



# Strategic Dialogue and Its Impact on Entrepreneurial Behaviour

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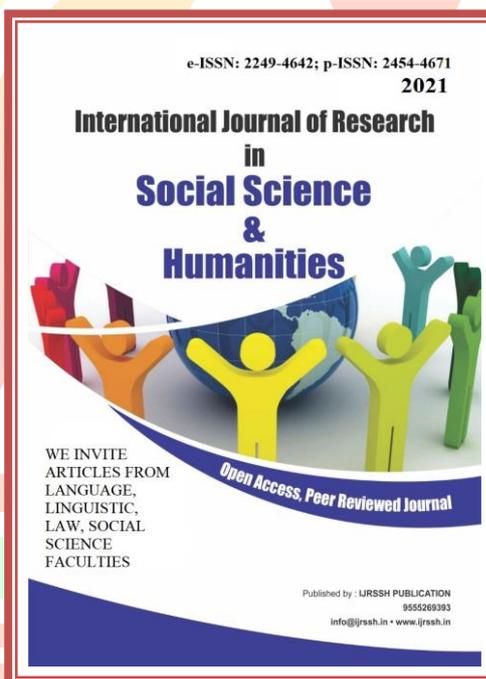
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## ABSTRACT

The current research aims to test the impact of strategic dialogue on entrepreneurial behavior in the Ministry of Foreign Affairs, as well as to diagnose the ministry's level of interest in research variables and their dimensions, to come up with a set of recommendations , Which contribute to improving its practice and adoption , and based on the novelty of the two variables and their urgent importance to the Ministry and its members on the one hand and society on the other hand ,The exploratory descriptive approach was adopted ,and it was applied in the environment of the Ministry of Foreign Affairs to form the research community for the diplomatic corps in the ministry , The research sample was intended to class it included (152) leaders of the diplomatic corps concerned with dialogue and negotiation (Ambassador, Minister Plenipotentiary, Adviser, First Secretary, Second Secretary, Third Secretary, Attaché), The main research tool was distributed to them to investigate opinions about the studied variables, (115) were retrieved from them, while the valid ones were for statistical analysis (112) views, data, data and limited interviews, while the research used statistical programs (AMOS V.25- SPSS V.26-SMART PLS V.3.3) to analyze the primary data, With the adoption of descriptive and inferential statistical methods represented in (normal distribution test, exploratory factor analysis, confirmatory factor analysis, validity and reliability test, arithmetic mean, standard deviation, relative difference coefficient, relative importance, Pearson correlation coefficient, simple linear regression coefficient, multiple regression coefficient ) To test research hypotheses , The statistical analysis revealed a number of results, the most prominent of which was the existence of a statistically significant effect of strategic dialogue on entrepreneurial behavior.

**Keywords:** Strategic Dialogue, Entrepreneurial Behavior, Ministry of Foreign Affairs

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## RESEARCH PROBLEM

It is evident through the research variables that those targeted to investigate research variables (strategic dialogue, entrepreneurial behavior) are the leaders of the Ministry of Foreign Affairs, being the vital element that required developing their capabilities and skills in dialogue, in light of a series of diplomatic or political and economic dialogues and negotiations, as well as stimulating their entrepreneurial behavior. After the researcher directed them to ask them about what each variable is and what it represents for them, so their answers indicated limited knowledge and technical know-how, due to their limited knowledge and the novelty of the research variables. To improve its entrepreneurial behavior?), Where the researcher noticed the limited interest in the ministry's employees participating in the strategic dialogue. And the limited refinement of their talents and capabilities, and the lack of common standards that form the basis for launching the dialogue, which affected the Ministry's approach to strategic dialogue to meet its ambition, but it was able to determine its existence. Individuals presenting undocumented proposals that contributed to the distinction of dialogue committees, relative interest in the culture of the ministry, and the existence of a

consultative and functional organizational structure. The need for flexibility and adaptation, in light of adopting strategies that need change and renewal with changing geopolitics and government trends, especially as they depend on the outputs of other ministries (defense, interior, education, trade, health, finance), While the interviews resulted in the Ministry's limited tendency to adopt decision support systems, to establish a knowledge bank, data and information, and for the researcher to delve into the concepts of the three variables (strategic dialogue, entrepreneurial behavior, and the strategic leadership compass), and his awareness of their impact on the organizational structure of the Ministry of Foreign Affairs, to make him know Some features In addition to the self-motivation of the researcher to adhere to this composition and engage in researching it, the researcher asked a number of questions that he seeks to answer, namely :

