

Strategic Entrepreneurship and Its Role in Attainment Organizational Creativity Applied on the Saudi Banks Sector

Dr. Eshraga Abdalla Mohammed - Assistant Professor, College of Business - Al-Baha University

Send Article Date 16/ 2/ 2025 / Date of acceptance of the article: 25 / 3/ 2025

Abstract:

The aim of this study is to investigate the role of strategic entrepreneurship in achieving organizational creativity, encompassing all components (Ideational Fluency, Creative Originality, and Problem Sensitivity) through application to the employees of Saudi banks. To address this topic comprehensively, the study presents a theoretical aspect of the research variables. As for the field aspect, the study was applied to employees of (7) Saudi banks, with a sample size of (81) individuals. The descriptive analytical method was employed, and the questionnaire was used as a key tool for concluding findings, the most prominent of which is that using strategic entrepreneurship within the Saudi banks contributes to increasing the Ideational Fluency of the administrative ideas by 91%.

Keywords: Strategic Entrepreneurship, Creativity, Ideational Fluency, Creative Originality, Problem Sensitivity, Saudi Banks

الملخص:

تهدف الدراسة إلى التعرف على دور الريادة الاستراتيجية في تحقيق الابداع التنظيمي بمكوناته (الطلاقة، الأصالة، الإحساس بالمشكلات) بالتطبيق على موظفي المصارف السعودية إذ تعد الريادة الاستراتيجية إحدى الأدوات التي تسهم في تطوير المنظمات وتعزيز قدراتها التنافسية، ولتناول الموضوع بصورة متكاملة تم عرض الجانب النظري الخاص بمتغيري الدراسة أما الجانب الميداني فقد تم تطبيق الدراسة على موظفي المصارف السعودية حيث يتكون مجتمع الدراسة من العاملين بالمصارف السعودية شملت عدد (7) مصارف، حيث بلغ حجم العينة في الدراسة (81) مفردة. تم استخدام المنهج الوصفي التحليلي واستخدمت الاستبانة كأداة أساسية لاستخلاص النتائج التي من أبرزها أن استخدام الريادة الاستراتيجية بالمصارف السعودية يسهم في زيادة الطلاقة في الأفكار الإدارية بنسبة 91%.

الكلمات المفتاحية: الريادة الاستراتيجية، الإبداع، الطلاقة، الأصالة، الإحساس بالمشكلات، المصارف السعودية

Introduction:

Due to the acceleration and modern changes in the business environment and the intense competition facing organizations, it becomes imperative to adopt contemporary concepts that can contribute to organizational development and service improvement. Therefore, focusing on strategic entrepreneurship is one of the most essential elements in achieving excellence and organizational goals. The significance of strategic entrepreneurship is evident in its capability to achieve creativity in different organizations as it creates a proper environment to motivate and transform creative ideas into innovative solutions, contributing to the organization's development across diverse fields.

Research Methodological Framework:**Research Problem:**

The studies have addressed the role of strategic entrepreneurship as an introduction to numerous research, motivating the researcher to study the role of strategic entrepreneurship in achieving organizational creativity from the perspective of Saudi bank employees. Consequently, the research problem can be formulated in the following main question: What is the role of strategic entrepreneurship in achieving organizational creativity with its components (Ideational Fluency, Creative Originality, and Problem Sensitivity) from the perspective of Saudi bank employees? The following sub-questions are derived from the main question:

1. Is there a statistically significant relationship between strategic entrepreneurship and Ideational Fluency?
2. Is there a statistically significant relationship between strategic entrepreneurship and Creative Originality?
3. Is there a statistically significant relationship between strategic entrepreneurship and Problem Sensitivity?

Significance:

The study is significant due to the following reasons:

1. Strategic entrepreneurship is one of the rare and modern topics in the business administration industry.
2. The study aims to improve the work environment and foster creativity and achieve creativity in the bank sector.
3. The study contributes to exploring the concepts and components of strategic entrepreneurship as a modern and significant topic.
4. Development of proposals to achieve strategic entrepreneurship in banks through organizational creativity

Objectives:

The study aims to achieve the following:

1. Exploring the theoretical framework of strategic entrepreneurship in light of contemporary administrative literature.
2. Exploring the theoretical framework of organizational creativity with its various components considering contemporary administrative literature.
3. Exploring the reality of applying strategic entrepreneurship to Saudi banks.
4. Testing the impact of strategic entrepreneurship on the organizational creativity at Saudi banks.

Research Hypotheses:

The research is based on a main hypothesis- There is a relationship between strategic entrepreneurship and organizational creativity components, namely Ideational Fluency, Creative Originality, and Problem Sensitivity.

The following sub-hypotheses stem from this main hypothesis:

1. There is a statistically significant relationship between strategic entrepreneurship and Ideational Fluency.
2. There is a statistically significant relationship between strategic entrepreneurship and Creative Originality.
3. There is a statistically significant relationship between strategic entrepreneurship and Problem Sensitivity.

Research Approach:

To achieve the research objectives and conclude objective and accurate findings, the (descriptive-analytical) method was employed, utilizing a questionnaire tool to extract the findings and formulate the study recommendations.

Research Limitations:

Objective Limitations: The research addressed the role of strategic entrepreneurship in achieving organizational creativity.

Spatial Limitations: The study was applied to the Saudi bank sector.

Human Limitations: Employees of the bank sector (senior management and employees).

Time Limitations: 2024 G.

Research Variables:

1. Independent Variable: Strategic entrepreneurship
2. Dependent Variable: Organizational creativity with its components (Ideational Fluency, Creative Originality, Problem Sensitivity)

Data resources: The study relied on Arabic and foreign books, published scientific research, circulars in the field of administrative sciences, and the Internet. In the field framework, a questionnaire was used as one of the data collection instruments.

Keywords: Strategic entrepreneurship – administrative creativity – Ideational Fluency – Creative Originality – Problem Sensitivity

Theoretical Framework:

I. Strategic Entrepreneurship:

Prior to exploring the concept of strategic entrepreneurship, we find it essential to understand the concept of entrepreneurship itself, which originates from a French term. Bruch (2010) define it as a set of activities that work on attention, providing opportunities, and fulfilling the needs and desires through creativity and the establishment of enterprises. Barrow also indicated that entrepreneurship is the process of utilizing a wide set of skills to achieve added value to a specific field of human activity. The outcome of this effort is either an increase in income or higher independence, as well as a sense of pride stemming from the exerted creative effort.

On the other hand, Al-Jameel (2021) defined strategic entrepreneurship as a set of pioneering activities made by applying strategic contexts that invest in the available opportunities to achieve excellence and competitiveness in the organization through a set of administrative skills. Moreover, Rothaermel (2013) has defined strategic entrepreneurship as a process that handles the economic risks of creativity and sometimes finds new production or companies. Al-Aameri and Al-Badani (2021) also defined it as an administrative approach that has many strategies, methods, and procedures that help enterprises to remain consistently active. Furthermore, Al-Otaibi (2020) defined it as an administrative introduction encompassing innovative and creative dimensions, operations, and practices to provide opportunities and invest materials in a way that is difficult for competitors to comprehend and imitate.

