an employee, I feel comfortable in my job.	1	2	3	4	5	6	7
WBJS3	I anticipate staying employed for the next two years or more at my current company, no matter how the economy does.	1	2	3	4	5	6	7
Job Opportunities (JO)								
JO1	Employees believe that, in the broader scheme, the work itself is significant.	1	2	3	4	5	6	7
JO2	Employees can engage in a variety of activities.	1	2	3	4	5	6	7
JO3	There are possibilities for employees to interact with others.	1	2	3	4	5	6	7

J04	Employees are allowed to think or act independently.	1	2	3	4	5	6	7
J05	Employees can perform a task from start to finish.	1	2	3	4	5	6	7
J06	There are possibilities for employees to form strong connections at work.	1	2	3	4	5	6	7

Source: Ardelt, M., & Sharma, B. (2021). Linking Wise Organizations to Wise Leadership, Job Satisfaction, and Well-Being. *Frontiers in Communication*, 6, pp.1-23.

