



## The Interactive Role of Strategic Consensus in the Relationship Between Strategic Conversation in Achieving Entrepreneurial Orientation- An Exploratory Study of the Opinions of a Sample of Workers in Private Banks in the Al-Najaf Governorate (Babylon, Al-Mansour, Al-Khaleej)

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### ABSTRACT

The goal of this study is to find out how the strategic consensus variable interacts with the strategic conversation and its dimensions (active leadership, participation in conversations, and awareness of individual communication tendencies) in order to promote an entrepreneurial mindset. This will be done by looking at correlations and direct and indirect effects between the research variables for the data collected by A group of bank employees in the province of Najaf Al-Ashraf (Babylon, Al-Mansour, and Al-Khaleej) were given the questionnaire form. There were 300 questionnaires sent out, and 282 were returned. Of the 272 returned questionnaires, 272 were right, giving a retrieval rate of 94%. The advanced statistical programme SPSS.25 and the statistical programme AMOS.23 were both used to look at it. Theoretical results showed that there is a lack of information about how strategic consensus affects the relationship between strategic conversation (SC) and achieving entrepreneurial orientation (EO) in businesses in general and among private bank workers in the province of Najaf Al-Ashraf (Babylon, Al-Mansour' Al-Khaleej) in particular. The results also showed that there was a connection between the strategic conversation and the desire to be an entrepreneur. The strategic consensus played a big, positive, and important part in this connection. This shows that

### ARTICLE INFO

*Article history:*

Received 01 Oct 2023

Received in revised form  
02 Nov 2023

Accepted 06 Dec 2023

**Keywords:** strategic conversation, entrepreneurial orientation, strategic consensus, workers in private banks in the Al-Najaf Governorate (Babylon, Al-Mansour 'Al-Khaleej')

the more the parts of the strategic talk between bank employees are paid attention to, the more this makes the employees more entrepreneurial. What the study suggested: Putting more emphasis on the different parts of the strategic conversation by staying in touch to find events that can help in understanding basic patterns of behaviour and structural aspects; and the need for the organisation to pay attention to the idea of an entrepreneurial orientation because it has positive effects on the individual, which shows in his desire to belong and stay alive through Do your best at your job.

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## Introduction

There are many changes in our world today, both outside the organization's environment and at the level (Technological, social, economic, etc.), and at the internal level, which is not expected to stop at a certain limit, as there must be individuals capable of responding to these changes and encouraging them to adopt the concept of entrepreneurial orientation because of the gains it achieves (Khalif and Jameel, 2015: 234).

Most organizations that have an entrepreneurial orientation and compete strongly to obtain a larger market share must be more oriented, creative, and risk-bearing in a market in which competition has become very fierce because it is a market whose number of customers has become rapidly growing due to general banking and banking competition that results from the noticeable increase in the number of customers. Competitive, specialized private banks as well as government banks.

Here the need arises to adopt a strategic consensus that enhances communication between leadership and working individuals to encourage them to exchange information and ideas that lead to the development and prosperity of the organization. By encouraging workers to openly share their information, experiences, tools, and approaches, transparency can address many difficulties in the leader-worker relationship and improve their health. Because the CEO shares power with employees, strategic consensus empowers them. responsibility and decision-making with them boosts subordinates' self-efficacy (Curth et al., 2018: 78).

On the other hand, the banking sector today is in dire need of clear-cut strategies, which the banks under study must adopt and work to anticipate through strategic conversation, as banking sector strategies have become a major challenge at the present time, which is witnessing environments characterized by rapid changes, which have called for... The need for active leadership for this sector to follow the intended strategic direction through the strategic conversation, as it affects the banking sector in the country because it has an important role in strengthening the entrepreneurial orientation, and it is in the interest of countries to work as efficiently as possible to develop and improve the reality of this sector (Kyprianou et al.,2015:3).

## 1- Research methodology

### 1-1- Research problem

The banking sector is one of the most important sectors in the development of countries because it can witness cases of prosperity that reflect in the progress of these countries and make them accessible to developed countries, especially as they face increasing environmental uncertainties and the need for

organisations to focus more on leadership, which is linked to profits and excellence. This study examines the interaction role of strategic consensus in strategic discourse and entrepreneurial orientation through its products, which is why it displays them unusually. The research topic is: Does strategic consensus' participatory role in strategic discussion promote entrepreneurial orientation?

### **1-2- Research objectives**

The primary objective of the present research is to diagnose and analyse the correlation between strategic discussion, entrepreneurial orientation, and strategic consensus, in response to the research topic and its associated problems. The research aims to achieve several sub-goals that can be identified through this overarching objective, including:

1-2-1- Analyzing and diagnosing the reality of the strategic conversation, entrepreneurial orientation, and strategic consensus in private banks in the Al-Najaf Al-Ashraf Governorate (Babylon, Al-Mansour, Al-Khaleej) is under investigation.

1-2-2- Explaining the nature of the influence between strategic consensus and entrepreneurial orientation in the banks under investigation.

1-2-3- Determine the nature of the interactive role of strategic consensus in the relationship between the strategic conversation and entrepreneurial orientation in the banks under investigation.

1-2-4- The aim is to develop a collection of suggestions that utilise the interactive function of strategic consensus in the strategic conversation relationship to promote entrepreneurial orientation in organisations, with a specific focus on the banks being investigated.

### **1-3: Research Importance**

Research's importance is highlighted:

1-3-2- The research introduces a theoretical framework that addresses the intrinsic relationship between strategic conversation, entrepreneurial attitude, and strategic consensus.

