



# Digital Entrepreneurship in the Light of Contextual Leadership Intelligence: An Analytical Study in a Sample of Iraqi Private Universities

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## **Authors' contributions**

*This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.*

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## **ABSTRACT**

**Aims:** This research aims to identify the level of influence of contextual leadership intelligence on achieving digital entrepreneurship in a sample of Iraqi private universities.

**Study Design:** The research adopted the descriptive analytical method to describe the research variables and interpret the results.

**Place of Study:** The research was applied in a sample of Iraqi private universities. These universities were chosen due to their importance and effective role in supporting and developing the Iraqi higher education sector, meeting the needs of the market and society, as well as keeping pace with scientific and technological developments.

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**Methodology:** A sample representing the original community was chosen for the research, and its size reached (150) individuals from administrative leaders in ten Iraqi private universities. The research also relied on personal interviews and a questionnaire form as the main research tool, and a set of statistical tools were used, represented by (arithmetic mean, standard deviation, Coefficient of Variation, and simple regression), and the research data was analyzed using (SPSS V.25) program.

**Results:** The results of the research showed the existence of a positive and significant influence relationship for all dimensions of contextual leadership intelligence in digital entrepreneurship at the level of the Iraqi private universities investigated, and the results also showed acceptance of all research hypotheses.

**Conclusion:** This research was conducted by taking a sample of administrative leaders in Iraqi private universities, and the research conclusions indicate that there is a positive effect of contextual leadership intelligence in digital entrepreneurship. The conclusions also indicate that there is a positive effect for all dimensions of contextual leadership intelligence, represented by (3D- Thinking, tacit knowledge and synchronization) in entrepreneurship. Digital works at the level of the investigated Iraqi private universities.

**Keywords:** *Contextual leadership intelligence; digital entrepreneurship and Iraqi private universities.*

## 1. INTRODUCTION

The private higher education sector in Iraq in general and the researched universities in particular constitute an important tributary in serving society due to the diverse educational services they provide and in view of the internal and external challenges in all fields, which require them to strive to raise the level of academic performance to be able to face competition in this sector. Business today has become very dynamic and volatile, and in such an environment leadership is very difficult, as well as having experience of what happened, drawing lessons from those experiences and applying them to the current situation as well as anticipating the requirements of the future are necessities, and it puts leaders in difficult and somewhat boring situations, as new technology, high diversity in the workforce, and new products contribute to constantly changing contexts, which in turn puts pressure on current business leaders, and accordingly requires leadership directed towards achieving high results with a high level of adaptability and response ability, as leadership intelligence is Contextualism is a model that includes the ability to diagnose a number of contextual factors inherent in the environment, and then adjust behavior in order to influence that context. Diagnosing the context and making the appropriate decision increases the leader's ability to learn from different experiences and using that knowledge to exert a specific influence by the leader may lead to shaping the desired future for the organization. Entrepreneurial characteristics are highly compatible with digital business, as digital

pioneers seek to reduce costs in proportion to their financial capabilities, in addition to working on society in providing information and participating in the management of information systems within digital entrepreneurship. Since the human element is related to every activity, whether physical or virtual, dealing with it within any circle of commercial activity is through leadership in organizing the human element in the digital business environment, and the role of contextual leadership intelligence here is more effective, as digital entrepreneurship depends on Financing and managing its activities in society to a greater extent than physical business activities. The Iraqi business environment in general and the private academic organizations sector is partially keeping pace with developments taking place in the world in the areas of management of similar organizations, but there is a need for increased attention and focus on developing their work further.

## 2. METHODOLOGY

### 2.1 Research Problem

The private higher education sector in Iraq in general and the universities studied in particular constitute an important tributary in serving society due to the various knowledge services they provide, and in view of the internal and external challenges in all fields, which require them to strive to raise the level of academic performance to be able to face competition in this sector, Despite the serious interest of these universities in leadership in the field of providing knowledge services. As a result of the field visits

and personal interviews conducted by the researcher with the senior management of the private universities investigated, it was found that they did not reach the indicators of digital entrepreneurship achieved by private universities around the world due to the incompatibility of most of these indicators with what is required by the quality of higher education and academic accreditation. The research problem includes the extent to which the researched private universities need to apply the dimensions of contextual leadership intelligence in the field because of their major role in predicting the future and developing strategic plans to confront the challenges and risks that the researched private universities may face through the vision of understanding the internal and external environment surrounding the universities, and how to keep up with them. The tremendous changes represented by technological development and other changes require universities to respond quickly to these changes, and the transformation of the work of universities from the traditional administrative style to the contemporary style of providing new services that contribute to meeting the needs of customers, solving their problems, and achieving their satisfaction in order to lead them to digital entrepreneurship. In light of the above, research questions will be raised according to the realistic perceptions available among the research sample in the universities investigated regarding the research variables, as follows:

