

# The Impact of Creative Leadership for Reinforcing the Strategic Entrepreneurship

(The Iraqi Parliament as a model)

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**Abstract** - The study aimed to identify the impact of creative leadership in enhancing strategic entrepreneurship in the Iraqi Parliament, identify the difficulties facing creative leadership in the Iraqi Parliament, and present a set of proposals that would limit the difficulties facing the leaders of the Iraqi Parliament. To achieve the objectives of the study, the researcher adopted the descriptive approach. Analytical the questionnaire was used as a tool for collecting information, as the study sample reached (295) individuals from various job levels in the House of Representatives.

The study found strong, statistically significant positive effects of creative leadership and its dimensions (sensitivity to problems, fluency, flexibility, perseverance, originality) in enhancing strategic leadership in the Iraqi Council of Representatives. This effect is statistically significant, in addition to statistically significant differences between the different levels of academic qualification and for age groups.

The researcher recommended that the leadership in the House of Representatives continue to strengthen creative leadership based on deep analysis by supporting efforts that target sensitive issues and address challenges effectively, and develop strategies for the House of Representatives to achieve integration between adopting advanced methods for resolving issues, enhancing the ability to adapt and innovate, and enhancing strategic leadership in the House of Representatives. By developing effective strategies with a clear and thoughtful vision that reflect the Council's desire to address current challenges and keep pace with surrounding developments using creative methods, in addition to promoting innovation and developing creative solutions to complex issues in the House of Representatives, with a focus on stimulating creative thinking and using advanced methods to address problems. It is preferable to integrate this culture. In decision-making and policy development strategies, the focus is on harmony between the strategic vision and the implementation of key initiatives. Performance can be

**improved and sustainable development can be achieved through strategic planning and setting priorities to achieve national goals.**

**Keywords:** Creative Leadership, Reinforcing, Strategic Entrepreneurship.

## 1. Introduction

The environment surrounding institutions suffers from instability and constancy and is exposed to many variables, which has led to the emergence of many problems that result in complexity and complexity in business. Therefore, institutions must work to find innovative solutions to overcome these problems, but these solutions cannot be found and obtained immediately. Random, but it requires providing the appropriate environment to create creativity and expand the horizon of imagination to produce creative ideas. Based on the above, it is extremely important to strive for creativity for the success of businesses in institutions, and this constitutes the main reason for their ability to move forward and confront contingent changes in one way or another in the surrounding environment. This is what made institutions seek to develop creativity as it has become one of the most important strategic methodologies and is considered the best method. For the success and continuity of institutions

### ▪ The research problem

Based on the status and importance of strategic leadership that the creative leadership is trying to enhance, the researcher found that it is important to know the level of creative leadership in the Iraqi Parliament, as it is one of the institutions that requires the presence of leaders characterized by creativity and the ability to enhance strategic leadership, especially since the Iraqi Parliament faces multiple difficulties as a result of the changes. And the dynamics imposed by contemporary developments today.

In addition, the Iraqi Council of Representatives is one of the institutions that most needs to keep pace with rapid transformations and changes because of its goals and

responsibilities that currently require renewal, so it needs creative leadership that is interested in using advanced innovative methods, including strategic leadership.

Creative leadership plays an essential role in enhancing strategic leadership in administrative work and enhancing competition. Therefore, it is necessary to adopt new strategic concepts to achieve excellence.

Since the technological and technical changes and developments facing the world today impose the necessity of keeping pace with contemporary developments and developments, the methods used today must be characterized by creativity and innovation and the application of motivating methods for employees to give their utmost and achieve the goals of the Iraqi Council of Representatives. Despite the position of creative leadership in developing administrative methods such as leadership, it is not... It fell short of what was expected.

Through the above, the research problem can be formulated through the following question: What is the impact of creative leadership in enhancing strategic leadership in the Iraqi Council of Representatives?

