

# The Effect of Entrepreneurial Orientation in Strategic Success at Jordanian Commercial Banks

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## Abstract

The aim of this research was to determine the relative importance of entrepreneurial orientation, strategic success, and identifying the impact of various facets of entrepreneurial orientation including (innovation, proactiveness, risk-taking, and intense competition) influence different dimensions of strategic success (growth, adaptation and survival) within commercial banks in Jordan. The study society consists of (250) managers in Jordanian commercial banks, and the sample using a simple random sample, in (12) banks. The study devised a questionnaire data collection as a tool, and the Quantitative approach (analytical descriptive) was used, and Numerous statistical methodologies employed were.

The research results indicate that there's a strong correlation between effective Strategic Success and its perceived significance. Both Strategic Success and Entrepreneurial Orientation scored high in terms of their perceived importance. Furthermore, there's a significant positive link between Strategic Success and Entrepreneurial Orientation in Jordan's commercial banks. To capitalize on this, the study advises bank managers to harness the evident synergy between Strategic Success and Entrepreneurial Orientation. By doing so, banks can bolster their reputation and position in the marketplace. There's an emphasis on the need for banking leaders to prioritize creativity and innovation since these are integral to the bank's marketing efficacy and service enhancement. The study also underscores the importance of proactivity in offering banking services, given its crucial role in strengthening the bank's competitive edge.

**Keywords:** Entrepreneurial Orientation, Strategic Success, Commercial Banks, Jordan.

## Introduction

The banking sector is considered one of the supporting sectors of the national economy, as this sector provides many job opportunities that contribute to the revitalization of the economy. Jordanian commercial banks should adopt means to enable them to compete, and

gain an ability through which they can maintain their position and market share, and work to seize opportunities, although this may lead them to take risks fraught with those opportunities in new projects, but it leads them to innovation and proactivity and overcome their competitors.

The strategic success of Jordanian commercial banks is the main goal that it seeks to achieve through its material resources and human competencies and through the innovative ideas that it adopts in the implementation of the tasks and activities assigned to it in order to achieve its goals through the orientations of its leadership management, through which it can achieve growth, survival and adaptation, which are the basic elements to achieve the strategic success of the organization in light of the changes and intense competition in the banking environment and the transformation of the thinking of its employees from traditional thinking to creative and innovative thinking, and the importance of strategic success in the ability of the organization to continue providing services or products To the fullest extent, while following the continuous environmental changes, and taking into account the organization's continued to keep up with competitors and surpass the quality of the product and the level of service they provide.

According to the opinion of both al-sinibat and Al-hasban (2019), organizations should adopt an entrepreneurial orientation and work in all its dimensions and on their various activities to achieve strategic success through the adoption of strategies related to entrepreneurial orientations that contribute to expanding the understanding of senior management in organizations of the mechanisms to achieve strategic success, which was emphasized by Salah (2019) of the need for organizations to invest in innovation, proactivity, risk tolerance, independence, competitive attack and work to support and benefit from them in enhancing future successes.

Abdullah and Mahmoud (2023) explained that the interest of organizations in proactivity, which represents the ability to take the initiative by knowing the needs of current and potential customers and working to satisfy the market before competitors, leads to achieving strategic success in terms of survival, adaptation and the ability to grow under the conditions of a rapidly changing environment, and the entrepreneurial orientation has an impact on strategic success, as organizations should adopt the application of the entrepreneurial orientation strategy by seizing new opportunities before competitors and this will generate an impact in achieving strategic success (Abdullah and Mahmoud, 2023), and the importance of the entrepreneurial orientation is a holistic orientation of the organization and is not limited to In addition to increasing the level of experience among the leaders of organizations, organizations feel more confident in taking proactive steps with risks that enable them to overcome competitors, and reduce production costs for their products of goods and services. In line with the above, and in order to reduce the research gap between the entrepreneurial orientation and strategic success, this study aimed to find out the impact of the entrepreneurial orientation on the strategic success in Jordanian commercial banks, being one of the important economic sectors contributing to the economic income of the state

### **Study Problem and Questions**

Jordanian commercial banks face uncertain and uncertain environmental conditions as a result of changes and developments in the surrounding environment, which forces them to adopt modern methods and practices in order to adapt, grow and maintain their survival in the competitive environment to improve the reality of their work and enable them to identify immediate and future opportunities and achieve excellence over competitors, and this

requires taking planned and unplanned risks and some proactive and innovative measures in the field of business, so their ability to grow and stay in the markets is measured by translating the customer's needs and desires into services that better meet these needs from competitors, which enhances its market share. The study problem can be formulated with the following questions:

1. What is the relative importance of Entrepreneurial Orientation in Jordanian commercial banks?
2. What is the relative importance of Strategic Success in Jordanian commercial banks?

