

Strategic leadership and its role in promoting organizational creativity: A field study in the Ministry of Commerce, Department of Commercial and Financial Control

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Abstract

Purpose of the study: Identifying the role of strategic leadership on organizational creativity in the Commercial and Financial Control Department, as well as shedding light on the level of application of strategic leadership in the Commercial and Financial Control Department. **hypotheses of the study:** There is a role for strategic leadership represented in (entrepreneurial leadership, entrepreneurial thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05), and several. **Statistical Methods:** a number of statistical methods were used, including the arithmetic mean, standard deviation, test and correlation. **Study results:** the results of the study concluded that the administrative leadership is working to instill a culture of leadership in the Commercial and Financial Control Department. The results of the study also showed that the higher management supports the work teams in accomplishing the pivotal and strategic works, as field work is in the Commercial and Financial Control Department. **study recommended:** the study recommended that the administrative leadership should have the ability to take convincing decisions in cases of uncertainty, and the study also recommended that the administration should have interest in the solutions that are provided by the workers, whose results contribute for a long time. **The importance of studying:** Addressing a realistic problem by making use of applied indicators to exploit strategic leadership and the nature of its relationship to achieve organizational creativity in the Department of Commercial and Financial Control

Keywords: strategic leadership (entrepreneurial leadership, entrepreneurial culture, proactiveness) organizational creativity

Introduction

Strategic leadership is one of the important and modern terms that seek to identify the paths of creativity and work to create capacity through the processes of strategic adaptation at the level of the organization. Such as strategic entrepreneurship, which focuses on innovation as a unit of development rather than focusing on the individual. Entrepreneurship plays an important role in economic life in particular and through its impact on public life in general through developments and changes that affect the performance of many business organizations and ways to benefit from and change modern technology Through the strategies and tools that

are used in order to gain customer satisfaction and increase profits and market share. (Khalaf,2022)

Organizational creativity is considered as the ability to be creative and generate new applicable ideas that can contribute to the development of various administrative processes. Creativity is a multi-faceted process in which all variables interact, and it is not an emergency event. Creativity is the most important field in enhancing interaction between the organization and achieving its goals derived from the needs of the surrounding environment. Given the Rapid developments require that the individual be more creative and able to keep pace with the circumstances and changes that surrounded them and helped developed societies because the strength of the state depends on its possession of science and knowledge. (Yousif,2021)

Where the research was divided into three sections, where the first topic stated the research methodology, problem, importance, objectives, hypotheses, research model, research sample, research limits. In the third topic, we analyze the data obtained and the results of hypotheses testing, conclusions and accordingly a number of recommendations were Presented.

The First Topics

Study Methodology

First: The problem of the study

Strategic leadership is one of the important topics in strategic management thought, and it is a set of processes that are dealt with according to a strategic perspective, which facilitate the tasks of organizations in general and identify the best possibilities. Therefore, the current study will address this aspect by building an integrated model for the variables of the study and its application in the Commercial and Financial Control Department, to try to know the impact of each of the strategic leadership on organizational innovation, in addition to increasing the level of creativity in the Commercial and Financial Control Department, and thus integrating the variables into one model and testing the relationship between them.

The problem of the research is mainly trying to determine the impact of strategic leadership on organizational creativity in the Department of Commercial and Financial Control, and from here the problem of the study can be formulated in the following question:

Is there a role for strategic leadership represented by (pioneering leadership, pioneering thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department?

Several sub-questions are derived from the main question, namely:

1. Is there a role for leadership over organizational innovation in the Commercial and Financial Control Department?
2. Is there a role for entrepreneurial thinking on organizational creativity in the Commercial and Financial Control Department?
3. Is there a role for entrepreneurial culture on organizational creativity in the Commercial and Financial Control Department?

Second: Objectives of the study

The current study seeks to achieve a set of basic goals, which are:

1. Identifying the role of strategic leadership on organizational creativity in the Commercial and Financial Control Department.
2. Shed light on the level of applying strategic leadership in the Commercial and Financial

Control Department.

