

## The Impact of Entrepreneurial Orientation on Strategic Success at Jordan Kuwait Bank

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### Abstract

This study aimed to test the effect of entrepreneurial orientation with its dimensions (innovation, proactive, risk-taking, and aggressive competition) on strategic success with its dimensions (adaptation, growth, and survival) in the Jordan Kuwait Bank. The study was conducted on a sample of 73 managers who work in the bank. Data was collected from them through a questionnaire developed by the researchers for this purpose. The study used the quantitative descriptive approach.

The study found that there are clearly high levels of the dimensions of entrepreneurial orientation, led by innovation, and high levels of the dimensions of strategic success, led by survival. The results of the study indicated that there is a significant impact of entrepreneurial orientation on the strategic success of the Jordan Kuwait Bank.

The researchers recommended that the Jordan Kuwait Bank strengthen the bank's proactive approach by seeking serious communication with customers to learn about their needs and desires, and the ways they prefer to provide service by the bank, through specialized employees who are prepared to carry out these tasks.

**Keywords:** Entrepreneurial Orientation, Strategic Success, Jordan Kuwait Bank, Jordan.

### Introduction

Organizations are facing significant challenges in today's ever-changing and dynamic business environment. These organizations have been influenced by technological advancements, the impact of globalization, fluctuations in economic conditions, shifts in social and cultural dynamics, evolving regulations, and intense competition. As a result, achieving strategic success has become vital and important for the survival, growth, and adaptation of organizations and in today's business market.

Strategic success fundamentally refers to an organization's ability to achieve its future goals and sustain its existence. Achieving strategic success necessitates the organization's capacity to attain sustainable growth, adapt to external changes, and ensure its continuity in the market. To achieve growth, an organization must explore new growth opportunities, develop innovative products, harness modern technology in its operations, and be ready to expand its operations and explore new markets, both locally and globally. Additionally, the organization must be adaptable to external changes, capable of dealing with economic fluctuations, changes in regulations and laws, social and cultural transformations, and advanced technology. This may include enhancing organizational processes, developing employee capabilities, and employing effective performance management tools and techniques.

Entrepreneurial orientation is considered an effective means to achieve strategic success in a dynamic and competitive business environment. It involves being prepared for challenges, embracing change, and creatively seizing new opportunities. Entrepreneurial orientation is viewed as a strategic approach aimed at fostering innovation and excellence within the business environment. This approach entails taking initiative and possessing the ability for creative thinking to bring about effective and sustainable change within the organization.

### **Study Problem and Questions**

The problem of the study is the strategic success of the Jordan Kuwait Bank, where all commercial banks are affected by several interrelated factors such as technology, globalization, economic changes, social and cultural transformations, changing legislation and laws, and intense competition. It is difficult to analyze the impact of all these factors and understand how they affect strategic success. Where its ability to adapt to these changes, and its potential for growth and expansion, in addition to its ability to survive and continue. The researchers believe that the entrepreneurial orientation, in terms of adopting innovation to provide new services, and for this bank to be proactive in providing their services, considering the aggressive competition among them, and to bear a larger margin of calculated risk, could be among the factors that enable Jordan Kuwait Bank to achieve strategic success.

### **Study Importance**

**Scientific Importance:** The scientific importance of the study lies in the significance of the variables under investigation. The study will examine two variables: entrepreneurial orientation with its dimensions (innovation, proactiveness, risk-taking, and aggressive competition), and the dependent variable in this study is strategic success with its dimensions (growth, adaptability, and sustainability).

The study will provide a literature review of previous research and studies that have examined its variables. It will aim to familiarize itself with the latest ideas and concepts related to these variables and present them for the benefit of researchers. This contribution will serve as a valuable addition to the Arabic academic library.

**Practical Importance:** The practical significance of this study lies in the potential benefits it offers to the Jordan Kuwait Bank from the study's results, along with the recommendations that the researcher will provide. Furthermore, it draws attention to the importance of its variables, encouraging banks to consider them in their administrative operations.

Banks are a vital sector with significant economic importance, as they provide essential financial services to individuals and businesses. They also play a crucial role in economic

financing by offering financial facilities and loans to customers, which stimulate economic activity, promote investments, and enhance employment opportunities. Banks are integral to the financial and economic system, contributing to stability, economic development, and empowering individuals and companies to achieve their financial goals.