### **Study Importance**

The importance of the study stems from the following:

#### **Scientific significance:**

The concept of entrepreneurial orientation with its dimensions (innovation, proactivity, taking risks, intense competition) and strategic success with its dimensions (growth, adaptation, survival) are important administrative topics in business organizations, and the concept of entrepreneurial orientation is one of the important concepts that revolve around the innovation of new products or new projects or the development of existing projects that help business organizations to increase their ability to adapt and respond to changes and overcome competitors, so it is hoped that This research is useful in enriching knowledge in the field of entrepreneurial orientation (independent variable) and its impact on strategic success(dependent variable) in Jordanian commercial banks .

#### **Practical (theoretical)significance:**

The Jordanian commercial banking sector is one of the most important pillars of the Jordanian economy in terms of the services it provides to the Hashemite Kingdom of Jordan, in addition to the fact that this sector has a daily impact on the life of the Jordanian citizen in terms of the banking services provided to them, the Jordanian commercial banking sector consists of twelve commercial banks, competition is a fertile environment between these banks and other banks, whether Islamic or foreign, from a practical point of view, this research is trying to find out the degree of application of the study variables and the relationship between them in Jordanian commercial banks, and this study is trying to provide valuable information to these banks by a set of conclusions, recommendations and proposals made by To the decision makers in Jordanian commercial banks to help them in applying modern management concepts by highlighting the importance of entrepreneurial orientation and strategic success to enable Jordanian commercial banks to provide distinguished banking services that meet the needs and desires of diverse customers.

### **Study objectives**

In this study, the researchers seek to achieve the following goals:

1. Identifying the level of relative importance of: Entrepreneurial Orientation, Strategic Success at Jordanian Commercial Banks.

2. Identifying the impact of: Entrepreneurial Orientation, Strategic Success at Jordanian Commercial Banks.

## **Literature Review**

### **Entrepreneurial Orientation**

Concept and significance:

The effects of changes in the business environment are reflected on organizations in their various activities, and this reflection is represented in many aspects of opportunities and threats, which requires organizations to have proactive initiatives that make them able to adapt to these environmental changes and reach the level of being a leader in their field, including the development and improvement of product design, or the development of manufacturing and management techniques, as this falls within the concept of entrepreneurial orientation. This is what made the entrepreneurial orientation of the organizations of great interest, as all organizations began to think seriously about this matter, because an organization that does not take this concept may be preceded by others in adopting it, if the second succeeds, especially if it works in the same industry, it will affect the market share of the first. In this context, he pointed out (Churchem, 2017) that the entrepreneurial orientation has become a source of real interest for an organization that expects itself to be in the ranks of entrepreneurial organizations, as it requires this organization to understand the challenge of the dynamics of achieving leadership over successive periods of work.

Description (2019) Oni et al. The entrepreneurial orientation is an expression of the organization's desire to dominate the market by planning to adopt a strong competitive position and face the turbulent work environment. He sees (2019) Alarifi et al. The entrepreneurial orientation refers to the processes, practices and decision-making activities that lead to the implementation of new projects in ways that are competitive against competitors, but at the internal level of the organization it is the opposite, where it is cooperative because they all share one goal, which is to achieve organizational benefit. On the other hand, the entrepreneurial orientation has been described as the tendency of organizations to participate in the implementation of high-risk projects while addressing the financing determinants (Vaznyte & Andriis, 2019). According to (2019) Linton, the entrepreneurial orientation is the degree of proactivity followed by the organization in the product market of its choice and the extent of its readiness to innovate and introduce new offers. Conversely, consider (2019) Palmer et al., To the entrepreneurial orientation as building an organizational culture that includes a degree of high risk in the organization and its interaction with the environment. It was described by (2019) Shu et al. It is the overall strategic position of the organization, related to decision-making practices and administrative philosophies that make it an initiative, as its initiative is reflected in its risks, creativity and proactive capabilities'.

