



## Impact of Shared Leadership and Entrepreneurial Orientation on Organizational Learning in Banking Industry

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### ABSTRACT

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This study aims to explore the impact of shared leadership on entrepreneurial orientation in Dubai commercial banks, and whether organizational learning ability intercedes the impact of shared leadership on entrepreneurial orientation. Embracing a quantitative research structure, information was gathered by methods for a poll based study of workers in Dubai commercial banks. In view of 330 usable reactions, the outcomes uncovered the critical impact of shared leadership and two of its measurements (uplifting inspiration and scholarly incitement) on entrepreneurial orientation. Two other measurements (admired impact and individualized thought) didn't add to entrepreneurial orientation. Moreover, the outcomes demonstrated that shared leadership significantly affects organizational learning ability, and that organizational learning capacity thus influences entrepreneurial orientation. The discoveries affirm that organizational learning capacity completely intervenes the impact of shared leadership on entrepreneurial orientation. Various suggestions are propelled, the generally significant of which is that banks ought to improve and build up administrators' shared traits by preparing them on the best way to manage workers so as to expand their entrepreneurial orientation. Banks ought to additionally think about improving their learning ability, as this assumes a huge role in upgrading and supporting the impact of shared leadership characteristics on entrepreneurial orientation.

### 1. INTRODUCTION

Given the expanding difficulties of furious rivalry, monetary globalization, and innovative turn of events, advancement in endeavors' items and tasks turned into a significant factor for association achievement. To stay aware of the exceptionally evolving condition, associations need to adjust the entrepreneurial orientation practices, for example, imaginativeness, proactiveness, and chance taking (Chepchirchir et al., 2018). The banking condition is considered exceptionally serious, especially regarding making new items and administrations, and quick changes in client requests have made

developing rivalry in the part. In this manner, banks mechanized and built up their capacities and tasks and utilized web also, portable applications to offer creative items and administrations to the clients (Aslam et al., 2020). To improve their entrepreneurial practices in the market and their exhibition, banks have needed to concentrate on encouraging and upgrading their scholarly capital through shared leadership and advancing toward information and learning as leaders are responsible in accomplishing vital association's objectives and for creating the best items with

proficient asset use (Chen and Zhang, 2023; Grinerud et al., 2021).

Consequently, it is critical to look at the impact of shared leadership on entrepreneurial orientation and organizational learning (Goldman, 2012). Numerous examinations have analyzed the impacts of shared leadership on entrepreneurial orientation (Monteiro et al., 2017), however just a couple have researched the impact of shared leadership on organizational learning ability, or of organizational learning capacity on entrepreneurial orientation (Kazmi and Naaranoja, 2015). While these examinations tried the equal relationship between the two factors, the current investigation overcomes an issue by looking at the interceding role of organizational learning in how shared leadership influences entrepreneurial orientation (Alsughayir, 2016).

As banks face stiff competition, they should have the option to roll out significant improvements that incorporate expanding their levels of innovativeness and proactiveness by building up their leadership, representative learning and information sharing what's more, by advancing an imaginative culture

2. THEORETICAL FRAMEWORK

2.1. Shared Leadership Dimensions

Shared leadership refers to the leaders who move adherents to progress in the direction of shared objectives, characterize an appealing vision and

Table 1: Shared Leadership Dimensions

objectives, challenge representatives to accomplish them, assemble trust and certainty, and spur workers to think and take care of issues in new manners (Martin et al., 2018). This has been estimated by reference to the components of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Idealized influence is characterized as far as a pioneer's capacity to urge representatives to have faith in their capacities to accomplish characterized objectives, go about as a good example, center around morals, show pride and fabricate regard and common trust (Farrukh et al., 2023; Gaytan et al., 2023).

Inspirational motivation can be characterized as the way toward characterizing an engaging and appealing vision, provoking workers to accomplish them, and urge them to accomplish more than anticipate. Intellectual stimulation alludes to leaders who move and spur workers to reexamine in better approaches to take care of existing issues, welcome new thoughts and approaches to do assignments and bolster the advancement and innovativeness and change of their representatives. At last, individualized consideration alludes to leaders who show worry for their individual needs, allocate assignments and give assets as per their capacities, and spotlight on workers' turn of events.

Dimension	Measure	References
Idealized Influence	Manager instills pride in others for being associated with him.	(Kim and Han, 2019)
	Manager goes beyond self-interest for the good of the group.	
	Manager acts in ways that build others' respect for him.	
Inspirational Motivation	Manager articulates a compelling vision of the future.	
	Manager talks enthusiastically about what needs to be accomplished	
	Manager talks optimistically about the future.	
Intellectual Stimulation	Manager gets others to look at problems from many different angles.	
	Manager re-examines critical assumptions to question whether they are appropriate.	
	Manager seeks different perspectives when solving problems.	

2.2. Entrepreneurial Orientation Dimensions

Entrepreneurial orientation is the capacity of the

association to make new items and administrations, embrace new advances and

inventive procedures, look for new market openings and put resources into risky undertakings with high return. Entrepreneurial orientation is estimated on three measurements (innovativeness, proactiveness and risk taking) (Aljumah et al., 2021a; El Khatib et al., 2020b). Innovativeness is the readiness of the association to be the first to make new items and administrations grow new procedures and practices and utilize new innovations.