1-3-2- The variables (strategic conversation, entrepreneurial orientation, and strategic consensus) are crucial factors that have a direct impact on the operational landscape of modern corporate organisations.

1-3-3- Determine the magnitude of the influence of strategic conversation on the attainment of entrepreneurial orientation by examining the interaction function of strategic consensus.

### **1-4- Proposed research strategy**

The default search schema has three distinct sets of agency variables:

1-4-1- The independent variable, referred to as strategic conversation, encompasses active leadership and participation in conversations, as well as understanding of individual communication preferences (ALSiede, 2015).

1-4-2- The interaction variable, known as strategic consensus, encompasses the qualities of innovation, proactiveness, and offensiveness (Jawad, 2021).

1-4-3- The dependent variable, Entrepreneurial Orientation, encompasses communication, transparency, and empowerment (Martens et al., 2018:257).

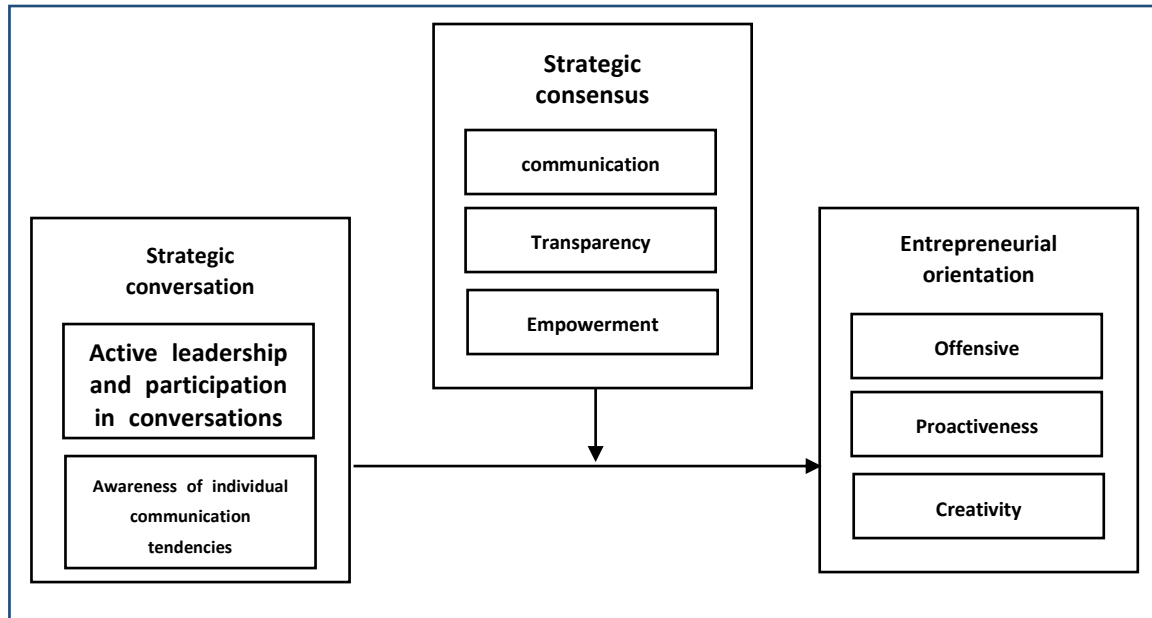


Figure 1 presents a hypothetical diagram illustrating the research.

### 5-1- Hypotheses for research

The current research investigated the hypotheses derived from the relationships depicted in the hypothetical diagram presented in Figure (1) above. These hypotheses are as follows:

1-5-1- The primary hypothesis (H1): The strategic discourse has a substantial impact on entrepreneurial orientation.

1-5-2- The second primary conjecture (H2): The presence of strategic consensus has a major impact on entrepreneurial orientation.

1-5-3- The third primary hypothesis (H3): The interacting role of strategic consensus between strategic discussion and entrepreneurial orientation has a positive and significant influence relationship.

## 2- Literature review

### 2-1- The concept of strategic conversation

Moorhouse (2013:72-75) explained that the meaning of conversation is every form of seeking, exchanging and processing information such as decision, planning, implementation and evaluation. It includes conceptual conversation, dialogue, debate, discourse, dialectics, and a framework for engaging in education, training, and strategic development dialogues.

(Kyprianou et al., 2015:3) and colleagues point out that the concept of strategic conversations can be viewed as (naturally occurring interactions as opposed to scripted or interview-based interactions between executives and stakeholders, and the unique window in which conversation data opens in. Strategy is implicit, organic, adaptive, and able to include multiple perspectives. Below we summarize the most important definitions that researchers have addressed about the strategic conversation, as follows: -

Table 1: Definitions of strategic conversation

No.	Researcher's name	the definition
1	Moorhouse,2013:77	Effective communication in business requires a combination of strategic conversation methods, such as dialogue, debate, discussion, inquiry, advocacy, and dialectical inquiry. This allows managers to establish a shared understanding and make decisions that align with business objectives.
2	Alsiede,2015:2	High-quality dialogic interactions enable decision-makers to be more thoughtful, more skilled in dealing with risks, opportunities, options and alternatives, and can help achieve the desired results.
3	Lahouel & Montargot, 2016:3	Diverse communication mechanisms, for the purpose of improving and integrating the change intention of organizations, but structured and organizing meaningful dialogues. They represent effective linguistic mechanisms available to leaders to persuade a particular construction of reality to their own interests.

Source: Prepared by the researcher.

