



THE IMPACT OF CREATIVITY AND PROACTIVITY IN ENHANCING INSTITUTIONAL PERFORMANCE - AN ANALYTICAL STUDY

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ABSTRACT

The research aims to study the impact of entrepreneurial orientation on institutional performance in the Agency of the Ministry of Interior for Federal Security Affairs, as a pivotal institution in enhancing community security. The importance of the research lies in shedding light on the dimensions of entrepreneurial orientation and its impact on governmental and security institutions, while providing recommendations to support the adoption of these concepts.

The research problem revolved around: How can entrepreneurial orientation be employed to improve institutional performance? The study relied on the questionnaire as a primary tool, and the data were analyzed using SPSS V.28 and AMOS V.25 to measure the relationship between entrepreneurial orientation (creativity, risk tolerance, initiative, independence) and institutional security performance (effectiveness, efficiency). The sample included 73 leaders, and 70 questionnaires were used for analysis. The results showed a statistically significant correlation between entrepreneurial orientation and improving institutional performance, which enhanced efficiency and effectiveness within the agency.

Keywords: Entrepreneurial orientation, institutional performance, Ministry Agency for Federal Security Affairs.

أثر الابداعية والاستباقية في تعزيز الأداء المؤسسي - دراسة تحليلية

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الخلاصة:

يهدف البحث إلى دراسة تأثير التوجه الريادي على الأداء المؤسسي في وكالة وزارة الداخلية لشؤون الأمن الاتحادي، باعتبارها مؤسسة محورية في تعزيز الأمن المجتمعي. تبرز أهمية البحث في تسليط الضوء على أبعاد التوجه الريادي وأثره في المؤسسات الحكومية والأمنية، مع تقديم توصيات لدعم تبني هذه المفاهيم. تمحورت إشكالية البحث حول: كيف يمكن توظيف التوجه الريادي لتحسين الأداء المؤسسي؟ واعتمدت الدراسة على الاستبانة كأداة رئيسية، وُحُلَّت البيانات باستخدام SPSS V.28 و AMOS V.25 لقياس العلاقة بين التوجه الريادي (الإبداع، تحمل المخاطر، المبادرة، الاستقلالية) والأداء المؤسسي (الفعالية، الكفاءة). شملت العينة 73 قيادياً، واعتمدت 70 استبانة للتحليل. أظهرت النتائج علاقة ارتباط دالة إحصائياً بين التوجه الريادي وتحسين الأداء المؤسسي، مما عزز الكفاءة والفعالية داخل الوكالة. الكلمات المفتاحية: التوجه الريادي، الأداء المؤسسي، وكالة وزارة شؤون الأمن الاتحادي.

*This article is taken from the first researcher's master's thesis.



INTRODUCTION

Most institutions face many challenges, most notably rapid environmental changes, the difficulty of predicting threats, their severity, and their ability to adapt to them and keep up with them. The researcher found that security institutions need to enhance and develop their performance. Many studies have confirmed that the entrepreneurial approach is one of the most important keys to achieving successful performance in a dynamic environment because it reflects the level of their ability to benefit from opportunities in an environment characterized by rapid development. It plays a pivotal role in enhancing innovation and preparing for the future to achieve the desired results or set goals, to ensure continued progress and development in performance and to achieve goals with high quality.

Performance plays a pivotal role in public administration, so it has received more attention from researchers and administrators in the field of management. This is based on the fact that performance is the main driving force for achieving the goals of institutions, and it is also the most contributing factor to achieving its basic results, which are efficiency and effectiveness. Performance is a broad concept whose content is characterized by an evolving nature as a result of changes in the conditions of institutions and developments in their external and internal environmental factors. Its importance is linked to the success of the institution as it is considered a major factor for the growth of its business and its continuity in providing its services. It also reflects its ability to adapt to its environment or the degree of its failure to achieve its goals.

Based on this premise, our research aims to shed light on an important topic: **creativity and proactiveness and their impact on enhancing institutional performance** in one of the formations of the **Ministry of Interior in Iraq**.