### **Study Objectives**

The study aims to achieve the following objectives:

- Identifying the level of entrepreneurial orientation dimensions (innovation, proactiveness, risk-taking, and aggressive competition) at Jordan Kuwait Bank.
- Determining the level of strategic success dimensions (adaptation, growth, and survival) at Jordan Kuwait Bank.
- Assessing the impact of entrepreneurial orientation on strategic success at Jordan Kuwait Bank.

### **Theoretical Framework**

#### **Entrepreneurial orientation**

Entrepreneurship is derived from the French word "Entreprendre," which means "Undertake." In the context of entrepreneurship, the term is used to refer to a person who is willing to take risks to start a new organization, introduce a new idea, or product to society. The entrepreneur is often seen as an innovative and proactive individual who seeks to seize opportunities and turn them into successful ventures, furthermore entrepreneurs are characterized by their courage, determination, and ability to adapt to the challenges and risks associated with starting a new venture (Rogers et al., 2016, 3).

Entrepreneurship can be defined as a process through which individuals seek to capitalize on available opportunities, regardless of their current resources, with the aim of developing and marketing future goods or services and transforming ideas into businesses (Barringer & Ireland, 2019, 32). Entrepreneurship is defined as the process of establishing a new organization or developing an existing one by identifying new opportunities or responding to new opportunities in the public domain (Kharbotli, 2018, 5).

Organizations managed by entrepreneurs have entrepreneurial orientations that seek to exploit suitable opportunities for their benefit. These organizations commit to taking all necessary actions to address potential opportunities, enabling them to pursue opportunities swiftly, moreover many of these organizations withdraw their resources instead of wasting them on a specific opportunity, given the available information indicating that it may not be the right opportunity for the organization. This is done to minimize losses (Hisrich et al., 2017, 38).

The entrepreneurial orientation refers to the process that reflects the methods, practices, and decision-making approaches used by owners or founders to act entrepreneurially through the practice of five elements: innovation, proactiveness, risk-taking, intense competition, and autonomy in managing their businesses (Adam et al., 2022).

According to Burton (2017, 198) entrepreneurial orientation is a strategy adopted by organizations aiming to exploit opportunities and achieve success in a competitive environment, this orientation revolves around the adoption of strategic practices that enhance innovation and change, reflecting a managerial philosophy and behaviors focused on entrepreneurship. The organization aims, through entrepreneurial orientation, to achieve excellence and success by capitalizing on new and innovative opportunities, turning them into value-added products. Additionally, entrepreneurial orientation requires a change in the

organization's culture, organizational structure, and strategic processes, as well as providing an environment that encourages bold thinking, experimentation, and learning from mistakes.

### **Entrepreneurial Orientation Dimensions**

Many researchers have relied on diverse perspectives in studying entrepreneurial orientation, where it has been approached through various dimensions. Some researchers have examined entrepreneurial orientation through seizing opportunities, gaining competitive advantage, embarking on new business ventures, and self-renewal (Al-Mahmoud et al., 2019; Jaafar, 2020; Hisrich et al., 2017, 37).

Entrepreneurial orientation has been studied by other researchers through dimensions such as Autonomy, innovation, risk-taking, and aggressive competition (Vora et al., 2012; Lee & Peterson, 2000; Hossain & Al Asheq, 2019; Lee & Lim, 2009; Lumpkin & Dess, 1996; Al-Hakimi & Borade, 2020; Al-Khawaldeh & Al-Kasasbeh, 2022). In this study, the researcher has relied on four dimensions of entrepreneurial orientation that are widely used by researchers, namely: innovation, proactiveness, risk-taking, and aggressive competition.

- Innovation: Innovation is about creative thinking in something that already exists and finding new ways to improve or develop it. For example, the phonograph, the Walkman, and the CD player can be considered examples of innovations in the field of audio recording, The phonograph was an innovative development of the phonograph, the Walkman was a portable music player, and the CD player was a new technology for recording and playing music at high quality, Innovation relies on the ability to change and improve existing products, which may include enhancing functionality or performance, altering the design, or introducing a new service that better meets customer needs. The goal of innovation is to create new value that exceeds current expectations (Rogers et al., 2016, 23).