3. Identifying the organizational and personal obstacles that limit organizational creativity in the Commercial and Financial Control Department.
4. Identifying the level of awareness of the individuals working in the organization under study of the importance of the research variables through the answers of the sample members.
5. Through the results that will be reached, the researchers hope to provide strategic leadership solutions with their role on organizational creativity in the Commercial and Financial Control Department.

Third: The importance of the study

1. The importance of the research stems from the importance of the variables that have been addressed, as strategic leadership and organizational creativity in the workplace are necessary for the survival and continuity of business organizations and the key to their success in the dynamic business environment.
2. Addressing a realistic problem by making use of applied indicators to exploit strategic leadership and the nature of its relationship to achieve organizational creativity in the Commercial and Financial Control Department.
3. Identifying the requirements of strategic leadership that can be found in the Commercial and Financial Control Department, which would enhance organizational performance.
4. The current research represents a knowledge contribution that focuses on important variables represented in strategic leadership and organizational creativity in the Commercial and Financial Control Department.
5. Providing Iraqi scribes with a knowledge contribution linking strategic leadership and organizational creativity.

Fourth: The hypotheses of the study

The main hypothesis: There is a role for strategic leadership represented in (entrepreneurial leadership, entrepreneurial thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05), and several sub-hypotheses are branched from the main hypothesis.

1. There is a role for leadership leadership on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05)
2. There is a role for entrepreneurial thinking on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05)
3. There is a role for entrepreneurial culture on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05)

Fifth: Study model

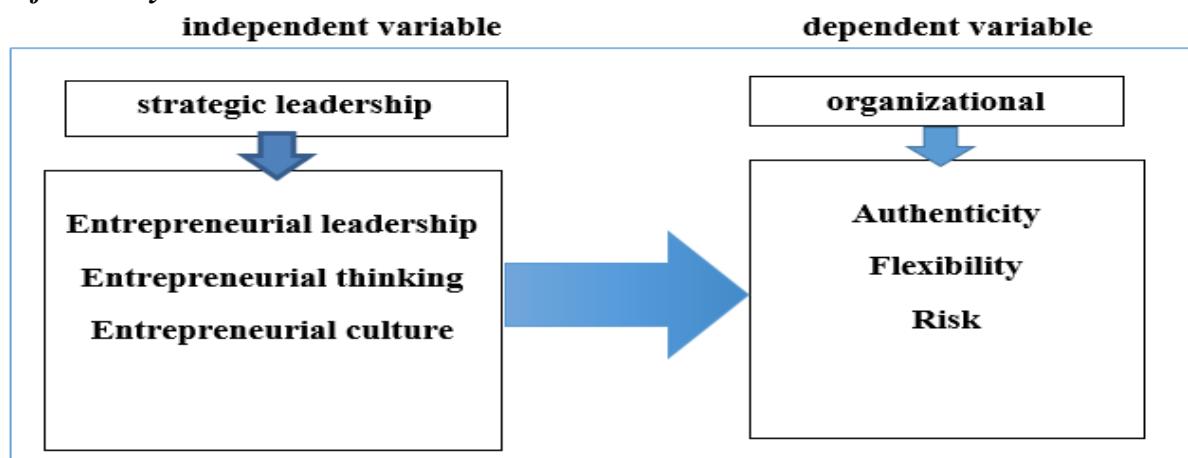


Figure No. (1) Study model

Source: Researcher numbers

Sixth: Research Methodology

Based on the nature of the study and the goals it seeks to achieve, the researcher used the descriptive analytical approach, which depends on the study of the phenomenon as it exists in reality and is concerned with it as an accurate description and expresses it in a qualitative and quantitative manner. Objective knowledge, and the method of secondary and primary sources has been relied upon to achieve the objectives of the study as evidenced as follows:

Secondary sources: In forming the theoretical framework for the study, the researcher relied on scientific journals, periodicals, specialized published and unpublished scientific research, and Arabic and foreign books that dealt with the subject of the study. And any aspect of it.