The research is structured into four main sections:

1. The **first section** covers the research methodology.
2. The **second section** presents the literature review.
3. The **third section** discusses the results and analysis.
4. The **fourth section** includes the conclusions and recommendations.

First: Research Methodology

Research Problem

The Ministry's Agency for Federal Security Affairs operates in a dynamic environment characterized by rapid changes and uncertainty, necessitating the adoption of a more entrepreneurial approach to enhance institutional security performance. However, certain institutional barriers and traditional strategies may hinder the effective implementation of this approach. Accordingly, the research problem is formulated as follows:



How can the Ministry's Agency for Federal Security Affairs employ the entrepreneurial approach to improve its institutional security performance?

This main question leads to the following sub-questions:

1. What obstacles do leaders face in adopting the entrepreneurial approach, and what models can enhance institutional performance?
2. To what extent are the dimensions of entrepreneurial orientation adopted within the agency, and which receive the highest priority?
3. How does entrepreneurial orientation influence institutional performance, and which dimensions are most affected?

Research Significance

This study highlights the role of creativity and proactivity in enhancing institutional performance, enabling organizations to tackle challenges, drive innovation, and strengthen sustainability.

Academically, the research provides empirical evidence on their impact, bridging the gap between theory and practice.

Practically, it offers strategies for leaders and policymakers to improve institutional efficiency, enhance decision-making, and foster a culture of innovation, ensuring sustainable growth and competitive advantage.

Research objectives.

1. The current research mainly aims to determine the nature of the relationship between entrepreneurial orientation and institutional security performance at the Ministry's Agency for Federal Security Affairs.
2. Urging the security institution in general and the agency under study in particular to practice entrepreneurial behaviors as an important approach that contributes to enhancing institutional performance.
3. Evaluating the actual reality of the entrepreneurial orientation in the researched institution through its dimensions (creativity, proactivity), indicating its nature, and determining the level of its practice.

Research Hypotheses

Entrepreneurial orientation, with its dimensions (creativity, risk tolerance, proactivity, independence), significantly affects institutional security performance (efficiency, effectiveness), as follows:

1. Entrepreneurial orientation significantly affects effectiveness.
2. Entrepreneurial orientation significantly affects efficiency.

Research limits.

The research limits are as follows:

1. Spatial limits: The headquarters of the Ministry's Agency for Federal Security Affairs / Iraqi Ministry of Interior.
2. Human limits: This research was limited to the leadership of the agency's headquarters, represented by the Undersecretary, his assistant, directors of directorates, and directors of departments and divisions therein.
3. The time limits of the research: from (12/1/2023) to (10/1/2024).



Research Methodology

According to the objectives that the research sought to achieve and the nature of the variables it includes, the (descriptive analytical approach) was chosen, which goes beyond merely collecting information to describe a specific phenomenon, to delve into interpreting it and revealing the relationships that arise between them, as it is one of the means of organized scientific analysis and interpretation to describe a specific phenomenon or problem, and depict it quantitatively by collecting data about the phenomenon or problem, and also for its distinction in the comprehensive view, and the statistical approach was used in the research in the practical aspect represented by distributing the (questionnaire) and entering its data into statistical analysis programs: (SPSS v.26), (AMOS v.26), and (EXCEL v.2021) to come up with the research results.

Research sample:

The researcher sought to accurately define the research community, which was determined by (91) senior and middle leaders in the Ministry's Agency for Federal Security Affairs, represented by (Mr. Undersecretary, Assistant Undersecretary, Directors of Directorates, Department Directors, and Division Directors). The researcher was satisfied with this level of leadership due to the various factors related to the work environment, and because adopting the pioneering approach, developing performance and services, and achieving goals falls on the shoulders of these leaders in particular. The research sample amounted to (73) individuals from senior and middle leaders. The main research tool (questionnaire) was distributed to them to survey their opinions on the variables under study. (71) of them were retrieved, of which (70) were suitable for statistical analysis, after excluding (1) of them for being unsuitable, so that the sample would be a relative stratified sample that is concerned with the security leaders at the agency's headquarters, but it is a relative stratified sample that relied on all leadership categories in it, according to the following table :

Table (1): Research community and sample.

sample	community
73	91
Distributor	Retriever
73	71
Suitable for analysis	70

Source: Prepared by the researcher.