Innovative entrepreneurs are considered the driving force behind change in business, they possess a remarkable ability for creative thinking and are dedicated to delivering innovative products to society, Thanks to these innovative entrepreneurs, radical transformations occur in various industries, leading to progress and development. Innovative entrepreneurs' experiment and explore various ideas and combinations with the goal of introducing new products, they are willing to take risks and are prepared to face challenges and failure, they learn from their mistakes and continue to evolve and improve, Due to innovative entrepreneurs, societies experience significant shifts in their economies, creating new employment opportunities and addressing societal issues in novel and efficient ways (Jhanji, 2011, 21).

Innovators work on developing new products aimed at addressing emerging problems resulting from the collision of economic growth, population growth, and natural systems, their innovations are geared towards achieving sustainable development by providing sustainable solutions to environmental, social, and economic challenges. Innovation involves using technology to create products that mitigate the negative impacts of economic growth on the environment and natural resources, Innovators aim to strike a balance between economic, social, and environmental needs by designing and delivering new products. Innovation contributes to sustainable development by reducing the negative effects of economic and population growth on the environment and communities. It works towards achieving a balance between the needs of the current generation and those of future generations (Larson, 2012, 49).

- Proactiveness: Organizations with a proactive orientation encourage and adopt change instead of defending the status, They are characterized by flexibility and the ability to adapt

to changes and shifts in their environment and society, Proactive organizations view change as an opportunity for improvement and development, actively seeking to bring about positive change, achieve growth, and foster innovation in their various domains. Some of their characteristics (Harrington, 2019, 223) include:

- Possessing a plethora of new and innovative ideas: They have a unique ability to generate new ideas and seek innovative solutions to challenges and problems.
- Willingness to take risks: They are prepared to take financial and mental risks to confront challenges and seize new opportunities.
- Desire to see things move: They are driven by a desire for change, progress, and development, seeking to see ideas and projects yield positive results and make an impact on the surrounding world.
- Questioning the current status quo: They question and challenge the current situation, looking for ways to improve, renew, and bring about positive change.

Proactive organizations strive for leadership rather than merely following competitors in core business areas, these organizations aim to break traditional constraints and build strategies that allow them to introduce new products, develop new operational and management techniques. They also aim for excellence and innovation, diligently seeking to discover new opportunities, analyze market needs, and customer expectations rather than simply imitating competitors' ideas. In addition, these organizations strive to create unique experiences and provide distinctive value to customers (Hisrich et al., 2017, 37).

- Risk Taking: Risk is an essential part of entrepreneurship, and an entrepreneur must be able to bear and manage risks in a balanced and appropriate manner in business. This means being prepared to take risks and make innovative and courageous decisions but based on a careful assessment of risks and their balance with potential opportunities (Rogers et al., 2016, 14).

Entrepreneurs understand better than others that the start of any business venture involves risks, They also realize that innovation and success require a continued encouragement of risk-taking within their organizations, When employees try something innovative and encounter failure, they are not punished; instead, failure is leveraged as an opportunity for learning and development, In organizations that foster an entrepreneurial spirit, leaders encourage employees to think innovatively and experiment with new ideas without the fear of failure, Employees are encouraged to use their diverse experiences and the mistakes they make as opportunities for learning and improving processes and products. When entrepreneurs adopt this approach, it promotes trust, creativity, and dedication within the organization. Employees are motivated to contribute their innovative ideas and are incentivized to discover new solutions and improve processes, in this way, a culture that encourages constructive risk-taking and innovation is built within the organization. This helps enhance the organization's ability to compete in a dynamic business market (Scarborough & Cornwall, 2016,628).

- Aggressive Competition: Aggressive Competition refers to an organization's strong desire for direct and intense competition with its competitors when entering a new market or seeking to enhance its position and outperform its rivals, This approach aims to achieve a strong competitive advantage and market dominance by focusing on innovation, quality excellence, cost-efficiency, and customer service, The aggressive approach to competitive intensity is characterized by immediate responsiveness, which may take the form of face-to-face confrontations with competitors (Junior, 2015).

The entrepreneurial orientation involves taking the initiative in introducing new products ahead of competitors, expanding into new markets before competitors do, developing new

technologies to enhance the organization's operations, and delivering greater value to customers, this requires the ability to take calculated risks and accurately assess opportunities and challenges to achieve success and excel in intense competition (Histich et al., 2017, 37).