Primary sources: By designing a questionnaire consisting of 20 items that deal with two dimensions: strategic leadership containing (10) items, and organizational creativity (10) items, and the scores were distributed on the items of the questionnaire according to the five-point Likert scale, the spss program was used for statistical analysis and the stability of the questionnaire was tested using Cronbach's alpha stability coefficient according to the following:

Table 1. The search tool stability test

Resolution stability test	N of Items	Cronbchs Alpha
Reliability coefficient for all questionnaire statements together	20	.836
Stability coefficient of the first axis items	10	.754.
Stability coefficient for items of the second axis	10	.737

Source: spss program

It is evident from the above table that the values of the stability coefficient for all the expressions of the questionnaire together, and for each of the axes of the questionnaire range between (0.737 - 0.836), which are acceptable stability coefficients.

The research hypotheses were tested using the following statistical methods:

- Descriptive statistics, which are the arithmetic mean and standard deviation.
- Arithmetic mean test.
- Questionnaire Lists:

Seventh: The study population and sample :

It is represented by the Department of Commercial and Financial Control, where the number of employees is (200) employees. The study included a random sample of different administrative levels equal to 132). It has an accuracy level of 5% and a significance level of 0.05 corresponding to the tabular value of $1.69 = Z$, which is calculated

Thus, the appropriate sample size in this case is approximately 132, where the retrieved forms that can be analyzed amounted to 100 questionnaires with a response rate of 90%.

Eighth: Study Limits :

Spatial boundaries: The spatial boundaries for the study of the Commercial and Financial Control Department.

Human borders: The human borders of this study are represented by the employees of the Commercial and Financial Control Department.

The Second Topic

Theoretical framework for research

The first requirement

strategic leadership

First: The concept of strategic leadership:

Strategic leadership is essential during this time and age when shareholders and other stakeholders are aware of their growing interests and rights, of shareholders and other stakeholders, not that organizations are managed to maximize added value (Kasumi & Mandere, 2022; Uludağ, 2020)

Leadership is defined as the ability to direct, empower and motivate others to contribute to the productivity and advancement of the organizations to which they belong. (Ali, 2021; Yakut, 2020)

Strategic leadership can be defined as a concept and a critical importance for business in the twenty-first century, through which the organization simultaneously focuses on finding opportunities in the external environment and taking the initiative in adopting new ideas. (Al-Maamouri, 2021; Yavuz, 2020)

Second: The importance of strategic leadership:

By reviewing the thinking of strategic management and strategic leadership, it is possible to summarize

The importance of strategic leadership in organizations in the following points: (Abu Salim, 2021)

1. It is a vital component of successful organizations as it enhances the value of innovation in the work environment as well as its growth, providing opportunities for workers to benefit from their creative skills, and formulating a culture that strengthens them
2. It is of great importance in the development that various societies and institutions seek.
3. It helps organizations respond quickly and correctly to the kinds of important environmental changes that are Enhance the capabilities through which the organization can determine the speed and how it will be
4. Increasing profitability and independence by moving to strategic leadership and getting rid of monotony
6. Facilitating the organization's activities in providing the best capabilities and employing them according to a strategic plan for its operations

Third: Objectives of Strategic Entrepreneurship: With regard to the strategic leadership objectives as follows: (Wali, Hamad, 2021), (Al-Qadi, 2021)

1. Determining long-term priorities for the organization in light of the current mission and changes and shifts in.
2. Giving a general direction within which the objectives are set more specific and detailed for

the lower levels

3. Assist in identifying the main and subsidiary activities of the organization and the work that needs to be done in the various areas of activities in order to achieve the priority goals in the time periods
4. Determine the end signs that the strategy should seek to reach.
5. Facilitating managerial welfare through criteria derived from objectives that are used to evaluate performance

Fourth: Strategic leadership practices:

There are many contributions and intellectual models that dealt with the topic of strategic leadership practices, competitiveness and globalization, and it identifies six practices of effective strategic leadership, which are:(Alayoubi, Al Shobaki,2020)

1. Strategic direction: ie the development of a long-term strategic vision for the strategic goal, which in turn reflects the personal views of the inspiring leader. If the strategic leader is able to clarify his personal point of view and the participation of his subordinates in it.
2. Investing in strategic capabilities and talents: primarily refers to the basic ability of the organization
3. Human capital development: Human capital refers to a group of individuals who possess skills and knowledge that contribute to and go along with increasing the economic value of business organizations.
4. Strengthening organizational culture: Organizational culture is a comprehensive concept of everything related to aspects of life