The following questions branch out from it

- 1) Are there statistically significant effects between sensitivity to problems and strategic leadership in the Iraqi Council of Representatives?
- 2) Are there statistically significant effects between fluency and strategic leadership in the Iraqi Council of Representatives?
- 3) Are there statistically significant effects between flexibility and strategic leadership in the Iraqi Council of Representatives?
- 4) Is there a statistically significant effect between originality and strategic leadership in the Iraqi Council of Representatives?
- 5) Are there statistically significant effects between perseverance and strategic leadership in the Iraqi Council of Representatives?
- 6) Are there differences with statistical evidence in the answers of the study sample about creative leadership with respect to demographic variables (gender, age, educational qualification, job status, years of service)

#### ▪ Study hypotheses

Based on the study's objectives, questions, and the proposed model, the research hypotheses can be formulated according to the following:

#### ▪ The first main hypothesis

There are statistically significant effects between creative leadership and strategic leadership in the Iraqi Council of Representatives.

The following hypotheses stem from it.

- 1) There is a statistically significant effect between sensitivity to problems and strategic leadership in the Iraqi Council of Representatives.
- 2) There is a statistically significant effect between fluency and strategic leadership in the Iraqi Council of Representatives.
- 3) There is a statistically significant effect between flexibility and strategic leadership in the Iraqi Council of Representatives.
- 4) There is a statistically significant effect between originality and strategic leadership in the Iraqi Council of Representatives.
- 5) There is a statistically significant effect between perseverance and strategic leadership in the Iraqi Council of Representatives.

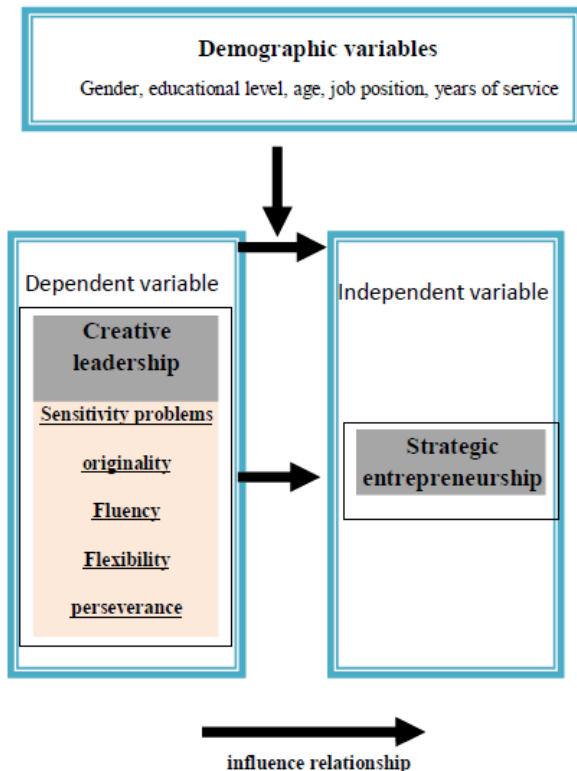
#### ▪ The second main hypothesis

There are statistically significant differences in the sample members' answers about creative leadership in relation to demographic variables.

The following sub-hypotheses branch out from it.

- 1) There are statistically significant differences in the responses of sample members towards creative leadership related to gender.
- 2) There are statistically significant differences in the responses of sample members towards creative leadership linked to the academic qualification.
- 3) There are statistically significant differences in the responses of sample members regarding creative leadership related to age.
- 4) There are statistically significant differences in the responses of sample members regarding creative leadership due to years of service.
- 5) There are statistically significant differences in the responses of sample members about creative leadership in relation to job status.

## 2. Study model



### ▪ Research objectives

The goal of the current study is to identify the impact of creative leadership and its dimensions (sensitivity to problems, originality, flexibility, fluency, perseverance) in enhancing strategic leadership in the Iraqi Council of Representatives, in addition to identifying the extent of the existence of statistically significant differences between the averages of the studied sample's opinions about The subject of the research with regard to demographic variables (gender, educational qualification, age, job status, years of service). These variables may have a role in revealing the reality of creative leadership and what this reflects on strategic leadership in the offices of the Iraqi Council of Representatives and providing recommendations in light of field results.

### ▪ The importance of the study

The importance of the study is represented in two main axes:

### ▪ Theoretical importance

The importance of this study lies in the importance of the first variable, creative leadership, and the importance of the second variable, strategic leadership, and it contributes to highlighting an important aspect of the effects of creative leadership that has not seen sufficient focus in previous

studies, which focus on the impact of the dimensions of creative leadership in strategic leadership, despite the importance and modernity of the topic. In addition, the study provides a summary of the findings and proposed recommendations and illustrates an integrated model that can be used in future studies on the subject studied.