Strategic Entrepreneurship Significance:

- Strategic entrepreneurship is considered an input to the decision-making process related to optimally investing the available resources to launch a new product/ service and developing modern processes and methods.
- It helps organizations to develop and improve performance through balancing efficiency and effectiveness.
- It strengthens the organization's competitive position locally and regionally over the long term across the organizational performance level.
- It increases the capability of creativity within the organizations through adopting and encouraging developed ideas (Zahra, 2017).
- It improves the economic position within the organization.
- It creates job opportunities in the long term to achieve economic growth (Katana and Agha, 2012)
- It strengthens the organization to face the risks that confront or threaten it in the present or the future.

Strategic Entrepreneurship Dimensions: Strategic entrepreneurship has multiple dimensions that can be summed up as follows

1. Entrepreneurial Leadership: One of the organization's vital components plays a prominent role in the process of developing and leading administrative creativity.

Entrepreneurial leadership is the leader's ability to cooperate with the dependent employees to accomplish the entrepreneurial activities that are made through the application of the strategic contexts within the enterprise to achieve its objectives efficiently by investing in the available opportunities and competitive advantages through entrepreneurial endeavors within the enterprise.

2. Entrepreneurial Culture: It represents a system of mutual values (i.e., what is important) and beliefs (how things are going) that form the structural preparations of the organization and its members and the procedures for generating behavioral standards (the complete way of knowing within the organization) (Kimuli, 2011). It also means a demand for developing entrepreneurial skills in the creative and cultural sectors to contribute more significantly to economic development.

3. Entrepreneurial Thinking is an individual and collective phenomenon. It is important to the individual project owners, managers, and employees of the organization because it involves thinking, intelligence, and proactive work (Kimuli, 2011).

4. Resources Strategic Management: A form for making decisions, policies, practices, and procedures related to human resources.

Factors Affecting Strategic Entrepreneurship:

There are four critical factors upon which organizations rely, affecting strategic entrepreneurship and are considered decisive in it. Individuals are the real source of creativity, innovation, and leadership. If we desire to increase the organization's capacities that rely on entrepreneurship, we must improve the quality and abilities of the entrepreneurs in its environment.

1. These organizations must deal with customers who differentiate themselves in terms of the quality of service they offer compared to what other competitors provide.

2. These organizations must embrace entrepreneurial employees with innovative leadership talents and encourage personal initiative and risk appetite.

3. Entrepreneurship organizations rely on creativity and innovation to produce new products or services. Therefore, it is important to connect innovation and updating to achieve the organization's competitive advantages.

Reasons for Adopting Strategic Entrepreneurship:

The reasons why organizations go for strategic entrepreneurship can be summed up in the following points (Mujuru, 2014):

- Organization's desire for strategic change at certain stages of implementation.
- Difficult connection between certain strategic elements, particularly the ones related to individuals' orientations.
- Desire to develop skills and abilities related to strategic management.
- Developing the ability to analyze the internal and external factors.

Strategic Entrepreneurship Characteristics:

The characteristics of strategic entrepreneurship are provided as follows (Rasmy, Aacid, Hady, 2019):

- Depends on simplicity, flexibility, initiative encouragement, and risk appetite.
- Employs and utilizes opportunities in the organization's available resources.
- Builds key values and visions of the organizations.
- Encourages the employees and innovations in the means of managing the organization's resources and processes.
- Addresses the risks associated with uncertainty in the organization's future activities through innovative approaches.

II. Creativity

Concept of Creativity:

Creativity is one of the essential elements necessary for organizational excellence and ensures its continued presence in the market. It is determined by the competitive and innovative advantages of its products and services. Several definitions of creativity may be presented, including the process that creates something that did not exist before (Marinus, 2000). It is also defined as creating new ways of thinking and learning that basically change the organization's processes and outputs (Cortese, 2001). Grawan also defined it as a mixture of personal abilities, preparations, and characteristics that can elevate the brain processes once provided in a proper environment, leading to original and useful outputs, whether for the individual's expertise or the experience of the organization, community or the world if the outputs are at the level of creative breakthroughs in a field of human endeavor. Furthermore, Mahmoud (2016) defined administrative creativity as a blend of capabilities (Creative Originality, Ideational Fluency, flexibility, Problem Sensitivity, risk appetite, analysis, and connection) that enable an individual to generate new, distinctive, and applicable ideas to solve a problem, develop an existing system, or create a concept or practical method for executing the organization's tasks in a way that ensures the efficient and effective achievement of its objectives.

Creativity Components:

Creativity is based on various components. According to the nature of the research, only three main components (Ideational Fluency, Creative Originality, and Problem Sensitivity) are to be presented as follows:

Ideational Fluency: The ability to generate the largest number of ideas and synonyms within a specific timeframe, representing the quantitative aspect of 0.333 creativity. It also means the possibility of giving multiple proper ideas for the requirements of the realistic environment and the ability to continuously produce renewed ideas, delivering meaningful and useful creativity into reality. There are several distinctive factors of Ideational Fluency, namely: (Alfaouri, 2005):

- A. Verbal Ideational Fluency: The ability to produce the largest possible number of meaningful words and useful phrases.

B. Expression Ideational Fluency: The ability to articulate and formulate phrases.

C. Association Ideational Fluency: The production of the largest possible number of ideas with excellent characteristics.

Creative Originality: The unfamiliar production that is never preceded. It refers to the ability to produce low-frequency responses with statistical meaning within the community to which an individual belongs. In other words, the less common an idea is, the greater its degree of Creative Originality.

Problem Sensitivity: The individual's ability to feel, sense, detect a problem, define the missing information, and ask new questions about the problem (Alhouaidi, 2007). It is an employment of the individual's mental abilities and his knowledge, skills and expertise, and collection of the issues and problems that can be addressed to reach groundbreaking solutions.

Creative Personality Traits:

There is a set of traits of the creative personality, including the following:

1. Verbal comprehension and the ability to define terms .
2. The ability to organize and connect ideas.
3. The ability to form clear mental images of the abstract (conceptual) meaning and translate them into words and details.
4. Speed in generating new ideas and ways to solve problems
5. The ability to form ideas, connect words, and formulate meaning to reach the required results for solving problems.
6. The flexibility in problem-solving with breakthrough methods and the ability to summarize ideas and employ them in finding new and creative solutions.

Research Methodology:

The study aims to measure strategic entrepreneurship and its role in achieving organizational creativity through its application to the Saudi bank sector. The researcher used the descriptive-analytical method in conducting the study, as it is the most suitable and appropriate method for the phenomenon matter of the study, without the researcher's intervention in the research process.

Research Instrument:

A questionnaire is designed for this study and collects the required information through the following phases:

1. Develop an initial questionnaire to be used in collecting the required data and information.
2. The questionnaire is distributed to all members of the study population. The questionnaire is divided into two sections:

Section 1: This section contains a set of questions related to the sample personality traits.

Section 2: This section addresses the four study themes (strategic entrepreneurship, Ideational Fluency, Creative Originality, Problem Sensitivity).

The answer to each paragraph was according to the 5-point Likert scale.