Fifth: Dimensions of strategic leadership:

Researchers have identified many dimensions of strategic leadership, some of them agree with others on a set of dimensions, some differ, some exclude some, and some increase, and most researchers agree that the main dimensions of strategic leadership are:(Hassan' , Al-Malahasin,2021),(. HUNITIE,2018), (Kabetu,2018)

1. Entrepreneurial leadership: It means the entrepreneur's ability to anticipate, visualize, maintain flexibility, think strategically, and work with others to initiate changes that generate the future.
2. Entrepreneurial thinking: Thinking is the highest human quality at all, and pioneering thinking combines positive thinking, creative thinking of the future, adopting sound and realistic ideas, and that strategic leadership is built according to innovative pioneering ideas.
3. Entrepreneurial culture: one of the new ideas such as creativity and expected danger, which contribute to encouraging tolerance for some mistakes and failures, promoting education and motivating the process The second requirement

The Second Requirement

OSorganizational creativity

First: The concept of organizational creativity:

Generating new ideas to address the organizational and financial situation or integrating the existing ideas in the organization and coming up with an idea or a mental image, whether inside or outside the fields for ways that have not occurred before in order to develop a solution to an organizational problem or situation. (Al-Abru,2017)

Organizational creativity can be defined as a complex and multifaceted process like creativity and innovation, it is emerging as the most important factor for organizational success. (Madzar,2021)

Organizational creativity is defined as leadership style, organizational culture, structure and subjective characteristics of employees that directly affect their feelings and behaviors towards the organization in which they work. (Adiguzel,2021)

Organizational creativity can be defined as the creativity that aims to apply and implement new ideas within a functional role or work team to achieve the best results for the organization. (Darvishmotevali,2020)

Second: Elements of Organizational Creativity: (Hussein,2022)

1. Authenticity: It means that the creative individual does not think about the ideas of those around him and is not affected by them. This is why new ideas are formed. It means the production of what is new and unfamiliar, what is long-term.
2. Flexibility: It means the ability to change the mental state by changing the situation. Flexibility also means the diversity or difference of ideas that the individual brings to the creator and his ability to change or transform the course of his thinking.
3. Risk taking: It means taking the initiative in identifying new ideas and methods and searching for solutions to them.

Fourth: The importance of organizational creativity:

The importance of organizational creativity: The importance of organizational creativity is as follows: (Najwa,2018)

1. Organizational innovation is one of the main driving factors for increasing the competitiveness of organizations in the long term in competitive markets.
2. A way to bypass internal or external environmental pressures, as it comes in response to competitive pressures, resource scarcity, and public requests.
3. An accurate criterion for the process of change, because it serves as an incentive to elicit the best of what the individual has, contributes to providing distinguished services to beneficiaries that exceed their expectations, enhances the work environment and saves time and effort.
4. Improving the organization's productivity by achieving efficiency and effectiveness in performance, and achieving goals

Fifth: The stages of organizational creativity:

The stages of organizational creativity can be divided into five elements: (Saleh, Fakhri,2021)

1. The stage of conception: according to this stage, the basic steps of successful creativity begin with a new idea or a complete conception of the technological capabilities and the required needs.
2. Idea formation stage: This stage is the second basic step in the creativity process, as it represents an evaluation process that accompanies the creativity management in its required stages.
3. The stage of addressing the problem: This stage accompanies the creative process on an ongoing basis, given that there are problems or information that appear in the creative process that needs to be addressed.
4. Solution stage: According to this stage, the required project is reached, and the stage of creativity is reached. If the creator achieves the project through the available technological capabilities.
5. Development stage: This stage represents one of the forms of uncertainty faced by the creator trying to solve problems that are characterized by uncertainty.

6. The stage of use and dissemination: This stage represents the last step in the creative process, as it is possible to use what has been presented of creative work and the results associated with it.