Proactiveness alludes to anticipating and seizing new market openings, giving new items and Table 2: Entrepreneurial Orientation Dimensions administrations in front of one's rivals, reacting to contenders activities and being the first in satisfying business sector needs (T M Ghazal et al., 2023a). Risk taking alludes to an association's readiness to convey its assets in new ventures to accomplish high advantages and returns in spite of a high chance of disappointment.

Dimension	Measure	References
Innovativeness	The bank is the first provider of new products and services for clients.	(Alsughayir, 2016)
	Bank always develops new processes	
	Bank emphasizes on research and development.	
Proactiveness	Bank is the first to identify clients' needs.	
	Bank initiates actions to deal with competitors.	
	Bank pursues market opportunities.	
Risk Taking	Bank's environment requires boldness to achieve objectives.	
	Bank invests in high risk projects	
	Bank utilizes risky market opportunities	

### 2.3. Organizational learning Dimensions

Organizational learning capacity is characterized as the arrangement of organizational capacities, qualities, abilities that permit association to process knowledge and encounters, transfer and store them in manners that make them accessible for workers. This can be estimated as far as managerial commitment, system perspective, openness and experimentation and knowledge transfer and integration (Abudaqa et al., 2022; AlDhaheri et al., 2023; Gulseven and Ahmed, 2022). Managerial commitment alludes to the board acknowledgment of the significance of organizational learning, making a situation that advances knowledge transfer and integration, gaining new assets to roll out any improvements important to help and advance learning in the association . System perspective implies that all people and offices are cooperating and have a mutual and shared objectives; everyone understands his/her job in accomplishing these

objectives and transferring knowledge between them (Kurdi et al., 2022a). Openness and experimentation can be characterized as the eagerness to attempt new thoughts, inviting new and inventive answers for the current issues and setting up an innovative culture that permits representatives to gain from past disappointments so as to maintain a strategic distance from them later on (Al-Dmour et al., 2023; Aziz et al., 2023; Blooshi et al., 2023; Louzi et al., 2022a). Knowledge transfer and integration alludes to the capacity to disperse thoughts, knowledge and encounters among the association's specialties and profiting by past errors to maintain a strategic distance from them later on

Table 3: Organizational learning Dimensions

Dimension	Measure	References
Managerial Commitment	Manager involves staff in important decision-making processes.	(Duan, 2017)

	Employee learning is an important issue
	Employee learning capability is considered a key factor in this bank.
System Perspective	Employees have generalized knowledge regarding this firm's objectives.
	Bank's departments are interconnected, working together in a coordinated fashion.
	All bank departments are well aware of their contribution in achieving overall objectives.
Openness and Experimentation	Bank promotes experimentation and innovation as a way of improving the work process.
	Bank is keen to benefit from other banks experience by adopting their practices and techniques
	Experiences and ideas provided by advisors and customers are considered a useful instrument for this bank's learning.

### 3. OPERATIONAL DEFINITIONS

#### 3.1. Shared Leadership

Shared leadership is a leadership style that comprehensively appropriates leadership duty, to such an extent that individuals inside a group and association lead one another. It has as often as possible been contrasted with flat leadership, dispersed leadership, and aggregate leadership and is most appeared differently in relation to increasingly customary "vertical" or "progressive" leadership that lives prevalently with a person rather than a gathering (Aljumah et al., 2021b; El Khatib and Opulencia, 2015; Mubeen et al., 2022).

#### 3.2. Entrepreneurial orientation

Entrepreneurial orientation is a firm-level key orientation which catches an association's system making rehearses, administrative methods of reasoning, and firm practices that are entrepreneurial in nature. Entrepreneurial orientation has gotten one of the most settled and inquired about develops in the business literature. A general shared characteristic among past conceptualizations of EO is the incorporation of

innovativeness, proactiveness, and risk taking as center characterizing angles or measurements of the orientation. EO has been demonstrated to be a solid indicator of firm execution with a meta-investigation of past research showing a connection in extent generally equal to the solution of taking dozing pills and improving sleep. Still, some exploration has contended that EO doesn't upgrade the presentation for all firms (Ahmed and Nabeel Al Amiri, 2022; Nadzri et al., 2023; Nuseir, 2021; Sakthivel et al., 2022).. Instead, EO can be contended not to be a basic exhibition upgrading trait but instead upgrading in the event that it is applied under the correct conditions of the firm. At times, EO can even be disadvantageous for firms, if the circumstance of the firm doesn't fit with applying EO. Various circumstances (otherwise called setting) can be the condition that the firm is arranged inside or inner circumstances, for example, structure and methodology (Abudaqa et al., 2021; Ahmed et al., 2022; A I Aljumah et al., 2022a).

#### 3.3. Organizational Learning

Organizational learning is the procedure by which

an association develops itself after some time through picking up knowledge and utilizing that experience to make information (Haitham M. Alzoubi et al., 2022a; Amiri et al., 2020; Nuseir and Elrefae, 2022). The information made is then moved inside the association.