Study scale:

The degree of possible responses to the paragraphs was measured on a five-point Likert scale, which ranges from strongly agree to disagree strongly.

Study community:

The study community consists of employees in Saudi banks, including (7) banks, where the sample size in the study was (81) items.

Evaluation of measurement tools:

Consistency and internal stability test of the scales used in the study:

Stability means (The constancy of the scale and its lack of contradiction with itself, i.e., the scale gives the same results with equal probability to the coefficient value if it is reapplied to the same sample). Thus, it leads to obtaining the same or compatible results when it is re-measured. Whenever there is a higher degree of stability and consistency of the tool, it has greater confidence. There are several methods to verify the scale stability, including the split-half method and Cronbach's Alpha method to confirm the internal compatibility of the scales. Cronbach's Alpha coefficient was used, which takes values ranging between zero and one. If there is no stability of the data, the coefficient value will be equal to zero; on the contrary, if there is complete stability of the data, the coefficient value will be equal to one, i.e., increasing the Cronbach's alpha coefficient means increasing the data credibility by reflecting the sample results on the study community. Also, a decrease in the value of (0.60) is evidence of low internal stability. The results obtained indicate that the value of Cronbach's alpha coefficient for the study concepts reached (0.97), which indicates the presence of complete stability in the questionnaire.

Characteristics analysis of the study sample:

To describe the characteristics of the study sample items, the researcher used each of the following:

A. Frequency distribution of questionnaire paragraphs:

This is to identify the general tendency of the sample items for each separate variable.

B. Variance analysis:

To measure the differences between the averages of the respondents' view of strategic entrepreneurship according to the characteristics of the study sample, which are (gender, age group, academic degree, experience years, job title, name of the bank).

First: Gender:

A/ Gender distribution in the study sample:

The questionnaire included a question related to the gender of the respondents. The gender was divided into (Male and female), and the results are shown in Table No. (1).

Table No. (1) Distribution of the kind according to the study sample:

Kind	Frequency	Percentage %
Male	52	64.2
Female	49	35.8
Total	81	100%

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In Table No. (1) we find that 64.2% of the study sample is male, and 35.8% is female. Accordingly, the highest percentage is male, which indicates that Saudi banks rely on the male category for their work.

B/ Variance analysis: To measure the non-existence of differences between the averages of the respondents' view of strategic Entrepreneurship and its role in achieving organizational creativity according to the gender variable.

One-way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views on Saudi banks according to the gender variable. The results are shown in Table No. (2).

Table No. (2) Variance analysis for strategic Entrepreneurship and its role in achieving organizational creativity according to gender in the study sample:

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
First	Between groups	.162	.162	1	.381	.539
	Within groups	33.548	.425	79		
	Total	33.709		80		
Second	Between groups	.306	.306	1	.659	.419
	Within groups	36.654	.464	79		
	Total	36.960		80		
Third	Between groups	.595	.595	1	1.035	.312
	Within groups	45.384	.574	79		
	Total	45.978		80		
Fourth	Between groups	.149	.149	1	.259	.612
	Within groups	45.476	.576	79		

	Total	45.625		80		
--	--------------	---------------	--	-----------	--	--

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (2) showed that there were no statistically significant differences at a significance level of (0.05) for strategic entrepreneurship and its role in achieving organizational creativity according to gender in the study sample. The results were that the calculated value of the statistics (F) was not significant at (0.05). The obtained statistical significance level is (0.539, 0.419, 0.312, 0.612), respectively, and is greater than (0.05). Thus, this result can be interpreted as the nonexistence of statistically significant differences, and it confirms that the respondents, regardless of gender, cannot differ in their view of strategic entrepreneurship and its role in achieving organizational creativity.

Secondly, Age category:

A/ Age category distribution in the study sample:

The questionnaire included a question about the respondent's age. Age was divided into age categories with a range of ten years, ranging from (20 to 60 years or more). The results are shown in Table No. (3).

Table No. (3) Distribution of age category according to the study sample

Age category	Frequency	Percentage %
From 20 to 30 years	100.0	11.1
31 – 40 years	100.0	40.7
41 – 50 years	100.0	45.7
51 – 60 years	100.0	2.5
More than 60 years	-	-
Total	81	100.0

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table No. (3) We find that 45.7% of the study sample represents the age category of 41-50 years; the age category (31-40) was 40.7%. The age category (20-30) was 11.1%, while the age category (50-60) was 2.5%. The lowest percentage was recorded in the category (60 years and above) at 0%. We note that the largest percentage of the study sample items is in the age category, which ranges between (41-50) years. This makes it possible to rely on the answers obtained.

B/ Variance analysis: To measure the nonexistence of differences between the averages of the respondents' views of strategic entrepreneurship and its role in achieving organizational creativity according to the age group variable.

One-way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views on Saudi banks according to the age group variable. The results obtained are shown in Table No. (4).

Table No. (4) Variance analysis for strategic entrepreneurship and its role in achieving organizational creativity according to the age group in the study sample

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
First	Between groups	.162	.162	1	.381	.539
	Within groups	33.548	.425	79		
	Total	33.709		80		
Second	Between groups	.306	.306	1	.659	.419
	Within groups	36.654	.464	79		
	Total	36.960		80		
Third	Between groups	.595	.595	1	1.035	.312
	Within groups	45.384	.574	79		
	Total	45.978		80		
Fourth	Between groups	.149	.149	1	.259	.612
	Within groups	45.476	.576	79		
	Total	45.625		80		

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (4) showed that there was a nonexistence of statistically significant differences at a significance level of (0.05) that could be attributed to the age variable between the averages of the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity. The obtained results indicate that there was a nonexistence of statistically significant differences between the averages of the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity in Saudi banks according to the difference in age category.

Whereas the calculated value of the statistic (F) was nonexistant significant at (0.05), the level of obtained statistical significance is (0.539, 0.419, 0.312, 0.612), respectively, which is greater than (0.05). Accordingly, this result can be interpreted as the nonexistence of statistically significant differences, and it confirms that the respondents, regardless of their age, cannot differ in their view of strategic entrepreneurship and its role in achieving organizational creativity.

Third: Academic qualification:

A/ Distribution of academic degrees in the study sample:

The questionnaire included a question related to the academic degree of the respondent, which was divided into (diploma, bachelor's, master's, and doctorate). The results obtained are shown in Table No. (5).

Table No. (5) Distribution of academic degrees according to the study sample

Qualification	Frequency	Percentage %
Diploma	9	11.1
Bachelor	54	66.7
Master	13	16.0
Doctorate	5	6.2
Total	81	100.0

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

From Table No. (5), we note that 66.7% of the study samples hold a bachelor's degree, 16% hold a master's degree, 11.1% hold a diploma, and 6.2% hold a doctorate.

B/ Variance analysis: To measure the nonexistence of differences between the averages of the respondents' views of strategic entrepreneurship and its role in achieving organizational creativity according to the academic degree variable.

One-way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views on Saudi banks according to the academic degree variable. The results obtained are shown in Table No. (6).