As for Al- Alnsoor and kharabeh (2021), they explained that the importance of entrepreneurial orientation lies in working to develop leadership in supply and demand, through the production of a new product, the development of an existing product or adding value to existing products, which is reflected in the change in the requirements of individuals, meeting the needs of society and opening new markets for the product, in addition to the integration between organizations and business interconnection in a direct or indirect way through the production of intermediate or auxiliary products, and these products may be imported from abroad, which adds financial costs that directly contribute to higher costs, entrepreneurial

orientation encourages the provision of solutions to reduce costs while providing the appropriate product who replaces the products With high costs.

### **1. Innovation**

Which represents one of the major socio-economic trends, increasing globalization and constant competitive pressure force companies to adapt more quickly to rapidly changing environmental conditions. Companies operating in a volatile environment, facing high technological challenges and customers with growing and changing needs and desires, must be able to be creative, innovative and entrepreneurial in general (De - Casanova & Morel, 2020).

Innovation refers to the willingness to immerse in the experience of new ideas that help to introduce new products and methods of work, which achieves the technological leadership of the organization through the continuity of research and development processes (Asim & Sorooshiam, 2021). Innovation is one of the main ways to achieve competitive advantage because it leads either to cost reduction or to product differentiation, it is an important driving force for the survival and development of organizations to meet the challenge of developing products quickly and achieving the required competition (Zhang, 2020).

From the point of view of Khater (2021), innovation reflects the openness of the organization and its readiness to support creativity and provide new ideas related to products and their development, in the markets, or in business methods, which leads the organization to success and distinction from competitors, it is a key to the success of competitive strategies, through its contribution to the introduction of a new product, a new technology that supports the production process, or the development of an organizational structure for a new administrative system.

From the above, it can be said that innovation expresses the introduction and use of new ideas that lead to new processes and products, as well as solving problems in innovative ways. It can also be said that it embodies the organization's ability to manage its talents and resources in a way that achieves its innovation, as this certainly leads to the success of its competitive strategies.

### **2. Proactive**

It is one of the most important factors for the success of organizations, which makes them benefit from their resources proactively, and the extent of the organization's desire and inclination to search for new opportunities available in the work environment, work to exploit and invest them in light of environmental developments surrounding them and respond quickly to those developments to satisfy the needs and desires of customers according to what is new and achieve a competitive advantage (Oni et al., 2019).

From a point of view (2018) Wheelen et al. Proactivity includes a set of factors that increase the level of knowledge of the organization, as a result of its activities and operations, its results result in the introduction of new ideas at the level of product, process or other aspects of the organization's work. it is an integrated strategic and management approach adopted by many organizations, in light of the business environment characterized by many and rapid changes, whether in the internal or external environment, the most important of which is the intensification of competition between organizations and the entry of globalization.

According to the point of view of (2019) Hernández-Linares et al. Organizations that take a proactive approach usually have a forward-looking perspective and are able to anticipate and prepare for the future by responding quickly to environmental changes and future

opportunities, and carrying out the necessary activities to influence and invest in them, rather than waiting until they are affected by them. Proactivity usually puts competitors in the position of having to respond to successful initiatives, which is the advantage of the proactive perspective of the market-leading organization, which has the ability to predict the future, in anticipation of potential demand (Short et al., 2018).

### **3-Risk taking**

The importance of risk-taking lies in the fact that it is an integral part of the strategic and operational decision-making process, and it is an important tool and a practical methodology that must be followed in the management of organizations. (Krell man, 1988/2017). It is a management that minimizes risks by making the best decisions and distributing tasks among the people in the organization, allocating resources to reduce risks, aligning the project budget with potential risks and seizing opportunities, investing them, and also improving the planning of emergency risk situations, providing knowledge and confidence to individuals working in the organization to make appropriate decisions (Cooper et al, 2005).

An organization cannot withstand strong competition currents without having a high ability to bear that risk, at the level that the managers of those organizations have a sufficient perception that risk is a major part in achieving the business of their organizations (Al-Rifai, 2021). competitiveness.

Risk refers to the ability to learn from risks and take advantage of them and can be controlled by studying and analyzing them by specialists and working to find solutions to the problems resulting from them, as it is one of the internal organizational factors necessary to support the entrepreneurial orientation (al-Zoubi and Al-Nawasra, 2019). It helps the organization to enter into projects that express its boldness in competition and include risk awareness and the ability to calculate and manage those risks (zarafili and Al-bashabsha, 2021). According to the opinion of (2021) Dess, et al. There are three types of risks faced by organizations and their executives, namely business risks that involve entering the unknown without knowing the likelihood of success, this is the risk associated with entering untested markets or working with previously unproven technologies. Financial risks that require an organization to borrow from abroad or commit a significant part of its resources, in this context financial risk is used to refer to the trade-off of risk with the expected return in financial analysis. Personal risk refers to the risks that an executive takes in taking a position in favor of a strategic goal, as executives who take such risks will affect the course of the entire organization, and their decisions can have significant implications for their careers.

