

THE IMPACT OF STRATEGIC ENTREPRENEURSHIP ON ORGANIZATIONAL EXCELLENCE, THE MEDIATING ROLE OF ORGANIZATIONAL IMPROVISATION

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Abstract

This study aims to identify the impact of strategic Entrepreneurship on organizational excellence through the mediating role of organizational improvisation, the study was applied in the Jordanian commercial banks which are (13) banks. A questionnaire was used to collect data to investigate the opinions of a sample of (217) managers. (171) questionnaires were collected. The most important findings the study reached were there are a statistically significant impact at the level of significance ($P \leq 0.050$) of strategic entrepreneurship on organizational excellence, and statistically significant direct impact at the level of significance ($P \leq 0.05$) of strategic entrepreneurship on organizational excellence in the presence of organizational improvisation, there is a strong correlation between the strategic Entrepreneurship dimensions and organizational excellence. With the most notable recommendations: The Jordanian commercial banks must reinforce creative, innovative behavior to leaders and employees at all organizational levels, with new concepts and strategies in the field of business organizational improvisation. It has to practice digital transformation governance strategies in its operation and activities to ensure appropriate decision-making under the exceptional, unplanned circumstances.

Keywords: Strategic Entrepreneurship; Organizational Excellence; Organizational Improvisation

1. INTRODUCTION

The scientific progress, technological and informational development, which allowed the flow of a huge amount of information, capital, and investments, the resulting fierce competition intensifying day after day, made the development in the provision of banking services moving at an accelerated pace to achieve excellence in their services, their need to search for methods and ways to achieve this, including strategic Entrepreneurship, which is represented by its ability to think, innovate and develop in the field of banking services, methods of providing them and their quality, develop plans and strategies that improve their competitive strategic position, the possibility of dealing with situations and problems from different angles using different methods of thinking that adopt organizational improvisation for decision-making and dealing with exceptional circumstances that do not wait for prior planning or work according to routine procedures, and this requires intuition, insight, and quick wit just to keep up with the different market changes.

2. LITERATURE REVIEW

2.1 The Strategic Entrepreneurship

Strategic Entrepreneurship is one of the modern administrative topics that focus on the concepts of strategic management, through which business organizations search for new and innovative

opportunities in order to achieve a competitive advantage, outstanding performance, and stay in a state of activity and effectiveness (Al-Amiri and Al-Badani, 2021). Strategic Entrepreneurship includes a number of innovative and creative dimensions, processes, and practices to provide opportunities and invest resources in ways that are difficult to understand and imitate from competitors (Al-Otaibi, 2020). Some consider it a set of activities and practices concerned with discovering opportunities and investing organizational resources in creative processes to reach the best results and the ability to predict changes and speed of response and adapt to them (Hashem, 2018 & Al-Ayoubi et al., 2020). It is a set of characteristics and behaviour to start work, plan for it, take risks, and manage them creatively through the availability of leaders and employees who have an open and long-term vision and the ability to predict the future and work to achieve it (Al-Hazadi, 2020).

Organizations that strive to achieve performance excellence, outperform their competitors to gain competitive advantages through their adoption of several modern developmental approaches, which represent the concept of Strategic Entrepreneurship as one of the modern methods that combine entrepreneurship and strategic management, focusing on methods of creativity, innovation, and seizing opportunities. Taking risks, achieving its organizational goals, and enabling it to predict variables and develop its internal and external environment, adapting to its external environment (Shabat and Al-Masry, 35, 2020). The importance of Strategic Entrepreneurship is evident through increasing the organizations' ability to create and innovate, encouraging advanced ideas, helping employees to develop and improve their performance by balancing efficiency and effectiveness, achieving success in investing in resources available to develop ways and methods of its work also contribute to a competitive position at the local, international level and trimming and by raising the level of organizational performance in the long run (Qaid, 2017).

Entrepreneurial organizations are characterized by several characteristics that can't be limited just to creativity in their various main functions, financially creative organizations are characterized by creativity, innovation, risk-taking, transfer, and investment as a financial function, the organization's ability to create and innovate and take risks in promotional and distribution, product quality and prices reflect the characteristics of the marketing creative organization, either the ability of the organization to find new and varied ways of manufacture, whether in quality, shape, size, or methods of distributing products indicates the production creative organizations (Shabat and Al-Masry, 35, 2020). (Arokodare, 2020) explained the role of Strategic Entrepreneurship in integrating strategic functions with organizational procedures to develop plans that help eliminate conditions of uncertainty and a highly turbulent environment and thus achieve a balance between the behavior of searching for opportunities and the pursuit of respiratory advantages to create a stable value for organizations and influence the excellence of their outputs