Table No. (6) Variance analysis of strategic entrepreneurship and its role in achieving organizational creativity according to the academic degree in the study sample

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
First	Between groups	2.013	.671	3	1.630	.189
	Within groups	31.696	.412	77		
	Total	33.709		80		
Second	Between groups	2.516	.839	3	1.875	.141
	Within groups	34.444	.447	77		
	Total	36.960		80		
Third	Between groups	2.314	.771	3	1.360	.261
	Within groups	43.665	.567	77		
	Total	45.978		80		
Fourth	Between groups	3.124	1.041	3	1.887	.139
	Within groups	42.501	.552	77		
	Total	45.625		80		

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (6) showed that there was a nonexistence of statistically significant differences at a significance level of (0.05) that could be attributed to the variable of academic degree between the averages of the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity. The obtained results indicate that there was a nonexistence of statistically significant differences between the averages of the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity in Saudi banks according to the difference in academic degree.

Whereas the calculated value of the statistic (F) was nonexistent at (0.05), the level of statistical significance obtained is (0.189, 0.141, 0.261, 0.139), respectively, which is greater than (0.05). Accordingly, this result can be interpreted as the nonexistence of statistically significant differences, and it confirms that the respondents, with their different qualifications, cannot differ in their view of strategic entrepreneurship and its role in achieving organizational creativity.

Fourth: Experience years:

A/ Distribution of experience years in the study sample:

The questionnaire included a question regarding the number of experience years of the respondent. The period was divided into categories, ranging from (less than 5 to more than 10 years). The results obtained are shown in Table No. (7).

Table No. (7) Distribution of experience years according to the study sample

Duration	Frequency	Percentage %
Less than 5 years	12	14.8
5 – 10 years	40	49.4
More than 10 years	29	35.8
Total	81	100.0

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table No. (7), we find that 49.4% of the study sample have less than (5-10) years of practical experience, while those with more than 10 years of practical experience were 35.8%, and those with less than 5 years of experience were 14.8%. We note that the largest percentage of the study sample individuals have less than (5-10) years of practical experience.

B/ Variance analysis: To measure the nonexistence of differences between the averages of the respondents' views of strategic entrepreneurship and its role in achieving organizational creativity according to the variable of experience years.

One Way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views in Saudi banks according to experience years. The results obtained are shown in Table No. (8).

Table No. (8) Variance analysis for strategic entrepreneurship and its role in achieving organizational creativity according to experience years in the study sample

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
First	Between groups	6.994	2.331	3	6.720	.000
	Within groups	26.715	.347	77		
	Total	33.709		80		
Second	Between groups	8.927	2.976	3	8.174	.000
	Within groups	28.033	.364	77		
	Total	36.960		80		
Third	Between groups	11.794	3.931	3	8.855	.000
	Within groups	34.185	.444	77		
	Total	45.978		80		
Fourth	Between groups	9.838	3.279	3	7.056	.000
	Within groups	35.787	.465	77		
	Total	45.625		80		

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (8) showed that there was a nonexistence of statistically significant differences at the significance level (0.05)—the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity. The obtained results indicate the presence of statistically significant differences between the averages of the respondents' view in Saudi banks of strategic entrepreneurship and its role in achieving organizational creativity according to the difference in experience years.

Where the calculated value of statistics (F) was not significant at (0.05), the obtained level of statistical significance is (0.000, 0.000, 0.000, 0.000), respectively, and is greater than (0.05). Accordingly, this result can be interpreted as the presence of statistically significant differences, and it confirms that the respondents' views differ on strategic entrepreneurship and its role in achieving organizational creativity, depending on the experience years. This means that the

greater experience of employees in banks leads to an increase in their understanding of strategic entrepreneurship and organizational creativity.

Fifth: Job title:

A/ Distribution of job title in the study sample:

The questionnaire included a question related to the job title of the respondent. The job title was divided into (employee, sales advisor, manager, accountant, supervisor). The results obtained are shown in Table No. (9).

Table No. (9) Distribution of job title according to the study sample

Job	Frequency	Percentage %
Employee	59	72.8
Sales advisor	7	8.6
Manager	8	9.9
Accountant	2	2.5
Supervisor	5	6.2
Total	81	100.0

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

From Table No. (9), we note that 72.8% of the study sample work as employees, 9.9% work as branch managers, 8.6% work as sales advisors, 6.2% work as supervisors, and 2.5% work as accountants.

B/ Variance analysis: To measure the nonexistence of differences between the averages of the respondents' views of strategic entrepreneurship and its role in achieving organizational creativity according to the job variable.

One-way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views in Saudi banks according to the job variable. The results obtained are explained in Table No. (10).

Table No. (10) Variance analysis for strategic entrepreneurship and its role in achieving organizational creativity according to the job in the study sample

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
First	Between groups	.407	.203	2	.477	.623
	Within groups	33.302	.427	78		
	Total	33.709		80		
Second	Between groups	1.138	.569	2	1.239	.295
	Within groups	35.822	.459	78		

Axis	Variance Resource	Square Total	Square Total Average	Freedom degrees	F Value	Significance level
	Total	36.960		80		
Third	Between groups	.927	.464	2	.803	.452
	Within groups	45.051	.578	78		
	Total	45.978		80		
Fourth	Between groups	.483	.242	2	.417	.660
	Within groups	45.142	.579	78		
	Total	45.625		80		

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (10) showed that there was a nonexistence of statistically significant differences at a significance level of (0.05) that could be attributed to the job variable between the averages of the view of strategic entrepreneurship and its role in achieving organizational creativity. The obtained results indicate that there were no statistically significant differences between the averages of the respondents' views in Saudi banks of strategic entrepreneurship and its role in achieving organizational creativity.

According to the difference in the job, the value of the calculated statistic (F) was not significant at (0.0. The obtained level of statistical significance is (0.623, 0.660, 0.452, 0.295), respectively, and is greater than (0.05). Accordingly, this result can be interpreted as the nonexistence of statistically significant differences, and it confirms that the respondents, regardless of their jobs, cannot differ in their view of strategic entrepreneurship and its role in achieving organizational creativity.

Sixth: Bank name:

A/ Name of the bank in the study sample:

The questionnaire included a question about the respondent's bank name. The results obtained are shown in Table No. (11).

Table No. (11) Distribution of bank name according to the study sample

Bank name	Frequency	Percentage %
Aljazira bank	13	16.0
Riyadh Bank	14	17.3
Emirates NBD	2	2.5
First Saudi Bank	13	16.0
National Bank	11	13.6
Riyad Bank	14	17.3

Bank name	Frequency	Percentage %
Alinma Bank	14	17.3
Total	81	100.0

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table No. (11), we find that 17.3% of the study sample work in Al-Rajhi Bank and Al-Inma Bank, 16% work in Al-Jazira Bank, 13.6% work in Al-Ahli Bank, and 2.5% work in Emirates NBD Bank. This indicates that the study sample included seven banks in the Kingdom of Saudi Arabia.

B/ Variance analysis: To measure the nonexistence of differences between the averages of the respondents' views of strategic entrepreneurship and its role in achieving organizational creativity according to the bank variable.

One-way ANOVA was used to determine whether there were statistically significant differences between the averages of the respondents' views on Saudi banks according to the bank's name. The results obtained are shown in Table No. (12).