## 2-2- Dimensions of the strategic conversation

According to (ALsiede, 2015), the strategic conversation can be measured by relying on two dimensions:

2-2-1- Active leadership and participation in conversations: The strategic conversation contains a basic part, which is designed by managers or leaders, and another informal part, consisting of an informal conversation about the future that automatically appears in any organization. It is very important because it reduces the focus of people's attention. Managers cannot control it, but they can intervene. It seeks to find high strengths. Employee impression of their organisation affects strategic discourse. Mental models are built over time, and these models are coupled with a common language that makes strategic conversation possible. (Van der Heijden, 2011: 11).

2-2-2- Organisations now lack awareness of individual communication inclinations, rendering strategic conversation a myth. Due to the scarcity of materials documenting this occurrence, the discussion of strategy has become yet another popular phrase in the extensive lexicon of organisational terminology. Manning asserts that strategic discourse is not only a sporadic activity that may be embraced or discarded at one's discretion; rather, it is unequivocally the primary and most crucial operational instrument (Manning, 2002: 36).

## 2-3- The concept of strategic consensus

Strategic consensus refers to the outcome of a joint decision-making process in which all key stakeholders agree on a strategic choice. To be more precise, the literature on decision-making defines consensus as the state of acceptance rather than mere agreement. That is, it is perceived as the outcome of a deliberate choice that dictates that any agreement must be agreeable to everyone involved. In simpler terms, consensus refers to the agreement reached by all members of a group, where each individual is content with the ultimate course of action to be pursued. Consequently, consensus refers to a judgement that is anticipated to encounter no opposition. Strategic consensus can be categorised into two types: natural strategic consensus and negotiated strategic consensus (Bragaw & Misangyi, 2019: 17-22). To be more exact, Table 2 displays various definitions of strategic consensus based on the viewpoints of a cohort of researchers.

Table (2) Some definitions of strategic consensus according to the opinions of a group of researchers

Name of researcher and year	the definition
(Feger, 2014: 944)	Establishing a common comprehension of the organization's strategic priorities across managers at senior, middle, and/or operational levels.
(Jabarzadeh et al., 2019: 3)	Organisational alignment pertains to the convergence of views and ideas across all individuals inside the organisation.
(Veloso Saes et al., 2020: 1)	A collective comprehension of the pertinent information related to the chosen approach among a group of individuals responsible for making decisions.
(Haapanen et al., 2020: 5)	Consensus among managers over strategic priorities.

**Source: Prepared by the researcher.**

## 2-4- Dimensions of strategic consensus

Due to the nature of this study, the researcher adopted the researcher's scale (Jawad, 2021), and these dimensions can be explained as follows:

### 2-4-1- Communication

Effective communication among employees is a vital aspect of modern organisations, carrying significant expectations. Although coworking spaces are often seen as a solution to the challenges of modern work life, effectively using their advantages is a complex and little comprehended task (Raappana & Horila, 2019: 2). Interpersonal communication within the organisation is a well-established and customary procedure. Teams are typically assembled with the purpose of attaining a particular objective, task, or undertaking. Team members frequently possess a collective sense of accountability, with each individual fulfilling a crucial function in the attainment of shared objectives. Communication involves the creation of common meanings and the establishment of roles, norms, and regulations (Scott, 2013: 302).

### 2-4-2- Transparency:

Modernity assumes knowledge and understanding into social and natural phenomena based on transparency. Although transparency has historic roots, it has become mainstream in modern society as a key aspect of logic, progress, and good governance (Christensen & Cornelissen, 2015: 134). Transparency engages employees in the decision-making process and offers more information to departments. When employees possess a comprehensive comprehension of procedures and their organisation, they will possess a sense of assurance in the fact that their leaders and colleagues are making sound and judicious decisions. Transparency diminishes guesswork by providing employees with additional facts and knowledge. The fundamental elements of transparency facilitate a more sincere and unrestricted exchange of ideas, as both employees and users are esteemed.

### 2-4-3- Empowerment

Empowering employees is a concept related to participatory management and employee involvement (Johansson, 2015: 92). Empowerment refers to possessing the knowledge and skills necessary to develop employees, make wise career choices that suit their strengths and enhance their talent, and move effectively from one role to another and from one level to another in the organization (Craig, 2016: 70). Empowerment in the workplace also enhances the creative performance of employees. When workers find responsibility and authority to make decisions, they are motivated to generate and provide new ideas to perform high-quality service for customers and solve their problems successfully (Wang & Yang, 2021: 4).

## 2-5-The concept of entrepreneurial orientation

The entrepreneurial orientation of organizations is considered (Miller's, 1983) to be the first to address and present it when using proactiveness, creativity, and risk in measuring entrepreneurship (Lim & Envick, 2011: 466). Table (3) shows some of the researchers' contributions to the concept of the entrepreneurial orientation of organizations according to their chronological sequence:

Table 3: Some researchers' contributions to the concept of the entrepreneurial orientation of organizations

No.	Researcher	Concept
1	Douglas, et.al, 2000:1056	A set of behaviors that are described as creative, proactive, and risk-taking.
2	Fulford & Rizzo, 2009:27	A form of strategic orientation in which entrepreneurship becomes the dominant logic
3	Karacaoglu et al.,2012:163	A strategic direction used by an organization to adapt to a changing business environment and achieve a sustainable competitive advantage over its competitors.
4	Martens et al., 2018:257	Basic policies and practices for developing entrepreneurial actions and decisions that decision makers use to advance their organizations' purpose, support their vision and create competitive advantages

Source: - Prepared by the researcher based on administrative literature

## 2-6- Dimensions of entrepreneurial orientation

The dimensions of the entrepreneurial orientation of organizations relate to the strategic process at the organization level, which it uses to gain a competitive advantage. The following is a detailed explanation of each of the dimensions:

### 2-6-1- Creativity: -

Innovation reflects an organization's readiness to support, encourage and enhance new ideas, experimentation and creative processes, which may lead to new products or technological processes.