1. What is the philosophical and intellectual theorizing of writers and researchers' propositions about the variables under discussion (strategic dialogue, entrepreneurial behavior)? Are the research variables considered processes and activities that express

an interconnected structure for strategic management as a basic basis for achieving entrepreneurship?

2. Are the variables under discussion merely procedures and principles required by the organizational work only, or are they a commitment to achieve the importance and objectives of each of them, or do they indicate a commitment to the rules and patterns of individual and collective strategic work, as they carry with them valuable aspects that affect the leadership, strategic and behavioral performance of the Ministry of Foreign Affairs in terms of quantity and quality?
3. What is the level of adoption, practice, and interest of the Ministry of Foreign Affairs in the strategic dialogue and its dimensions (principles, processes, individuals?).
4. What is the level of adoption, practice, and interest of the Ministry

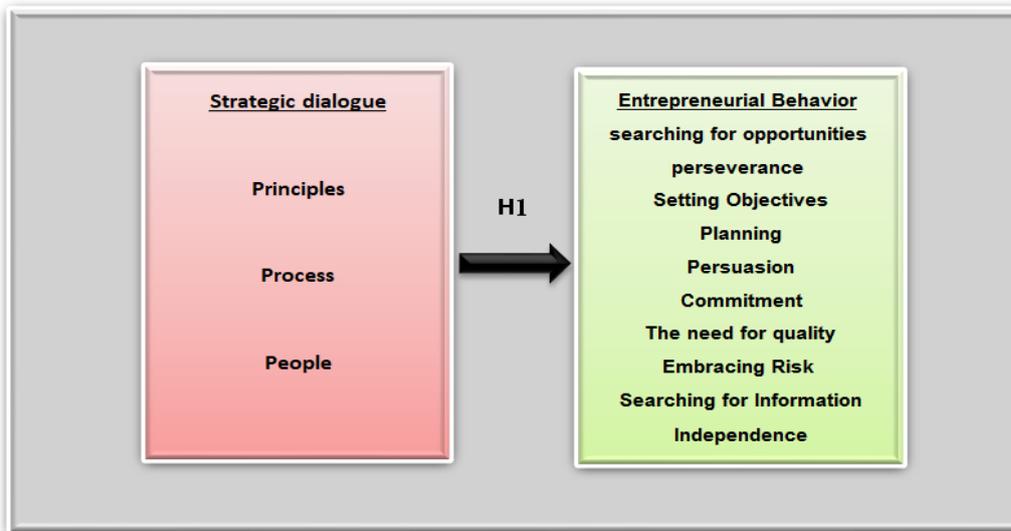
of Foreign Affairs in entrepreneurial behavior and its dimensions (searching for opportunities, perseverance, setting goals, planning, persuasion, commitment, the need for quality, embracing risk, searching for information, independence?).

5. Do the variables (strategic dialogue and its dimensions affect entrepreneurial behaviour?).

### RESEARCH HYPOTHESIS

Based on the research problem and within the framework of its hypothetical scheme, the main research hypothesis was formulated in the direction of negation in the absence of research or study proving the existence of a relationship between the variables that were searched in the Ministry of Foreign Affairs as follows: **(There is no positive impact of strategic dialogue on entrepreneurial behavior at a significance level of 0.05).**

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**Figure 1 Conceptual Framework**

## INTRODUCTION

The new Iraq inherited a heavy legacy of hostility and distrust as a result of irresponsible political and security factors that led to a decline in communication with the international community. Therefore, the Ministry of Foreign Affairs in the new Iraq faced challenges and still faces many burdens such as debts, border demarcation disputes, prisoners, disarmament committees, as well as previous wars and their various results, and as a representative of the new Iraq, the Ministry of Foreign Affairs has effectively and successfully removed the state of isolation and continues to achieve goals Foreign policy with a responsible vision to work to protect the security of Iraq, enhance its stability, and build its economy in a thoughtful manner, And support the activities of Iraqi diplomatic missions, continue work to support the

role of Iraq in the multilateral bodies, and improve the diplomatic work stemming from the constitutional foundations and legal controls aimed at achieving the vision of Iraq and its prominent position as a civilization and people .