Table No. (12) Variance analysis for strategic entrepreneurship and its role in achieving organizational creativity according to the name of the bank in the study sample

Axis	Variance Resource	Square Total	Square Total Average	Freedom Value	F Value	Significance level
First	Between groups	1.247	.312	4	.730	.574
	Within groups	32.462	.427	76		
	Total	33.709		80		
Second	Between groups	2.641	.660	4	1.462	.222
	Within groups	34.319	.452	76		
	Total	36.960		80		
Third	Between groups	.744	.186	4	.313	.869
	Within groups	45.234	.595	76		
	Total	45.978		80		
Fourth	Between groups	2.498	.624	4	1.100	.363
	Within groups	43.127	.567	76		
	Total	45.625		80		

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

The results in table No. (12) showed that there was a nonexistence of statistically significant differences at the significance level (0.05)—the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity. The obtained results indicate that there was

a nonexistence of statistically significant differences between the averages of the respondents' view of strategic entrepreneurship and its role in achieving organizational creativity in Saudi banks according to the different banks. In contrast, the calculated value of the statistic (F) was not significant at (0.05); the obtained level of statistical significance is (0.574, 0.222, 0.869, 0.363), respectively, and is greater than (0.05). Accordingly, this result can be interpreted as the nonexistence of statistically significant differences, and it confirms that the respondents, regardless of the banks in which they work, cannot differ in their view of the levels of strategic entrepreneurship and its role in achieving organizational creativity.

Analysis of study data and axes:

This aspect includes analyzing the study's basic data to be able to discuss the research hypotheses according to the following steps:

Frequency distribution of the responses of the researched units to the study phrases and statistical analysis Chi-square test for the significance of differences:

This is done via summarizing the data in tables that show the values of each variable to explain the most important features of the sample in the form of numbers and percentages to facilitate reading and understanding the study phrases and axes. The chi-square test is used to indicate the differences between the answers of the sample individuals regarding the study phrases and axes.

The chi-square test is used to indicate the differences between the answers of sample individuals regarding the study's phrases and axes.

1/ Frequency distribution of data and chi-square test for the first axis: strategic entrepreneurship:

To summarize the data and explain the most important features of the sample, the frequency distribution and the results of the Chi-square test were used in the phrases that measure the respondents' opinions about strategic entrepreneurship. The results obtained are shown in table No. (13).

Table No. (13) Frequency distribution and Chi-square test for the phrases measuring the strategic entrepreneurship axes:

No	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Moral level
1	The bank is interested in	38	46.9	39	48.1	1	1.2	3	3.7	-	-	65.91	0.00

No	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Morale level
	spreading the entrepreneurship culture among employees.												
2	The management is interested in encouraging employees to introduce entrepreneurial ideas.	37	45.7	36	44.4	4	4.9	4	4.9	-	-	52.18	0.00
3	Providing training courses for employees in the strategic entrepreneurship field	25	30.9	37	45.7	5	6.2	13	16	1	1.2	54.12	0.00
4	Individuals use different methods to develop their creative abilities.	28	34.6	38	46.9	9	11.1	6	7.4	-	-	34.80	0.00
5	Management provides job stability to prepare employees for	25	30.9	45	55.6	4	4.9	5	6.2	2	2.5	85.35	0.00

No	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Morale level
	creativity and to present new ideas that encourage entrepreneurial thinking.												
6	Entrepreneurial ideas are incentivized financially and morally.	20	24.7	30	37	15	18.5	15	18.5	1	1.2	27.08	0.00
7	The bank's organizational climate helps employees present innovative ideas.	26	32.1	44	54.3	4	4.9	7	8.6	-	-	51.19	0.00
8	Creative ideas are utilized to enhance the principles of strategic entrepreneurship.	26	32.1	46	56.8	5	6.2	4	4.9	-	-	58.90	0.00
9	Resources are strategically managed to enhance the best investment of	22	27.2	49	60.5	6	7.4	4	4.9	-	-	64.03	0.00

No	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Morale level
	features and opportunities.												
10	Management is committed to involving all employees in identifying and following entrepreneurial opportunities.	23	28.4	40	49.4	7	8.6	11	13.6	-	-	32.35	0.00

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table (13), we find that:

The majority of sample individuals agree that (The bank is interested in spreading an entrepreneurial culture among employees) reached (95%). Meanwhile, those who are neutral are 1.2%, and those who disagree are 3.7%. We find that the value of (Chi-square) reached (65.91) at a statistical significance level of (0.000), which is lower than the statistical significance level of (5%). Therefore, this indicates the presence of statistically significant differences between the responses of sample members, in favor of those who agree with the phrase that (the bank is interested in spreading an entrepreneurial culture among employees). The majority of the sample individuals agree that (the management is interested in encouraging employees to introduce entrepreneurial ideas), as their percentage reached (90.1%). In comparison, the percentage of neutrals reached 4.9%, and those who disagreed reached 4.9%. We find that the value of (Chi-square) reached (52.18) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (the management is interested in encouraging employees to introduce entrepreneurial ideas).

The majority of the sample individuals agreed that (Providing training courses to employees in the field of strategic Entrepreneurship) reached (76.6%), while the neutrals reached 4.9% and

the disagreed was 4.9%. We find that the value of (Chi-square) reached (54.12) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (Providing training courses to employees in the field of strategic entrepreneurship).

The majority of the sample individuals agree that (Individuals use different methods to develop their creative abilities), as their percentage reached (81.5%). In comparison, the percentage of neutrals reached (11.1%), and those who disagreed reached (7.4%). We find that the value of (Chi-square) reached (34.80) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (Individuals use different methods to develop their creative abilities).

The majority of the sample individuals agree that (Management provides job stability to qualify employees for creativity and to introduce new ideas that encourage entrepreneurial thinking), as their percentage reached (86.5%). In comparison, the percentage of neutrals reached 4.9%, and those who disagreed reached 8.7%. We find that the value of (Chi-square) reached (85.35) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (Management provides job stability to qualify employees for creativity and to introduce new ideas that encourage entrepreneurial thinking).

The majority of the sample individuals agree that (Entrepreneurial ideas, financially and morally incentivized), reached (61.7%), while the neutrals reached (18.5%) and those who disagree reached (19.17%). We find that the value of (Chi-square) reached (27.08) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (entrepreneurial ideas are financially and morally incentivized).

The majority of the sample individuals agree that (The bank's organizational climate helps employees to present innovative ideas), as their percentage reached (86.4%). In comparison, the percentage of neutrals reached 4.9%, and those who disagreed reached 8.6%. We find that the value of (Chi-square) reached (51.19) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The bank's organizational climate helps employees to present innovative ideas).

The majority of the sample individuals agree that (Creative ideas are utilized in enhancing the principles of strategic entrepreneurship), as their percentage reached (88.9%). In comparison, the percentage of neutrals reached 6.2%, and those who disagreed reached 4.9%. We find that

the value of (Chi-square) reached (58.90) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (Creative ideas are utilized in enhancing the principles of strategic entrepreneurship).