2.1.1 The Strategic Entrepreneurship Dimensions

2.1.1.1 Entrepreneurial leadership

It is the ability to imagine, predict, maintain flexibility, think strategically, cooperate with

others, initiate changes that create the future, and rely on attracting, coordinating resources, and directing them to be used in a better way to achieve the organization's goals (Shabat and Al-Masry, 35, 2020). leadership that believes in the importance of reducing work routines, and allowing employees to apply their creativity to create new and innovative products or services (Al-Hawajrh, 2018). It is linked to the existence of a leadership style that motivates work and is able to promote and inspire ideas and behaviors of workers to seize opportunities and benefit from them with creativity and flexibility to achieve sustainable growth, risk tolerance, and organizational excellence (Barham, 91, 2022). (Hassan and mustafa,2023) stressed in their study the importance of strategic leadership by developing individuals in organizations and improving their experiences, knowledge, and abilities in solving problems and making decisions that help in the development of organizations, improving the quality of their products, achieving their goals, and achieving organizational excellence.

2.1.1.2 The risks acceptance

There are boundaries or frameworks for risky behavior between companies and individuals, organizations face different types of risks, including unknown business risks without knowing the chances of success, such as financial risks that arise from borrowing to a large extent or committing a large percentage of resources to achieve growth, personal risks, related to decisions that are taken by leaders as businessmen, that impact their professional future, some organizations do not have concrete measures to measure the degree of risk, which represents the degree of uncertainty, the ability of organizations to achieve their goals and improve their performance depends on their ability to bear various risks (Al-Shammari and Al-Fatlawi, 2022 & Al-Kharbaji et al., 2022).

2.1.1.3 Seize Opportunities

Seizing opportunities is one of the important things in determining the organizational position strategically in its future labor market, which requires working on exploiting it in a timely manner because opportunities do not recur, a successful organization is one that works on creating opportunities and not waiting for it to happen (Atta, 2022).

2.1.1.4 Entrepreneurial knowledge

Entrepreneurial knowledge focuses on opportunities aimed at improving production and shifting towards personal Entrepreneurial instead of economic entrepreneurship, which aims at a monetary profit, entrepreneurial knowledge is one of the most appropriate forms of entrepreneurship, which can be acquired and developed through continuous exposure to entrepreneurial activities, organizations need the knowledge to be creative and to know the various skills, such as the skills of dealing with others, critical and creative skills necessary to develop a business, and the need for entrepreneurial knowledge to increase human capital and discover a sustainable model to improve the services provided and understand the needs of its customers (Makinde & Aqu, 2018). (Haider ,2020) in his study stressed the importance of the knowledge industry and its role in achieving strategic leadership through the use of the principles of participation in achieving goals and taking the opinions and suggestions of employees seriously.

2.1.1.5 Entrepreneurial culture

Entrepreneurial culture is one of the main factors that call for the adoption of behaviors like independence, risk acceptance, achievement, and promotion of the possibilities to make radical innovative changes in the organization, learning is one of the entrepreneurial culture methods, as it is considered essential in entrepreneurship development, entrepreneurial culture has great importance for its impact on preserving competition and advantage through ability, creativity, innovation, and speed of response to technological developments, It is the gateway to organizational success due to their ability to come up with creative ideas that maintain competitiveness, entrepreneurial organization practice entrepreneurial culture by spreading a culture of change among employees and work to harmonize the internal environment in light of external variables, employing modern knowledge and modernizing their culture towards entrepreneurial and practicing an organizational culture based on appreciating new ideas and creativity and preparing their environment to enhance orientation towards a community of practice and rapid response to change (Ibrahim, 2022). (Azzaio,2021) has shown that entrepreneurial culture in its broad concept, contributes to enhancing the innovative capabilities of employees within organizations by adopting uncertainty and risk and focusing on the entrepreneurial business market, as it is a path of renewal and reorientation of employees' experiences and skills towards new entrepreneurial goals.

2.1.1.6 Strategically Managed Resources

Strategically Managed Resources refers to the ability of companies to manage their Human, material, and technical resources in more effective ways by analyzing their internal and external environment, which contributes to improving their competitive position and enhances their future competitive advantages, and achieving added value, managing their resources strategically is one of the capabilities that organizations must possess in order to be able to exploit tangible and intangible resources while simultaneously using behaviors to search for opportunities and competitive advantages (Jalal, 2022).