Like all public institutions, the extent of their success in the third millennium is determined by stimulating their entrepreneurial behavior and pushing their performance towards effective and efficient outputs that do not resemble their past, based on strengthening their capabilities in strategic dialogue among its members, decision-makers and their audiences, who are interested in formulating their comprehensive strategy, exchange views and participate in Choosing the best strategic alternative to each other according to principles and processes to achieve the most benefit from every situation facing their ministry, as

strategic dialogue is a basic skill that affects everything the organization does or says about its future performance, and at all individual, collective and organizational levels. If this skill is weakened, it will be Victim of competition with other organizations at the regional or international level, and dialogue is an essential part of the organizational life of the Ministry of Foreign Affairs, and it is one of the best methods of learning and strategic formulation, in light of comparing and meeting opinions about what he does and can do, so that this formulation is reflected in the form of decisions, changes and developments in the social environment Cultural, political and economic, in its negative and positive forms.

The sovereign decisions taken by the Ministry as a result of the strategic dialogue embody a set of activities and practices that its members generate at their various organizational levels, and employ a mixture of creative resources to diagnose their opportunities and then strive to achieve them in light of the public interest of Iraq, which calls on it to stimulate behavior that distinguishes it by investing opportunities Through initiatives and maneuvers whose primary goal is to search for entrepreneurial behavior in light of exploration, investment, adaptation, and change in the behavior of its members at

the individual and organizational level by searching for opportunities, perseverance and persistence, setting goals, accurate planning, persuasion, commitment, and maintaining the quality of its inputs, outputs and processes, and research Information, to avoid taking an unmatched risk that is not based on a database and a history of past experiences , Entrepreneurial behavior is a sign of integrated and interactive entrepreneurial resources. Entrepreneurial organizations are afraid to spend a lot of time studying alternatives, as it is a tool to activate their organizational processes and a means to achieve their strategic commitments, and move forward in achieving their capabilities and capabilities in pivoting, stability and defending their goals, and this leads them to determine the right path from Through guidance in choosing strategies compatible with opportunities and strength, to achieve its goals and mission, as well as finding multiple strategic alternatives that lie in its rational and acceptable folds in light of its current and future resources and to choose the best ones, to closely align with its values and motives, as well as to obtain the satisfaction of its customers and make them show loyalty and commitment better than any Time to get their benefits over and over again, and they may go beyond

those limits to be advocates of marketing their services .

In this context, the research problem has been formulated in a way that relies on presenting a set of academic research facts at the theoretical and practical level with the aim of identifying the knowledge gap between the main variables of the research (strategic dialogue, entrepreneurial behavior), to emerge from it a major question (Was the Ministry of Foreign Affairs able to employ dialogue Strategic in motivating its entrepreneurial behavior?).

The importance of strategic dialogue lies in enabling organizations to communicate and share their implicit knowledge in decision-making and implementation to the fullest, as well as collective reflection on all matters related to the future, by stimulating discussion about it and invoking reactions about it. Through a broad proactive perspective of events and seeing potential situations in general and interconnectedness in public relations, it helps them to develop a number of strategies and alternatives compatible with each situation and bear its occurrence, by investing in the mental and cognitive model that supports these dialogues, as mental models include in their content biases And beliefs, experiences and values that influence environmental events, and

this has been demonstrated through the (Roper, 2019) model of strategic dialogue. The strategic dialogue represents engaging individuals who possess the skill and experience in a transparent, open and fact-based discussion of a strategic decision as part of a wide range of current decisions of the organization, where the assumptions underlying the prediction of future environmental uncertainty are discussed as a result of that decision (Garbuio et al.,2015:363), It also represents a process of dynamic interaction of the energies of the free mental field, which ensures that the group agrees with the decisions made on various problems, and that they are controlled(Raikov,2008:8104).