### **Strategic Success**

Success is the achievement of goals, and strategic success refers to the successful execution of the strategic plan by an organization, which includes a comprehensive vision and long-term objectives that the organization seeks to achieve. Achieving strategic success means the organization's ability to successfully execute its strategy and accomplish the specified goals it aims for. The foundation of success lies in the organization having a clear strategic vision of its surrounding environment and its future, being aware of key trends, and developing effective plans to achieve those objectives (Amana et al., 2021).

In the face of a rapidly changing environment, resource scarcity, technological advancements, and global crises affecting organizations, the concept of strategic success has emerged, going beyond mere organizational efficiency and effectiveness. This transformation calls for considering long-term dimensions of success and emphasizes the need to be cautious of any contingencies that could lead the organization to strategic failure. Therefore, it is essential to adopt metrics based on external threat analysis and provide the necessary support to achieve strategic success and ensure survival (Youssef, 2020).

For organizations to achieve long-term success and be considered strategic successes, they must have the ability to execute current activities to satisfy the current market while also adapting these activities to meet the needs of new and changing markets (Wheelen et al., 2015, 40). Many organizations face challenges in identifying the changing needs of customers in the market and investing capital in ways that lead to the development of the required distinctive competencies necessary for long-term success (Hill & Jones, 2008, 203).

Often, adaptability is considered the key to success, and a strategy must incorporate this adaptability. In many cases, fostering adaptive behavior becomes the utmost achievement of a strategy to align with any new environment that may emerge (White, 2004, 19). Strategic success not only depends on having a good strategy but also requires the formulation of that strategy by the right people who execute it in the right way (Johnson et al., 2008, 558).

### **Strategic Success Dimensions**

Many researchers have adopted various dimensions of strategic success, such as continuous innovation, risk-taking, effective execution, having a specific strategy, specific implementation, and the presence of a motivating culture (Al-Omari et al., 2022; Alafi, 2023; Dawood & Mahmoud, 2021). The researcher believes that the mentioned dimensions above are more requirements for strategic success rather than indicators for measuring this variable. Other researchers have relied on different dimensions that can be considered logical indicators for measuring strategic success, which include adaptation, growth, and survival (Othman & Kerso, 2021; Imran & Abu Najim, 2019; Mohammed, 2013). Therefore, the current study will rely on the second scale, which consists of adaptation, growth, and survival.

- Adaptation: The need for rapid adaptation has never been more critical than it is today due to the accelerated changes in markets, economies, and global competition. Many organizations have struggled to adapt to recent global developments, leading them to terminate their operations (David, 2011, 100).

Adaptation is the process of change that allows organizations to align with transformations and shifts in their surrounding environment, what sets adaptation apart is its

ability to align and integrate with the organization's current culture, making it easier to be gradually and continuously accepted and implemented, Adaptation is also considered the most common form of change in the organizational context because it enables the organization to overcome challenges and changes in a flexible and suitable manner (Johnson et al., 2008, 520).

Adaptation is the process by which an organization aligns its goals and strategies based on external conditions and the challenges of the environment it operates in, this includes the ability to adapt to changes in the labor market, technological shifts, customer preferences and needs, industry competition, as well as political, economic, and social developments (Daft, 2010, 377).

- Growth: The organization that adopts a pioneering orientation towards growth, its primary goal is to achieve rapid growth and expand the organization's size at a fast pace, is considered crucial for achieving pioneering objectives, enhancing competitive excellence, This can be achieved by focusing on exploiting growth opportunities and market innovation (Hisrich, 2017, 41).

Enabling growth is achieved through changes in the market, Market changes lead to changes in competition and the competitive strategy of the organization, Growth leads to market expansion, resulting in the introduction of new competitive elements (Galindo et al., 2009, 277). Strategies that aim to achieve growth in sales, assets, or profits are among the most common strategies in organizations, as organizations operating in competitive industries must achieve growth to survive, so continuous growth means increasing sales volume and providing an opportunity to benefit from past experiences to reduce unit cost One for the products sold, which ultimately leads to an increase in profits, and organizations can achieve growth by using internal strategies, such as global and local expansion, as well as external strategies such as mergers and acquisitions and strategic alliances, to enhance the growth of their business (Wheelen & Hunger, 2012, 207).