2.2 Organization excellence

Organizational excellence is a management philosophy related to how the organization reaches tangible results to achieve some balance to meet the needs of all organizational stakeholders; or the society, and spread the culture of learning, creativity, and continuous improvement, excellence is the skill of managing organization, and achieving objectives based on a set of practices that include focusing on results, caring for clients, leadership, goal stability, process management, continuous improvement, creativity, mutual benefits among institutions, social responsibility, accomplishing interests for individuals and society (Waswas & Jwaifell,2019). Organizational excellence refers to the organization's ability to achieve superior performance focusing on the basic pillars that constitute the main components of excellence in an organization, helping organizations to excel in all areas of their activities, enabling them to achieve and maintain outstanding levels of performance that meet their expectations (Manna,2022). (Ali, 2023) explain that if organizations want to reach the level of organizational excellence, they must have distinguished leaders who can motivate working individuals to

excel in their field and formulate strategies and work structures that are distinguished and flexible, capable of facing accelerated environmental changes and fluctuations.

2.2.1 Organisational excellence dimensions

2.2.1.1 Leadership excellence

Excellence in leadership is the most important pillar of organizational excellence, so we find that all organizations seek to excel in leadership, as contemporary and modern administrations require superior leadership capabilities, to become highly capable of keeping pace with all changes in the external or internal environment (Abu Naser and Al Shobaki, 2018:15). leadership that works to develop the vision, values, and cultures, and establish organizational excellence, thus ensuring the continuous improvement and development of work systems to serve organizational excellence (Alrawashdeh and Altaany, 2019:89). The leadership plays a pivotal role that enhances knowledge exchange behaviors through training courses. and development for working individuals (Shamia et al., 2019:7).

2.2.1.2 Culture excellence

Organizational culture is a common system of values , beliefs, ideologies, behaviors, and philosophy adopted by the organization among its members, that affects the level of behavior , performance ,and ultimately determines the identity of the organization, their reaction and behavior at internal environment (Al-Shahrani, 2017, 44) . The organizational distinction culture is an expression of the values of individuals influences an organization, their decisions, management style, their relationships and interactions with their subordinates, it is a composite fabric of ideas, beliefs, customs, traditions, ways of thinking, behavioral patterns, and common expectations among workers in the same organization, affects its employees , shaping their personalities, control their experiences, and at the same time affects the organization to reflected in the quality of its services, performance efficiency, the quality of outputs, and its ability to achieve excellence (Jaazi & Jamal,2021).

2.2.1.3 Service excellence

The superiority of services is often seen as understanding the needs ,desires of customers, and therefore the result of this superiority is to obtain customer satisfaction, business organizations must strive to achieve organizational excellence,most of the starting points for excellence awards are focusing on customers and taking care of them by meeting their needs and desires and paying more attention to them (Hammad et al .,2022).

2.2.1.4 Organizational structure

The organizational structure is defined as the framework that shows the internal structure of organizations, sub-organizational units that carry out various work, and activities to achieve the organizational goal , build relationships, lines of authority, and channels of communication, the internal and external changes that organizations go through, and it is variable with the change in time and circumstances, the distinction organizational structure represented the ability of the structure to determine the nature of relations between business, units, and divisions of an organization in addition to effective cooperation between the parts of the

organizational structure and clarifying the limits of authority and responsibility in a way that contributes to the performance of the required tasks to achieve desired organizational goals (Al-Edeh,2020).

2.2.1.5 Customer excellence centric focus

Gaining complete satisfaction of all clients together by achieving real value for them on an ongoing basis on the basis that the last decision of the customer depends on his opinion to service or commodity quality ,and this requires all organizations to move from focusing on service providers to the service recipient, working on identify customer current and future needs, It also requires the organization to supporting its performance, identify works obstacles, define it, and diagnose the error to build a distinguished relationship with all clients (Amayreh,2021) (Hashem & Dawood, 2022) in their study, explained that focusing on customers, researching their needs, and working to meet them is a fundamental support for organizational excellence through the ability of organizations to respond quickly to the changing needs and desires of customers by providing products and services that satisfy or exceed their expectations.

2.2.1.6 Human resources excellence

The distinction of workers makes them engaged in work, where they dedicate all their efforts, feelings, and perceptions to achieving goals organization, and organizations should work to promote organizational justice Equality, taking care of employees, communicating with them, rewarding and appreciating them in a way that motivates them, develops their commitment, and enables them to employ their skills and their knowledge for the benefit of the organization to achieve excellence (Al-ajeeb & Al- najjar,2022).

2.3 Organaization Improvisation

The organizational improvisation concept differs among organizations according to their environment, it is considered one of the emergency strategies used to face the changes and threats posed by the internal and external organizational environment, organizational improvisation is considered one of the capabilities that individuals in organizations must possess, which qualifies them to find solutions to urgent problems that organizations within their current strategies are unable to find solutions to it, with these capabilities that workers possess, organizations can go beyond the routine and facing challenges and risks by adopting the organizational improvisation to respond to such cases and exceptional difficulties immediately and creatively lead to positive and successful results reflected on the development and progress of the organization in its competitive environment (Al-Dhabawy & Al-Shaalan, 2019).