The strategic dialogue aims to (help top management and the organization as a whole to understand environmental changes and manage contradictions more effectively, reduce future risks through early identification of trends that affect the organization's work, ensure intellectual and cognitive enrichment, experiences, and effectively take proactive decisions) (Stephen et al.,2007:4).The (Roeper, 2019) model for strategic dialogue is adopted and measured through three dimensions (principles, process, and people).

As for entrepreneurial behavior, researchers have formed some ambiguity in determining the dimensions of entrepreneurial behavior, especially as it

overlaps with the direction of entrepreneurship, entrepreneurship and the success of entrepreneurship, where the entrepreneurial behavior represents a human activity based on adventure, and seeks to create added value, and generate new activity, or Expanding and renewing economic activity or introducing technological change (Mustafa et al., 2016: 3); (Chaudhari et al., 2007: 792); (Cristane & Minello, 2019: 37). Therefore, entrepreneurial behavior has been the focus of many studies as a dependent variable that uses different influencing variables, which indicates the need for organizations to motivate entrepreneurial behavior in light of competition at the fore, so the study (Jeroen et al., 2015: 10-13) focused on entrepreneurial behavior Business and its impact on job design from an architectural perspective, so the study chose creativity, anticipation and taking risks, so that the choice of the dimensions of this study is consistent with the study (Moser et al., 2017), While the study (Amir, 2016: 166) defined the entrepreneurial behavior through (recognition, purification, sponsorship, distinction, acquisition, and diffusion), where the diversity in defining the dimensions of entrepreneurial behavior is a matter that raises controversy and confusion among researchers, as the entrepreneurial behavior combines

behavior And entrepreneurship, which prompted researchers to view it from a dual perspective, while the current research adopted the dimensions with behavioral characteristics of entrepreneurship in agreement with a study (Mourao & Locatelli, 2020), to resolve the dispute. Among the most prominent studies that dealt with entrepreneurial behavior as an independent variable (Neto et al., 2017) and a study (Widyaningrum & Halim, 2019) to form a controversy with other studies about whether the behavior Entrepreneurship influencing or changing?.

Entrepreneurial behavior is a dynamic process of vision, change, and creativity through the constant stimulation of organizational loops, It is also a behavior that stimulates the exploration, development and exploitation of entrepreneurial opportunities that had not previously been noticed by a competitor (Fakhrul et al., 2018:106).

Entrepreneurial behavior was measured by its dimensions (seeking opportunity, perseverance, goal setting, planning, persuasion, commitment, need for quality, risk appropriation, information seeking, and independence), according to a study (Mourao & Locatelli, 2020).

The chosen research strategy went to the exploratory descriptive approach, as it gives the researcher a vision that can only

be obtained through auditing and analyzing phenomena within organizations, especially when it is difficult to compare and separate the phenomena that should be observed from the context and the action of the studied variables.

The researcher chose (152) leaders in the diplomatic corps assigned to form dialogue and negotiation committees at the Ministry of Foreign Affairs, and headed dialogue teams with various foreign and Arab parties, as this sample bore the characteristics of (representation, accuracy and objectivity).

Therefore, the sample was intended as a class represented by (Ambassador, Minister Plenipotentiary, Counselor, First Secretary, Second Secretary, Third Secretary, Attaché). The Ministry's leaderships were identified from among (17) departments in the Ministry of Foreign Affairs.

The strategic dialogue variable was measured across (39) paragraphs and three dimensions, and the value of the KMO test was (0.819), which is greater than the minimum required percentage, and thus the reliability of the factors adopted in the questionnaire increases, as well as entrepreneurial behavior variable was measured across (50) paragraphs and ten dimensions, the value of the KMO test was (0.797), which was greater than the

minimum required percentage, and the reliability of the factors adopted in the questionnaire increased.