The majority of the sample individuals agree that (Resources are managed strategically to enhance the best investment of features and opportunities), reaching (87.7%), while neutrals reach (7.4%) and disagree with 4.9%. We find that the value of (Chi-square) reached (64.03) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (Resources are managed strategically to enhance the best investment of features and opportunities).

The majority of the sample individuals agreed that (Management is committed to involving all employees in identifying and following up on entrepreneurial opportunities), reached (77.8%), while those who were neutral reached (8.6%) and those who disagreed reached (13.6%). We find that the value of (Chi-square) reached (27.76) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (Management is committed to involving all employees in identifying and following up on entrepreneurial opportunities).

2/ Frequency distribution of data and chi-square test. The second axis is Ideational Fluency:

To summarize the data and explain the most important features of the sample, the frequency distribution and the Chi-square test were used in the phrases that measure the respondents' opinions about Ideational Fluency. The results obtained are shown in Table No. (14).

Table No. (14) Frequency distribution of the Chi-square test for the phrases that measure the Ideational Fluency axis:

Table No. (14) Frequency distribution of the Chi-square test for the phrases that measure the Ideational Fluency axis:

No .	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Chi-square test
------	------	----------------	-------	---------	----------	-------------------	-----------------

		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Moral e level
1	Management relies on new ideas that suit environmental variables.	26	32.1	47	58	6	7.4	2	2.5	-	-	63.44	0.00
2	Ideational Fluency among bank leaders produces the largest number of ideas on a specific topic.	29	35.8	42	51.9	7	8.6	3	3.7	-	-	50.50	0.00
3	The bank endeavors to produce new and different ideas.	33	40.7	39	48.1	5	6.2	4	4.9	-	-	49.91	0.00
4	Management encourages employees to use imagination, Inference, and cognitive ability to put forward creative ideas.	25	30.9	39	48.1	8	9.9	7	8.6	2	2.2	58.69	0.00

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table No. (14) We find that The majority of the sample individuals agree that (the management relies on new ideas that suit the environmental variables), as their percentage reached (90.1%). While the percentage of neutrals reached 7.6% and those who disagreed reached 2.5%. We find that the value of (Chi-square) reached (63.44) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that states (The management relies on new ideas that suit the environmental variables).

The majority of the sample individuals agree that (Ideational Fluency among the bank's leaders is considered to be the production of the large number of ideas on a specific topic), as their percentage reached (87.7%). In comparison, the percentage of neutrals reached 8.6%, and those who disagreed reached 3.7%. We find that the value of (Chi-square) reached (50.50) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (Ideational Fluency among the bank's leaders is considered to be the production of the large number of ideas on a specific topic).

The majority of the sample individuals agree that (The bank endeavors to produce new and different ideas) reached (88.8%), while the neutrals reached (6.2%) and those who disagreed reached (4.9%). We find that the value of (Chi-square) reached (49.91) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The bank endeavors to produce new and different ideas).

The majority of the sample individuals agree that (The management encourages employees to use imagination, inference, and broad perception to put forward creative ideas) as their percentage reached (79%). In comparison, the percentage of neutrals reached 9.9%, and those who disagreed reached 10.8%. We find that the value of (Chi-square) reached (58.69) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The management encourages employees to use imagination, inference, and broad perception to put forward creative ideas).

3/ Frequency distribution of data and chi-square test. The second axis is Creative Originality:

To summarize the data and explain the most important features of the sample, the frequency distribution and the Chi-square test were used in the phrases that measure the respondents' opinions about Creative Originality. The results obtained are shown in Table No. (15).

Table No. (15) Frequency distribution and Chi-square test for the phrases that measure the axis of Creative Originality:

No	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Moral level
1	The management works to provide creative and unconventional solutions to problems and difficulties.	23	28.4	46	56.8	4	4.9	7	8.6	1	1.2	86.34	0.00
2	The management works to identify the causes of work deficiencies and works to find solutions.	25	30.9	46	58	4	4.9	5	6.2	-	-	60.97	0.00
3	The management uses dialogue and discussions to	26	32.1	43	53.1	5	6.2	5	6.2	2	2.5	78.19	0.00

	exchange experiences and create new knowledge.												
4	The management works to produce new, unprecedented solutions to problems.	26	32.1	43	53.1	6	7.7	6	7.4	-	-	47.24	0.00

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In table No.(15), we find that:

The majority of sample individuals agree that (Management works to provide creative, unconventional solutions to problems and difficulties), reached a percentage of (85.2%). While those who are neutral reached 4.9%, and those who disagree at 9.8%, we find that the value of (Chi-square) reached (86.34) at a statistical significance level of (0.000), which is lower than the statistical significance level of (5%). Therefore, this indicates the presence of statistically significant differences between the responses of sample individuals in favor of those who agree with the phrase (Management works to provide creative, unconventional solutions to problems and difficulties).

The majority of the sample individuals agree that (The management works to identify the causes of work deficiency and is working to find solutions), as their percentage reached (88.9%). In comparison, the percentage of neutrals reached 4.9%, and those who disagreed at 6.2%. We find that the value of (Chi-square) reached (60.97) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that states that (The management works to identify the causes of work deficiency and find solutions).

The majority of the sample individuals agree that (The management uses the method of dialogue and discussions to exchange experiences and create new knowledge), as their percentage reached (85.2%). In comparison, the percentage of neutrals reached 6.2%, and those who disagreed were 8.7%. We find that the value of (Chi-square) reached (78.19) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%).

Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The management uses the method of dialogue and discussions to exchange experiences and create new knowledge).

The majority of the sample individuals agree that (The management works to produce new, unprecedented solutions to problems), as their percentage reached (85.2%). In comparison, the percentage of neutrals reached 7.7%, and those who disagreed were 7.4%. We find that the value of (Chi-square) reached (47.24) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The management works to produce new, unprecedented solutions to problems).

4/ Frequency distribution of data and chi-square test for the fourth axis: problems perception reaching summarize the data and explain the most important features of the sample. The frequency distribution and the Chi-square test were used in the phrases that measure the respondent's opinion about the perception of the problem. The results obtained are shown in Table No. (16).

Table No. (16) Frequency distribution and Chi-square test for the phrases measuring the axis of problems perception:

No.	Item	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Chi-square test	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Value	Morale level
1	Management can identify problems and determine the causes of their occurrence by collecting information and utilizing it properly.	22	27.2	48	59.3	5	6.2	6	7.4	-	-	59.69	0.00
2	Problems are viewed from multiple perspectives rather than focusing on a single viewpoint.	25	30.9	42	51.9	4	4.9	10	12.3	-	-	42.70	0.00
3	The management can identify the dimensions of the problems and their effects via discussions with the relevant authorities.	22	27.2	49	60.5	5	6.2	5	6.2	-	-	63.93	0.00
4	The bank endeavors to find quick and creative solutions to problems.	33	40.7	36	44.4	5	6.2	7	8.6	-	-	40.43	0.00

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

In Table (16), we find that:

The majority of sample individuals agree that (Management can identify problems and determine the causes of their occurrence by collecting information and utilizing it properly), reached (86.5%). Meanwhile, those who were neutral reached 6.2%, and those who disagreed were 7.4%. We find that the value of (Chi-square) reached (59.69) at a statistical significance level of (0.000), which is less than the statistical significance level of (5%). Therefore, this indicates the existence of statistically significant differences between the answers of sample members in favor of those who agree with the phrase that (management can identify problems and determine the causes of their occurrence by collecting information and utilizing it properly).