An organizational improvisation is a form of intuition that directs work to be done in a momentary manner, without the pre-thinking or evaluation process, it requires insight and quick wit, technical and mental capabilities, it is one of the ways of thinking that helps managers understand, analyze complex and dynamic organizational decisions and actions that cannot be managed using traditional and routine procedures, but require flexible, rapid

procedures that enable organizations to control sudden environmental changes, organizational improvisation is the process of flexible, of decision making in timely outside the framework of the routine contexts in the organization at exceptional circumstances to face threats or exploit available opportunities (Al-Balaghy & Al-Zubaidi, 2021). Organizational improvisation represents creative behavior with sudden problems facing organizations, reflects their ability to solve emergency problems that are difficult to solve through pre-established strategies, through a set of actions that take place spontaneously by those in charge of managing the organization to form a rapid response to unexpected opportunities, challenges and problems (Miner,2020, Ciuchtaa.2021&Arias-Perez,2020).

The importance of organizational improvisation lies in the ineffectiveness of pre-established strategies to deal with unexpected events resulting from changes in business environments, it is one of the organizational learning methods that enables them to take charge of these changes in the work environment and respond quickly to them, organizational improvisation motivates those in charge of managing the organization to innovation and excellence in work (Miner,2020). Maintains a degree of compatibility with the environment through rapid response, and adaptation to changes and increases the ability of organizations to learn, which motivates them and gives them the ability to face important events, especially recurring ones, and organizational improvisation has effective results when effective performance is achieved through encouragement On innovation among the members of the organization (Al-Balaghy & Al-Zubaidi, 2021).

Organizational improvisation has many dimensions the most frequent ones in previous studies, the most prominent :

Building solutions: In the sense of the ability of organizations to build quick solutions to the sudden problems they face by relying on their available and unused resources to seize new opportunities and solve problems (Al-Dhabawy & Al-Shaalan, 2019).

Intuition: Intuition is related to the innate ability of the human mind, which enables its owner to think subconsciously, present appropriate ideas when needed, make improvised, prudent decisions to solve problems, seize opportunities, and interpret matters within the work environment, which reason and logic cannot explain sometimes (Al-Marzouq, 2021)

Innovation: Innovation is related to the mental characteristics of the individual, which enables him to produce a new system or program for the organization, or to contribute to finding new solutions that were not known before (Scaglione,2019).

Adaptation: It refers to the organization's ability to adapt with the external variables it faces, in a way that ensures the change of work paths according to these variables, by preparing advance plans to deal with unexpected circumstances and events that organizations face (Gojny-Zibe,2021).

Risk management: this includes the formation of work teams of experienced, skilled and knowledgeable individuals who can quickly assess the expected risks as a result of improvised decisions and through the inclusion of risk management in its culture and policies and

translating them into effective strategies to confront them (Suleiman ,2022) . (Al-Issa, 2022 & Al-malis et al .,2021) have highlighted the importance of organizational improvisation as a creative and thoughtful process that focuses on adapting the organization's operations to a turbulent, fast-changing business environment and addressing problems in a timely manner by providing creative solutions based on available resources and applying theories to come up with and decide on existing implementation alternatives to solve specific problems immediately when resources are scarce with no planning ability and little time to obtain resources when determining their need.

3. METHODOLOGY

3.1 Research questions and framework

Competition has become an inherent feature of the third millennium organizations, the environment of business organizations witnesses a constant threaten , challenges and changes in markets and resources, requiring the quickly response to ensure their superiority, and maintain their efficient performance, upgrade their services to the level that achieves the required excellence, organizational excellence is one of the modern administrative topics, and it has become the focus of attention of many business organizations keen to achieve their goals, this interest is supported by the emergence of many concepts the most notably is entrepreneurship strategy to understanding their external environment, collecting new information about everything , take advantage of possible opportunities, and anticipating with their surroundings, business organizations still facing some difficulties that hinder their ability to achieve there excellence, this motivates the organizations to search for new methods to survive and distinguish in the market, far away from fixed plans that are not accepted to change, or work systematically and predictably, organizational improvisation is a new approach that helps leaders and managers to understand and analyse organizational decisions, procedures that cannot be managed using routine procedures, and decision-making in exceptional circumstances to face threats or exploit available opportunities , many prior studies indicated the interest of researchers in strategic entrepreneurship, in achieving organizations' goals, and the need to expand research's in strategic entrepreneurship (Mazzei, 2018 & Schroeder et al., 2021).