Organizational learning is significant for all organizations, as the creation, maintenance and move of information inside the association will fortify the association all in all. When taking a gander at the meaning of organizational learning, there are three fundamental activities to consider:

- Imagine
- Act
- Reflect

A thought or item is imagined, the organization makes the thought or item, at that point the organization must reflect. It is through this impression of both procedure and result that learning will happen (Alshurideh et al., 2020; Alzoubi and Ahmed, 2019; El Khatib et al., 2022). Notwithstanding those activities, there are three key procedures that happen in organizational learning:

- Information creation
- Information maintenance
- Information move

It is significant that the association guarantees that the information picked up from this procedure is held inside the association and is transferable. Information held by people can't be appropriately held, as people can leave, taking their insight with them. Inserted information can be kept inside the association and imparted to all people.

### 3.4. Banking Industry in UAE

The UAE has a divided financial division. A sum of 46 local and remote banks is working in the UAE. The financial segment is to some degree secured; be that as it may, outside banks are getting progressively dynamic in the economy. The financial division is outfitting to address worldwide difficulties by embracing Basel II banking gauges. The huge five banks rule the financial division and the entirety of the huge ten banks are monetarily stable. The financial part is very much overseen by the UAE Central Bank which is a positive factor for the nation's development and globalization endeavors on the grounds that the UAE banking area has developed definitely and is preparing for worldwide rivalry.

## 4. LITERATURE REVIEW

### 4.1. Relationship between Shared Leadership and Entrepreneurial Orientation

The results of the first main hypothesis show that shared leadership significantly affects the entrepreneurial orientation of commercial banks, which agrees with past research (Mat Som and Kassem, 2013) showing that the degree of advancement and achievement of entrepreneurial orientation identifies with the nearness of shared leaders. The clarification for this finding may identify with the way that shared leaders urge workers to think in innovative manners, create new thoughts regarding existing practices and items and urge them to change. This upgrades and reinforces their entrepreneurial perspectives and, as a result, the entrepreneurial practices of associations. (Alzoubi et al., 2019) likewise concurred about the suitability of shared leadership and its significant role in the entrepreneurial condition.

Leaders in entrepreneurial firms utilize their abilities to help and build up the entrepreneurial capacities of representatives, ensure inventive thoughts that undermine the current plan of action, find open doors for the association to adventure and join enterprise and business procedure (Lee et al., 2023; Mohammed T. Nuseir et al., 2022). Leaders' capacity to distinguish an unmistakable and engaging vision and crucial causes workers to accomplish organizational objectives, and support for imagination is exceptionally identified with the entrepreneurial methodologies of innovativeness, proactiveness and risk taking (M. Alshurideh et al., 2022; M T Alshurideh et al., 2022; Alzoubi et al., 2020; Yasir et al., 2022). According to the sub-theories, the outcomes demonstrate that glorified impact has no noteworthy impact on banks' entrepreneurial orientation. This isn't steady with different past investigations that announced the significant impact of admired effect on entrepreneurial orientation.

In spite of the fact that banks' leaders fabricate trust with their workers and show alluring attributes, they are wasteful to influence entrepreneurial perspectives (Akour et al., 2023; Bawaneh et al., 2023; M T Nuseir et al., 2022a). This may allude to the trust the leaders work with their representatives which gives representatives more

opportunity when playing out their assignments and carrying out their responsibilities without being advised to do as such. The present outcomes additionally show that moving inspiration has the best impact on entrepreneurial orientation of banks; this may allude to the bank heads' qualities and practices, where rousing leaders challenge workers to satisfy exclusive requirements, demonstrate a readiness to accomplish future objectives and carry significance to the approaching task (Aityassine et al., 2022; Al-Marouf et al., 2022b; Haitham M. Alzoubi et al., 2022f; Khan et al., 2022)(Yasir et al., 2022). Likewise, leaders who characterize a typical and alluring vision for representatives, set an elevated level of desire for every person and persuade them regarding their capacity to accomplish their objectives can energize creative and proactive practices among representatives, invigorating them to create items furthermore, administrations and look for showcase openings that offer clients better help (I. Akour et al., 2022; Muhammad Turki Alshurideh et al., 2023c; Khatib et al., 2022).

Leaders with the scholarly incitement trademark are bound to modify existing working techniques, distinguish new critical thinking approaches for workers, adjust the organizational procedures and frameworks to have a fantastic future, depend workers to take duties and increment the degree of their dedication (Muhammad Turki Alshurideh et al., 2022a; Louzi et al., 2022b). This can assemble worker advancement and experimentation, which is significant in advancing entrepreneurial orientation inside the association. The current discoveries were conflicting with past examinations (Mubeen et al., 2022) (Nuseir et al., 2021) demonstrating that individualized thought is wasteful to influence entrepreneurial orientation. This might be ascribed to the components utilized by banks in choosing regulatory leaders and the attributes of leaders. Leaders were wasteful to think about the various needs, capacities and wants of every part that influence their degree of strengthening and duty to improve banks' entrepreneurial orientation,

**H01:** There is no effect of shared leadership on entrepreneurial orientation

#### *4.2. Relationship between Shared Leadership and Organizational Learning*

Findings related to the second main hypothesis

indicate that shared leadership has a huge impact on organizational learning ability (H M Alzoubi et al., 2022). This finding lines up with different past investigations city (Al-Kassem et al., 2012; A I Aljumah et al., 2022b; Arshad et al., 2023; Varma et al., 2023) that exhibited the significance of shared leaders in upgrading and supporting organizational learning abilities. This will in general help the presumption that a shared leadership style inspects, modifies and manages frameworks, building them in manners that share and appropriate information through organizational learning. This style of leadership is committed to and empowers organizational learning, giving everything expected to confront the hindrances and troubles that may upset this learning (T M Ghazal et al., 2023b; Mat Som and Kassem, 2013; Nuseir et al., 2020).