(McFadzean,et al, 2005:353). Lumpkin & Dess (1996:141) is the first to emphasize the importance of creativity, as it is the only dimension that should be used in all entrepreneurial businesses, and if it is not employed actively and energetically, then there is no spirit of leadership at the business level.

### 2-6-2- Proactive: -

The term proactivity refers to an organization's efforts to respond to and seize opportunities, as well as to track and monitor changes in the business environment, customer tastes and technology. (Lumpkin et al, 2010:248), so (Venkatraman1989a) defined it as searching for new opportunities that may or may not be related to the current line of operations, introducing new products and brands before the competition, and strategically eliminating operations that are in mature life cycle stages. or decreasing (Lumpkin & Dess, 2001:429)

### 2-6-3- Competitive attacking: -

Competitive aggressiveness is a response to threats. According to this distinction, an organization searches for an attractive position (proactive) and, once established, seeks to protect its position (competitive aggressiveness). (Chang et al, 2007:1000) Competitive aggressiveness refers to an organization's tendency to challenge its competitors directly and intensely to achieve entry or improve the position, and to outperform industry competitors in the market (Lumpkin & Dess, 1996:148).

### 3- The practical aspect

#### 3-1- Response rate

From the total number of workers in private banks in the Al-Najaf Governorate (Babylon, Al-Mansour, Al-Khaleej), the researcher randomly distributed 300 questionnaires to ensure the sample accurately represented the study population. Based on the amendment, it appears that the optimal sample size is 272 individuals, and for the period from 11/8/2023 to 8/12/2023, a total of 282 questionnaires were retrieved, bringing the number of suitable questionnaires for statistical analysis to 272 (with a response rate of 94%). The total number of individuals involved is 933.

#### 3-2- Description of the demographic factors of the respondents:

This study's questionnaire was sent out to a sample of people who were selected based on a variety of demographic variables, including but not limited to: gender, age, level of education, occupation, and length of service. These factors were examined for the research sample in order to ensure their level of awareness and ability to correctly answer the questionnaire items. The table shows (4) A description of the demographic factors of respondents who work in private banks in the Al-Najaf Al-Ashraf Governorate (Babylon, Al-Mansour, Al-Khaleej).

Table (4) Description of the sample of respondents who work in private banks in the Al-Najaf Al-Ashraf Governorate (Babylon, Al-Mansour, Al-Khaleej)

Gender									
Male					Females				
165					60.7%				
the total					272				
the age									
29 or less		30-39		40-49		50-59		59 or more	
102	37.5%	107	39.3%	43	15.8%	10	3.7%	10	3.7%
the total					272				
marital status									
Married					Single				
237					87.1%				
the total					272				
Years of service									
From 1-6 years		From 7-11 years		From 12-19 years		From 20-29 years		From 30-39 years	
40	14.7%	75	27.6%	85	31.3%	35	12.9%	37	13.6%
the total					272				

Source: Prepared by the researcher.

#### 3-3- Validity and reliability of the study's measurement tool:

The term "reliability" is used to describe the degree to which the result remains unchanged when the same tool is used on the same sample multiple times at different times. This indicates the reliability and validity of the study's findings as well as the size of the sample. The stability of the scale is proportional to how near its dependability coefficient value is to the true value, which can take on values between zero and the true value. Research in the fields of administration and behavioural science has shown that reliability coefficients (Cronbach's alpha) with values above 70% are statistically acceptable (Nunnally & Bernstein, 1994). Regarding the believability criterion, it demonstrates that the items truly assess the primary objective for which they were created. Valuations above 70% are considered acceptable. Table (5) shows the findings obtained after running the test, which clearly demonstrate that all axes provided



satisfactory results both individually and together.

Table (5): Validity and reliability coefficient for the research scale

Dimensions	Number of paragraphs	Stability coefficient	Honesty coefficient
Strategic Conversation (SC)	10	92.3%	96.1%
Active Leadership and Participation in Conversations (LP)	5	88.2%	93.9%
Awareness of Individual Communication Tendencies (WI)	5	82.7%	90.9%
Strategic consensus (SO)	15	94.5%	97.2%
Communication (CM)	5	88.1%	93.9%
Transparency (TR)	5	86.8%	93.2%
Empowerment (EM)	5	83.5%	91.4%
Entrepreneurial orientation (EO)	9	91.9%	95.9%
Creativity (CR)	3	83.1%	91.2%
preemption (PR)	3	78.2%	88.4%
Offensive (OF)	3	93.4%	96.6%

The researcher created the source from SPSS outputs.25

#### 4-3 descriptive statistics/describing, diagnosing, and analysing study variable data

The researcher determined each dimension's paragraphs' average, percentage, standard deviation, and questionnaire paragraph weight (important) from 272 responses. They employed five-point Likert scales to poll the sample's opinions on both sub-level and primary variables. The study examines strategic conversation (SC), entrepreneurial orientation (EO), and strategic consensus (SO) among private bank workers in Najaf (Babylon, Al-Mansour, Al-Khaleej).