### **4- Intense competition**

It means the orientation of the organization around intensively challenging competitors and entering the market, or to strengthen its position of superiority over competitors and have a positive relationship with the performance of the organization (Abdullahi et al., 2019). It also means the organization's ability to challenge and outperform its competitors, improve its market position among competitors, and gain a distinctive market share (Al-Mashreqi, 2021). From a point of view (2019) He et al., It is a kind of organization strategies that work to follow internal and external changes, and usually the investments of these organizations are focused on research and development, technology, in order to survive and continue in a turbulent business environment, and also work to challenge competitors to prevent them from entering new markets.

## **Strategic success**

### **The concept of Strategic success**

As a result of the development in the field of Management Sciences on the one hand, in addition to the great challenges faced by organizations due to increasing competition and rapid change in the environment in which they operate, strategic success has gained an important place, as many organizations have resorted to using many contemporary management methodologies and philosophies to ensure survival.

Many indicators have emerged to judge the success of organizations, the most prominent of which are financial, productivity and competitive indicators (Al-Ta'i and Naji, 2015). Willem (2015) noted that strategic success represents the organization's commitment to the beneficiaries of its services by assessing the extent of satisfaction achieved for them and indicating its interest in its employees. Omran and Najm (2019) explained that strategic success reflects the ability of organizations to formulate a clear and flexible strategy with effective implementation of this strategy, which leads to customer satisfaction, which is the ultimate goal of organizations in the long term. According to the opinion of (2020) Orlov, et al. The strategic success of any organization depends on its building organizational capabilities and vital options that allow it to coordinate highly to use the resources available to it efficiently and effectively contribute to creating high, distinct and superior results from competitors. Al-Shammari et al. (2021) promised strategic success by providing a clear vision of the organization's activities that contribute to pushing it forward and achieving its goals by organizing its activities and developing intangible assets such as organizational reputation. As for (2021), Mahmoud explained that strategic success represents the organization's ability to survive, adapt and grow in light of the goals it seeks to achieve.

Hammadi (2020) stressed the importance of strategic success by pointing out that it contributes to the development of employees' ability to be creative and to find compatibility between the internal resources of the organization and its external environment in order to know the wishes of customers and provide their needs. Strategic success, according to Mazhar's opinion (2019), contributes to:

1. Improve the organization's ability to use its inputs of resources and information in the right way, leading to outputs that meet the needs and desires of customers.
2. Improve the organization's ability to cope with competitors in the business environment and enhance its viability and adaptability.
3. The organization's commitment to the principles of Quality Management, which is positively reflected in the expansion of its marketing environment and its entry into regional and global markets.

**Therefore**, the researchers believe that the importance of the strategic success of the organization lies in the future aspiration to achieve the set goals, the more the organization is committed to achieving its goals, the closer it is to achieving the contents of strategic success and achieving a sustainable competitive advantage.

### **1. Growth**

Growth is described as increasing the size of the organization in proportion to the goals that stakeholders want to achieve, it reflects a clear and flexible strategy adopted by the

organization to achieve new goals different from the previous ones and at a higher level (shawabka and al-Nsoor, 2019). From the point of view of (2021) Daft, growth is considered a stage of the organization's life cycle that develops knowledge and skills in order to generate value and gain new resources that allow the organization to increase its specialization in order to develop its competitive advantages. (2022) Jones and Jones defined it as one of the goals that makes the organization work to reach an advanced position in the field of its activities and business through an increase in its size, the size of its operations and investments, and the amount of benefits achieved as a result of its investments. Therefore, many organizations strive to achieve long-term growth, and this verification requires the availability of a future vision and leadership competencies to develop growth strategies to meet competitive challenges (2018, Gupta).

According to Al-USTA (2016), growth contributes to creating opportunities for advancement and advancement in organizations, and growing organizations are difficult to acquire compared to small or stationary organizations. It also represents a rapid process of keeping pace with the changes taking place in organizations and balancing the processes of creativity and change in order to achieve progress (Zubaidi and Jassim, 2015). Daft (2021) stressed that the main justifications that drive organizations to achieve growth are the weakness of cost versus revenue in the profit equation, which organizations seek through growth to achieve profits based on the wide production pattern to reduce the cost per unit, and that profit is the result of the difference between revenue and cost over a certain period of time, which drives the organization to grow and reach the break-even point.