The majority of the sample individuals agree that (Problems should be viewed from several aspects and not focus on one viewpoint), as their percentage reached (82.8%). In contrast, the percentage of neutrals reached (4.9%) and those who disagreed (12.3%). We find that the value of (Chi-square) reached (52.18) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that (problems should be viewed from several aspects and not focus on one viewpoint).

The majority of the sample individuals agree that (The management can identify the dimensions of the problems and their effects via discussion with the relevant authorities), as their percentage reached (87.7%). In comparison, the percentage of neutrals reached 6.2%, and those who disagree reached 6.2%. We find that the value of (Chi-square) reached (54.12) at a statistical significance level of (0.000), and this value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase that states that (the management can identify the dimensions of the problems and their effects through discussion with the relevant authorities).

The majority of the sample individuals agree that (The bank endeavors to find quick and creative solutions to problems) as their percentage reached (85.1%), while the percentage of neutrals reached 6.2% and those who disagreed at 8.6%. We find that the value of (Chi-square) reached (34.80) at a statistical significance level of (0.000). This value is less than the statistical significance level of (5%). Accordingly, this indicates the existence of statistically significant differences between the answers of the sample individuals in favor of those who agree with the phrase (The bank endeavors to find quick and creative solutions to problems).

Study hypotheses test:

In this section, the researcher discusses and interprets the results of the field study via the information from the statistical data analysis tables as well as the results of the statistical analysis to test the main study hypotheses, which are (There is a statistically significant relationship between strategic entrepreneurship and the components of organizational

creativity represented by Ideational Fluency, Creative Originality, and problems perception), The following partial hypotheses branched from it:

Presentation and discussion of the first sub-hypotheses results:

The first hypothesis of the study states the following:

"There is a statistically significant relationship between strategic entrepreneurship and Ideational Fluency."

To verify the validity of the hypothesis, the simple linear regression method will be used in making the model, where strategic entrepreneurship is an independent variable represented by (Y), and Ideational Fluency is a dependent variable represented by (X1) as in the following table:

Table No. (17) Results of a simple linear regression analysis to measure the relationship between strategic entrepreneurship and Ideational Fluency

	Regression coefficients	(T) Test	Sigmoid value	Interpretation
\hat{B}_0	0.09	2.80	0.024	Moral
\hat{B}_1	0.91	16.09	0.000	Moral
Correlation coefficient (R)	0.87			
Determination Coefficient (R^2)	0.76			
F Test	258.89			Moral model
$X1=0.09+0.91Y$				

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

Table No. (17) shows:

1. The estimation results showed a strong direct correlation between strategic entrepreneurship as an independent variable and Ideational Fluency as a dependent variable, with the simple correlation coefficient reaching (0.87).
2. The value of the determination coefficient (R^2) reached (0.76). This value indicates that strategic entrepreneurship as an independent variable contributes (76%) to Ideational Fluency (The dependent variable).
3. The simple moral regression model is significant, as the (F) test value reached (64.315), which is significant at a significance level of (0.000).
4. 0:09: Ideational Fluency average when strategic entrepreneurship is zero.
5. 0.91: An increase in strategic entrepreneurship by one unit increases Ideational Fluency by 91%.

From the above, we conclude that the hypothesis of the first study, which stated that: "There is a statistically significant relationship between strategic entrepreneurship and Ideational Fluency," has been attained.

Table No. (18) shows:

1. The estimation results showed a strong direct correlation between strategic entrepreneurship as an independent variable and Creative Originality as a dependent variable, with the simple correlation coefficient reaching (0.81).
2. The value of the coefficient determination (R^2) reached (0.65). This value indicates that strategic entrepreneurship as an independent variable contributes (65%) to Creative Originality.
3. The simple moral regression model as the (F) test value reached (151.84), which is significant at a significance level of (0.000).
4. 0.10: Creative Originality average when the strategic entrepreneurship variable is equal to zero.
5. 0.94: An increase in strategic entrepreneurship by one unit of Creative Originality increases by 94%.

From the above, we conclude that the second hypothesis of the study, which stated that: "There is a statistically significant entrepreneurship between strategic entrepreneurship and Creative Originality," has been attained.

3- Presentation and discussion of the results of the third sub-hypothesis:

The third sub-hypothesis of the study states the following:

"There is a statistically significant relationship between strategic entrepreneurship and the perception of the problem."

To verify the validity of the hypothesis, the simple linear regression method will be used in making the model, where strategic entrepreneurship is the independent variable represented by (Y), and the perception problems is the dependent variable represented by (X3), as in the following table:

Table No. (18) Results of simple linear regression analysis to measure the relationship between strategic entrepreneurship and problem-solving.

	Regression coefficients	(T) Test	Sigmoid value	Interpretation
\hat{B}_0	0.26	3.47	0.010	Moral
\hat{B}_1	0.86	9.86	0.000	Moral
Correlation coefficient (R)	0.74			
Determination Coefficient (R^2)	0.55			
F Test	97.28			Moral model
$X3=0.26+0.86Y$				

Source: Prepared by the researcher using the Statistical Package of Social Sciences (SPSS) program.

1. The estimation results showed a strong direct correlation between strategic entrepreneurship as an independent variable and problem perception as a dependent variable, as the simple correlation coefficient values reached (0.74).
2. The value of the determination coefficient (R^2) (0.55). This value indicates that strategic entrepreneurship as an independent variable contributes (55%) to the perception of the problem (The dependent variable).
3. The simple regression model is significant, as the (F) test value reached (97.28), which is significant at a significance level of (0.000).
4. 0.26: Average of problems perception when strategic entrepreneurship is zero.
5. 0.86: An increase in strategic entrepreneurship of one unit increases the problems perception by 86%.

From the above, we conclude that the hypothesis of the second sub-study, which stated that: "There is a statistically significant relationship between strategic entrepreneurship and the problems perception" has been attained.

Findings:

1. The use of the strategic entrepreneurship in the Saudi banks contributes to a 91% increase in the Ideational Fluency of administrative ideas.
2. The strategic entrepreneurship has an impact on the Creative Originality of the new administrative ideas in the Saudi banks by 65%.
3. The adoption of strategic entrepreneurship in Saudi banks has led to a 55% increase in the prediction and anticipation of problems before their emergence.
4. Saudi bank managements pursue strategic entrepreneurship by encouraging employees to utilize the imagination, extraction, and broad perception to generate creative ideas characterized by Ideational Fluency.
5. The use of the strategic entrepreneurship in the Saudi banks led to providing unconventional creative solutions characterized by Creative Originality for the problems and difficulties facing the banks.
6. Through pursuing strategic entrepreneurship, the management possesses the ability to define and determine the reasons for the problems through collecting and properly employing information.
7. Saudi bank managements provide stability of tenure to qualify employees for creativity and generate new ideas that encourage entrepreneurial thinking.