Characteristics of the research sample

Table (2): Characteristics of the research sample (n=70).

Variable	Categories	Views	ratio
Sex	Males	62	0.89
	Females	8	0.11
	Total	70	%100
Age	(less than 30)	13	0.19
	(31-40)	18	0.26
	(41-50)	29	0.41
	(more than 50)	10	0.14
	Total	70	%100
Academic achievement	Bachelor's	54	0.77



	Higher Diploma	5	0.7
	Master's	8	0.12
	Doctorate	3	0.4
	Total	70	%100
Job position	Division Manager	49	0.70
	Section Manager	18	0.26
	Directorate Manager	2	0.3
	Deputy Undersecretary	1	0.1
	Total	70	%100
Years of service	(less than 15)	8	0.12
	(16-20)	21	0.30
	(21-25)	27	0.38
	(more than 26)	14	0.20
	Total	70	%100
Military rank	Lieutenant Colonel	24	0.34
	Colonel	29	0.42
	Brigadier General	14	0.20
	Lieutenant General	2	0.3
	Team	1	0.1
	Total	70	%100

Source: Prepared by the researcher.

From the previous table (2), the following is clear:

- 1. Gender :** It was found that the number of males was (62), representing a percentage of (89%), while the number of females was (8), representing a percentage of (11%), and this represents the agency's tendency to rely on males at the expense of females in various security tasks that fall on the agency's shoulders.
- 2. Age :** The age group was limited to the age group (41-50) years, with a number of (29) and a percentage of (41%), followed by the age group (31-40) years, with a number of (18) respondents and a percentage of (26%), then the age group (over 50 years) came in third place with a percentage of (19%) and a number of (13), and finally the age group (less than 30) came in fourth place with a number of (10) and a percentage of (14%).
- 3. Academic qualification :** It was found that the academic qualification of the Federal Security Agency headquarters tended towards a bachelor's degree with a percentage of (77%) of the sample and (54) views, while the higher diploma certificate came with a percentage of (7%) and (5) views, and the master's degree came with a percentage of (12%) and (8) views, while the doctorate certificate came in last place with a percentage of (4%) and (3) views.
- 4. Job position:** It was found that the current position of the agency headquarters leaders in their capacity as division directors came in first place with a percentage of (70%) and (49) views, while the second place was for department directors with a percentage of (26%) and (18) views, and in third place came the category of director of a directorate with a percentage of (3%) and a number of (2), and the fourth and last place came for the assistant undersecretary with a percentage of (1%) and (1) views.
- 5. Years of service:** The frequency of years of service for the category (less than 15) was (8) individuals and a percentage of (12%), while for the category (16-20) it was (21) individuals and a percentage of (30%), while for the category (21-25) it was (27)



individuals and a percentage of (38%), and for the category (more than 26) it was (14) individuals and a percentage of (20%). 6. Military rank: As for the ranks, it is clear that the rank of Colonel came in first place with a percentage of (40%) and a number of observations of (29), while the rank of Lieutenant Colonel came in second place with a percentage of (34%) and a number of (24) observations, while the rank of Brigadier General came in third place with a percentage of (20%) and a number of (14) observations, while the rank of Major General came in fourth place with a percentage of (3%) and a frequency of (3) observations, and finally the rank of Lieutenant General came in fifth place with a percentage of (1%) and a frequency of (1).