Strategic conversation (SC) descriptive analysis:

Table 6 shows that out of the two dimensions of active leadership and participation in conversations, the paragraph that states "I take a position and express the results while continuing to participate in the conversation at hand" came first with a mean of 4.15 and a standard deviation of 0.879, and the paragraph that states "I constantly question my opinions with the aim of arriving at data that can be observed" came first with an arithmetic mean of 3.97 and a standard deviation of 0.620, which is higher than the hypothesised mean of (3), and the remaining items in both dimensions performed admirably. Because of this, private banks in the Al-Najaf Governorate (Babylon, Al-Mansour, and Al-Khaleej) are very alert and pay close attention to the steps of the strategy discussion.

Table (6) Descriptive analysis of the items on the dimensions of strategic conversation (SC)

Code	Paragraphs	Mean	S. D	Ranking	Skewness	Kurtosis
LP1	I stay actively involved in the discourse while taking a stand and sharing my discoveries.	4.15	0.879	1	.752	-.825
LP2	I hope that other people will make decisions that will allow them to join in on the discussion.	3.79	0.713	3	.714	-.987
LP3	For the purpose of spotting occurrences that might provide light on fundamental behavioural patterns and structural features, I maintain contact.	3.92	0.754	2	.986	-.982
LP4	I strive to be forthright about the presumptions that underpin my viewpoints.	3.70	0.934	5	.876	-.688
LP5	When people's views are at odds with mine, I respectfully disagree with them.	3.78	0.834	4	.987	-.654

Having active leadership and participating in conversations						
WI1	As a judge, I pay attention to what people say and keep an eye on myself.	3.80	.8160	2	.521	-.447
WI2	In an effort to get at empirical evidence, I am always challenging my own ideas.	3.97	0.620	1	.538	-.992
WI3	Patterns and structures are clarified by asking open-ended questions.	3.56	.909	5	.926	.584
WI4	For the purpose of elucidating sense, affect, behaviour, and emotion, I provide specific instances.	3.59	.984	3	.980	.929
WI5	In my coaching, I make use of relevant abilities including attentive listening, understanding, respect, specificity, and candour when necessary.	3.58	0.960	4	.166	.164
awareness of individual communication tendencies						

The researcher developed the source using data generated by the SPSS.V.26 programme..

Table (7) displays the results for Strategic Conversation (SC) using statistical markers like arithmetic mean, standard deviation, and percentage. It is obvious that the said variable

It had a high response because the arithmetic mean was 3.79, with a standard deviation of 0.840 and a percentage of 75.70%, where active leadership and participation in conversations (LP) had the highest values and awareness of individual communication tendencies (WI) had the lowest values. The following presentation shows that private bank staff in Najaf Al-Ashraf (Babylon, Al-Mansour, Al-Khaleej) are moderately interested in strategic conversation components. Key findings were the sample's responses to each Strategic Conversation (SC) dimension:

Table (7) Descriptive analysis of the dimensions of strategic conversation (SC)

Variables and dimensions	Mean	S. D	Importance ratio	C.V	Ranking	Skewness	Kurtosis
Active Leadership and Participation in Conversations (LP)	3.87	0.823	77.4%	21.3%	1	0.863	-0.8272
Awareness of Individual Communication Tendencies (WI)	3.70	0.860	74.0%	23.2%	2	0.6262	0.0476
Strategic Conversation (SC)	3.79	0.840	75.70%	22.25%		0.7446	-0.3898

The researcher developed the source using data generated by the SPSS.V.26 programme.

3-4-2-Descriptive analysis of the strategic consensus (SO) variable:

According to the results of Table (8), the paragraph (In our bank, the communications system provides feedback that allows the exchange of information and correction of errors) came in the first sequence of the communication dimension, with an arithmetic mean of (3.77) at a high level, with a standard deviation of (0.801), while the paragraph came (Our bank gives There is room for all concerned parties to clarify and discuss ambiguous matters in order to answer them with open arms) in the first sequence of the transparency dimension, with a mean of (3.98), with a standard deviation of (0.908), while the paragraph stated (My direct boss at work monitors my performance and provides advice and support in the tasks delegated to me on an ongoing basis.) ) in the first sequence of the empowerment dimension, with an arithmetic mean of (3.94), with a standard deviation of (0.684), as all the arithmetic means of the variable are greater than the hypothesized mean of (3), and this means that the private banks in the Al-Najaf Al-Ashraf Governorate (Babylon, Al-Mansour, Al-Khaleej) It has a high awareness and pays

good attention to the procedures of strategic consensus (SO), and all values of the skewness and kurtosis coefficients are close to zero, so all items of the strategic consensus (SO) orientation variable - the dependent variable, are distributed normally.

Table (8): Descriptive analysis of the dimensions of the strategic consensus (SO) variable:

Code	Paragraphs	Mean	S. D	Ranking	Skewness	Kurtosis
CM1	My direct boss has enough time to communicate with all his subordinates.	3.55	.837	4	.765	.274
CM2	The work performed lacks high coordination between the units and their departments.	3.59	0.961	3	.948	-.254
CM3	The multiplicity of work sites and their geographical distance does not prevent the easy flow of information.	3.61	0.867	2	.623	-.363
CM4	The communication system provides feedback that allows information to be exchanged and errors corrected.	3.77	0.801	1	.701	-.218
CM5	The bank's management encourages employees to establish human and social relations between them.	3.47	0.721	5	.765	-.563
<b>Communication</b>						
TR1	The bank's management relies on clarification to make its work more streamlined.	3.55	0.931	4	.801	.151
TR2	The bank's management clarifies work procedures as they are an indicator of the safety of employees and the public.	3.68	0.145	3	.745	-.287
TR3	There is an organizational guide that explains the structure and description of employees' tasks and their job hierarchy.	3.78	0.888	2	.819	-.365
TR4	Certain standards are adopted in disclosing information in a way that preserves its organizational advantage and reassures its customers and employees.	3.48	0.668	5	.529	-.563
TR5	It allows all concerned parties to clarify and discuss ambiguous matters in order to answer them with open arms.	3.98	0.908	1	.724	-.765
<b>Transparency</b>						
EM1	My immediate boss allows me to express my opinions on the work delegated to me.	3.62	.897	4	.733	.395
EM2	Some managers in the bank delegate part of their duties to those below them organizationally, depending on the nature of the work.	3.92	.987	2	.490	-.615
EM3	My immediate boss monitors my performance and constantly provides advice and support in the tasks delegated to me.	3.94	0.684	1	.695	-.798
EM4	Training processes help with psychological stability.	3.64	0.680	3	.285	-.838
EM5	The bank's management takes into account the integration of environmental changes into the selection of training programs.	3.44	0.977	5	.288	-.658
<b>Empowerment</b>						