### ▪ Field importance

This study is distinguished by its administrative weight, which revolves around creative leadership on the one hand and strategic leadership on the other hand, especially since modern trends require focusing on creativity, innovation, and developing new methods for institutions because of their effective impact on achieving goals and the success of institutions. We hope that this study will be a reference that contributes to helping Leaders in institutions in general and in the Iraqi Council of Representatives must develop their skills, develop creativity in them, and activate the foundations of creative leadership in them in order to achieve true strategic leadership. The current research derives its importance from the future benefits that are expected to accrue and the progress that the studied institution will achieve if the results of this study are taken into account. And work on its suggestions.

### ▪ Limitations of the study

Objective Frontiers: Creative Leadership and Strategic Entrepreneurship

Human Limits: Staff at the Iraqi Parliament in Baghdad

Time limits: 2023-2024

### ▪ Study limitations

These are the determinants of collecting information, as the researcher faced challenges regarding securing references or previous studies and research that combine creative leadership and strategic leadership, in addition to the scarcity of research that addressed these variables in Iraq.

### ▪ Methods of obtaining information:

- 1) The main source: In the current study, we relied on the questionnaire form as a tool for obtaining information related to the field aspect.
- 2) Secondary source: In discussing the theoretical aspects, the researcher relied on a group of university literature, books, and theses related to the subject of the study.

1. Hendra (2019)	
Study title	The Effect Of Creative Leadership And Knowledge Sharing On Employee Performance
The study goal	This study aims to analyze the impact of creative leadership and knowledge sharing on employee performance
results of the study	showed that creative leadership and knowledge sharing have a positive and significant impact on employee performance in Babida, Rahat Governorate, and that creative leadership has a greater impact on employee performance than knowledge sharing.
2. Fendi 2022	
Study title	The Impact Of Creative Leadership On Empowering Human Resources: Analytical Research In Some College Of University Of Baghdad
The study goal	The current study focuses on an independent test of the role, necessity and extent of creative leadership in influencing the achievement of human resource empowerment in organizations using a sample of leaders at the University of Baghdad and diagnosing the extent of its impact
results of the study	There is an importance and impact of creative leadership in empowering human resources
3. Yanuar 2022	
Study title	The effect of strategic entrepreneurship on dynamic capabilities and organizational ambidexterity in improving innovation performance
The study goal	The study aimed to know the impact of strategic leadership, dynamic capabilities and organizational ingenuity on innovative performance
results of the study	The results show that the strategic leadership affects the dynamic capabilities, organizational ingenuity and innovative performance
4. Hughes 2021	
Study title	Strategic entrepreneurship behavior and the innovation ambidexterity of young technology-based firms in incubators
The study goal	The researcher sought to understand the impact of strategic leadership behavior and applied his research on newly established technological organizations
results of the study	A positive impact with a statistically significant in supporting the performance of these institutions and enabling them to risk, support creativity and develop positive behaviors that help to achieve competitive advantage and seize available opportunities

▪ **The theoretical side**

**Creative leadership**

The concept of creative leadership refers to: the ability of management to develop administrative work methods and introduce modern technology into them in a way that suits the needs of the times, environmental conditions, and satisfies the needs of society, by following creative methods of work, motivating workers, demonstrating their skills, and investing in their abilities in a way that achieves the organization’s goals (Jarman, 2018). ).

▪ **Dimensions of creative leadership**

Creative leadership is a leadership style that encourages the generation of new and innovative ideas in the work environment. These approaches are a response to the rapidly

changing regulatory environment and the increasing need for innovation. Creative leadership styles are characterized by several aspects that help stimulate creative thinking and improve team performance. The following are dimensions of creative leadership that a group of researchers agreed upon, as shown in the table below

**The first dimension: originality**

It is considered one of the most important skills that administrative leaders must possess, and according to (Ziadah, 2021), it is characterized by seriousness and uniqueness, and is the common section among definitions that focus on the original innovative product that has never been achieved previously as a criterion for evaluating the level of “creative leadership.” It also means commitment to principles and values. Commitment to individual and cultural identity and the

leader's ability to express his personal vision and unique contribution are an essential part of creative leadership.