This finding is additionally steady with Nafei et al. (2012), who indicated that shared leaders help individuals to achieve the undertakings relegated to them, tune in to their requirements and wants, welcome and prize their new plans to unravel issues and try to create workers by using their forces to improve and create open doors for organizational learning (Muhammad Turki Alshurideh et al., 2023b). The current discoveries additionally uncovered that all the measurements that establish shared leadership apply a huge impact on organizational learning ability in banks (El Khatib et al., 2021). Comparable to admired impact and its impact on organizational learning ability, this may owe to the way that shared leaders endeavor to assemble regard between workers, urge their adherents to use assets, utilize the accessible devices and strategies to accomplish interior and outer data and assume liability for their choices (Almasaeid et al., 2022; Muhammad Turki Alshurideh et al., 2022b; Haitham M. Alzoubi et al., 2022c).

This may likewise be clarified by the capacity of shared leaders to urge representatives to trust in their capacities to accomplish objectives. The critical impact of moving inspiration on organizational learning capacity is predictable with (Al-Awamleh et al., 2022; Muhammad Alshurideh et al., 2023; Kurdi et al., 2022b). They contended that leaders' capacity to urge devotees to take an interest in the future vision, crucial procedures of the association, to accomplish targets and demonstrate an inspirational mentality to the

future and to help inventiveness and receptiveness improves learning capacities and in this way the association's capacity to gain new information and to change (El Khatib and Ahmed, 2020). With respect to scholarly incitement, which has the most noteworthy impact on learning ability, it appears to be evident that learning requires change, which in turns requires shared leadership.

Through scholarly incitement, leaders urge workers to take care of issues in new ways and invigorate them to discover new and inventive arrangements, inciting conduct changes to encourage organizational learning, empowering the advancement of mental models and supporting organizational learning (Taher M. Ghazal et al., 2023; Mohammed T. Nuseir and Aljumah, 2020). The discoveries for the last speculation show that individualized thought affects learning ability in banks. This may show that leaders center around making a strong condition by understanding representatives' needs and helping them to satisfy those necessities by assigning position to assist them with developing themselves through close to home difficulties (Ahmad Ibrahim Aljumah et al., 2022b; M Alshurideh et al., 2023; T M Ghazal et al., 2023c). By supporting advancement, tolerating new and imaginative thoughts and demonstrating ability to change, leaders can make a fitting vision for learning.

**H02:** There is no effect of shared leadership on organizational learning

#### 4.3. Relationship between Entrepreneurial Orientation and Organizational Learning

The results according to the third hypothesis show that banks' organizational learning capacity has a huge impact on entrepreneurial orientation. This shows innovativeness, proactiveness and risk-taking practices are identified with banks' capacity to fabricate a learning society for representatives, secure and move information, make new thoughts and stay open to advertise openings (I. A. Akour et al., 2022; Al-Kassem, 2014; Al-Marroof et al., 2022a). This outcome is steady with past examinations (Haitham M. Alzoubi et al., 2022d; El Khatib and Ahmed, 2019; M T Nuseir et al., 2022b) affirming that organizational learning ability has a constructive outcome on entrepreneurial orientation.

The explanation basic this impact is that organizational learning capacity causes firms to

improve and build up their imaginative and proactive practices by building up the capacity to procure and move new information and making new items and thoughts (El Khatib et al., 2020a; Hani Al-Kassem, 2021). In expansion, the way toward using assets to prepare and teach representatives and build up their aptitudes is an antecedent of entrepreneurial exercises. Organizational learning ability underpins entrepreneurial exercises, offering people chances to devise and recharge their practices and procedures (Haitham M. Alzoubi et al., 2022b; Khatib, 2022). As to the sub-speculations, the outcomes for administrative duty indicated it has no impact on entrepreneurial orientation. This diverges from the discoveries of (M Alshurideh et al., 2022; E Tariq et al., 2022), which inferred that when the board focuses on the significance of learning, underpins information obtaining and move, it is bound to impact the association's capacity to make new items and rehearses and to look for showcase openings. In any association, whatever the business, the board assumes a basic job in initiating entrepreneurial orientation and a learning atmosphere by tending to any boundaries or hindrances (A. Al-Marroof et al., 2021; R. S. Al-Marroof et al., 2021b).

The connection between administrative duty and entrepreneurial orientation is certain in light of the fact that the last relies for the most part upon the previous. With respect to the jumble between the current examination and the aftereffects of different investigations, this can be credited to individual elements among the investigation members (Nuseira and Aljumahb, 2020). Additionally, the way of life can add to this outcome as Middle Easterner culture will in general have a high vulnerability evasion which implies the sentiment of being undermined or scared by unforeseen circumstances (Akour et al., 2021; Al-Kassem, 2017; R. S. Al-Marroof et al., 2021a; Alzoubi, H MALhamad et al., 2021), this may influence representatives' strengthening. The executives will in general stay away from vulnerability in banks, by setting rules, to keep up their monetary position and maintain a strategic distance from budgetary misfortunes and risks. Second, the outcomes show that framework viewpoint impacts banks' entrepreneurial orientation.