The second topic

practical side

Introduction

Through the general data collected about the study population by the first section of the questionnaire, and using the statistical frequencies that determine the characteristics of the study sample, with the aim of identifying the characteristics of the study community in terms of scientific, practical and social structure, and the following is the distribution of the study sample according to

First, the demographic variables:

Table 2. Distribution of study sample members according to demographic variables

n	Variables	category	Frequency	percentage(%)
1	the age	less than 30 years old	30	18%
		40-30years old	%20	20
		40-50years old	40%	40
		50-60years old	30%	30
		Total	100	100%
2	sex	Male	70	70%
		feminine	30	30%
3	Qualification	total	100	100%
		Prep	40%	40
		Bachelor's	50%	50
		Master's	5%	5
		PhD	5%	5
4	Years of service	Total	100	100%
		From 5 years and under	10%	10
		10-6 years old	30%	30
		From 11-20 years	50%	50
		From 21 years and over	10%	10
5	Administrative level	Total	100	100%
		Higher Management	5%	5
		middle management	30%	30
		lower management	65%	65
		100	100%	

Source: Prepared by the researcher based on the results of statistical analysis

From the above table, it is clear that the percentage of individuals under 30 years old reached 15%, and people aged from 31 to 40 years amounted to 38%, which is the largest percentage in the study population, and individuals aged 40 to 50 years amounted to 34%, and individuals aged 34% From 50 to 60 years, their percentage reached 13%, and the percentage of males was 77%, which is the largest percentage in the study community, compared to the percentage of females, which amounted to 23%. The percentage of people who hold a bachelor's degree is 60%, which is the largest percentage between the study community and people who have preparatory certificates, which is 34%, and the number of people with less than 5 years of experience is 8%, and people with 6-10 years of experience are 30 The percentage of people with experience ranging from 11-20 reached 45%, and people with experience of 21 or more amounted to 12%.

Second: The study variable's description of the independent variable (strategic leadership):

1. Entrepreneurial leadership

Table No. (3) shows the arithmetic mean, standard deviation and order of the respondents' answers to entrepreneurial leadership, which was measured based on (5) items:

Table 3. *The arithmetic mean and standard deviation of the study sample's response to entrepreneurial leadership*

n	Paragraph	Mean	standard deviation	T. value	Relative importance	ranking
1	The administrative leadership works to instill a culture of leadership in the research organization	4.011	0.64651	16.517	0.000	1
2	The administrative leadership has a great ability to persuade others to achieve goals effectively.	4.003	0.67621	15.251	0.000	2
3	The administrative leadership depends on solving its problems through open discussion and dialogue.	4.000	0.72343	14.424	0.000	3
4	Administrative leadership takes into consideration the risks related to the process of exploiting growth opportunities	3.987	0.75451	14.123	0.000	4
5	The administrative leadership enables to identify the real problems at work and treat them quickly.	3.981	0.75253	13.213	0.000	5
Total		3.9920		.631200		

Source: The results of the statistical analysis

Table No. (3) refers to the answers of the study sample related to administrative leadership, where the arithmetic averages ranged between 3.981-4.011 with a total average of 3.992 on the Likert quintuple scale, which indicates a high level of the mean responses of the administrative leadership in the mean of the study sample. No. (1), which states that the administrative leadership is working to instill a culture of leadership in the organization in question with a standard deviation of (0.64651), while the lowest arithmetic average was for paragraph No. (5), which states that the administrative leadership can quickly identify the real problems and solve them by 0.752 standard and address them in.

2. Entrepreneurial thinking

Table No. (4) shows the arithmetic mean, standard deviation, and the order of the respondents' answers. On entrepreneurial thinking, which was measured based on (5) items:

Table 4. *The arithmetic mean and standard deviation of the study sample's response to entrepreneurial thinking*

n	paragraph	Mean	standard deviation	T. value	Relative importance	ranking
1	The administrative leadership encourages workers to put forward creative ideas	4.012	0.61552	15.725	0.000	3
2	The managerial leadership has the ability to take persuasive decisions in cases of uncertainty.	3.861	0.72641	13.622	0.000	5
3	The administrative leadership has a clear and precise vision towards the strategy it follows.	4.002	0.72355	14.522	0.000	2
4	The thinking of the administrative leadership is characterized by rationality and rationality	4.018	0.65420	15.126	0.000	1
5	The management leadership thinks of	4.001	0.71442	13.213	0.000	4

providing what is better compared to the competitors

Total	0.61324	4.010
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Source: The results of the statistical analysis