The Kronbach alpha coefficient for the dimensions of the strategic dialogue (principles, process, people) was (0.898, 0.914, 0.928), respectively, While Kronbach alpha coefficient for the dimensions of the Entrepreneurial behavior (Searching for opportunities, perseverance, commitment, risk-taking, persuasion, independence, need for quality, setting goals, planning, searching for information) was (0.724 , 0.836 , 0.812 , 0.841 , 0.881 , 0.836 , 0.860 , 0.847 , 0.851, 0.736), respectively , this indicates that the general model of the questionnaire axes has achieved the required validity and reliability standards.

### **Descriptive Statistics**

The principles came in the forefront of the ranking in terms of agreement and with the relative difference coefficient (22%), then followed in the practical arrangement with a relative difference coefficient (23.3%), so that the ministry's dependence on individuals is in the third rank with a relative coefficient of variation (23.7%). The weighting of the availability of the three dimensions on the hypothetical mean of the research made the strategic dialogue attain an arithmetic mean at the general

level (3.39) with moderate availability, and it obtained a moderate (67.8%) relative interest, while the sample showed convergence around consensus with a standard deviation (0.521). As a result, the strategic dialogue overall obtained a relative difference coefficient (15.3%) , On the Ministry's possession of an interactive method that aims to promote an open and constructive discussion, of opposing or agreed points of view, about what is positive or negative for different strategic issues, to generate a common meaning and understanding and achieve its strategic objectives, as it uses the power of thinking and with high quality in the process of formulating the strategy, and the development of alternatives More effective and creative based on principles, process and people, the test is more likely (T) (7.865), and with a significant level (0.000), the availability of the independent variable (strategic dialogue) in the Ministry of Foreign Affairs at the expense of the hypothetical mean of the research (3).

Also, the availability of the ten dimensions of entrepreneurial behavior combined gave the main adopted variable (entrepreneurial behavior) in the Ministry of Foreign Affairs, amid my account (3.64) high availability, and it is practiced with relative interest (72.8%) good, through the state of mind and conscious behavior

based on skill, knowledge and proactive ideas that The ministry and its personnel possess self-efficacy, broad trends and clear standards, to be a manifestation of the formation of its innovative moral personality, self-discipline, self-confidence, and courage to take risks, as a result of strong motivation and a continuous desire to make efforts to achieve success, compete with others, seize opportunities and make decisions in a manner. It is independent on the basis of quality and service provision, and accurate information, so the dimension at the general level obtained a standard deviation (0.499), variance (0.249), a relative coefficient of variation (13.7%), a value of (T) computed (13.937) and a significance level (0.000), which increases For its tabular value at the level of significance (0.05).

#### **Inferential Statistics (Hypothesis Testing)**

This section aims to test the impact hypothesis **(There is no positive impact of strategic dialogue on Entrepreneurial behavior at a significance level of 0.05)**, and to clarify the relationships below the significance level (0.05), the tabular (F) value (3.841) and the tabular (t) value (1.97) as follows:

**Examine the impact of strategic dialogue and its dimensions (principles,**

**process, people) on Entrepreneurship Behavior as a whole:**

The hypothesis was formulated by the negation method, as the researcher did not obtain any study proving the existence of a previous relationship between them, so the formulation of the hypothesis was chosen by the negation method (H0) **(There is no positive impact of strategic dialogue on Entrepreneurial Behavior at a significance level of 0.05)** , The effect of (strategic dialogue) in (entrepreneurial behavior) was generally found its value ( $\beta = 0.282$ ), at the level of significance (sig = 0.003), which is less than its value (0.05), and with the calculated value of (T) (3.087), while the percentage of its impact was (28.2%) in the overall entrepreneurial behavior, while the value of the constant was (2.742), that is, when the value of the boundary slope is equal to zero, or the value of the strategic dialogue is equal to zero or not significant, so the value of the entrepreneurial behavior in the State Department is equal to the value of the constant (2.742) , At the level of significance (0.000), and the value of (t) computed (9.140), which indicates the existence of entrepreneurial behavior in the Ministry of Foreign Affairs, and that

the presence of strategic dialogue will increase the value of its availability, while the value of (Durbin-Watson) from the regression model was (1.346).