This was clarified by (E. Khatib et al., 2021), who saw associations as an arrangement of shared

mental models whose principle task is to procure, disseminate and share information. This shows organizational learning is more than just singular learning; rather, it has an aggregate nature that requires a typical language to share and incorporate data. As all bank individuals and offices are cooperating toward a particular objective, which identifies with advancement and innovativeness. It is likewise evident that transparency and experimentation significantly affects banks' entrepreneurial orientation. This was affirmed by (Aljumah et al., 2020; Haitham M. Alzoubi et al., 2022e; Emad Tariq et al., 2022), who showed that endeavors that investigation to create items and improve the executives are bound to ingest changes and to receive new advancements and methodology.

This may likewise mirror the transparency of banks to the outside condition in the quest for new thoughts and answers for existing and future issues. This is probably going to improve laborers' information on new thoughts and natural changes identified with client items and administrations and to innovative turns of events and practices. At long last, the current outcomes demonstrate that information move and mix bolster banks' entrepreneurial orientation. (Muhammad Turki Alshurideh et al., 2023a) exhibited that strategies for sharing exercises learned in organizational practices among divisions and groups are a key factor in innovativeness. This might be on the grounds that information sharing among representatives and offices is viable; banks make a point to move information identified with past disappointments so as to keep away from errors, and data about new thoughts and workers' encounters can be helpful for others.

**H03:** There is no effect of Entrepreneurial Orientation on Organizational Learning

#### *4.4. Relationship between Shared Leadership, Entrepreneurial Orientation and Organizational Learning*

The results show that the impact of the shared leadership on organizational learning ability is huge at 0.05 and the estimation of effect is 0.592 and the impact of organizational learning capacity on entrepreneurial orientation is huge at 0.05 and the estimation of effect is 0.906. Furthermore, the impact of shared leadership on entrepreneurial orientation isn't huge at 0.05 just as the estimation

of effect has been diminished in the wake of taking into account the middle person variable. This shows the organizational learning capacity assumes the total intervention job. Appropriately, the absolute impact can be determined as underneath:

$$- 0.077 + (0.592 * 0.906) = 0.459.$$

Besides, the outcomes in the above uncover that the estimation of X2 is 121.135 and it is huge at ( $\alpha \leq 0.05$ ). Likewise, the Minimum error esteem (X2/DF) is 3.954 which show that the harmonization level is acceptable; where (Arbuckle, 2008) expressed that the harmonization level range 1 to 5. Also, the GFI which speak to the harmonization of value is 0.940 and this worth is near one (Full similarity) (Mohammed T. Nuseir and Aljumah, 2020). In such manner, the estimation of CFI is 0.966 and it is likewise near one. Besides, the outcome above shows that the estimation of RMSEA is 0.077 is near zero (Hair et al., 2010, p. 116). The analysts utilized AMOS and SPSS projects to test the mediating impact of organizational learning capacity on shared leadership impacts on entrepreneurial orientation so as to guarantee and affirm that the mediating variable assumes a completely mediating job. For a superior comprehension, the impact of shared leadership on entrepreneurial orientation will be explored with the nonattendance of organizational learning ability (Nuseir et al., 2023). This impact ought to be measurably noteworthy. At that point, the impact of shared leadership on entrepreneurial orientation will be explored with the nearness of organizational learning capacity. To decide the degree of intervention impact, if the impact of shared leadership on entrepreneurial orientation is huge and decreased, at that point, organizational learning ability is somewhat mediating the impact of shared leadership on entrepreneurial orientation (El Khatib et al., 2019; Kassem and Martinez, 2022).

On a similar hand, if the impact of shared leadership is decreased yet not critical. At that point, organizational learning ability is completely mediating the impact of shared leadership on entrepreneurial orientation (M. El Khatib et al., 2021). The results show the way of the impact of shared leadership on organizational learning ability and entrepreneurial orientation. It has been discovered that shared leadership has a critical impact on organizational learning ability where the



coefficient esteem is 0.6432. This can be seen at Path (A). With respect to impact of organizational learning ability on entrepreneurial orientation, it tends to be contended that organizational learning capacity significantly affects entrepreneurial orientation where the coefficient esteem is 0.7087. This can be seen at Path (B). Be that as it may, so as to decide if organizational learning capacity has a mediating job in the impact of shared leadership on entrepreneurial orientation, these rules must be met (Al-Kassem et al., 2022; Nuseir and Aljumah, 2022); the impact of shared leadership on organizational learning ability must be huge, the impact of organizational learning capacity on entrepreneurial orientation must be huge and the impact of shared leadership on entrepreneurial orientation must be critical and the quality of the impact must be decreased (El Khatib et al., 2019; Kassem and Martinez, 2022).