Strategic consensus (SO) outcomes are shown in Table 9 using arithmetic mean, standard deviation, and percentage. Clearly, the variable had a moderate reaction (arithmetic mean = 3.668, standard deviation

= 0.797, deviation = 73.4%), with Empowerment (EM) having the highest values. Communications (CM) came last due to its low values, however the sample's most relevant outcomes for each strategic consensus (SO) dimension are:

Table (9) Descriptive analysis of the dimensions of strategic consensus (SO)

Variables and dimensions	Mean	S. D	Importance ratio	C.V	Ranking	Skewness	Kurtosis
Communication (CM)	3.598	0.837	%72.0	%23.3	3	0.760	-0.225
Transparency (TR)	3.694	0.708	%73.9	%19.2	2	0.840	-0.485
Empowerment (EM)	3.712	0.845	%74.2	%22.8	1	.742	.109
Strategic consensus (SO)	3.668	0.797	73.4%	21.8%		.986	.619

The researcher developed the source using data generated by the SPSS.V.26 programme.

### 3-4-3-Descriptive analysis of the entrepreneurial orientation (SO) variable:

According to Table (10), the paragraph (Our bank seeks to provide new and innovative banking services with international standards.) came in the first sequence of the creativity dimension, with an arithmetic mean of (3.82) at a high level, with a standard deviation of (.939), and the paragraph (Our bank seeks to Achieving leadership in the market by responding to all new banking services) came in the proactiveness dimension. The offensiveness dimension has an arithmetic mean of 3.95 and a standard deviation of 0.913, with all items exceeding the hypothesised mean of 3. In the Al-Najaf Al-Ashraf Governorate (Babylon, Al-Mansour, Al-Khaleej), private banks are aware of Entrepreneurship orientation (SO) standards are respected.

No missing values and close to zero skewness and kurtosis coefficients mean that all entrepreneurial orientation (SO) variables—the interaction variable—are distributed normally, as shown in Table (8).

Table (10): Descriptive analysis of the dimensions of the entrepreneurial orientation (SO) variable:

Code	Paragraphs	Mean	S. D	Ranking	Skewness	Kurtosis
CR1	Our bank owns modern and innovative banking devices worldwide.	3.74	.851	3	.720	-.370
CR2	Our bank seeks to provide new and innovative banking services with international standards.	3.82	.939	1	.990	-.302
CR3	The bank's management encourages its employees to provide all innovative and new banking services.	3.76	.951	2	.889	-.257
<b>Creative</b>						
PR1	Our bank encourages its employees to conduct research and development to provide everything that is new and innovative in the future	3.77	.871	2	.743	-.205
PR2	Our bank responds to all emergency situations according to the needs and requests of customers.	3.55	.876	3	.500	-.664
PR3	Our bank seeks to achieve market leadership by responding to all new banking services	3.91	1.051	1	.647	-.891
<b>Proactiveness</b>						
OF1	Our bank adopts marketing strategies in providing banking services that exceed competitors' expectations	3.95	0.913	1	.752	-.779

OF2	Our bank follows highly flexible plans and strategies to confront threats and exploit emergency marketing opportunities.	3.87	0.838	2	.582	-.776
OF3	Our bank seeks to achieve leadership over competitors by providing banking services that exceed expectations.	3.82	0.900	3	.731	-.772
Offensive						

The researcher developed the source using data generated by the SPSS.V.26 programme.

Entrepreneurial Orientation (SO) results are shown in Table (11) using arithmetic mean, standard deviation, and percentage. Obviously, the variable

It scored high because Offensiveness (OF) had the greatest values and Proactiveness (PR) the lowest, and the arithmetic mean was (3.799), with a standard deviation of (0.910), which displays the deviation of the values from their mean, with 76.0%. The sample's key findings are below. -

Table (11) Descriptive analysis of the dimensions of entrepreneurial orientation (SO)

Variables and dimensions	Mean	S. D	Importance ratio	C.V	Ranking	Skewness	Kurtosis
Creativity (CR)	3.773	0.914	%75.5	%24.2	2	0.866	-0.310
Proactive(PR)	3.743	0.933	%74.9	%24.9	3	0.630	-0.587
Offensive (OF)	3.880	0.884	%77.6	%22.8	1	0.688	-0.776
Entrepreneurial orientation (SO)	3.799	0.910	76.0%	24.0%		0.728	-0.558

The researcher developed the source using data generated by the SPSS.V.26 programme.

In order to determine whether the study data is normal, we will use the coefficients of skewness (Skewness) and flattening (Kurtosis). According to Wegner (2013:83), there is no fixed rule to indicate the values of the coefficients of skewness or skewness as an upper or lower limit, but there is an approximate formula that can be used.