While the strategic dialogue explained (8%) of the changes occurring in the entrepreneurial behavior as a whole, while the rest of the model (92%) was related to other variables not included in the tested research model, while the calculated value of (F) was (9.529) For the model whose tabular value exceeds (3.841), at the level of significance (0.05), and from all of the above the null hypothesis was rejected and the alternative hypothesis accepted (there is a positive effect of the strategic dialogue in entrepreneurial behavior at the level of significance 0.05), while the prediction equation for the model was :

$$\text{Entrepreneurial Behavior}(Y) = 2.742 + 0.282 * (\text{Strategic Dialogue})$$

The results shown in Table (1) can be observed:

**Table 1 The impact of Strategic Dialogue and its dimensions on Entrepreneurial Behavior**

Independent variable and its dimensions	Entrepreneurial Behavior		mean	standard dev.	SOPP	PERS	GAOD	PLAN	PERU	COMM	EXQU	TRISK	SDATA	INDEP
	B	Sig												
Principles	0.329	0.000	3.37	0.743										
Process	-.001	0.988	3.63	0.849										
People	0.264	0.005	3.16	0.750										
Strategic Dialogue	0.282	0.003	3.39	0.521										
mean	3.64				3.54	3.66	3.65	4.19	3.78	3.53	3.67	3.61	3.12	3.64
standard dev.	0.499				0.717	0.618	0.755	0.730	0.696	0.625	0.717	0.641	0.794	0.701

## DISCUSSION AND CONCLUSION

The Ministry of Foreign Affairs has shown remarkable interest in principles, and has been able to employ them in improving the level of strategic dialogue through its belief in a convincing vision that works to achieve its goals, identify the disparity in power and authority, create a critical safety distance, and obligate everyone to listen and speak to create a constructive atmosphere of dialogue necessary to sustain communication and collective learning In a limited way.

Clarifies the State Department's interest in strategic dialogue processes, by managing a specific person with authority and responsibility for the context of the

dialogue, and focusing on one issue at a specified time , The vast opportunities for the participants in this process were reflected by the simplification of its content and procedures, which led them to discover collective knowledge in a way that did not meet ambition.

The Ministry of Foreign Affairs has proven its determination to search for new opportunities through which it can stimulate its entrepreneurial behavior through its study of the external environment, diagnosing available opportunities, facing challenges, and its preference for performing tasks to the fullest, in a manner that gives it job security for members in light of the boldness to implement tasks and related

activities different and decisive nature that does not meet ambition.

The Ministry of Foreign Affairs has shown its adherence to perseverance and determination to do something without taking into account the obstacles and barriers, in a way that contributes to the implementation of its directions and the necessity of repeated attempts, in addition to the speed and flexibility of moving to new activities in the event of serious difficulties that do not meet the ambition, also has demonstrated its commitment to the patterns and practices adopted by its members to achieve entrepreneurial behavior through its interest in personal duties and the completion of the tasks assigned to it, and its volunteering to complete the work on the specified date, even if these activities are allocated to others, She relied on adopting risk when stimulating entrepreneurial behavior, by performing certain activities and tasks that others believe are risky, especially when she prefers situations that can control her ultimate outcome.

Therefore, it is necessary for the Iraqi Ministry of Foreign Affairs to pay attention to the current workforce, and to adopt objective criteria in allocating leadership positions to all without regard to gender, because they are based on the distinguished contributions and activities provided by its members in light of the

accumulated experience and knowledge, based on higher university degrees in knowledge specializations that are appropriate Its future orientation.

The Ministry of Foreign Affairs should pay additional attention to principles, as it is one of the pillars and interactive activities based on the values, ethics and organizational foundations on which the strategic dialogue is based, as well as necessity for an additional tendency from the Ministry of Foreign Affairs to adopt behaviors based on investment in sovereign services and projects that have great advantages and risks, and to invest their resources in a manner that calls for risk, and in a way that leads to great success or failure.

The Ministry of Foreign Affairs must pay attention to entrepreneurial behavior, as it is a manifestation of the formation of its creative moral personality, by employing strategic dialogue in general and principles and individuals in particular to motivate them and raise the level of their practice, as well as directing the efforts of its members in particular to improve the level of commitment and adopt risks, as well as directing principles to set goals and convince its members and others, plan for the future of the ministry, and the need to adopt quality and carry out activities with high independence.

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