1. What is the level and nature of the awareness of administrative leaders in the Iraqi private universities studied regarding the variables of the study (contextual leadership intelligence and digital entrepreneurship)?
2. What is the level of reality and application of the dimensions of the research variables represented by (contextual leadership intelligence and digital entrepreneurship), and what is the extent of the precedence of their adoption at the level of the private Iraqi universities investigated?
3. What is the level and nature of the impact of the dimensions of contextual leadership intelligence on digital entrepreneurship in the investigated Iraqi private universities?

## **2.2 Research Importance**

This research gains its theoretical and field importance through the following:

1. The importance of the current research is embodied in building a cognitive framework for the variables of the current research, which are (contextual leadership intelligence and digital entrepreneurship), as well as presenting an accumulation of knowledge that is a starting point and an incentive for other researchers to enrich the subject of the study in future studies.
2. This research represents a modest addition to the scientific library in the field of organizational behavior and entrepreneurship, which is represented by clarifying the theoretical and intellectual aspects of the research variables and their sub-dimensions.
3. The importance of this research is highlighted in its selection of an important and vital sector, which is considered an essential source for advancing the educational reality of the country, and providing society with the various knowledge services it provides, represented by the Iraqi private higher education sector, which is considered one of the most important and effective sectors in the process of achieving educational development.
4. The possibility of benefiting from the results of this research in developing the work of the Iraqi private universities investigated, in addition to providing some suggestions for researchers to conduct a number of future studies.

## **2.3 Research Objectives**

The theoretical and field research objectives are embodied by achieving the following:

1. Building a cognitive framework for the philosophy of the research variables represented by (contextual leadership intelligence and digital entrepreneurship) and its sub-dimensions by tracing the intellectual foundations of specialized literature.
2. Knowing the level and nature of the research variables represented by (contextual leadership intelligence and digital entrepreneurship) in terms of basics, dimensions and levels in the investigated Iraqi private universities, and then arriving

at the most important factors and appropriate methods for their application.

3. Statistically testing the level of influence of the dimensions of contextual leadership intelligence on digital entrepreneurship at the level of the investigated Iraqi private universities.
4. Providing a set of conclusions, recommendations, solutions and information to the investigated Iraqi private universities in order to improve the status of Iraqi universities, work to maintain the continuity of their work and achieve their goals, and create a vision for future events that may occur in order to overcome the difficulties that hinder the researched universities from achieving their goals and gaining a competitive advantage.

## 2.4 Research Hypotheses

A set of hypotheses were formulated to test the research model, embodying the directions of relationship and influence, as well as achieving a response to the research objectives and answering the questions raised in the problem. The construction of these hypotheses crystallizes as follows:

The main research hypothesis: "There is a statistically significant effect of contextual leadership intelligence on digital entrepreneurship at the level of the Iraqi private universities investigated." From the main hypothesis emerge a number of the following sub-hypotheses:

1. The first sub-hypothesis: "There is a statistically significant effect of the three-dimensional thinking dimension on digital entrepreneurship at the level of the investigated Iraqi private universities".
2. The second sub-hypothesis: "There is a statistically significant effect of the synchronization dimension in digital entrepreneurship at the level of the investigated Iraqi private universities".
3. The third sub-hypothesis: "There is a statistically significant effect of the tacit knowledge dimension in digital entrepreneurship at the level of the investigated Iraqi private universities".