The results of the mediating role analysis of organizational learning ability using AMOS and SPSS demonstrate that organizational learning capacity assumes a completely mediating role between shared leadership and entrepreneurial orientation, changing over the immediate impact of shared leadership on entrepreneurial orientation into a roundabout impact (El Khatib, 2015). This shows the normal difference clarified in the nearness of organizational learning ability is higher than without it. This implies organizational learning ability upgrades the shared leadership attributes by making a culture that centers around change and inventiveness; getting and moving information and encounters between bank offices and putting away data to dodge past disappointments; urging workers to make new thoughts and afterward fulfilling them; improving workers learning capacities, abilities and preparing; and finding inventive answers for issues and trying different things with new thoughts, innovations and change, as entrepreneurial orientation relies upon all the measurements of organizational learning capacity (M T Nuseir and Aljumah, 2020). It likewise relies upon new and inventive thoughts, securing new information and

#### 4.6. Research Model

making a culture that supports change. (Aljumah et al., 2023; Haitham Alzoubi et al., 2022; El Khatib and Ahmed, 2018; Ghazal et al., 2021) exhibited that effective entrepreneurial firms have learning capacities. What's more, examining the external condition gives banks an extraordinary favorable position, by utilizing the procured information in making advancement and improving the organizational structure and procedures. Banks have started to give their clients imaginative items, this expects firms to screen the external condition and afterward convert what they have realized into methodical information (Ahmad Ibrahim Aljumah et al., 2022a).

H0.4: Organizational learning capability has no mediating role in the effect of shared leadership on entrepreneurial orientation.

#### 4.5. Research problem statement

This research expects to explore the impact of Shared leadership on Entrepreneurial orientation and Organizational learning in Commercial Banks situated in Dubai, and whether organizational learning intervenes the impact of Shared leadership on entrepreneurial orientation. This exploration is led to exhibit the impact of shared leadership on Organizational learning through Entrepreneurial orientation, where this part is exceptionally significant and serious.

As banks face solid rivalry, they should have the option to roll out significant improvements that incorporate expanding their levels of innovativeness and proactiveness by building up their leadership, worker learning and information sharing what's more, by advancing an inventive culture. In like manner, this exploration is directed to respond to the accompanying inquiry, how shared leadership influences entrepreneurial orientation as intervened by organizational learning ability.

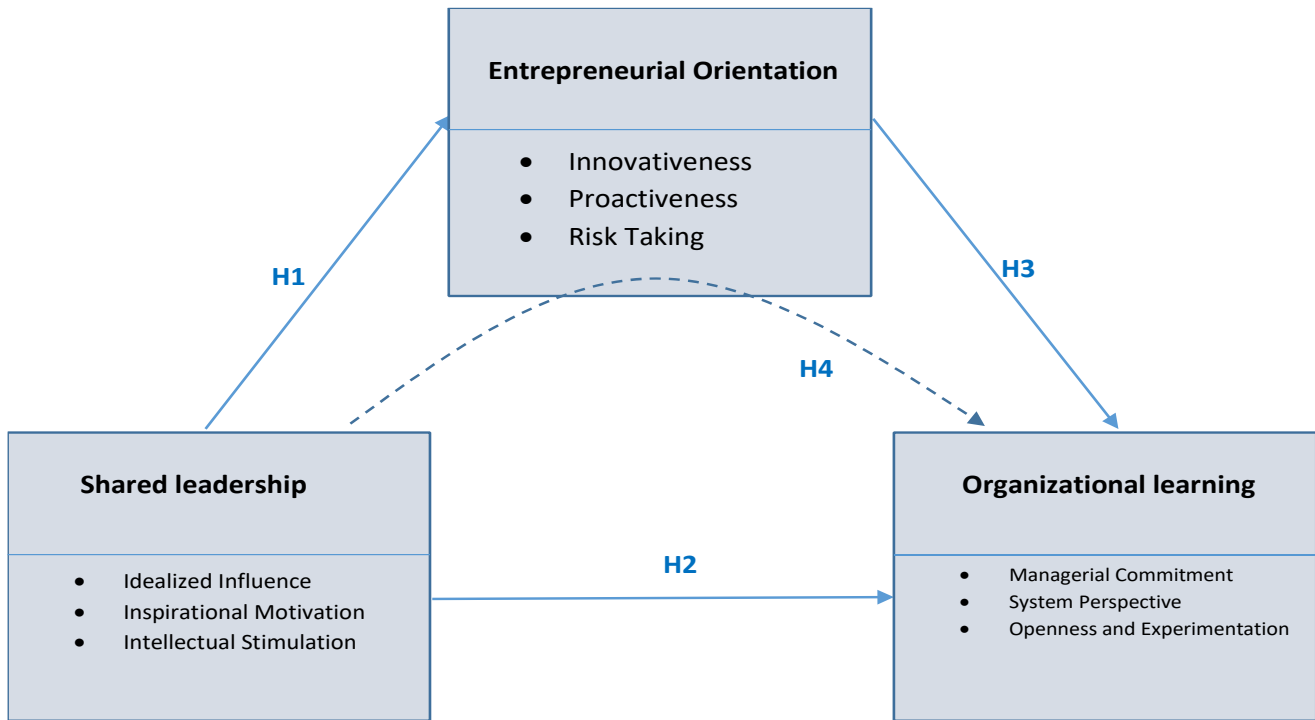


Figure (1)

4.7. Research Hypotheses

The principal and sub-hypotheses are as follows.

