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The Role of Innovative Entrepreneurship in Creating Job Opportunities: An Applied Study on IKEA Company

Rozan Abdulaziz Ghafoori¹, Rahma Abdulaziz Dhennawi², Abdalnaser S. H. Al-Msloum³

^{1,2,3} University of Jeddah, College of Business, Jeddah, Saudi Arabia

Email: Rozan_gh@hotmail.com¹, Rahma.hennawi@gmail.com², asalem2@uj.edu.sa³

Abstract

This study aims to examine the role of innovative entrepreneurship in creating job opportunities through an applied analysis of IKEA as a model of a multinational company that adopts innovation across its operations. The study is based on the main assumption that the adoption of different dimensions of innovation enhances firms' ability to expand and achieve sustainable employment growth.

The research employs a descriptive-analytical approach, utilizing both secondary data and a questionnaire as primary data collection tools. Statistical analysis was conducted using the Statistical Package for the Social Sciences (SPSS) to examine the relationship between the study variables, where innovative entrepreneurship represents the independent variable and job creation represents the dependent variable.

The findings reveal a statistically significant positive relationship between the dimensions of innovative entrepreneurship (product innovation, process innovation, sustainable innovation, and digital transformation) and job creation. The results also indicate that process innovation and digital transformation contribute to improving operational efficiency and reducing costs, thereby supporting employment expansion. Furthermore, sustainable innovation plays a key role in generating green jobs, while product innovation enhances direct employment opportunities by increasing demand and strengthening competitive advantage.

The study concludes that the integration of innovative entrepreneurship dimensions is a critical factor in achieving sustainable job growth within multinational corporations. It also recommends promoting the adoption of institutional innovation strategies, particularly in digital and sustainable domains, due to their significant role in supporting economic development and reducing unemployment.

Keywords

Innovative Entrepreneurship, Institutional Innovation, Job Creation, IKEA, Digital Transformation, Sustainability, Multinational Corporations.

Introduction

Innovative entrepreneurship is no longer merely a theoretical concept in economic literature; it has become one of the key factors influencing the development of modern markets. It represents the ability of organizations to continuously develop their products and processes and to respond to economic and technological changes. In the context of rapid digital transformation, economic growth no longer depends solely on the availability of resources but is increasingly linked to knowledge, innovation, and the development of new ideas.

Similarly, entrepreneurship is no longer limited to launching new ventures; rather, it reflects an organization's ability to develop new solutions and improve its business models in ways that enhance its competitiveness. Innovation is a key factor in this context, as it supports expansion and growth and leads to the creation of new jobs. The impact of innovation is not limited to increasing the number of jobs; it also extends to improving their quality and enhancing the role of individuals in the production process.

This issue is becoming increasingly important in light of rising unemployment rates in some economies, as well as technological advancements that have altered the nature of traditional jobs. In this context, innovation is viewed as a means of enhancing organizations' competitiveness and creating both direct and indirect job opportunities, whether within the company itself or across supply chains and related activities.

Furthermore, digital and sustainable innovation has become a key component of contemporary corporate strategies, as it contributes to the creation of jobs requiring advanced technical skills and supports the shift toward jobs related to environmental sustainability.

In this context, Jaber (2023) noted that entrepreneurship helps strike a balance between economic growth, social development, and environmental sustainability. A study by SJRBS (2022) also demonstrated that innovation in processes and technology enhances companies' ability to expand, which translates into increased job opportunities. Aparicio et al. (2020) confirmed a positive relationship between innovation and employment levels in supportive institutional

environments. A study by Audretsch & Belitski (2021) also showed that digital innovation helped companies maintain stability during crises, thereby helping to protect jobs and mitigate the effects of economic downturns.

Although there are numerous studies in the field of entrepreneurship, most have focused on startups or on macroeconomic analysis, while applied studies addressing large multinational corporations remain limited, particularly regarding the role of intrapreneurship and sustainable innovation in job creation.