Survival: Every organization operates in a specific physical, technological, cultural and social environment, and therefore it needs to adapt to these surrounding factors. No organization is self-sufficient, but rather depends on the relationships it establishes with the larger systems of which it is a part in order to achieve its goal of survival. Environments are those Important elements outside the organization that affect the organization's ability to survive and achieve its goals. There are explanations that focus on the survival instincts of organizations. One of these explanations, the most detailed, confirms that organizations are social systems that need to meet a number of needs to survive. The second interpretation assumes that Some of the organization's stakeholders have a strong interest in the organization's survival. Because the organization represents for them a source of power, resources, prestige, or comfort, they strive to maintain its continuity and ensure that it includes their own goals (Scott & Davis, 2007, 19).

Survival is the ability to continue, and the organization's survival in the circle of competition is considered a success. When the organization maintains its presence and continuity in the market, this represents a major achievement, as it provides the organization with the opportunity to search for a suitable situation and continuously adapt to its surrounding environment in the long term. This allows the organization to benefit from growth and development opportunities and achieve compatibility between its goals and environmental challenges to maintain its sustainability in the future (Amana et al., 2021). Creativity is considered one of the crucial factors for the long-term survival of any organization, as it is extremely important to enhance creativity in any organization. However,

this is considered a difficult challenge, as creativity by its nature cannot be planned (White, 2004, 581).

### **The relationship between entrepreneurial orientation and strategic success**

In their studies, researchers have been interested in testing the relationship between the concepts of entrepreneurial orientation and its role in achieving strategic success in different environments and different sectors as well. Omisakin et al. (2022) investigated the effect of both proactivity, environmental generosity and environmental hostility as dimensions of leadership in the growth of small and medium-sized companies as one of the dimensions of strategic success in New Zealand, and the study found that proactivity and environmental generosity affect the growth of small and medium-sized companies, while environmental hostility and the growth of small companies did not, and medium are closely related. According to Okangi (2019) was interested in testing the impact of entrepreneurial orientation on the growth of construction companies in Tanzania as one of the dimensions of strategic success. The study took three dimensions of entrepreneurial orientation, namely innovation, proactiveness, and risk-taking. The results indicated that both dimensions of innovation and risk have a significant positive impact on the growth of profitability. Local construction companies in tanzania.

As for Muhammad's study (2013), the researcher tried to find out the impact of strategic creativity (meaning innovation, which is one of the dimensions of entrepreneurial orientation) on strategic success in the General Battery Company and the Iraqi Ministry of Industry and Minerals, the results of which showed that the integration of strategic creativity capabilities helps to achieve strategic success, as well as There is a strong and significant correlation between strategic creativity capabilities and strategic success. The Peljko and Antoncic (2022) study also showed that innovation is considered essential to the growth of companies in terms of growth in the number of employees, growth in sales, and growth in market share. It is also strongly linked to growth, and growth is considered one of the dimensions of strategic success.

The other contribution in this field was the study of Al-Thaniibat and Al-Hisban (2019), which focused on knowing the impact of entrepreneurial orientation on achieving strategic success in the Aqaba Economic Region Authority in Jordan, where its results indicated that the dimensions of entrepreneurial orientation had a significant impact on achieving strategic success.

### **Study Hypotheses**

H1: There is a significant impact of entrepreneurial orientation on strategic success of Jordan Kuwait Bank.

H2: There is a significant impact of innovation on strategic success of Jordan Kuwait Bank.

H3: There is a significant impact of proactive on strategic success of Jordan Kuwait Bank.

H4: There is a significant impact of risk taking on strategic success of Jordan Kuwait Bank.

H5: There is a significant impact of aggressive competition on strategic success of Jordan Kuwait Bank.

### **Method**

#### **Study Sample**

The study population was managers at the Jordan Kuwait Bank. The questionnaire was distributed to them, and the researchers obtained 73 questionnaires suitable for analysis.