The study problem can be clarified by answering the main question (What is the effect of strategic Entrepreneurship on organizational excellence in the presence of the organizational improvisation as intermediate variable in Jordanian commercial banks? and to answering other sub-questions :

- i. what is the role of strategic Entrepreneurship on organizational excellence in Jordanian commercial banks?
- ii. What is the degree of practicing strategic Entrepreneurship in the Jordanian commercial banks?
- iii. Is there a correlation between the strategic Entrepreneurship dimensions and organizational excellence in the Jordanian commercial banks?

3.2 The Study model

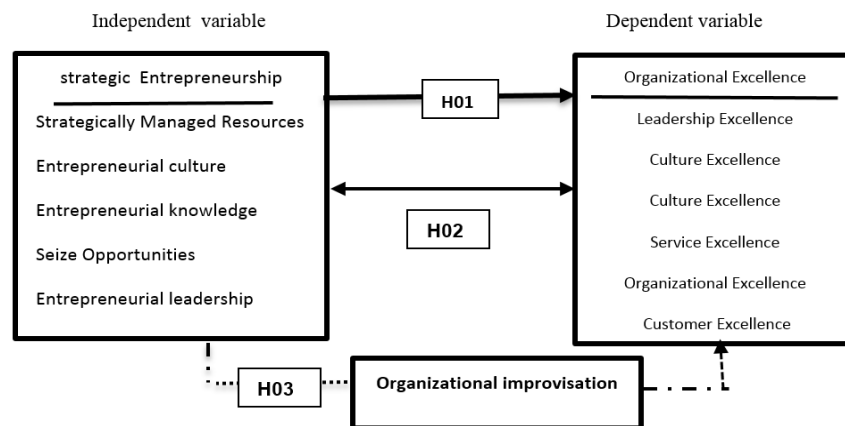


Figure 1: Research framework

Sources: Independent & Dependent variable: (Jaazi & Jamal 2021; Hammad, 2022; Waswas & Jwaifell., 2019; Hassoun & Al Taha, 2022)

Mediating variable: (Al-Dhabawy & Al-Shaalan, 2019; Miner,2020,Ciuchta.2021&Arias-Perez,2020, Al-Kharbaji et al., 2022; Ibrahim, 2022; Haider, 2022; Makinde & Aqu, 2018)

This framework formulates our next hypothesis :

- (H01):** There is no significant effect of strategic Entrepreneurship by its dimensions: (Strategically Managed Resources, Entrepreneurial culture, Entrepreneurial knowledge, Seize Opportunities, The risks acceptance ,and Entrepreneurial leadership) on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer , Human resources) in the Jordanian Commercial Banks..
- (H02):** There is no significant correlation between the strategic Entrepreneurship dimensions and organizational excellence in the Jordanian Commercial Banks.
- (H03):** Organizational improvisation has no significant positive median role in the relationship between strategic Entrepreneurship and organisational excellence in the Jordanian Commercial Banks.

3.3 Target population, sample description,and data collection

This study is designed to determine the impact of strategic entrepreneurship on organizational excellence through the presence of organizational improvisation in Jordan commercial banks as a part of the Jordanian banking sector , (13) banks were chosen , the study population consisted of all managers in these banks approximately (410) managers, simple random sample with a size of (217) managers was adopted, the questionnaire was distributed to the sample, (78.8 %) was retrieved, and the final sample size is (171) managers, this percentage is statically acceptable (Al-Najjar et al., 2018).

The primary data was collected using a questionnaire designed as follows: the first part: includes the personal and functional characteristics of the sample members (gender, age, educational qualification, job title, and experience). Part two: the questions that measured the independent variable (strategic entrepreneurship) after reviewing several previous studies (Jaazi & Jamal 2021; Hammad, 2022; Waswas & Jwaifell ., 2019). Part 3: measured the dependent variable (Organisational excellence) after reviewing several previous studies (Hammad et al., 2022; Manna, 2022). The questions that measured the mediating variable (Organizational improvisation)) after reviewing a previous study (Miner,2020, Ciuchta.2021&Arias-Perez,2020). Each respondent rated their degree of agreement with the statements in the questionnaire using a five-point Likert scale (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, and strongly disagree = 1). The secondary data include books, previous studies, academic journals, etc., to formulate a hypothesis, and determine the theoretical framework of the study.

The basic characteristics of the sample are shown in table 1 .