### 3-5- Testing the impact hypotheses

This paragraph discusses and tests impact hypotheses sequentially:

3-5-1H1: Main hypothesis Testing how the Strategic Conversation (SC) axis affects the Strategic Consensus (EO). The researcher created a structural model to test these hypotheses:

Strategic discussion (SC) affects strategic consensus (EO). Researchers proposed the structural model shown below:

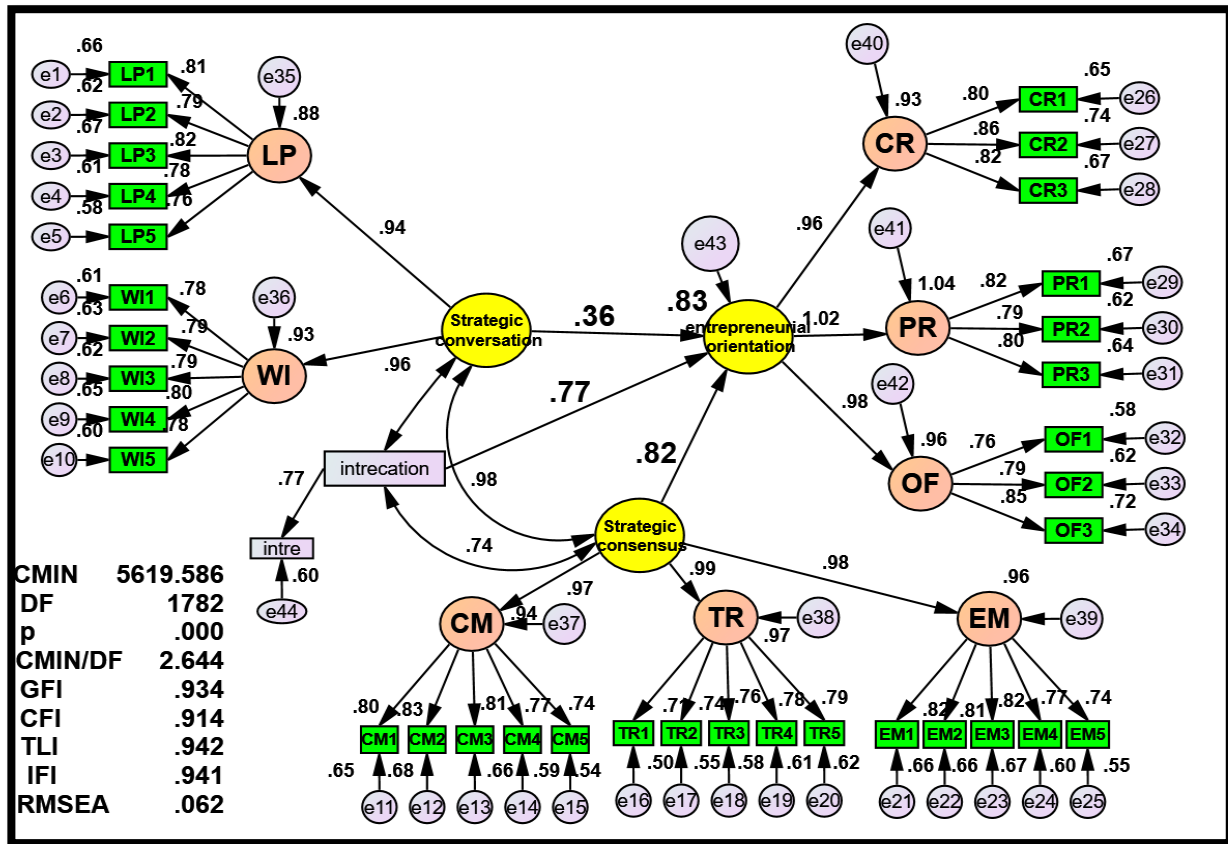


Figure (2) Regression model for the interactive role of strategic consensus in the relationship between strategic conversation and entrepreneurial orientation

The researcher's statistical study of impact model acceptance criteria is shown in the table below:

Table (12) The effect of the interactive role of strategic consensus on the relationship between strategic conversation and entrepreneurial orientation

Track		Standard estimate	Standard error	C.R	R2	Sig.	
Strategic conversation	→	Entrepreneurial orientation	0.364	0.087	8.100	0.18	0.000
Strategic consensus	→	Entrepreneurial orientation	0.823	0.075	9.435	0.64	0.000
Strategic conversation	→ Interactive role →	Entrepreneurial orientation	0.769	0.047	16.154	0.828	0.000

The researcher used AMOS.V.24 outputs to create the source.

The table above shows a direct, direct, significant effect below the 5% significance level for the strategic conversation axis in the entrepreneurial orientation axis, with an effect value of (0.364), a weak effect, and a critical ratio of (8.100), a significant value since the p-value was zero. Thus, increasing the strategic conversation axis by one unit increases the entrepreneurial orientation axis by (0.364) and explains 18% of the variance. The remaining 82% of entrepreneurial attitude is related to characteristics not in the study model. This means that strategic conversations improve by encouraging employees to make decisions that support participation and staying in touch to find events that can help.

In the Najaf Al-Ashraf Governorate (Babylon, Al-Mansour' Al-Khaleej), private banks become more entrepreneurial by understanding basic behaviour patterns and structural aspects and using coaching skills like deep listening, empathy, respect, tangibility, and honesty.

3-5-2- H2: Testing the strategic consensus axis' effect on entrepreneurial orientation.