First Main Hypothesis

**H01:** There is no effect (at the level  $\alpha \leq 0.05$ ) of shared leadership on entrepreneurial orientation.

Sub-hypotheses

H01.1: There is no effect (at the level  $\alpha \leq 0.05$ ) of idealized influence on entrepreneurial orientation

H01.2: There is no effect (at the level  $\alpha \leq 0.05$ ) of inspirational motivation on entrepreneurial orientation.

H01.3: There is no effect (at the level  $\alpha \leq 0.05$ ) of intellectual stimulation on entrepreneurial orientation.

H01.4: There is no effect (at the level  $\alpha \leq 0.05$ ) of individualized consideration on entrepreneurial orientation.

Second Main Hypothesis

**H02:** There is no effect (at the level  $\alpha \leq 0.05$ ) of shared leadership on organizational learning

Sub-hypotheses

H02.1: There is no effect (at the level  $\alpha \leq 0.05$ ) of idealized influence on organizational learning.

H02.2: There is no effect (at the level  $\alpha \leq 0.05$ ) of inspirational motivation on organizational learning.

H02.3: There is no effect (at the level  $\alpha \leq 0.05$ ) of intellectual stimulation on organizational learning.

H02.4: There is no effect (at the level  $\alpha \leq 0.05$ ) of individualized consideration on organizational learning.

Third Main Hypothesis

**H03:** There is no effect (at the level  $\alpha \leq 0.05$ ) of organizational learning capability on entrepreneurial orientation.

Sub-hypotheses

H03.1: There is no effect (at the level  $\alpha \leq 0.05$ ) of managerial commitment on entrepreneurial orientation.

H03.2: There is no effect (at the level  $\alpha \leq 0.05$ ) of system perspective on entrepreneurial orientation.

H03.3: There is no effect (at the level  $\alpha \leq 0.05$ ) of openness and experimentation on entrepreneurial orientation.

H03.4: There is no effect (at the level  $\alpha \leq 0.05$ ) of

knowledge transfer and integration on entrepreneurial orientation.

#### Fourth Main Hypothesis

**H0.4:** Organizational learning capability has no mediating role in the effect of shared leadership on entrepreneurial orientation.

### 5. METHODOLOGY

This is a qualitative research that used a mixed method approach with descriptive and exploratory method. Methodology is important for every research activity as it provides a systematic design framework through which target research can be completed in a more effective and systematic manner. This research employed to gather secondary data from previous research literature, books, journals and online data source to make more authentic and prove the study hypothesis. The developed hypothesis were critically examined through deep analysis of prior studies to conclude the research objectives.

1-Managers ought to include staff and different representatives in significant dynamic procedures of the bank.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

2-Employee learning ability is viewed as a noteworthy factor in this bank.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

3-All offices in this bank are very much aware of their commitment in accomplishing general goals of this bank.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

4-Bank advances experimentation and development as a method for improving the work procedure.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

5-Experiences and thoughts gave by consultants and clients are viewed as a helpful instrument for this present bank's learning.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

#### 5.1. Population and Sample

The population of this study is Commercial Banks in UAE.

The size of population: there are 802 Commercial Banks in UAE. Since we are unable to reach all the companies, we will take a sample (the sample type is clustered: means that we will only choose the banks in Dubai).

The sample will be Commercial Banks in Dubai which are 291.

The primary data collection instrument is an empirical survey (or questionnaire).

The unit of analysis (respondents): The questionnaire was distributed to all (middle and upper level) managers Commercial Banks in Dubai, because they are qualified enough to understand the study variables and able to answer the questionnaire.

#### 5.2. Data Collection method (Questionnaire)

6-Managers impart pride in others for being related with them.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

7-Manager acts in manners that assemble others' regard for him.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

8-Managers discuss eagerly about what should be cultivated

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

9-Managers reconsider basic suspicions to address whether they are fitting or not

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

10-Managers get others to take a gander at issues from various points.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

11-The bank is the primary supplier of new items and administrations for customers.

Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

12-Bank is consistently growing and will continue to introduce new procedures  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

13-Bank is accentuating on innovative work.  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

14-Banks are the first ones to distinguish customers' needs.  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

15-Bank has started activities to manage contenders.  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

16-Bank seeks after market openings.  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

17-Bank's condition expects strength to accomplish goals.  
Strongly Agree 2) Agree 3) Neutral 4) Disagree 5) Strongly Disagree

## 6. DISCUSSION

This examination broke down the impact of shared leadership on entrepreneurial orientation as intervened by organizational learning ability by gathering information from representatives in Dubai commercial banks. To make new items for clients, beat contenders, accomplish first mover status in the market and stay up with the latest with natural changes, banks need to take part in entrepreneurial practices. The primary goal of this examination was to look at the impact of shared leadership on entrepreneurial orientation. As a rule, the outcomes indicated that shared leadership affects a bank's entrepreneurial orientation. This finding lines up with those from different past examinations (Zhu et al., 2018) which showed the significant pretended by a shared style of leadership in improving a company's entrepreneurial orientation.

Shared leaders are known for their capacity to animate representatives to accomplish their objectives, building trust between them, rousing them to accomplish more than anticipated and supporting them to seek after and accomplish an engaging vision. In light of the consequences of the current examination, it very well may be reasoned that two components of shared leadership, helpful inspiration and scholarly incitement, significantly affect banks' entrepreneurial orientation. This demonstrates shared leadership is probably going to urge workers to create and upgrade their own exhibition and to surpass their own desires, which thus influences the entrepreneurial orientation of the banks. In any case, the outcomes demonstrated that admired impact and individualized thought

have no impact on banks' entrepreneurial orientation.