### Study Instrument

The researchers used a questionnaire to collect data, which consisted of the managers' demographic data, such as gender, age, education, and experience. The other part of the questionnaire was to ask for answers to the paragraphs of the strategic direction, with its dimensions: innovation, proactive, risk-taking, and fierce competition, in addition to the paragraphs related to strategic success, with its dimensions: adaptation, growth, and survival. The answers to these items were determined according to a five-point Likert scale: strongly agree 5, agree 4, neutral 3, disagree 2, strongly disagree 1. The importance levels of the mean were determined according to three levels: low 1 - less than 2.34, average 2.34 - less From 3.67, high 3.67-5.

### Results

Table 1 indicates the demographic characteristics of the 73 managers in the study sample. In terms of sex, the number of males was 41 managers, representing 56.2%, while the number of females was 32 managers, representing 43.8%. Regarding age, the majority of managers are within the age group of 30 - less than 40, with 39 managers, or 53.4%, and the lowest percentage for the age group is less than 30, with 5, or 6.8%. Regarding Education, the majority of managers hold a bachelor degree, numbering 53, or 72.6%. Regarding experience, the majority of managers have served between 15 and less than 20, with a number of 32 managers, or 43.8%.

**Table 1**

*Demographic characteristics*

Variable		Frequency	Percentage
<b>Sex</b>	Male	41	56.2
	Female	32	43.8
<b>Age</b>	Less than 30	5	6.8
	30- less than 40	39	53.5
	40 - less than 50	19	26.0
	50 and more	10	13.7
<b>Education</b>	Diploma	1	1.4
	Bachelor	53	72.6
	Master	19	26.0
<b>Experience</b>	Less than 15	12	16.5
	15- less than 20	32	43.8
	20- less than 25	23	31.5
	25 and more	6	8.2

Table 2 shows the results of the descriptive statistics analysis of the responses of the managers of the study sample to the questionnaire items related to the dimensions of entrepreneurial orientation (innovation, proactive, risk-taking, and aggressive competition), and the dimensions of strategic success (adaptation, growth, and survival). The table also includes the reliability coefficient values for each dimension. After that, the reliability coefficient values exceeded the minimum percentage specified in this study, which is 0.70. As for the mean values, it was found that they ranged between the lowest value for proactive,

3.87, and the highest value for survival, 4.55. It is noted that all values were at high levels, which indicates the interest of managers in the dimensions of entrepreneurial orientation and the dimensions of strategic success.

**Table 2***Descriptive statistics*

Dimension	Items	Alpha	Mean	Std. Deviation
Innovation	5	0.81	4.25	0.61
Proactive	5	0.71	3.87	0.61
Risk Taking	5	0.74	4.01	0.66
Aggressive Competition	5	0.91	4.14	0.71
Adaptation	5	0.79	4.43	0.52
Growth	5	0.88	4.53	0.56
Survival	5	0.96	4.55	0.61

H1: There is a significant impact of entrepreneurial orientation on strategic success of Jordan Kuwait Bank.

It is noted from Table 3, which displays the data of the multiple regression coefficient analysis H1, that there is a significant impact of the entrepreneurial orientation on strategic success. The value of  $R^2=0.62$ . This means that the variance in strategic success is 62% of that of the entrepreneurial orientation, with an  $F=27.89$  and a significance level  $Sig.=0.00$ . While the coefficients in the same table indicates that the reason for this impact is due to the two dimensions of innovation and aggressive competition, where the value of B for them was 0.41, 0.29, while the value of Beta was 0.49, 0.40, and the value of T was 4.52, 4.23, with a significance level of 0.00. As for the dimensions of proactive and risk-taking, they are not significant.

**Table 3***Impact of entrepreneurial orientation on strategic success*

R	R <sup>2</sup>	F	Sig. F	Variables	B	Beta	T	Sig. T
0.79	0.62	27.89	0.00	Innovation	0.41	0.49	4.52	0.00
				Proactive	-0.04	-0.06	-0.58	0.56
				Risk Taking	0.05	0.07	0.68	0.50
				Aggressive Competition	0.29	0.40	4.23	0.00

H2: There is a significant impact of innovation on strategic success of Jordan Kuwait Bank.

Table 4 indicates the results of the H2 test, which relate to the impact of innovation on strategic success, which were analyzed using a simple regression coefficient. It is clear from the table that there is a significant impact of innovation on strategic success, the value of  $r^2=0.52$ , meaning that the variance in strategic success is due to 0.52% of the variance in innovation, and it reached  $f=75.76$ , with a significance level of 0.00.