Table No. (4) indicates the answers of the study sample related to administrative leadership, where the arithmetic averages ranged between 3.861-4.018 with a total average of 4.010 on the Likert five-point scale, which indicates a high level of the mean responses of the sample of the study. For paragraph No. (4), which states that the administrative leadership's thinking is characterized by rationality and rationality, with a standard deviation of (0.65420), while the lowest arithmetic average was for paragraph No. (5), which states that the administrative leadership has the ability to ascertain 0.7.

3. Entrepreneurial culture

Table (5) shows the arithmetic mean, standard deviation and order of the respondents' answers on the entrepreneurial culture, which was measured based on (5) items:

Table 5. The arithmetic mean and standard deviation of the response of the study sample members to the entrepreneurial culture

n	paragraphs	Mean	standard deviation	14.826	Relative importance	ranking
1	The administrative leadership encourages the workers to complete the work efficiently and effectively	4.201	0.61416	13.331	0.000	2
2	The administrative leadership adopts a culture of dialogue and building scenarios related to the future of audit work.	4.040	0.75681	14.374	0.000	3
3	The administrative leadership depends on the work teams to accomplish the pivotal and strategic works.	4.204	0.67134	15.601	0.000	1
4	The administrative leadership has a clear vision of the activities that lead to excellence	3.741	0.75111	14.312	0.000	5
5	The administrative leadership works on developing self-control and a sense of responsibility among employees.	4.011	0.77020	14.826	0.000	4
Total		0.68431	4.100			

Source: The results of the statistical analysis

Table No. (5) indicates the answers of the study sample related to the entrepreneurial culture, where the arithmetic averages ranged between 3.741-4.204, with a total average of 4.100 on the Likert quintuple scale, which indicates a high level of the leadership's mean responses as the mean of the study sample's mean scores. No. (3), which states that the administrative leadership depends on the work teams to accomplish the pivotal and strategic works with a standard deviation of (0.67134), while the lowest arithmetic average was for Paragraph No. (4), which states that the administrative leadership has a clear vision and a clear criterion for clarity 11.

Third: Description of the study variable for the dependent variable (organizational creativity)

1. Originality

Table (6) shows the arithmetic mean, standard deviation and order of the respondents' answers on originality, which was measured based on (4) items:

Table 6. *The arithmetic mean and standard deviation of the response of the study sample to the originality*

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	I feel that I have a special contribution to the production of new ideas that I present in the field of work	4.092	0.64241	14.416	0.000	1
2	I am skilled in debate and dialogue and have the ability to persuade	4.072	0.64234	13.123	0.000	2
3	I am keen to present new ideas that are applicable to the application	4.081	0.65121	14.252	0.000	3
4	Try to provide solutions that will last for a long time	3.824	0.72312	15.372	0.000	4
	Total	4.052	.62445			

Source: The results of the statistical analysis

Table No. (6) indicates the answers of the study sample related to originality, where the arithmetic means ranged between 3.824-4.092 with a total average of 4.052 on the Likert five-point scale, which indicates a high level of the originality of the study sample's answers as the mean of the mean of the study. 1) which states that I feel that I have a special contribution to the production of ideas

The first new ones were submitted in the field of work with a standard deviation of (0.64241), while the lowest arithmetic mean was for paragraph No. (4), which attempted to provide solutions whose results would last for a long time and with a standard deviation of (0.72312).