Second: The Theoretical Aspect

1. The origin, development and concept of leadership

Entrepreneurship is an old concept used in the French language at the beginning of the sixteenth century. It came from the word (Entrepreneur) which represents the merchant who works as an intermediary in the trading process (**Mokaya et al., 2012**). At that time, the concept included the meaning of risk and enduring the hardships that accompanied military campaigns. This concept remained used in the same meaning and included work characterized by risk outside the military field, such as engineering and others (**Al-Nasiri, 2015**). In the early eighteenth century, the use of the term entrepreneurship expanded in English literature (**Richard & Barnett 2004**). The term referred to the person who takes the initiative in a certain work, and the concept was introduced to economic activity as it first appeared in the writings of the Irish economist (Richard Cantillon, 1680-1734) and he expressed it as “entrepreneur”, meaning the merchant who works for his own account, bears risk and has a spirit of adventure in his work (**Al-Mubarik & Al-Shammari, 2010**).

The roots of the concept of entrepreneurial orientation go back to the works of (Mintzberg) and (Khandwalla), as they found that some organizations tend to adopt risk more than others, and are proactive in searching for opportunities, and linking entrepreneurial orientation to the organization's strategy based on indicators of its internal and external environment (George, 2011). (**Al-Kalabi, 2012**) indicated that the first to use the term entrepreneurial orientation was (Miller) in (1983), and he is considered the first to introduce the term to administrative thought.

Entrepreneurial orientation includes decision-making practices and processes that reflect entrepreneurial behavior; researchers have identified the orientation of innovation, proactivity, and risk as the basis for entrepreneurial orientation (**Urban, 2019**).” At the same time, (**Dewi et al., 2017**) considered it an appropriate and suitable means for contemporary organizations to deal with the dynamic environment due to its proactive characteristics that tend to creativity and innovation on an ongoing basis.

(**Ali, 2020**) defined entrepreneurial orientation as the organization's tendency to adopt new ideas and transform them into new products, services, processes or procedures, and the willingness to bear the associated risks as well as creativity in its products.

While (**Yassin, 2021**) referred to it as a process related to creativity, investing in new opportunities and goods, establishing new organizations and services, obtaining new resources and calculated risk that results in an increase in the organization's success and achieving customer satisfaction.



As for (Ashour, 2024), he referred to entrepreneurial orientation as a process of continuing the sustainability of success and the process of generating value by searching for new, unique services characterized by uniqueness by using innovation, proactivity, flexibility and risk-taking in order to confront changes in the internal and external environment in the organization by investing in available opportunities and facing challenges.

The entrepreneurial orientation enhances the values of creativity, benefits from the skills of employees, and promotes an organizational culture that encourages improving performance and crystallizing new perceptions among organizational leaders to approve entrepreneurial orientations and reduce emerging conflicts in the organization (Shah & Bhutta, 2013). The importance of the entrepreneurial orientation is related to the concepts of supporting effective projects that play a major role in achieving sustainable development for the organization, and emphasizing the achievement of long-term goals that enhance its position (Sharma & Gogia, 2014). On this basis, the entrepreneurial orientation embodies an important source and an effective tool for achieving competitive advantage and success, and is a motivating tool for reaching opportunities and benefiting from them.

2. Dimensions of entrepreneurial orientation

Creativity

Many attempts have been made to define creativity. It has been defined as “the organization’s ability to support new ideas and modernity and to depart from previous technology and rely on new ones or provide solutions to problems, and creativity in organizations is the application of creative ideas that may lead to the provision of new services that add value to the organization (Wach, 2015), and thus we see that this concept focused primarily on relying on new ideas that were not previously proposed or developing existing ideas.

From the point of view of (Al-Awadi, 2018), creativity refers to the organization’s orientations towards abandoning traditional practices through innovation and experimentation, and its outcome is new products, services or processes, or improving technological processes. It is defined as the activities carried out by the organization to develop workers on the culture of innovation and to go beyond the familiar and exchange ideas and introduce everything that is new and advanced, to provide creativity to the organization by improving the culture of creativity among its workers.

Proactivity

Proactivity is an important dimension of entrepreneurial orientation, as it represents readiness for future expectations, and represents the desire of senior management to be the first to respond to the needs of beneficiaries and fulfill their desires according to what is best and new (Hernández & Araque, 2015). It is considered one of the most prominent characteristics of organizations with an entrepreneurial orientation and represents the ability of senior management to respond to the needs of beneficiaries and achieve their satisfaction (Yeboah, 2013). It also indicates the extent of the organization's response to changes and its readiness to be more influential in the environment and not the opposite. Proactivity is an opportunity-seeking, forward-looking perspective that includes introducing new products or services and working in anticipation of future demand (Nguyen *et al.*, 2020).