## 2.5 Research Model

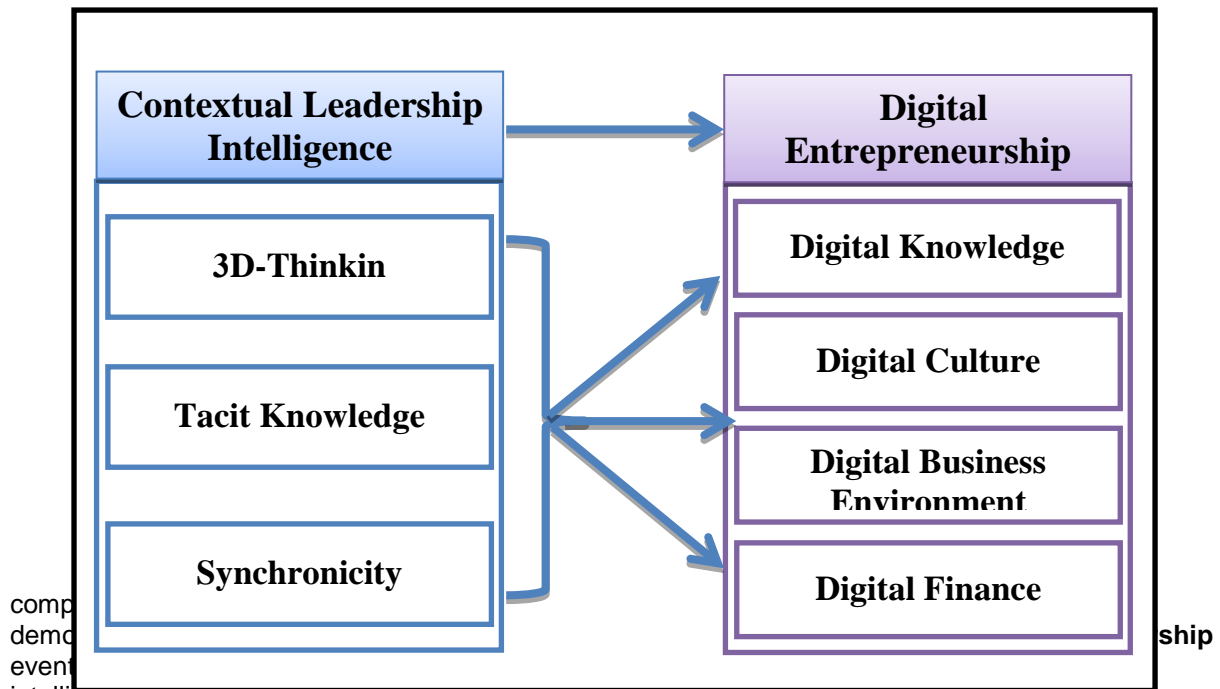
Representing a model for searching for relationships that can be in quantitative or descriptive forms, respecting the main features of the reality that affects it. The hypothetical search model shows relationships between dimensions and main and subsidiary variables in support of the research problem and achieving its goals and philosophical principles. In order to understand the model in more detail, it can be viewed as consisting of two interacting parts, as shown in Fig. (1).

## 3. LITERATURE REVIEW

### 3.1 Contextual Leadership Intelligence

#### 3.1.1 Concept of contextual leadership intelligence

The contextual leadership model emerged through reliance on grounded theory, situational analysis, and dimensional analysis, which explains conditions, processes, and relative outcomes captured within influence-based relationships. The model takes into account the interconnected micro, meso, and macro social forces that have come together to influence perceptions and expectations of known social phenomena. In the name of leadership [1]. Contextual leadership is represented by two parts, one of which is building the team's identity by providing meaning and a sense of uniqueness and importance to the team or organization being led, as well as building its team and its success by providing consistency to the task and environment. The other part of contextual leadership is the leader as an engineer, translator, and implementer of new ways to accomplish the task at hand. This part of contextual leadership includes bringing cohesion to the team and helping each member achieve optimal focus to enable good work even in the context of complex tasks and environments. In all of these actions, the overall goal is to build a leadership context that fits the values of the leader and the team and facilitates the achievement of set goals [2]. Contextual leadership intelligence can be defined as an intuitive understanding of relevant past events, acute awareness of current contextual variables, awareness of the preferred future, and interaction with them so that the leader can exert influence and make appropriate decisions [3]. As defined, contextual leadership intelligence is the ability to differentiate trends in the face of