2. Flexibility

Table No. (7) shows the arithmetic mean, standard deviation, and the order of the respondents' answers. On flexibility, which was measured based on (4) items:

Table 7. *The arithmetic mean and standard deviation of the study sample's response to flexibility*

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	I have the ability to present various ideas to develop work spontaneously and easily	4.021	0.68384	14.026	0.000	1
2	I have the ability to adapt to new ways of working	4.009	0.67321	14.142	0.000	2
3	I have the ability to see things in different ways	4.010	0.68213	13.223	0.000	3
4	I discuss with my boss regularly about how to move forward.	3.733	0.72083	14.214	0.000	4
	Total	3.990	0.67337			

Source: The results of the statistical analysis

Table No. (7) refers to the answers of the study sample related to flexibility, where the arithmetic averages ranged between 3.733-4.021 with a total average of 3.990 on the Likert five-scale, which indicates a high level of the mean of the mean answers of the study sample. 1) Which states that I have the ability to present various ideas to develop work spontaneously and easily with a standard deviation of (0.68384), while the lowest arithmetic average was for paragraph No. (4), which states that I discuss with my boss regularly about how to move forward with a standard deviation of (0.72083).

3. Risk Deviation

Table (8) shows the arithmetic mean, standard deviation and order of the respondents' answers on the risk, which was measured based on (4) paragraphs:

Table 8 The arithmetic mean and standard deviation of the response of the study sample to the risk

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	I take the initiative to adopt new ideas and methods and search for solutions to problems	3.813	0.64521	14.131	0.000	1
2	I have the ability to defend my ideas	3.801	0.66431	14.203	0.000	3
3	I accept failure as the experience that precedes success	3.641	0.67631	14.711	0.000	4
4	I take responsibility for what I do and am ready to face the results	3.810	0.64421	14.121	0.000	2
	Total	3.743	0.64241			

Table No. (8) indicates the answers of the study sample related to flexibility, where the arithmetic averages ranged between 3.733-4.021 with a total average of 3.743 on the Likert five-point scale, which indicates that the study has a high level of mean responses of the sample m- 1) which states that I take the initiative to adopt new ideas and methods and search for solutions to problems with a standard deviation of (0.64521), while the lowest arithmetic mean was for paragraph No. (3), which states that failure is accepted as the experience that precedes success and with a standard deviation of 7631 (0.6).

Fourth: The results of testing the hypotheses of the study

First: The main hypothesis: There is a role for strategic leadership represented in (entrepreneurial leadership, entrepreneurial thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department at the level of statistical significance (0.05), and the validity of this hypothesis was tested using the correlation coefficient to know the relationship between the variable The independent (strategic entrepreneurship) from the dependent variable (organizational creativity) as shown in Table No. (9).

Table 9. The results of the simple regression analysis test for the effect of e-commerce determinants on creative orientation

strategic leadership						
Entrepreneurial culture	Entrepreneurial thinking	Entrepreneurial leadership	organizational creativity	to denote	correlation coefficient	to denote
0.000	0.305**	0.000	0.251**	0.000	0.310**	originality

0.000	0.430**	0.000	0.349**	0.000	0.432**	Flexibility
0.000	0.410**	0.000	0.397**	0.000	0.419**	risk
0.000	0.445**	0.000	0.548**	0.000	0.672**	Organizational creativity in general

Source: the results of the statistical analysis

It is clear from Table No. (9) that there is a role for strategic leadership represented in (entrepreneurial leadership, pioneering thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department, as the statistical significance is 0.000, which is less than 0.05, and the value of the correlation coefficient, respectively, was 0.672, 0.548, 0.445, 0.445, and this means that there is a direct relationship between strategic leadership and organizational innovation in the Department of Commercial and Financial Control at the macro level.

Results

1. The study found a role for strategic leadership represented by (pioneering leadership, pioneering thinking, entrepreneurial culture) on organizational creativity in the Commercial and Financial Control Department.
2. The results of the study concluded that the administrative leadership is working to instill a culture of leadership in the Commercial and Financial Control Department.
3. The results of the study showed that the senior management is on the work teams in accomplishing the pivotal and strategic works in the Commercial and Financial Control Department.
4. The results of the study concluded that the senior management supports the workers to present various ideas to develop work spontaneously and easily in the Department of Commercial and Financial Control.

Recommendations

1. The study recommended the administration to enable the administrative leadership to identify the real problems at work and treat them quickly in order to succeed in the work and get rid of the routine.
2. The study recommended that the administrative leadership should have the ability to take convincing decisions in cases of uncertainty.
3. The study recommended to the administration that there should be interest in the solutions that are presented by the workers, whose results contribute for a long time.

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