3. The Concept of Institutional Performance

Institutional performance is one of the most modern and important topics in the field of public administration of institutions, especially in light of the challenges of globalization and its increasing severity and the effects of the changing and accelerating environment in providing high-quality service. Developing and distinguishing performance has become one of the goals that public institutions seek to achieve. Rather, distinguished and creative institutions alone are capable of continuing and achieving success and excellence. This requires intensive efforts towards more distinction and uniqueness in their performance (**Moussa, 2017**).

defined by (**Al-Qatibi, 2024**) institutional performance as the overall performance of the institution, which is represented in the sum of the results of the efforts and work made by the institution to provide security services to the community at the appropriate time and at the lowest possible costs, and with appropriate quality that achieves the satisfaction of the recipients who benefit from the service. He added to this concept that it is the continuous efforts made by all leaders, represented by their leadership capabilities and skills, to achieve the administrative and operational goals of the institution through the efforts of all individuals and groups in all joints of the institution, through implementing the drawn plans.

Researchers differed in providing a fixed definition of the institution according to their different points of view. (**Al-Sharif, 2018**) defined it as a purposeful, coordinated social unit that consciously presents its activities, and in which workers interact within certain relatively clear boundaries in order to achieve common goals.

The concept of institutional performance was referred to by (**Al-Rubaie, 2023**) as the result of the institution's efforts and operations to achieve its goals, based on its interaction with the internal and external environment, and its ability to use its resources to accomplish the required tasks efficiently and effectively.

Institutional security performance represents the ability of security institutions to achieve their security-related goals by employing their available resources. The objectives of this performance include improving their ability to quickly respond to security threats to enhance internal security and protect the basic rights and freedoms of members of society. The most prominent objectives of institutional security performance are related to the following: (**Miller & Thomas, 2021; Jones & Williams, 2019; Garcia & Martinez, 2018**)

- Achieving stability and internal security
- Achieving effectiveness in confronting security threats
- Achieving efficiency in employing resources
- Enhancing community confidence

4. Dimensions of Institutional Performance

Efficiency

There are different views on defining the concept of efficiency. (**Dobrin et al., 2012**) defined it as reaching the required level of activity (result) with the minimum consumption of resources. (**Seiler et al., 2013**) defined it as obtaining the maximum possible performance for any expenditure of resources, while (**Sundqvist et al., 2014**) defined it as doing things the right way. (**Kuruppu et al., 2021**) sees efficiency as the ability to do something well successfully. It



is noted from the above that efficiency means doing things in the right way, as the essence of efficiency is to maximize output and reduce costs.

The essence of efficiency is to maximize output and reduce costs. Efficiency is measured by the ratio of outputs to inputs according to the following relationship : (Dzait & Mabrouka, 2013)

$$\text{Efficiency} = \text{Outputs} / \text{Inputs}$$

(Mohamed, 2015) Also believes that efficiency is the ratio between the resources expected to be used and those actually used, and as the organization's ability to achieve the desired results through the optimal use of the resources available to it.

Effectiveness

It is defined as measuring the degree or level of achieving the organization's goals (Sundqvist et al., 2014 : 279), and some define it as the degree of achieving the organization's short- and long-term goals, in light of the best and most efficient use of resources and effective adaptation to the organization's internal and external circumstances.

On the other hand, it represents the institution's ability to survive, adapt and grow regardless of the goals it achieves. This concept is linked to the requirements of environmental adaptation, as the institution deals within the framework of achieving its goals with unstable environmental environments, which means that the ability it requires to continue and grow makes environmental adaptation and building a dynamic balance a requirement for its existence , As for the point of view of regarding organizational effectiveness, he presented it as an evaluation of the institution's performance, and thus its ability to employ its resources while finding a balance between its external and internal variables, through adaptation and dealing with circumstantial factors and strategic parties in order to achieve its goals. Effectiveness can be measured by achieving goals at the appropriate time and reaching optimal decisions, and basically refers to the successful implementation of the planned goals (Mohamed, 2015).