(Saaed, 2016) pointed out that originality is the leader's ability to generate ideas that are modern, surprising, or rare, or that no one would be displeased with using. The less common the idea is, the greater the degree of its reliability and originality. Also, what distinguishes originality from others is the quality of ideas and solutions, not their quantity. Authentic ideas are distinguished. Subsequently :

- Al-Jeddah (unprecedented idea)
- Witness (a funny, surprising idea that brings a smile)
- Rarity (it is rarely thought about and does not occur to many people)
- Goes beyond reality (an idea characterized by active imagination and the combination of disparate elements)

#### ▪ **The second dimension: sensitivity to problems**

This dimension indicates the ability of creative leaders to identify requirements and weaknesses in the environment in which they work and to predict problems. This skill helps in detecting the problem before it occurs and investigating the necessary data needed to solve it, as detecting the problem is the basic and first step in searching for solutions to it and is related to this skill, the ability. To notice unusual and puzzling phenomena in the business environment and reuse them in order to achieve the required goals with high efficiency and effectiveness (Al-Safi, 2022)

Also, sensitivity to problems was used at the Massachusetts Institute of Technology, and this method was built on basic elements (Abd el ALL, 2018).

- Sensitivity: It is the ability to understand and perceive what is actually happening, from certain situations to behaviors and feelings towards others.
- The ability to diagnose: These are the skills or capabilities to estimate situations perfectly in a way that helps in effective work through understanding the basic variables in human interactions.
- Flexibility of behavior: It is effective behavior through understanding the surrounding human variables

#### ▪ **The third dimension: fluency**

It represents liberation, openness, and the individual's unleashing and looking at things from a new perspective and a new way of thinking (Al-Qadi, 2021).

As Abu Kloub, 2017 mentioned, there are three types of fluency:

- Intellectual Fluency: which is embodied by the leader's ability to come up with a large number of ideas in a limited period of time
- Verbal fluency: It is the ability of the leader to give words, sentences and phrases with many meanings and for the leader to have the speed of thinking when giving words and generating them.
- Associative fluency: the ability to come up with an idea related to an idea, and to produce the largest number of words with the same meaning.
- Visual fluency: It is the ability to produce the largest possible number of visualizations that are related to a specific idea and develop them to form real drawings.

#### ▪ **The fourth dimension: flexibility**

It represents the ability to present a variety of ideas in addition to the ability to cause a change in the intellectual state according to the change in the situation, that is, the ability of individuals to create many and diverse individuals and move from one category to another intellectual category, that is, the ability of the individual to change his mental state by changing the situation to a new situation, as the individual is able to Changing his response according to the situation is characterized by self-flexibility due to his freedom from rigidity and stereotypical thinking (Al-Qadi, 2021).

#### ▪ **The fifth dimension: perseverance**

Perseverance means strength of determination, insistence on achievement, taking responsibility, emotional maturity, continuing to work to reach new innovative solutions to solve problems, and an inclination for challenging work and patience (Al-Dosari, 2023).

#### ▪ **The concept of strategic entrepreneurship**

The concept of strategic entrepreneurship refers to carrying out entrepreneurial activities through a strategic vision, as the institution investigates opportunities in the external environment and takes the initiative to adopt new ideas resulting from creativity. The institution should not be satisfied with finding opportunities, but rather apply and maximize them, and possess calculated adventure and clarity in vision and study of the field. Environment, planning, and the ability to face unknown circumstances to achieve additional value and maximize this value in order to achieve its goals (Al-Hakim, 2017).

### 3. Dimensions of Strategic Leadership

Based on the importance of the role played by strategic leadership, and after reviewing a group of research, the researcher found that the vast majority agreed on specific dimensions of strategic leadership, which are:

**First: Entrepreneurial culture:** Entrepreneurial culture works to enhance entrepreneurial behavior in institutions, and focuses on opportunities, threats, strengths and weaknesses, which are referred to as (SWOT) and are considered analytical tools for strategic management, to analyze the internal and external environment of the organization.