## **2. Adaptation**

Adaptation is a vital factor contributing to the development of an organization when its business environment changes, it is necessary for the organization's decision makers to understand the required future change and generate an understanding of the internal and external environment in order to lay the foundations of a very important logical plan for making change (Daft, 2021). From the point of view of Omer (2019), adaptation represents the ability of an organization to adapt to the environment and strive to find new horizons through positive interaction with changes and seizing opportunities. It also reflects the ability to quickly reconfigure activities to meet changing needs in the internal and external environment in order to maintain long-term success and find a balance between strategy, change and resource reconfiguration depending on the requirements of the situation, and therefore it embodies the relationship between the organization and its environment (al-Zoubi, 2019). Mazher (2020) identified adaptation as the ability of an organization to predict any internal and external problems that it may face in the future, while being able to find appropriate ways to control them as much as possible.

Mykhailivna (2016) emphasized that the importance of adaptation for organizations is reflected in helping organizations thrive when dealing with the challenges of a changing environment, in addition to enabling organizations to understand a variety of factors affecting the organization's business, as well as influencing strategy, helping to develop resilience, and finally helping to formulate strategies to neutralize threats from the external environment. According to Daft, 2021, the most successful organizations are those that stay in touch with the environment, which gives them the ability to identify opportunities and threats so that they can respond quickly.

As a result of the significant development in the work of organizations and the increase in environmental complexity, many models of adaptation have emerged, which are based on



two levels, the first is the internal structural level expressed by internal actions directed to adapt to beneficiaries to new environmental conditions. The second is represented by the external structural level, expressed by actions that modify the relationship of the organization with its environment. Adaptation processes are carried out through a range of activities, including the process of development, innovation and creativity .. Etc. (Jones and Jones, 2022).

### **3- Survival**

This is the essence of strategic success and the foundation from which organizations can start looking for an appropriate situation, aiming to make further adaptations to the surrounding environment, but adaptation will not be practical in the long term unless accompanied by growth and development (Hamid, 2015).

Survival has been defined as a goal pursued by all organizations in order to improve the possibilities of taking care of the interests of all individuals related to the organization, including investors, suppliers, customers and employees (al-dhabhawi, 2016). From the point of view of (2022) Jones and Jones, organizations must work on innovation in order to survive in the competitive arena, and without that they will be doomed to failure, as the reasons for failure lie in the lack of development of organizations ' knowledge, lack of interest in contemporary technological technologies, and not taking advantage of the expertise and competencies they possess in order to survive. In order to increase the chances of survival, organizations should adopt an institutional outlook that is interested in developing their managerial and technical skills and competencies (Daft, 2021). Campo Villares (2020) explained that the reasons for the failure of many organizations to achieve survival are:

- \* The critical financial situation of the organization through which it resorts to either acquisition or merger.
- \* The inability of the organization to provide and satisfy the needs of the community and poor response to various environmental variables and emergency conditions.
- \* The difference between the goals of the organization and the goals of its employees and not encouraging employees to creativity and innovation.
- \* General weakness in the conflict management process in the organization.

### **Previous studies**

Al-bashabsha and al-Jafra (2022) conducted a study aimed at identifying the impact of strategic flexibility in its dimensions (market flexibility, production flexibility, and human resources flexibility) and its ability to achieve strategic success in dimensions (survival, adaptation, and growth) in Jordanian companies for the human pharmaceutical industry. The study community and its sample consist of (320) members from the employees of the upper and middle departments. The analytical descriptive method was used through the questionnaire. The study has reached many conclusions, the most prominent of which is the impact of the dimensions of strategic flexibility (market flexibility, production flexibility, and human resources flexibility) in achieving strategic success.

Also performed by (2022) Oci et al., A study aimed at identifying the impact of the entrepreneurial orientation on business performance in the presence of the broker strategic agility with its dimensions (strategic sensitivity, liquidity of resources, unity of leadership) in small and medium-sized companies in a city in Japan in Indonesia during the recession due to the corona pandemic, where the study community was represented by (315) individuals, where the study was based on the quantitative approach, and the SmartPLS data analysis

program was adopted, and the study showed several results, the most important of which is the positive impact of the entrepreneurial orientation on business performance in small and medium-sized companies in the city of Balikpapan in Indonesia.