Hence the importance of this study, which uses IKEA as a case study, given the company's reliance on innovation in product design and operations management, as well as its adoption of sustainability and digital transformation concepts within its business model. The company has successfully developed an operational model based on efficiency and effective supply chains, which has enabled it to expand into multiple markets.

Based on the foregoing, the main research question of this study is: To what extent does IKEA's innovative entrepreneurship model contribute to the creation of direct and indirect jobs?

Through this, the study aims to contribute to filling a research gap regarding the role of institutional innovation in supporting employment within multinational corporations and to clarify its relationship with expansion and economic growth.

Research Problem:

numerous studies have addressed innovative entrepreneurship as a factor influencing economic growth and employment, most of these studies have been limited to two main approaches: either focusing on startups or addressing the topic at the macroeconomic level. In contrast, applied studies examining the role of innovation within multinational corporations remain limited, particularly with regard to analyzing the relationship between organizational innovation and the expansion of employment opportunities, whether direct or indirect.

Furthermore, while recent literature has addressed various dimensions of innovation—such as product innovation, process innovation, sustainability, and digital transformation

—it has often examined these dimensions in isolation, without providing a comprehensive analysis that clarifies their combined impact on creating sustainable jobs within a well-structured global model such as IKEA's.

Main Research Question:

What is the role of innovative entrepreneurship in job creation? An applied study of IKEA?

This main question gives rise to the following sub-questions:

1. To what extent has IKEA adopted the dimensions of innovative entrepreneurship (product innovation, process innovation, sustainable innovation, and digital transformation)?
2. What is the nature of the relationship between innovative entrepreneurship at IKEA and the number of jobs created as a result of the company's institutional and international expansion?
3. To what extent does product innovation at IKEA contribute to the creation of direct jobs in the fields of design, production, and marketing?
4. What is the impact of operational innovation and smart supply chains on the creation of indirect jobs in the fields of logistics and operational support?
5. Do sustainable innovation and the adoption of circular economy concepts at IKEA contribute to the creation of sustainable "green" jobs in the long term?
6. What role does digital transformation at IKEA play in creating new jobs requiring advanced technical skills?
7. Is there a statistically significant relationship between the integration of all dimensions of innovative entrepreneurship and the company's international business expansion?

Main Objective of the Study:

1. Analyze the dimensions of innovation at the company:

To identify the extent to which the dimensions of innovative entrepreneurship—namely, product innovation, process innovation, sustainability, digital transformation, and internal entrepreneurship—are applied at IKEA, and to demonstrate how they are managed within the organizational framework.

2. To examine the impact of innovation on the creation of direct jobs:

To clarify the role of innovation in product development and production activities in increasing the number of direct jobs within the company, particularly in the areas of design, manufacturing, and marketing.

3. Analyze the impact of innovation on the creation of indirect jobs:

To demonstrate the role of innovation in operations, supply chains, and international expansion in supporting indirect jobs related to logistics, technical support, and complementary activities.

4. Assessing the role of sustainable innovation and digital transformation in creating high-quality jobs:

Examining the extent to which the adoption of circular economy concepts and digital transformation contributes to the emergence of new jobs requiring advanced skills and supports jobs related to environmental sustainability.

By achieving these objectives, the study aims to provide a comprehensive analysis that clarifies the relationship between institutional innovation and sustainable job growth within multinational corporations.

Scientific Significance:

The scientific significance of this study stems from its aim to expand the scope of research on innovative entrepreneurship to include large multinational corporations, rather than limiting the study to small startups alone. Although there are many studies that have addressed entrepreneurship in startups, intrapreneurship within large corporations still requires deeper study, particularly regarding its role in job creation and its impact on organizational expansion.

The study focuses on analyzing innovation in its various dimensions—such as product innovation, process innovation, sustainability, and digital transformation—in an integrated manner to understand how these factors influence the creation of sustainable and long-term jobs. The study is expected to contribute to the development of a reliable scientific framework for future research on the relationship between organizational innovation and employment opportunities.