The second goal of the current examination was to research the impact of shared leadership on organizational learning ability. The discoveries propose that shared leadership has a critical impact on organizational learning ability regarding four measurements: admired impact, rousing inspiration, scholarly incitement and individualized thought. These discoveries are reliable with those of past examines (Martin et al., 2018), and associations with shared leaders are thought to have a number of points of interest. These leaders fabricate associations with representatives to urge them to buckle down. They make progress, build up their supporters' exhibition and urge them to redesign their presentation and to accomplish bunch objectives. Shared leaders have a huge impact in initiating learning, and usage of information; they encourage organizational learning by prompting, by recognizing structures and exercises and by building connections inside gatherings.

The current outcomes likewise show that scholarly incitement and admired impact are the most noteworthy indicators of organizational learning capacity in banks. This might be on the grounds that administrators and chiefs urge workers to think imaginatively, invigorate them to discover better approaches for tackling issues and motivate them to have confidence in their capacities and to bargain with various circumstances and to learn. The third goal of the current examination was to look at the impact of organizational learning ability and its measurements administrative responsibility, framework point of view,

transparency and experimentation and information move what's more, mix on the entrepreneurial orientation of commercial banks in Jordan.

The outcomes show that banks' entrepreneurial orientation is influenced by their degree of organizational learning ability, except for administrative duty, which has no impact on entrepreneurial orientation. These outcomes are predictable with Altinay et al. (2016) and García-Morales et al. (2007), who showed that organizations that create viable learning systems are bound to propel entrepreneurial exercises. Steady interest in assets can improve learning capacity, driving thusly to the advancement of entrepreneurial orientation. Organizational learning assumes a significant job in the proactive entrepreneurial commitment and advancement of associations. (Duan, 2017) exhibited that supervisors who advance and bolster organizational learning by sharing information among divisions and association know about the significance of learning and information to the association, acknowledge new thoughts, and propel workers to be imaginative; this empowers the association to keep up to date with ecological changes. The last target of the current investigation was to inspect the mediating job of organizational learning ability in shared leadership's impact on entrepreneurial orientation.

The outcomes show that organizational learning capacity completely intercedes the impact of shared leadership on entrepreneurial orientation, which implies that organizational learning capacity renders the immediate impact of shared leadership on entrepreneurial orientation inconsequential. This finding affirms that organizational learning capacity is a basic component that influences and improves the impact of shared leadership on entrepreneurial orientation by improving banks' capacities to make a learning society that bolsters new imaginative thoughts and arrangements, information obtaining and sharing of encounters inside.

## 7. CONCLUSION

The research aims at exploring the impact of shared leadership on entrepreneurial orientation as interceded by organizational learning capacity in Dubai commercial banks. Accordingly, the helpful discoveries delivered can be used by bank

directors towards the turn of events and execution of practices that will lead to improve banks entrepreneurial orientation and upgrade learning capacities. Banks are recommended to improve their directors' shared properties; administrators ought to be prepared to spur and motivate workers, upgrade their dedication and energy, reward imaginative individuals who break new ground and improve change and sharing information, so as to encourage and upgrade their learning capacities and the their entrepreneurial orientation.

This should be possible via preparing administrators on the best way to manage their devotees and motivate them and urge changes so as to improve their capacities. Likewise, assessing chiefs occasionally and rewards them as indicated by their exhibition. Chiefs and leaders are taking an interest persuasive inspiration and scholarly incitement to improve banks entrepreneurial orientation while overlooking individualized thought dependent on the respondents' perspectives. Along these lines, the scientists recommended that banks need to prepare their supervisors and leaders on the most proficient method to manage various representatives' needs and capacities and tune in to their issues, construct shared trust among workers and their administrators, how to mentor and screen representatives in manners that rouse their practices. Also, the discoveries recommended that banks should notice the significance of administrative responsibility, and that supervisors from various levels and divisions ought to go to instructional courses, mindfulness what's more, meetings to generate new ideas about the significance of learning for the bank.

This would instruct supervisors about the learning procedure and help them in supporting and embracing learning-focused practices for every representative also, persuading inventive thoughts by giving prizes for workers' new thoughts and better approaches to take care of issues.

With respect to the mediating impact of organizational learning capacity in shared leadership impacts on entrepreneurial orientation, the discoveries of the examination show that organizational learning ability plays a critical mediating job. Subsequently, banks and supervisors ought to improve and upgrade their learning abilities by conducting learning meetings

for workers, allowing adherents to secure information from different sources, talking about new thoughts, improving administration practices and methods that rotates around learning, making an inventive culture that bolsters developments, utilizing engaging support procedures like conceptualizing strategy, and remunerating representatives who think imaginatively and give new arrangements and thoughts.

These recommendations to improve banks learning capacities influence and upgrade their entrepreneurial orientation. At the point when representatives are occupied with these preparation and learning practices, the capacity of chiefs to improve their entrepreneurial orientation is improved and upgraded on the grounds that they have an innovative domain which inspires furthermore, motivates them to be innovative, make new arrangements and thoughts and obtain and move new information that is essential to grow new items, practices and practices.

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