intelligence means [4]. Contextual leadership intelligence has also been defined as the ability to quickly and intuitively recognize and diagnose the dynamic contextual variables inherent in an event or circumstance, resulting in deliberate modification of behavior in order to exert appropriate influence in this context. Therefore, the intelligent contextual leader is the person who interprets and reacts in a manner Adapt to a changing and volatile environment. A leader with high contextual intelligence will be able to recognize and interpret the current context and enable adaptability in the organization. Therefore, one person cannot always be aware of the context. This is part of the reason why complex leadership has a leadership perspective. A shared, not an individual point of view [5]. As a study by Haddad, [6] indicates, contextual leadership intelligence represents a critical skill in various disciplines that require decision-making and leadership behaviors, such as consulting, business, politics, and psychology. A study by Beck, [7] confirmed that contextual leadership intelligence is accurate reading between the lines, or the ability to accurately diagnose the context and make the correct decisions regarding what to do. The study [8] indicated that contextual leadership intelligence represents the ability to adapt, shape and choose the environment. Adaptation means changing behavior to suit the environment, while shaping refers to changing the environment to suit oneself, while choice includes a decision to find another environment that is compatible with needs, capabilities and desires.

### 3.1.2.1 3D- Thinking

3D-Thinking includes three sub-dimensions: (Hindsight, Insight and Foresight), with regard to past awareness, it represents awareness of past events that fit the current context, which helps in the ability to make accurate decisions and effective behaviors. As for insight, it means acute awareness of the current contextual spirit, and staying away from... Past events that are no longer applicable, and responding to current situations in a timely manner, while foresight represents understanding and awareness of the desired and preferred future and sets a framework for questions related to today's decisions, which will move to the desired future, and then the leader is racing towards the unknown [9]. In other words, the past is the awareness of how experiences helped the leader reach the place he is in, and this refers to awareness of the past, while the future is brought into the present (current time) through the ability to synthesize the desired identity of the organization, and an intuitive understanding of the preferred future and this is called foresight. As for the present, it is an acute awareness of the current context or all the variables that converge to create a specific, immediate situation called insight. By applying the three-dimensional thinking framework, all decisions and actions in the present time have been formulated through the convergence of awareness of the past and foresight in a synergistic manner. The three elements can be

described as a team that is indispensable to each other. If both hindsight (the past, heritage, tradition, or history) and foresight (identity, destiny, goal, or future) are not used together, then insight will miss something. If They add value to the decision that must be made now, they are not important [10].

### 3.1.2.2 Tacit knowledge

Tacit knowledge is an important influence on leadership behavior that relates to a specific person or event, and it is difficult for the knowledge owner to transfer tacit knowledge to others. There are many concepts such as wisdom, intuition, and experience that can be used to explain the concept of tacit knowledge. Tacit knowledge is characterized by three basic characteristics: It is tacit knowledge acquired from experience, which is difficult to express, and plays an effective role in achieving the individual's goals. Tacit knowledge is considered one of the most valuable assets in the organization if it is derived and used. Tacit knowledge is not acquired through support from people or literature and books, but rather it is acquired from Through experience, observation, trial and error, it tends to "know how" rather than "know what," meaning that knowledge is what directs the individual's behavior Wadi, [11]. Tacit knowledge is not a new concept, but it has become an element of building leadership. It means "what individuals know to be true regarding the actions and attitudes of the self and others, but they cannot explain how to learn these facts." Tacit knowledge consists of two sources: direct experience from trial and error and standard thinking (Blomfield, 2015).

### 3.1.2.3 Synchronicity

Synchronicity means when two or more simultaneous events occur by chance (not connected by a specific reason when they occur) that lead to a meaningful connection, and synchronicity means that some events, regardless of the context and time in which they occur, are related to some extent, and through this connection and synergy appear. Opportunities to gain knowledge, as well as the ability to generate ideas (Blomfield, 2015). The matter was not limited to unrelated events, but rather included connected events that may occur at different times, but they lead to recalling the first event in order to determine its meaning. For the purpose of the leader adapting to the changing context, he requires that he be able to

connect events according to the history of his personal experience and to benefit from it. The synergy between disconnected experiences provides an implicit framework in which ideas are generated more easily and leadership capabilities are heightened [9].