Table 1: Characteristics of the Study Sample

Variable	Category	Percentage	Frequency
Gender	Male	63.2	108
	Female	36.8	63
Age	Less or 30 year	21.1	36
	31 - 40 years	24.0	41
	41 - 50 year	39.2	67
	51year and above	15.8	27
Career Level	Manager	100.0	171
Qualification	Diploma	5.8	10
	Bachelor's degree	75.4	129
	Highly study	18.7	32
Work Experience	Less or 5 years	20.5	35
	6 - 10 year	17.0	29
	11 -15 year	25.1	43
	16 and above	37.4	64
	Total	100.0	171

Table (1) showed that the social gender variable has a difference between males and females, the percentage of males is almost double represent (63.2 %), while the percentage of females was (36.8 %), the results of the analysis showed that the largest percentage of the members of the analytical unit ranged between (41-50) years which represent (39.2 %). It is noted that there is a convergence between the two age groups at the middle age between (30- 40) years, where these two categories accounted for approximately (44.5%). as for the variable number of years of experience, the results of the descriptive analysis showed that the highest percentage of individuals who have work experience from (16-and above) represent (37.4%). the above percentages indicate that Jordanian commercial banks retain and sustain their employees and leaders, it is noted that the highest percentage of those with a bachelor's degree represent (75.4%) , and the holders of higher qualifications came in second place by (18.7%).

4. DATA ANALYSIS

4.1 Validity, reliability and stability of the questionnaire

Verifying the validity, stability, and reliability of the study instrument to measure the internal consistency between its paragraphs, it was presented to a number of academics, and specialists in the field of Entrepreneurial strategy to express their opinion, based on the suggestions and observations they provided, the required amendments were made, included some words of the paragraph according to structure, language, and content. Cronbach's alpha coefficient analysis showed the stability and reliability of the study tool, as the result of the stability coefficient was about (70) %, which is less than the statistically acceptable percentage (Hire et al., 2018). Table 2.

Table 2: Coherence coefficient values for the study instrument paragraphs

No.	Study dimensions	number of paragraphs	Cronbach Alpha
1	EL	5	.704
2	RA	5	.619
3	SO	5	.762
4	EK	5	.797
5	SC	5	.897
6	SMR	5	.794
7	LE	5	.833
8	CE	5	.755
9	SE	5	.631
10	OS	5	.718
11	CCF	5	.786
12	HRE	5	.842
13	OI	5	.794

Table 2 indicates that all the values of the Cronbach alpha coefficient for the paragraphs of the (independent, dependent, and mediator) variables ranged between (.704 - .833). which has exceeded the minimum allowable value (70%), this is a good indication of the existence of internal consistency in the study instrument, stability, and reliability to statistical analysis (Hire et al., 2018).

4.2 Descriptive statistics for Main Variables

To identify the attitudes of the study sample members about the main variables of the study model, arithmetic averages, standard deviations, Skewness, Kurtosis, and relative importance, were used for each variable, and the results as in table 3.

Table 3: Arithmetic averages and standard deviations of the study sample

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EL	171	3	4.8	3.9263	0.39041	-.013-	0.186	-.542-	0.369
RA	171	2.8	4.6	3.5614	0.36578	0.348	0.186	-.124-	0.369
SO	171	3	4.6	3.7158	0.39158	0.154	0.186	-.661-	0.369
EK	171	3	5	3.855	0.43225	0.213	0.186	0.017	0.369
EC	171	3	5	4.0936	0.42581	0.245	0.186	-.020-	0.369
SMR	171	2.8	5	3.8901	0.39477	0.056	0.186	0.427	0.369
LEV	171	3	4.6	3.7088	0.34246	0.088	0.186	-.210-	0.369
CE	171	2.8	5	3.8994	0.46444	0.116	0.186	0.077	0.369
SE	171	3	5	3.7789	0.38566	0.011	0.186	-.400-	0.369
OS	171	3	5	3.9263	0.46773	0.015	0.186	-.074-	0.369
CCF	171	3	5	3.8456	0.42011	-.156-	0.186	-.571-	0.369
HRE	171	3	5	3.9977	0.53313	0.016	0.186	-.118-	0.369
OI	171	3	5	3.9708	0.51366	0.044	0.186	-.074-	0.369
Valid N (list wise)	171								

Table 3 shows that the statistical values of the independent variables have come between (3.561 - 4.093) the leadership culture came at the first place of interest with highest mean value (4.093), while accepting risk came at the last place with meduim mean value (3.561) despite its high relative importance, this indicates the interest of commercial banksin with strategic enterprenureship in their business , we note from table 3 that the statistical values of the dependent variables ranged between (3.708 – 3.997) , Strategically Managed Resources ranks first in terms of interest in mean value (3.997). While in the last place came the leadership excellence with mean value (3.708). and it is noted that the level of interest in organizational improvisation came with with highest mean value (3.970) . based on the results of the previous analysis, it can be inferred that commercial banks interest of in strategic enterprenureship and organizational excellence in the same time, the interest in organizational improvisation is also high in importance, this reflecting the ability of commercial banks to practice modern administrative concepts to achieve organizational excellence. Table 3 indicates that all the skewness coefficient and Kurtosis test values came between (3 ±), which indicating that the data follow the normal distribution (Hire et al., 2018).