And conducted (2021) Yi et al., A study aimed to find out the impact of the entrepreneurial orientation in terms of innovation, proactivity, taking risks in the creation of a new product, competitive advantage and performance of the new product in South Korea, the descriptive analytical approach was used where data were collected from (424) small and medium-sized enterprises in South Korea, and the study showed several results, the most important of which is that the entrepreneurial orientation has a significant positive impact on the creativity of the new product and the feasibility of the new product.

He also conducted (2021) Gomes et al., A study aimed at identifying the relationship between entrepreneurial orientation (innovation, proactivity, risk - taking) and the ability of organizational learning and service innovation in organizational performance in the city of Santa Catarina in Brazil. The study sample consisted of (159) architectural companies, and the study showed many conclusions, the most important of which is that the entrepreneurial orientation is a powerful engine for service innovation and organizational learning, and that the ability of organizational learning was working as a supporter of innovation, and has a positive impact on organizational performance.

Al-Zu'bi et al. (2021) conducted a study aimed at identifying the impact of transformational leadership in its dimensions (ideal influence, inspirational motivation, individual considerations, and intellectual arousal) in achieving strategic success in its dimensions (motivational culture, customer satisfaction, and creativity) with a sample size of (403) employees working in universities operating in the northern region of Jordan. The study used descriptive and inferential statistical methods, which showed many results, most notably that the perceptions of employees in the universities under study of the level of application of the transformational leadership style and strategic success came to an average degree and that the transformational leadership style has a positive impact on achieving strategic success.

The study of zarafili and Al-bashabsha (2021) aimed to find out the impact of the entrepreneurial trend in its dimensions (creative, proactive, risk-taking) in achieving knowledge management in its dimensions (knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application) in Jordanian commercial banks, the study used the descriptive analytical approach, and the study community consisted of (13) Jordanian commercial banks with a sample size of (309) individual selected by the simple sample Method. The study found that there is an impact of the entrepreneurial trend with its dimensions (creative, proactive, risk-taking) in achieving knowledge management with its dimensions in Jordanian commercial banks.

Abdul Nayef's study (2020) also aimed to explain the nature of the correlation and influence relations between strategic leadership with its dimensions (creativity, initiative, risk, flexibility, independence) and strategic success with dimensions (specific strategy, effective implementation, motivational culture, creativity, customer satisfaction) in Zain mobile communications company in Iraq with a sample size of (60) managers. The study used the descriptive analytical approach to conclude that there are good levels of strategic success, and that creativity, flexibility and independence have a clear impact on achieving strategic success at Zain mobile communications company in Iraq.

The aim of the study (2020) was Ofem et al., To identify the role of the entrepreneurial orientation with its dimensions (innovation, proactivity and risk - taking) and cooperative linkage in the performance of rural economic development organizations in the eastern U.S.

State of Kentucky. The study sample consisted of (98) organizations, and the descriptive-analytical approach was used. The results of the analysis showed that the entrepreneurial orientation and collaborative engagement are positively related to performance, the entrepreneurial orientation is especially useful to help these organizations to perform better, as the proactive had the strongest correlation with performance.

Mazhar (2020) also conducted a study aimed at finding out the role of knowledge capital with dimensions (human capital, structural capital, relationship capital) in achieving strategic success with dimensions (specific strategy, effective implementation, flat structure) of Al-Azhar University in Gaza City. Where the study community consists of all full-time faculty members working at Al-Azhar University, numbering (293) members, a random sample of (180) employees was approved, and the descriptive analytical method was used to achieve the goals of the study. The study has reached many results, the most prominent of which is the presence of the impact of knowledge capital in achieving strategic success at Al-Azhar University in Gaza City.

Finally, Al-Lavi and khashman (2020) conducted a study to identify the impact of the application of high performance work systems (competent selection, comprehensive training, fair compensation, development of self-control, empowerment of employees, formation of work teams) in achieving strategic success (clear strategy formulation, effective implementation of the strategy, competitiveness, adaptation and response to changes) in Jordanian universities based on the descriptive analytical approach. Where the study community consisted of all administrators working in Jordanian private universities, a simple random sample was taken with the fact that (105) individuals. The study has reached many results, the most prominent of which is the presence of a moral impact of the application of high-performance work systems in their combined dimensions in strategic success in Jordanian private universities.