## 3.2 Digital Entrepreneurship

### 3.2.1 Concept of digital entrepreneurship

Digital entrepreneurship is a new term commonly used in the field of organizational governance to describe the process of creating a new Internet-based service, tool, function or product. Digital entrepreneurship refers not only to start-up organizations but also to the digital transformation of an existing classical business activity in markets [12]. Digital entrepreneurship pursues opportunities based on the use of digital technologies while others pursue opportunities based on business, knowledge, or organizations [13]. While digital entrepreneurship is about "carefully considering digital technologies and their unique characteristics in shaping entrepreneurial endeavors," there is an increasing focus on digital entrepreneurship due to the role of new digital technologies in business [14]. The term digital entrepreneurship has been used to refer to new economic activities that are carried out via the Internet, and this emerging phenomenon in the digital economy is characterized by new technologies and new types of workers [15]. The European Commission has defined digital entrepreneurship as "the phenomenon associated with digital entrepreneurship activity, and defines digital entrepreneurship activity as human work that is characterized by adventure, and seeks to generate value by creating or expanding economic and social activity by exploiting new products, processes, and markets based on information and communications technology." It views a digital entrepreneur as someone who seeks to generate value by creating or expanding existing economic activity by exploiting new products, processes and markets based on information and communications technology. Digital entrepreneurship is defined as the expanded use of digital cloud technology, mobile phones, big data, and social media in the practice of organizations [16]. Digital entrepreneurship has also been defined as reconciling traditional entrepreneurship with the new way of creating and conducting business in the digital age [17]. The study of Sahut et al. [18] indicated that digital entrepreneurship is the

process of entrepreneurship creating digital value through the use of various economic, social, and technical digital enablers to support the effective acquisition, processing, distribution, and consumption of digital information. This definition can be expanded and applied to specific types of digital information. Projects such as startups and digital freelancing. While the study [19] confirmed that digital entrepreneurship consists of renewing ideas and opportunities, benefiting from them, and transforming them into useful goods and services, while adding value to them in the long term through innovation and reliance on means of communications and information technology, which help in obtaining financial profit. Taking into account the presence of risk.

### **3.2.2 Dimensions of digital entrepreneurship**

#### *3.2.2.1 Digital knowledge*

There is a lot of knowledge that any individual must possess in order to become an entrepreneur, including digital knowledge, which means the individual's knowledge related to the use of digital technologies in order to change their attitudes, behavior, and method of performance in order to achieve their goals effectively and efficiently, and this can be done through digital learning and training and exploiting opportunities. Available from the development of information and communications technology, so that individuals have the digital knowledge necessary to improve business efficiency and develop new and advanced digital models [19]. In this dimension, reference is made to patents in the digital world, which represent digital knowledge in digital entrepreneurship, and taking into account the importance of making better use of that knowledge to achieve value creation, discover digital opportunities for entrepreneurial work, and how digital knowledge affects the creation of entrepreneurs. Digital people through it, even if it was by chance or without planning, but rather through achieved cognitive innovation [20].

#### *3.2.2.2 Digital Culture*

Digital culture means that it is an environment that influences individuals and pushes them to obtain support for their innovative ideas and products to take risks. In the field of digital entrepreneurship, it is seen as a program or place where pioneers are encouraged to express their innovative ideas and products. Supporting digital culture depends on spreading the culture

of entrepreneurship. Digital in society, and emphasizing the effective role of digital pioneers in organizations and society [21]. Digital culture was defined by the European Digital Entrepreneurship Monitor as an individual's desire for self-employment, and through this, digital culture represents the amount or percentage of members of society who are willing to work independently within society, and depends on the customs, values, traditions, and general culture of that society, as well as Digital culture plays a major role in significantly developing the digital entrepreneurship sectors, in addition to the need for the digital entrepreneur to be interested and ready to learn and develop, to work long hours, and to have high flexibility in dealing with the difficulties he faces on the economic, social, and other levels [22].

#### *3.2.2.3 Digital Business Environment*

The digital business environment represents the digital systems that are used by digitally leading organizations, and how to compare between those organizations in terms of success, growth, and decline in the digital market based on the type of digital system used by them, as well as focusing on the digital business environment in terms of the availability of digital incubator markets such as Silicon Valley in America and its role in bringing talents together. In addition to the legal and political restrictions in some countries on entrepreneurial activities in the digital field [22]. The digital business environment is a virtual place in which one or more computer systems are used to monitor and save business information, and all the details about the interaction of individuals. This can be done through social media networks that consist of one central server (server) to share information and data for each beneficiary. It can be Enhancing the digital business environment and improving the ease of doing business by providing a supportive regulatory environment that facilitates entry into the world of marketing in terms of product supply and demand based on digital technology and the development of information and communications technology [23].