Third: Result

1. Testing the impact of entrepreneurial orientation on institutional performance:

The second main hypothesis was determined (there is a statistically significant effect of entrepreneurial orientation - creativity, risk tolerance, proactivity, independence - combined on institutional security performance and its dimensions (effectiveness, efficiency), according to the following sub-hypotheses:

1. Entrepreneurial orientation has a significant effect on effectiveness.
2. Entrepreneurial orientation has a significant effect on efficiency.

(1-1) Verification of the first sub-hypothesis: Entrepreneurial orientation has a significant effect on effectiveness:

The results of Table (3) showed the existence of an explanation coefficient (0.565) and an adjusted explanation coefficient (0.557), as (entrepreneurial orientation) was able to explain (55.7%) of the changes that occur in effectiveness, while the remaining percentage (44.3%) is attributed to other variables that were not included in the tested model, as the explanation model is a statistically acceptable model and can be relied upon to explain the improvement that occurs in effectiveness attributed to the entrepreneurial orientation in its combined dimensions, especially since the calculated value of (F) for the model (72.760) exceeds its



tabulated value (3.980) at the degree of freedom (57) and with a probability value of (0.05), as these results lead to accepting the hypothesis (entrepreneurial orientation has a significant effect on effectiveness). While it was found that there is an effect of the dimension of independence on effectiveness of (0.702) and a probability value of (0.000), and the calculated value of (T) is (8.530) which is greater than its tabular value (1.995) with a degree of freedom of (69) and a probability value of (0.05), while no investment of the dimension (creativity, risk tolerance, proactivity) in improving effectiveness appeared, as the researcher noted the reliance of the Federal Security Agency management on the dimensions of the entrepreneurial orientation (independence) in improving effectiveness according to the following equation:

$$\text{Effectiveness (Y)} = (1.259) + 0.702 * (\text{Proactivity})$$

Table (3): The effect of entrepreneurial orientation on effectiveness (n= 70)

independent variable				Effectiveness			
	α	β	R ²	A R ²	T	p	F
Creative	1.259	0.010	0.565	0.557	0.108	0.914	72.760
Proactive		0.055			0.457	0.649	

Source: SPSS V.28 outputs

(1-2) Verifying the second sub-hypothesis: Entrepreneurial orientation has a significant impact on efficiency:

The results of Table (4) showed the existence of an explanation coefficient (0.523) and an adjusted explanation coefficient (0.506), as the (entrepreneurial orientation) was able to explain (50.6%) of the changes that occur in efficiency, while the remaining percentage (49.4%) is attributed to other variables that were not included in the tested model, as the explanation model is a statistically acceptable model, and it can be relied upon to explain the improvement that occurs in efficiency, especially since the value of (F) calculated for the model (30.190) exceeds its tabulated value (3.980) at the degree of freedom (69) and with a probability value of (0.05), as these results lead to accepting the hypothesis (entrepreneurial orientation has a significant effect on efficiency).

While it was found that there is an effect of the creativity dimension on efficiency of (0.425) and a probability value of (0.000), and the calculated (T) value of (3.756) is greater than its tabular value of (1.995) with a degree of freedom of (57) and a probability value of (0.05), in addition to the presence of an effect of proactivity of (0.498) at the probability value of (0.000) and the calculated (T) value of (4.716), while no investment of the dimension (risk tolerance, independence) in improving efficiency appeared, as the researcher noted the reliance of the Federal Security Agency management on the dimensions of the entrepreneurial orientation (creativity, proactivity) in improving efficiency, according to the following equation:

$$\text{Efficiency (Y)} = (0.262) + 0.425 * (\text{Creativity}) + 0.498 * (\text{Proactivity})$$

**Table (4):** The effect of entrepreneurial orientation dimensions on efficiency (n= 70).

independent variable				Effectiveness			
	α	β	R ²	A R ²	T	p	F
Creative	0.262	0.425	0.523	0.506	0.000	3.756	30.190
Proactive		0.498			0.000	4.716	