4.3 The hypothesis testing

It was confirmed that there was no high correlation between the independent variables (multi-collinearity) by using the coefficient of variance inflation test (VIF) (Variance Inflation Factory), and test of permissible variance (Tolerance), it seen that the coefficient of variance inflation does not exceed the value (10), and the Permissible variance test value is greater than (0.05) as it in table 4, which mean that there is no problem with statistical models (Hire et al., 2018).

Table 4: Results of the (multi- collinearity) analysis

Model(Constant)		Collinearity Statistics	
		Tolerance	VIF
1	ES	0.917	1.09
	OE		

(H01): There is no significant effect of strategic Entrepreneurship by its dimensions: (Strategically Managed Resources, Entrepreneurial culture, Entrepreneurial knowledge, Seize Opportunities, The risks acceptance ,and Entrepreneurial leadership) on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer , Human resources) in the Jordanian Commercial Banks.

Table 5: Results of the simple linear regression

Coefficients					ANOVA			Model Summary		variable
Sig t*	T	Standard error	B	Statement	Sig F*	DF	F	R ²	R	
0.000	6.760	.064	.461	ES	.000	1	45.692	.213	.461	OE

It is clear from table 5 , in the model summary table that the value of the correlation coefficient (R=.461) this indicates a high correlation between strategic Entrepreneurship with its Dimension and organizational excellence, the value of (R² =.213) , at df= 1 ,the value of (F=45.692)) at the level of significant (sig=0.000) this confirms significant of the decline and indicates that strategic Entrepreneurship in its dimensions combined has explained the estimated (21.3) % of the variation in organizational excellence the value of (β=.461) for strategic Entrepreneurship , the (t=6.760)with a sign level of (sig= 0.000) which indicates that the effect of this dimension is not significant. Therefore, we cant accepted the first main null hypothesis, and accepting the alternative one that says: there is significant effect of strategic Entrepreneurship with its combined dimension in organizational excellence with its combined dimension in Jordanian commercial banks.

(H02): There is no significant correlation between the strategic Entrepreneurship and organizational excellence in the Jordanian Commercial Banks.

To find the correlation relationship between strategic enterprenureal and organizational excellence, Pearson correlation coefficient was used to find the correlation relationship, it is clear from table No (6) that there is a statistically significant positive correlation at a significant level(sig=0.000) , where the value of the Pearson correlation coefficient (.461) it is inferred from this result that strategic enterprenureal affects organizational excellence, and that the relationship between the two variables is a direct relationship, the high degrees of strategic enterprenureal is reflected by the increase in the levels of Organizational Excellence this relationship is due to awareness and awareness of the leadership of these commercial banks about the he role and importance of strategic enterprenureal in achieving organizational excellence based on the resulte of correlation we cant accepting the secoend null hypothesis, accepting the alternative one that says : There is a significant correlation between the strategic Entrepreneurship and organizational excellence in the Jordanian Commercial Banks..

Table 6 : The Result of Correlation

Correlations			
		IV	DV
IV	Pearson Correlation	1	.461**
	Sig. (2-tailed)		.000
	N	171	171
DV	Pearson Correlation	.461**	1
	Sig. (2-tailed)	.000	
	N	171	171

** . Correlation is significant at the 0.01 level (2-tailed).

(H03): Organizational improvisation has no significant positive median role in the relationship between strategic Entrepreneurship and organisational excellence in the Jordanian Commercial Banks.

To test this hypothesis, a path analysis Amos (SEM) program was supported by the statistical package program (SPSS) to verify the direct and indirect impact of strategic Entrepreneurship in its dimensions in organizational excellence in the presence of Organizational improvisation in Jordanian Commercial Banks.

The SEM technique was used through Amos software to analyze the mediation of OI in the relationship between ES and OE, where it is clear that all paths were statistically significant as all P-values less than (0.05), that meaning there are a statistically significant mediation of OI in the effect of SE on OE. Table 7, figure 2.

Based on the above results, we rejecting the null hypothesis accepting the alternative one saying; Organizational improvisation has a positive mediator role in the relationship between strategic Entrepreneurship and organizational excellence in the Jordanian Commercial Banks.