The table above shows a direct effect with significant significance below the 5% level for the strategic consensus axis in the entrepreneurial orientation axis, with an effect value of (0.823) and a critical ratio of (9.435), which is significant because the p-value was zero. A high direct impact relationship is shown by the 5% significance level. By increasing the strategic consensus axis by one unit, the entrepreneurial orientation axis increases by (0.823), and strategic consensus explains 64% of the variance in entrepreneurial orientation. The remaining 36% is attributed to variables not in the study model. This means that the bank's management encouraging employees to create personal and social interactions and adopting particular rules for providing information to protect its organisational advantage and reassuring people increases strategic consensus. His customers and employees, in addition to delegating some of the bank's managers to those lower than them organizationally and according to the work, increase the entrepreneurial orientation of private bank cadres in Najaf (Babylon, Al-Mansour, Al-Khaleej).

3-5-3- The third sub-hypothesis (H3) (a favourable and considerable influence relationship for strategic consensus between strategic conversation and entrepreneurial orientation).

The table above shows that the more cadres working in private banks in the Najaf Governorate (Babylon, Al-Mansour' Al-Khaleej) realise the importance of strategic conversation by listening and being self-aware when judging, the more the investigated banks adopt a democratic approach to employee management in the presence of strategic consensus. The more the entrepreneurial orientation improves through the bank's management encouraging its employees to conduct research and development to provide everything that is new and innovative in the future, and to respond to all emergency situations according to the needs and requests of customers. In other words, the strategic consensus as an interactive variable makes an effective and positive contribution, as the value of the coefficient reached The interactive effect of the strategic consensus variable on the relationship between the strategic conversation in entrepreneurial orientation (0.769) and with significant limits (0.000). Also, the interactive variable contributed to increasing the coefficient of the direct effect of the strategic conversation variable in entrepreneurial orientation from (0.364) to (0.769), in addition to Change the value of R2 in the direct effect model from... (18%) to (82.8%) for the independent variable strategic conversation in the interactive effect model, this gives clear evidence of the validity of this hypothesis. That is, strategic consensus has an interactive effect on the relationship between strategic conversation and entrepreneurial orientation.

Figure (2) shows that the quality of fit criteria for the dimensions of the strategic leadership variable obtained values higher than the values of the required indicators, as the ratio (CMIN/DF) of the chi-square to the degree of freedom reached (2.644), and the goodness of fit index (GFI) represented (0.934). With a mean square error of approximation value (RMSEA) equal to (0.062), these indicators meet the standards of structural equation modeling, which means that the study model contributes to the interpretation of the items of the measurement tool, Note that all standard regression weights met structural equation modelling norms with a higher standard estimate. From (0.40), all estimated critical values were greater than the table critical value (CR) of 1.96, indicating measurement matching quality.

Based on these results, the conditions for the validity of the interactive effect have been met, which are

as follows:

a. The interactive variable increases the strength of the influence between the independent variable, strategic conversation, and the dependent variable, entrepreneurial orientation.

B. The value of the effect of the interactive variable (strategic consensus) must be statistically significant.

These two conditions have been met, and thus the hypothesis of the interactive effect is accepted, which states (the strategic consensus variable has a significant effect on the relationship between the strategic conversation and entrepreneurial orientation).

Hair, J.F., Hatt, G.T.M., Ringle, C.M. and Sarstedt, M, (2017), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM).2<sup>nd</sup>: SAGE.

## 4-Conclusions and advice

### 4-1- Conclusions:

This paragraph highlights the key findings from the researcher's practical analysis of applied and statistical results.

4-1-1- Most respondents agreed that the components of the strategic conversation (active leadership, participation in conversations, awareness of individual communication tendencies) were important, indicating that workers in private banks in Najaf (Babylon) were interested in it.

4-1-2- The availability of entrepreneurial oriented components among private bank staff in Al-Najaf Governorate (Babylon, Al-Mansour 'Al-Khaleej), where most survey sample answers were in accord, is a favourable indicator.

4-1-3- The availability of strategic consensus dimensions among private bank staff in Najaf (Babylon, Al-Mansour, Al-Khaleej), where most study sample replies agreed, is a favourable indicator.

4-1-4- Low, favourable, and significant impact correlations between strategic conversation and entrepreneurial attitude are evident. This suggests that the strategic conversation among private bank employees in Najaf Al-Ashraf (Babylon, Al-Mansour, Al-Khaleej) yields more when paid more attention. This encourages entrepreneurship.

The relationship analysis shows that strategic consensus and entrepreneurial attitude have a strong, positive, and substantial influence. This suggests that the more attention paid to strategic consensus among private bank staff in Najaf Al-Ashraf (Babylon, Al-Mansour, Al-Khaleej), the more this leads to To encourage bank workers to be entrepreneurial.

4-1-6- The impact correlations between the strategic conversation and entrepreneurial orientation show that the strategic consensus had a high, good, and moral role. This suggests that private bank staff in Al-Najaf Governorate (Babylon, Al-Mansour) pay more attention to strategic conversation components. 'Gulf) whenever strategic consensus interacts with employees in the banks analysed to strengthen employee entrepreneurship.

### 4-2- Recommendations

4-2-1- Advise surveyed banks to stay in touch to identify occurrences that can assist explain behaviour and structure.

4-2-2- The organisation should guarantee I apply coaching skills like deep listening, empathy, respect,



concreteness, and honesty to improve strategic conversations.

4-2-3- Strengthening the communications system to offer feedback for information exchange and error repair.

4-2-4- The necessity of encouraging employees to participate in professional meetings and discussions to influence company decisions.

4-2-5- Discuss ambiguous issues with all parties to answer them openly.

4-2-6- Considering environmental changes when choosing training programmes

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