Source: SPSS V.28 outputs

Verification of the second main hypothesis: The entrepreneurial orientation has a significant impact on institutional security performance:

The results of Table (5) showed the existence of an explanation coefficient (0.613) and an adjusted explanation coefficient (0.591), as the (entrepreneurial orientation) was able to explain (59.1%) of the changes that occur in the institutional security performance, while the remaining percentage (40.9%) is attributed to other variables that were not included in the tested model, as the explanation model is an acceptable model that can be adopted in explaining the improvement that occurs in the institutional security performance. It was found that the calculated value of (F) for the model (28.462) is greater than its tabular value (3.980) at the probability value (0.05) at the degree of freedom (69), as these results lead to accepting the second main hypothesis (entrepreneurial orientation has a significant effect on the institutional security performance).

While it was found that there is an effect of the creativity dimension on the institutional security performance of (0.197) with a probability value of (0.022), and a calculated (T) value of (2.360), in addition to the presence of an effect of the proactivity dimension of (0.217) with a probability value of (0.036) and a calculated (T) value of (2.149), and the presence of an effect of the independence dimension of (0.432) at a probability value of (0.000) and a calculated (T) value of (4.099), as the researcher noted the reliance of the Federal Security Agency management on the pioneering approach in improving institutional security performance, but it was unable to adopt risk tolerance in that regard, according to the following equation:

$$\text{Institutional Performance (Y)} = (0.625) + 0.197 * (\text{Creativity}) + 0.217 * (\text{Proactivity})$$

Table (5): The impact of entrepreneurial orientation dimensions on institutional performance (n= 70).

independent variable				Effectiveness			
	α	β	R ²	A R ²	T	p	F
Creative	0.625	0.197	0.613	0.591	0.022	2.360	28.462
Proactive		0.217			0.036	2.149	

Source: SPSS V.28 outputs

Fourt: Conclusions and Recommendations

A. Conclusions

1. The Federal Security Agency's high interest in creativity is evident in its reliance on distinguished efforts to explore and generate new opportunities to improve its performance, in addition to its provision of the principle of reward and motivation to support the creative ideas produced by its employees.



2. The Federal Security Agency's management has resorted to adopting proactivity in a high manner, which enhances its pioneering approach as a result of its leaders' reliance on the initiative to continuously make appropriate changes to improve its performance level, especially since it has a proactive strategy in its desire to renew that performance.
3. The Federal Security Agency's management's interest in the effectiveness dimension is evident, resulting from its adoption of clear standards to monitor the implementation of its plans and achieve its strategic goals, which prompted it to be keen to achieve harmony and interaction between the various functional activities.
4. The Federal Security Agency's management has adopted efficiency in improving institutional security performance by emphasizing the need to pay attention to high-level functional activities, which made it work to harness its various capabilities to achieve the goals with the least possible effort.
5. The Federal Security Agency has moved towards improving institutional performance by adopting the pioneering approach in general, and its creative dimensions, independence and proactivity, while it has not employed risk-taking for that purpose.

B. Recommendations

1. In order to raise the level of the Federal Security Agency's pioneering orientation, additional attention must be paid to creativity by making continuous improvements to its systems and procedures with the aim of improving its performance and services, and spreading the culture of creativity among its members and affiliates.
2. The agency must improve its level of proactivity through its initiative to make changes that are compatible with its continued improvement of its performance level, by studying the influential environmental variables to analyze and address them in a way that avoids surprises and negative effects.
3. The Federal Security Agency must pay additional attention to enhancing its effectiveness in a way that leads to raising the level of institutional security performance by encouraging its members to improve and develop their contributions to achieve the goals set within its current and future plans by adopting clear standards to monitor the implementation of those plans and achieve its strategic goals.
4. Adopting efficiency as a primary criterion leads to improving the performance of the Federal Security Agency by focusing on high-level functional activities, and preparing incentive programs to complete functional activities according to the planned time.



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