### **Study Hypotheses**

**H1:** there is a significant impact of entrepreneurial orientation on strategic success in Jordanian commercial banks

**H2:** there is a significant impact of entrepreneurial orientation on growth in Jordanian commercial banks.

**H3:** there is a significant impact of entrepreneurial orientation on adaptation in Jordanian commercial banks.

**H4:** there is a great influence of entrepreneurial orientation on survival in Jordanian commercial banks.

### **Method**

#### **1. Population and sample**

This study was applied to managers at all organizational levels in Jordanian commercial banks. A simple random sample was selected from (496) managers The research distributed (280) questionnaires as a precaution, (256) questionnaires were retrieved, and (6) questionnaires were excluded due to their incompleteness, resulting in (250) questionnaires remaining eligible for analysis.

## 2. measurement

To measure the variables of the study, the researchers used a scale consisting of (20) items to measure the dimensions of entrepreneurial orientation (independent variable). A scale consisting of (15) subjects was used to measure the effectiveness of strategic success (dependent variable), after reviewing several previous studies on the subject of the study. The five-point scale was used to answer the items in the following way: completely agree 5, agree 4, neutral 3, disagree 2, completely disagree 1.

## Results

Table 1 shows the personal and functional characteristics of the managers of the study sample, where the number of male managers was 77.6, while the number of female managers was 22.4. This shows that managers in Jordanian commercial banks they have the largest number of males, but there are quite a few females. The researchers predict that in the coming years there will be a greater convergence of this ratio between males and females.

**Table 1**

*The personal and functional characteristics of study sample managers.*

Variable	Frequency	Percentage
<b>Sex</b>		
Male	194	77.6
Female	56	22.4
<b>Age (years)</b>		
Less than 35	21	8.4
35- less than 40	12	4.8
40 - less than 45	13	5.2
45 - less than 50	24	9.6
50 and more	180	72.0
<b>Experience (years)</b>		
5- less than 10	16	6.4
10- less than 15	8	3.2
15 and more	226	90.4
<b>Degree</b>		
diploma or less	14	5.6
Bachelor's	186	74.7
Master's	37	14.8
PhD	13	5.2
<b>Administrative level</b>		
High managment	76	30.4
Medium management	174	69.6

**From Table 2**, it is noted that all alpha values exceeded (0.73- 0.92) which is the percentage adopted in this study, which indicates the existence of internal consistency for the study items variables (Al-Najjar et al., 2020).

With regard to the values of mean, the results showed that the dimensions of the two variables were at high levels, the highest for strategic success 3.93 with a standard deviation of 0.497, and the lowest for entrepreneurial orientation 3.75 with a standard deviation of

0.422, noting that the study adopted less than 2.34 for a low level, 2.34 - less than 3.67 medium level, 3.67- 5 high level.

**Table 2***Descriptive statistics*

Dimension	Items	Alpha	Mean	Std.
innovation	5	0.79	4.14	0.50
proactive	5	0.88	4.11	0.54
risk taking	5	0.74	2.98	0.61
intense competition	5	0.87	3.78	0.63
entrepreneurial orientation		0.89		
growth	5	0.86	4.14	0.60
Adaptation	5	0.87	3.85	0.61
survival	5	0.73	3.78	0.50
strategic success		0.92		

**Table 3 indicates** that the hypotheses of the study were tested using multiple linear regression coefficients.

The results of the H1 test show that there is a significant impact of e entrepreneurial orientation on the strategic success, as the value of  $R=0.822$ ,  $R^2=0.676$ . This suggests that the discrepancy in the strategic success is due to 45.4% of entrepreneurial orientation, and reached 97.9, with a significance level of  $SIG. = 0.00$ .

Regarding H2, it was found that entrepreneurial orientation had a significant impact on growth, reaching  $B = 0.19$ , beta value = 0.20, and t-value = 4.02 at the Sig significance level. = 0.00.

For H3, the results indicate a significant impact of entrepreneurial orientation on the Adaptation, reaching  $B = 0.17$ , beta = 0.23, and t-value = 2.91 at the Sig significance level. = 0.01.

With regard to H4, it was found that there is a significant impact of entrepreneurial orientation on survival with a value of  $B = 0.18$ , beta = 0.25,  $t = 3.34$ , and the level of importance of  $SIG. = 0.00$ .