Table 7: Mediation analysis (Amos v.23)

			Estimate	S.E.	C.R.	P	Label
OI	<---	IV	.171	.151	1.133	***	
DV	<---	OI	.269	.025	10.848	***	
DV	<---	IV	.385	.049	7.847	***	

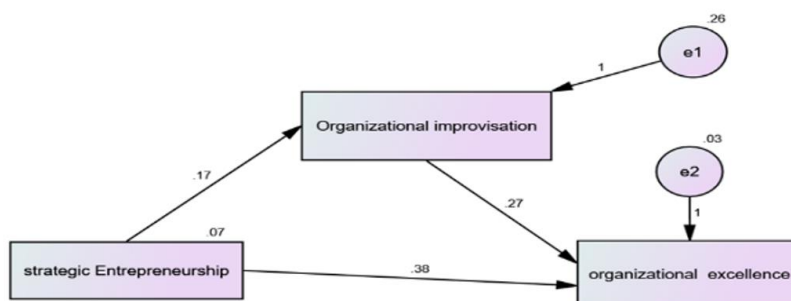


Figure 2: Unstandardized path model

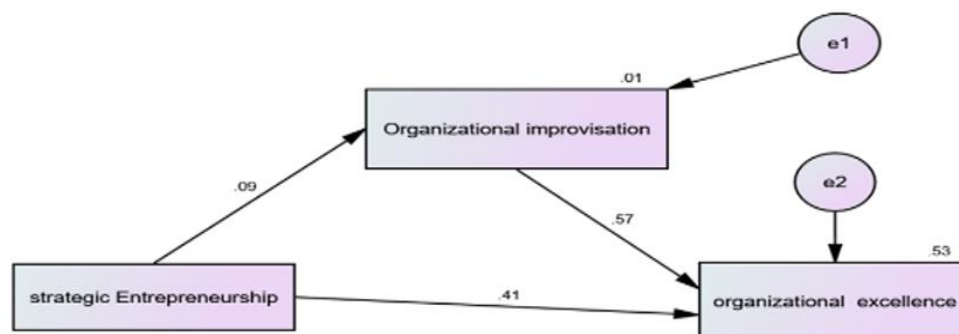


Figure 3: Standardized path model

5. DISCUSSION , CONCLUSIONS AND FINDINGS

The results of the descriptive analysis of the main variables indicated the highest level of interest in the variables (SE),(OE), and (OI), this consistent with the results of (Al-Hazadi, 2020; Waswas & Jwaifell,2019; Arias-Perez,2020) studies, which indicate that Jordanian commercial banks practicing (SE, OE, OI) as a strategic method to (develop their business, create value, achieve gains, reaching economic benefits, and maximize (results, profitability, and realization of benefits for various stakeholders), reaching the expectations of customers, suppliers and the surrounding community.

There is a median statistically significant effect of strategic Entrepreneurship on organizational excellence, as strategic Entrepreneurship explained (29.9) % of the variance in organizational excellence. There is a statistically significant positive correlation at the level ($p \leq 0.050$) between strategic Entrepreneurship and organizational excellence.

The results of the descriptive analysis of the third hypothesis, Figure 3 shows that the value of indirect effect (0.57) it is greater than the value of the direct effect, which is (0.41) % in organizational excellence, while indirect effect passing through OI formed (16%) of the total effect, so this value indicates its lowest compatibility with the study methodology and directions, confirms the acceptance of the hypothesis, and it was found that the managers banks used strategic Entrepreneurship to achieve organizational excellence, as the results of the statistical analysis showed a strong relationship with the strategic model in the relationship between organizational excellence and strategic Entrepreneurship.

Based on the previous results, the study recommended:

- a) The Jordanian commercial banks need to focusing more on strategic Entrepreneurship to achieve organizational excellence sustainability.
- b) The Jordanian commercial banks must reinforce creative, innovative behavior to leaders and employees in all organizational levels, with the new concepts and strategy in the field of business organizational improvisation.

- c) Establishing specialized organizational units to explore the future of knowledge banking industry.
- d) Commercial banks should follow an open-door policy towards employees to promote knowledge sharing and communicate ideas and proposals to senior management to take unstructured and pre-planned decisions.
- e) The commercial banks have to practice digital transformation governance strategies in their operation and activities to ensure appropriate decision-making under the exceptional, unplanned circumstances.
- f) Finally, the study recommends conducting further studies on various topics of strategic mindfulness, organizational excellence and entrepreneurship, strategic foresight, using other variables, or conducting them in other workplaces or different sectors.

The results of this study must be viewed very carefully, bearing in mind some limitations. Whether it is related to the study population, which is a very homogeneous professional community, is probably difficult to accurately describe, in addition to some limitations of this type of applied research and related to methodology. All required measurements of error and fit described in the relevant literature applied in this research have been made, and we can never be confident enough in the strength of conclusions and in minimizing errors and random effects.

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