**Second:** Entrepreneurial leadership: (Kuratk, 2007) is the entrepreneurial ability to guess, envision, maintain flexibility, think strategically, and work with others to initiate changes that create a bright future. (Yilmaz, 2012) believes that entrepreneurial leadership depends on the method of attracting, attracting, and coordinating resources to use them appropriately. (Al-Ayoubi, 2020) believes that entrepreneurial leadership is the leader's ability to cooperate with cadres to accomplish the activities through which strategic contexts are implemented that achieve the organization's goals.

**Third:** The entrepreneurial mind: It is a perspective directed towards growth through which individuals promote flexibility and continuous, renewed creativity. Even in conditions of uncertainty, entrepreneurial people can diagnose and exploit new opportunities because they possess cognitive capabilities that enable them to develop solutions to various ambiguous situations and are characterized by awareness of entrepreneurial opportunities. (Al-Shammari, 2015)

**Fourth:** Creativity: It represents the administrator's ability to practice the basic pillar in the cognitive structure of the creative individual, which is thinking flexibility. Creativity is the opposite of the rigidity of thinking that remains within the framework of problems without finding innovative solutions (Al-Desouki, 2018).

**Fifth:** Growth and expansion: It is one of the most used strategies by institutions. Growth aims at expansion, which requires providing high-quality services and new services, improving the organization's reputation, and using credibility as a principle, leadership, and excellence to improve its competitive position among organizations (Al-Jameel, 2016).

### 4. The Relationship between Creative Leadership & Strategic Leadership

The creative leadership that attempts to enhance strategic leadership in the House of Representatives depends primarily on creative and strategic thinking and the desire to bring about

innovation and development and confront the challenges and problems surrounding the House of Representatives, in addition to being one of the new administrative methods because of its ability to predict future problems and opportunities and thus determine its direction towards the path. The correct one (Al-Khouli, 2014).

Creative leadership seeks to implement strategic leadership because it is one of the modern administrative methods due to its ability to achieve the organization's goals, according to (Al-Titi, 2013), as it is concerned with the internal environment and the associated human, material, and moral resources and the external environment as well with its economic, political, and social variables. It is also considered a tool. For integration between departments.

According to (Dorra, 2014), strategic leadership works to support the cadres working in the organization to achieve its goals by developing the technical, leadership and creative skills of its cadres. Strategic leadership depends on a human resource with creative strategic thinking capable of facing challenges and analyzing the mechanism for taking advantage of expected opportunities. Expected problems and sensitivity to them, in addition to their participation in teamwork, participation in decision-making and formulation of strategic goals.

Through the above, the importance of strategic leadership in enhancing strategic leadership is clear, and that creative leadership is a leadership approach that aims to enhance and encourage creativity, development, and renewal in a specific institution. Creative leadership can also influence and enhance strategic leadership in the House of Representatives through the following points:

**First:** Enhancing creativity and innovation: Creative leadership works to stimulate creative thinking and enhances the institutional culture that encourages the proposal of new and innovative ideas. This can help in developing new products and services and new strategic opportunities. (Hughes, 2018)

**Second:** Stimulating learning and developing the human resource: Creative leaders encourage continuous learning and skills development. This can increase team efficiency and contribute to developing innovation and leadership skills. (Khalil, 2020)

**Third:** Enhancing the ability to adapt: Creative leadership encourages adaptation to environmental and industrial changes and challenges. This can make an organization more resilient and able to exploit strategic opportunities and overcome threats. (Khalil, 2020)

**Fourth:** Organizational culture: Creative leadership contributes to the formation of an organizational culture that recognizes the importance of innovation and encourages participation and creative thinking at the level of the team and the entire organization. (Valencia, 2016)

**Fifth:** Improving competitive superiority: By enhancing creativity and innovation, the organization becomes able to develop unique products or services and achieve competitive superiority. This can contribute to achieving strategic market leadership. (Jeong, 2022)

**Sixth:** Directing the vision and strategy: Creative leaders may be more capable of developing and directing a strategic vision that attracts employees and inspires them to achieve institutional goals. (Myfield, 2015)

**Seventh:** Enhancing cooperation and sustainability: Creative leadership works to enhance cooperation between various departments within the organization, which contributes to enhancing business sustainability and achieving strategic leadership in the long term. (Valencia, 2016)

In short, creative leadership plays an essential role in enhancing strategic leadership in an organization by enhancing creativity and innovation, developing human skills and resources, stimulating adaptation to changes, and encouraging an organizational culture that recognizes the importance of innovation.