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

Hypothesis	r	r <sup>2</sup>	f	Sig.	
H1	.822	.676	127.902	0.00	
	Variable	Unstandardized Coefficients	Standardized Coefficients		
		b	beta	t	
H2	growth	0.19	0.20	4.02	0.00
H3	Adaptation	0.17	0.23	2.91	0.01
H4	survival	0.18	0.25	3.34	0.00

**Discussion**

The Independent Variable (**Entrepreneurial Orientation**)

Through the statistical evaluation, we note that " the relative importance of the entrepreneurial orientation has come to be high, as the general arithmetic mean reached

(3.75) with a standard deviation of (.4220). This result indicates that Jordanian commercial banks appreciate the importance of entrepreneurial orientation in their work through their focus on innovation, proactivity, sharp competition and risk-taking. Jordanian commercial banks motivate their employees to be innovative and proactive in seizing opportunities, entering new markets before competitors, in order to achieve maximum profits, while being careful to predict future risks (new weather, new services, economic changes).

### **The Dependent Variable (Strategic Success)**

The level of strategic success in the dimensions (survival, adaptation, growth) in Jordanian commercial banks has reached a high degree, as the relative importance of strategic success has come high, with the General Accounting average (3.93) and with a standard deviation of (.4970), and in general it turns out that the level of application of the dimensions of strategic success in Jordanian commercial banks from the point of view of the analytical unit was high. This result shows that the managers working in the senior and middle departments of the Jordanian commercial banks understand the importance of adopting the dimensions of strategic success, with its various axes related to the survival and growth of these banks in the changing business environment. through the analysis of the first main hypothesis, "there is a statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the entrepreneurial orientation with its dimensions (innovation, risk-taking, proactivity, and intense competition) in the strategic success with its dimensions combined in Jordanian commercial banks". This gives an indication of the high level of strategic success resulting from the application of the Jordanian commercial banks of the entrepreneurial orientation in their business. through the analysis of the first sub-hypothesis, it is revealed that " there is a statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the entrepreneurial orientation with its dimensions (innovation, risk-taking, proactivity, and intense competition) in the growth of Jordanian commercial banks, " this indicates that Jordanian commercial banks that are interested in the entrepreneurial orientation usually combined and achieve high growth. through the analysis of the second sub-hypothesis, it is revealed that there is a statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the entrepreneurial orientation with its dimensions (innovation, risk-taking, proactivity, and intense competition) in the level of adaptation of Jordanian commercial banks, and this gives an indication of the interest of Jordanian commercial banks in achieving adaptation to their internal and external environment through their interest in the entrepreneurial orientation with dimensions in their business and operations. through the analysis of the third sub-hypothesis, it is revealed that there is a statistically significant effect at a moral level ( $\alpha \leq 0.05$ ) of the entrepreneurial orientation with its dimensions (innovation, risk-taking, proactivity, and intense competition) on the level of survival of Jordanian commercial banks, and this indicates the interest of Jordanian commercial banks in achieving survival through attention to the entrepreneurial orientation in their business and through growth and adaptation, which is the basis of their survival.

### **Recommendations**

Investing the positive relationship between entrepreneurial orientation and strategic success in the research sample in order to increase attention to the environment and benefit from it in improving the bank's reputation, and increasing the awareness of management leaders of the importance of creativity and innovation in banks, as it is one of the important dimensions in the strategic success of banks and in the generation of new services provided to customers and the development of existing ones.

Emphasize the initiative or proactivity in providing banking services to customers and pay attention to this dimension because it has a major role in enhancing the competitive position of banking, and emphasize the banking departments interest in crisis management by generating new ideas and methods to avoid threats that may face the banking business and reduce them, and seize opportunities and invest them through the employment of highly qualified individuals because they represent the spirit of banking.

To promote innovation through Jordanian commercial banks investing in innovation and developing new products and services to meet customer needs effectively. It should also provide an encouraging environment for innovation and motivate employees to think creatively and contribute to the development process. And to enhance proactivity by the Jordanian commercial banks to continue to analyze the market and work to anticipate possible economic, social and technological variables that may affect their business. It should also work on developing strong proactive strategic plans to improve the flexibility of its business and reduce potential risks.

The need for commercial banks to seek to achieve a growth dimension is important in increasing the bank's profits and expanding its geographical spread by following the vertical integration strategy by owning or entering into partnerships with suppliers or competing banks and owning distribution channels for their services deployed locally, and the horizontal integration strategy occurs when the bank is moving towards expanding its current line of operations and using automation and electronic technologies that increase the speed of providing service to the customer .

To provide the necessary information in all areas of the bank's work so that the bank can respond quickly and adapt to changes in the Jordanian market or regional and international markets.

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