**Table 4***Impact of innovation on strategic success*

r	r <sup>2</sup>	f	Sig. f
0.71	0.52	75.76	0.00

H3: There is a significant impact of proactive on strategic success of Jordan Kuwait Bank.

Table 5 indicates the results of the H3 test, which relate to the impact of proactive on strategic success, which were analyzed using a simple regression coefficient. It is clear from the table that there is a significant impact of proactive on strategic success, the value of

$r^2=0.22$ , meaning that the variance in strategic success is due to 0.22% of the variance in proactive, and it reached  $f=19.67$ , with a significance level of 0.00.

**Table 5***Impact of proactive on strategic success*

r	$r^2$	f	Sig. f
0.47	0.22	19.67	0.00

H4: There is a significant impact of risk taking on strategic success of Jordan Kuwait Bank.

Table 6 indicates the results of the H2 test, which relate to the impact of risk taking on strategic success, which were analyzed using a simple regression coefficient. It is clear from the table that there is a significant impact of risk taking on strategic success, the value of  $r^2=0.24$ , meaning that the variance in strategic success is due to 0.24% of the variance in risk taking, and it reached  $f=21.84$ , with a significance level of 0.00.

**Table 6***Impact of risk taking on strategic success*

r	$r^2$	f	Sig. f
0.49	0.24	21.84	0.00

H5: There is a significant impact of aggressive competition on strategic success of Jordan Kuwait Bank.

Table 7 indicates the results of the H2 test, which relate to the impact of aggressive competition on strategic success, which were analyzed using a simple regression coefficient. It is clear from the table that there is a significant impact of aggressive competition on strategic success, the value of  $r^2=0.45$ , meaning that the variance in strategic success is due to 0.45% of the variance in aggressive competition, and it reached  $f=57.42$ , with a significance level of 0.00.

**Table 7***Impact of Aggressive Competition on strategic success*

r	$r^2$	f	Sig. f
0.67	0.45	57.42	0.00

## Discussion

This study examined the impact of entrepreneurial orientation on strategic success at the Jordan Kuwait Bank in Jordan. After the researchers analyzed the data collected from the managers, it was found that there is a clear increase in all levels of the dimensions of the entrepreneurial orientation in the bank, as the results indicated that there is a very high tendency of the bank towards innovation, as the bank's management focuses strongly on research and development and prefers new solutions to solve the problems that arise. facing the bank, in addition to the bank's management's lack of hesitation in engaging in challenges with competing banks and using unconventional offensive methods to sweep the market, as well as the management's tendency to enter into new investment projects with high risks, which makes the bank more capable of implementing new ideas before competitors instead of waiting others do it.

The results of the study also showed that there is a clear increase in the levels of the dimensions of strategic success. With regard to the bank's adaptation, the management seeks to respond to the aspirations and needs of customers through the bank's ability to modify its

plans quickly and easily, in addition to the bank's superior ability to employ the expertise of employees in making future decisions, as well as employing For technical means to support employee learning and provide them with modern work methods, the bank also works to place customer satisfaction among its most important priorities by paying attention to their complaints to develop future performance, in addition to opening the door to dialogue with customers, which enables the bank to ensure continuity and survival.

The results of the study indicated that there is a significant effect of entrepreneurial orientation on the strategic success of the Jordan Kuwait Bank. The bank's management's tendency to search for unique ways of providing its services to its customers, its search for unconventional ways of providing these services, and its bold actions in situations involving risks made the bank more capable of adapting to market requirements and events that could occur within the bank, which was reflected in its ability to grow, expand and enter new markets.

The contribution of the results of this study lies in drawing the attention of managers to the importance of the entrepreneurial orientation of their organizations through innovation and adopting priority in presenting their products, while knowing the existence of risk and aggressive competition with others if they want their organizations to succeed in the long term.

### **Recommendations**

1. The Jordan Kuwait Bank strengthen the bank's proactive approach by seeking serious communication with customers to learn about their needs and desires, and the ways they prefer to provide service by the bank, through specialized employees who are prepared to carry out these tasks.
2. Enhancing the adoption of risk, provided that it is calculated due to its sensitivity to banks, by seeking the assistance of specialists in the financial field.
3. The bank continues to adopt high levels of aggressive competition with competing banks in order to increase its market share by obtaining new customers.

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