#### *3.2.2.4 Digital Finance*

Obtaining financing is a fundamental component of every commercial project to carry out activities and businesses effectively. It is defined as the ability of an individual or organization to obtain financial services such as credit, deposit, payment, insurance, etc. The type of financing

depends on the type of business and its services, and therefore financing management is extremely important. For every project owner to reduce financial risks with the availability of many formal and informal sources of financing, it is important to search for innovative forms to increase digital investments [21]. Digital finance is defined as financial services that are provided via modern technologies such as computers, mobile phones, Internet cards, or cards linked to a reliable digital payment system [24, 25, 26].

## 4. RESULTS AND DISCUSSIONS

### 4.1 Descriptive Analysis of Research Variables

#### 4.1.1 Descriptive analysis of the dimensions contextual leadership intelligence

It is clear from the results of table (1) indicators of the descriptive analysis of the independent variable contextual leadership intelligence. It was measured through (15) items and through the answers of the research sample with (150) observations. It was measured through three sub-dimensions: (3D- Thinking, tacit knowledge and synchronization). It is clear that this variable achieved a total arithmetic mean of (4.198), and a standard deviation of (0.568), which indicates that there is little dispersion in the answers of the study sample, and this is confirmed by the value of the coefficient of variation (13.530), which confirms that the contextual driving intelligence variable has occurred. At a good level of evaluation based on the responses of the research sample members. In order to arrange the relative importance of the dimensions of the sub-contextual leadership intelligence variable in the field at the level of the Iraqi private universities investigated, the results showed that the dimension of synchronization came in the first order, then the dimension of implicit knowledge came in the second order, and finally the dimension of three-dimensional thinking came in the third order.

#### 4.1.2 Descriptive analysis of the dimensions digital entrepreneurship

It is clear from the results of table (2): indicators of the descriptive analysis of the dependent variable digital entrepreneurship. It was measured through (20) items and through the answers of the research sample with (150) observations. It was measured through four sub-dimensions: (digital knowledge, digital culture, digital business environment and digital finance). It is clear that this variable achieved a total arithmetic mean of (4.198), and a standard deviation of (0.599), which indicates that there is little dispersion in the answers of the research sample, and this is confirmed by the value of the coefficient of variation (14.300), which confirms that the digital entrepreneurship variable has occurred. At a good level of evaluation based on the responses of the research sample members. In order to arrange the relative importance of the dimensions of the digital entrepreneurship sub-variable in the field at the level of the Iraqi private universities studied, the results showed that the digital culture dimension came in first place, then the digital business environment dimension came in second place, while the digital finance dimension came in third place and finally the digital knowledge dimension came. In fourth order.

### 4.2 Test and Analyze Research Hypotheses

In this part, the extent of the impact of the dimensions of the independent variable, contextual leadership intelligence, on the dependent variable, digital entrepreneurship, will be investigated, and the research hypotheses will be tested through a Simple Regression analysis model. It is clear from the results of table (3) that the calculated value of (F) for the contextual leadership intelligence variable in the digital entrepreneurship variable was (356.742), which is greater than the tabular (F) value of (3.984) at a significance level of (0.05), that is, with a degree of confidence (%95). This indicates that there is a positive significant effect of the contextual leadership intelligence variable on the digital entrepreneurship variable. Which indicates that if the investigated Iraqi private universities want to achieve digital entrepreneurship, they should use the contextual leadership intelligence variable, which is one of the contemporary

**Table 1. Indicators of descriptive analysis of the dimensions of contextual leadership intelligence variable**

Dimensions of Contextual Leadership Intelligence	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
3D- Thinking	4.165	0.703	16.880	Third
Tacit Knowledge	4.197	0.611	14.560	Second



Synchronization	4.231	0.615	14.540	First
Contextual Leadership Intelligence	4.198	0.568	13.530	

**Table 2. Indicators of descriptive analysis of the dimensions of digital entrepreneurship variable**

Dimensions of Digital Entrepreneurship	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
Digital Knowledge	4.136	0.645	15.590	Fourth
Digital Culture	4.235	0.695	16.410	First
Digital Business Environment	4.223	0.723	17.120	Second
Digital Finance	4.161	0.683	16.410	Third
Digital Entrepreneurship	4.189	0.599	14.300	