### 5. The Practical Aspect and Applied Results

Methodological procedures are the real determinant that shows the sobriety and strength of the research work, because proving the methodological procedures followed in the research work on scientific foundations helps in the sobriety of the proposed study. Therefore, the methodology refers to all the methods that the researcher relies on, which essentially constitute his research behavior. From this standpoint, real research requires the researcher to demonstrate all the methods and procedures that he uses in his research work.

The researcher used Statistical Package for the Social Sciences (SPSS V.22) to analyze the questionnaire data collected for the purposes of the study.

R	R <sup>2</sup>	T	F	Sig.	Gradient constant	Regression coefficient
0.908	0.824	36.299	1317.59	0.000	-0.127	1.028

(The impact of creative leadership on enhancing strategic entrepreneurship in the Iraqi Parliament)

\* **Regression Coefficient (Regression Coefficient):** Its value is 1.028, showing the positive and strong correlation between

creative leadership and the promotion of strategic leadership, the higher the value of creative leadership, the more effective the promotion of strategic leadership in the council.

\* **Regression Intercept constant:** Its value is -0.127, this constant shows the value of strategic leadership when the value of creative leadership is zero, this is the basic level of strategic leadership.

\* **Sig. (Probabilistic value):** This value is 0.000, and a small value indicates that the correlation between creative leadership and the promotion of strategic leadership is statistically significant.

\* **F (variance test):** Its value is 1317.59, and this high value indicates that there are significant differences between the variables of creative leadership and the promotion of strategic leadership.

\* **T (test value):** Its value is 36.299, and a high value of T indicates an important statistical effect of the coefficient of regression.

\* **R<sup>2</sup> (determination coefficient):** Its value is 0.824, it shows how strong the correlation between creative leadership and the promotion of strategic leadership is, and the value of 0.824 means that 82.4% of the change in the promotion of strategic leadership can be explained by the regression coefficient.

\* **R (correlation coefficient):** It has a value of 0.908, showing a strong and positive correlation between creative leadership and the promotion of strategic leadership.

Useful abbreviation, the table shows that there is a positive and strong statistically significant effect of creative leadership on enhancing strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.

### 6. Practical Results

- 1) The arithmetic mean of the sensitivity to issues axis shows a neutral value, indicating that participants do not show a strong tendency toward positivity or negativity in their assessment of the sensitivity shown by the House of Representatives.
- 2) The arithmetic mean of the fluency axis shows a neutral value, which indicates that participants see a balanced or neutral orientation for the House of Representatives in the different fluency areas.
- 3) The arithmetic mean for the flexibility axis shows a value of OK, indicating that participants see a positive trend in the House of Representatives in the field of flexibility and adaptation to challenges.

- 4) The arithmetic mean for the authenticity axis shows a value of OK, indicating that participants see a positive trend in the House of Representatives with regard to commitment to values and traditions and preserving the unique cultural identity.
- 5) The arithmetic mean for the perseverance axis shows a neutral value, indicating that participants believe that the House of Representatives shows an average level of perseverance in performing its duties.
- 6) The arithmetic mean for the strategic leadership axis shows a neutral value, indicating that participants believe that the House of Representatives shows an average level of strategic leadership in performing its tasks.
- 7) There is a positive, strong, statistically significant effect of sensitivity to problems on strengthening strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 8) There is a positive, strong, and statistically significant effect of fluency on enhancing strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 9) There is a positive, strong and statistically significant effect of flexibility on enhancing strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 10) There are positive, strong, and statistically significant effects of originality on strengthening strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 11) There is a positive, strong, statistically significant effect of perseverance on strengthening strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 12) There are positive, strong, and statistically significant effects of creative leadership on enhancing strategic leadership in the Iraqi Council of Representatives, and this effect is statistically significant.
- 13) There are no statistically significant differences in the averages of creative leadership between males and females in the Iraqi Council of Representatives.
- 14) There are significant statistical differences in the averages of creative leadership between different levels of academic qualification.
- 15) There are significant statistical differences in the averages of creative leadership between different age groups.
- 16) There are no significant statistical differences in the averages of creative leadership between different job titles.

- 17) There are significant statistical differences in the averages of creative leadership between the different categories of years of service.

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