Recommendations:

1. Continuous training for the Saudi bank employees on the advancements happening in the strategic entrepreneurship to achieve excellence in performance and achieve the strategic objectives.
2. Attention to publish the culture of strategic entrepreneurship among the employees of the Saudi banks to face the environmental changes.
3. The necessity of adopting strategic entrepreneurship within the banks' strategic plan to achieve excellence in all fields.
4. Focusing on how to achieve creativity to reach strategic entrepreneurship.
5. The necessity of focusing on creative components to provide new solutions for the problems and issues facing the banks.
6. Motivating the employees materially and morally and encouraging them to provide groundbreaking ideas and generate a positive work environment that leads to excellent performance.

References:

- **Al-Amiri, Noura & Al-Badani, Fuad** (2021). The Role of Strategic Leadership in Achieving Competitive Advantage in Private Schools in the Republic of Yemen, Journal of Al-Bayda University, Vol. 3, No. 2, Yemen, pp. 857-903.
- **Al-Atibi, Dalal** (2020). Strategic Leadership for Improving Institutional Performance in Saudi Educational Administrations, Al-Rushd Library, Riyadh, Saudi Arabia.
- **Alayoubi, M. M., Al Shobaki, M. J., & Abu-Naser, S. S.** (2020). Requirements for Applying the Strategic Governance Mode and Organizational Attractiveness, Recherche et Applications En Marketing (English Edition), Vol: 34, No: 3.
- **Al-Fayoumi, Rifat Abdul Halim** (2005). Organizational Creativity Management, Arab Organization for Administrative Development, Cairo, Egypt.
- **Al-Hakim, Laila, Al-Husseini, Mohammed, & Al-Shammari, Ahmed** (2020). The Role of Strategic Leadership in Enhancing the Capabilities of Agile Organizations: An Analytical Exploratory Study of the Opinions of a Sample of Managers of Mobile Telecommunications Companies in the Middle Euphrates Region, Journal of Economics and Management, No. 34, Vol. 9.
- **Al-Muraikhi, Ghannam** (2022). The Role of Creative Leadership in Enhancing Strategic Leadership in Saudi Universities from the Perspective of Faculty Members, Journal of the College of Education, No. 4 (Part 2), Journal of the College of Education - Menoufia University.
- **Al-Shamimari, Ahmed Abdul Rahman & Al-Mubireek, Wafa** (2016). Entrepreneurship, Al-Obeikan Library, Riyadh.
- **Amin, Hinar** (2021). The Role of Creative Thinking Skills in Achieving Distinguished Performance: An Exploratory Study of the Opinions of a Sample of Academic Leaders in Several Colleges at the University of Duhok, Academic Journal of Economics and Administrative Sciences, Vol. 3, No. 1, pp. 12-36.
- **Baqoum, Iman** (2022). The Degree of Application of Strategic Leadership in Jordanian Private Universities from the Perspective of Faculty Members, Master's Thesis, Middle East University, Amman, Jordan.
- **Ben Ghadban, Fouad** (2015). Sociology of Development, 1st Edition, Amman, Al-Radwan Publishing and Distribution.
- **Ben Qaid, Zahra** (2017). Adopting Strategic Leadership as a New Tool to Enhance Competitive Advantage, Journal of Human Sciences, Vol. 1, No. 2, Algeria.
- **Cortese, Amy** (2001). Master of Innovation, Business Week, Spring Issue, pp. 26-37.

- **Fayoumi, Rifat Abdul Halim** (2005). Organizational Creativity Management, Arab Organization for Administrative Development, Cairo, Egypt.
- **Ghanem, Abdul Jalil** (2024). The Reality of Applying Strategic Leadership at the University of Hodeidah from the Perspective of Faculty Members, Journal of Educational Sciences and Human Studies.
- **Growan, Fathi Abdul Rahman** (2002). Creativity: Its Concept and Training, Dar Al-Fikr for Printing, Publishing, and Distribution, Amman, Jordan, 1st Edition.
- **Ibrahim, Lamia & Jawad, Maysaa** (n.d.). Strategic Leadership and Its Role in Achieving the Components of Creativity: An Exploratory Study on a Sample in the Environment of Governmental and Private Banks in Karbala Governorate, Iraqi Journal of Administrative Sciences, Vol. 15, No. 59, Iraq.
- **Kattana, Khairi, Agha, Ahmed, & Awni, Ahmed** (2012). Elements of Strategic Leadership and Their Impact on Product Creativity Dimensions, Journal of Administrative and Economic Research, Vol. 7, No. 11.
- **Kimuli, Saadat Nakyejwe Lubowa** (2011). Strategic Entrepreneurship and Performance of Selected Private Secondary Schools in Wakiso District, Dissertation Submitted to Makerere University Business School in Partial Fulfilment of the Requirements for the Award of the Degree of Masters of Science in Entrepreneurship of Makerere University.
- **Mahmoud, Mohammed Al-Fateh** (2016). Organizational Behavior, Dar Al-Jinan for Publishing and Distribution, Hashemite Kingdom of Jordan.
- **Manolova, T.S., Brush, C.G., Edelman, L.F., & Shaver, K.G.** (2010). One Size Doesn't Fit All: Entrepreneur Expectancies and Growth Intentions of US Women and Men Nascent Entrepreneurs, Entrepreneurship and Regional Development (forthcoming).
- **Marinus, Los** (2000). Creativity and Technology and Technological Innovation in the United States, Research Technology Management, Nov/Dec, Vol. 43, Issue 6.
- **Meknassi, Sara** (n.d.). The Role of Creativity in Achieving Administrative Development: A Field Study at the Sid Erghis Mills Institution - Oum El Bouaghi, Master's Thesis in Sociology.
- **Mubaidin, Ahmed** (2007). Creativity, Amman, Dar Hamed for Publishing and Distribution.
- **Mujuru, J.** (2014). The Role of Strategic Entrepreneurship in Agriculture: A Case Study of Dotito Irrigation in Mashonaland Central Province, Zimbabwe, International Review of Basic and Applied Sciences, Vol. 2, No. 1.

- **Musaadah, Majed** (2021). Organizational Behavior, 3rd Edition, Dar Al-Maseera for Publishing, Distribution, and Printing, Amman, Jordan.
- **Prasetyo, P. Eko** (2019). Role of Entrepreneurial Culture as the Driver of Economic Growth, International Journal of Economics and Financial, Vol. 9, No. 3.
- **Rasmi, Mohammed, Ghali, Azza, & Ammar, Hala** (2019). Dimensions and Determinants of Strategic Leadership in Secondary Schools in Egypt, Journal of the College of Education, Benha University, Egypt, Vol. 30, No. 119.
- **Rothaermel, Frank** (2013). Strategic Management, 7th Edition, McGraw-Hill International.
- **Sharif, Atheer & Mahdi, Rashid** (2023). The Role of Strategic Leadership in Building Organizational Attractiveness, Journal of Entrepreneurship for Business, Vol. 4, No. 3.
- **Sultan, Hekmat & Hajji, Afan** (n.d.). The Role of Strategic Leadership Components in Achieving the Dimensions of Higher Education Quality: A Field Study on a Sample of Private Universities in the Kurdistan Region of Iraq, Academic Journal of Nawroz University.