**Table 3. Analyzes the impact contextual leadership Intelligence dimensions on digital Entrepreneurship**

Dimensions of Contextual Leadership Intelligence	Dependent Variable	Constant Limit Value (α)	The marginal slope coefficient (β)	The coefficient of determination (R <sup>2</sup> )	(F) computed value	(t) computed value
3D- Thinking	Digital	<b>1.491</b>	<b>0.648</b>	0.575	202.704	14.237
Tacit Knowledge	Entrepreneurship	<b>1.306</b>	<b>0.687</b>	0.489	143.363	11.973
Synchronization		<b>1.036</b>	<b>0.745</b>	0.583	209.074	14.459
Contextual Leadership Intelligence		<b>0.472</b>	<b>0.885</b>	0.705	356.742	18.888

Tabular (F) value= 3.984; Tabular (t) value = 1.984; Sample volume =160; Sig = 0.000

leadership methods that works as an appropriate method in dynamic environments, as it will give the researched universities the ability to reach good levels of Realizing the digital entrepreneurship variable. As shown by the value of the corrected coefficient of determination (R<sup>2</sup>) of (0.705), the contextual leadership intelligence variable explains (%70) of the changes occurring in the digital entrepreneurship variable, while the remaining percentages (%30) are changes that are explained by other factors. It was not included in the regression model. The calculated (t) value of the marginal slope coefficient for the contextual leadership intelligence variable in the digital entrepreneurship variable reached (18.888), which is greater than the tabular (t) value of (1.984) at the significance level (0.05), and this indicates that the marginal slope coefficient is significant. For the contextual leadership intelligence variable in the digital entrepreneurship variable. This leads to accepting the main research hypothesis and the sub-hypotheses emanating from it, which states (there is a statistically significant effect of contextual leadership intelligence on digital entrepreneurship at the level of the private Iraqi universities investigated).

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

1. Leadership is one of the important things that enables organizations to reach their goals, and contextual leadership intelligence is one of the modern leadership styles whose contents keep pace with the business environment at the present time.
2. Digital entrepreneurship is one of the contemporary and modern topics that is the method or pattern of work of organizations in the time of the technological revolution that the world is witnessing.
3. The results of the descriptive analysis showed that the perception of the research sample members about the intelligence of contextual leadership came at a good level of evaluation for the variable as a whole, as well as for each dimension of the intelligence of contextual leadership, which explains that the administration of the universities investigated has a fairly adequate perception of the intelligence of contextual leadership that is practiced according to strategies. established.

4. The results of the descriptive analysis showed that the perception of the research sample members regarding digital entrepreneurship came at a good level of evaluation for the variable as a whole, as well as for each dimension of digital entrepreneurship, which explains that the management of the universities Under study has an adequate perception of the creative capabilities they possess, which makes them distinguished in achieving digital entrepreneurship.
5. The results of the statistical analysis indicate that there is a direct, significant, positive influence relationship for contextual leadership intelligence in digital entrepreneurship at the level of all and dimensions. This indicates that the administration of the universities investigated is interested in practicing contextual leadership intelligence through 3D- thinking, tacit knowledge, and synchronization in achieving digital entrepreneurship.

## 5.2 Recommendations

1. The administration of the researched universities should adopt the concepts and practices of contextual leadership intelligence, and it should be a priority for the administration of the researched private universities to confront the complex contexts that exist in the turbulent environment.
2. It is necessary for the administration of the researched universities to increase their knowledge of the variables of digital entrepreneurship, considering it a business model at the present time, and it is possible that it will be fully in control in the future.
3. It is important that the administration of the investigated universities work to expand the scope of scientific research on digital entrepreneurship and come up with hybrid models that are in harmony with the Iraqi work environment.
4. The necessity of practicing new leadership behaviors that are compatible with environmental changes or making a decision to create another environment that is compatible with needs and capabilities, as well as a high sense of identifying shortcomings and problems in various areas of organizations, so that the universities under study are able to keep

pace with the developments imposed by the knowledge era towards achieving levels of leadership. Digital works required.

5. The management of the researched universities should create a detailed program and train employees through conferences, seminars and workshops to clarify the dimensions of contextual leadership intelligence in order to achieve digital entrepreneurship.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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