Practical Significance:

From a practical standpoint, the study aims to provide a model that companies seeking to expand and enhance their competitiveness can utilize. IKEA serves as a practical example of how innovation can be used not only to improve financial performance but also to support job growth both within and outside the company.

The study also provides practical tools to help decision-makers and senior management understand the importance of innovation and integrate it into organizational strategies, so that it becomes a means of creating new jobs and improving the work environment. This highlights the importance of fostering innovation within organizations—particularly in the digital and sustainability sectors—to support balanced economic and human development.

Previous Studies:**Arab Studies:**

1. Study (Ali, 2025): This study sought to analyze the role of entrepreneurship in creating job opportunities and reducing poverty in South Africa. The study used the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis tool to assess the internal and external environment of entrepreneurship. The results showed that entrepreneurship and small and medium-sized enterprises (SMEs) contributed to the creation of 2.7 million new jobs in 2022, representing 80% of all new jobs created. The study recommended accelerating the establishment of business incubators and increasing investments in education and training to prepare entrepreneurs capable of creating more opportunities to reduce poverty rates.
2. Study (Mohamed, 2022): This study aimed to identify the role of social entrepreneurship programs in creating job opportunities for youth, focusing on the Egyptian Foundation for Integrated Development “Al-Nedaa” in Qena Governorate. The researcher adopted a descriptive-analytical approach, using a comprehensive social survey of all employees (40 individuals) and a sample survey of beneficiaries (120 individuals). The results concluded that social entrepreneurship programs are an effective tool for providing employment opportunities, achieving job security, and fostering innovation among youth, in addition to their role in developing small businesses and encouraging self-reliance.
3. Study (Al-Shal et al., 2022): This study examined the impact of entrepreneurship on the innovative performance of employees, specifically as applied to small and medium-sized enterprises in Egypt. The study focused on examining the relationship between the adoption of entrepreneurial thinking and improved levels of innovation within organizations. The results concluded that there is a close correlation between entrepreneurship and enhanced innovative performance, which directly contributes to business expansion and the creation of new demand for labor, thereby addressing the challenges of unemployment through innovative solutions.

International Studies:

1. Study (Baporikar, 2022): This study examined the challenges facing entrepreneurial universities and the critical success factors. It focused on how to build a culture of innovation among students from the earliest stages. The results confirmed that education based on innovation and creativity is key to preparing graduates capable of establishing their own ventures, emphasizing that the lack of awareness of entrepreneurship in educational curricula is an obstacle to job creation, which necessitates the integration of innovative thinking into higher education.
2. Study (Hasan & Shaturayev, 2022): This conceptual study focused on the role of technological innovation in driving the development of entrepreneurship. The study examined the impact of technology on the stages of idea generation, market analysis, and product development. The findings concluded that technological innovation plays a vital role in promoting business growth and competitiveness, as well as in creating innovative solutions to societal challenges. They noted that digital business models (such as Uber and Airbnb) have revolutionized opportunity creation by disrupting traditional industries.
3. Study (Qadar, 2022): The study aimed to measure the impact of contemporary (digital) entrepreneurship on entrepreneurs' innovative behavior and job creation. The study was conducted in Pakistan on a sample of 399 contemporary entrepreneurs. The results showed that digital entrepreneurship has a significant positive impact on improving innovative behavior and creating more jobs, which are central to economic growth, confirming that digital tools help entrepreneurs seize self-employment opportunities and reduce unemployment.

The Concept of Innovative Entrepreneurship

Researchers have offered various definitions of the concept of entrepreneurship, which is defined as “an approach that provides a framework for transforming an ordinary idea into a pioneering one, passing through all stages of establishment, growth, and financing in an effective and unconventional manner” (Al-Muhadin, 2023, p. 12). It is also viewed as “the ability and willingness to develop, organize, and manage a development project, along with any uncertainties involved, in order to generate revenue” (Al-Muhadeen, 2023, p. 13).

In the context of the project creation process, entrepreneurship is defined as “the process through which a new venture capable of producing goods and services is established—a process that transforms great ideas into a reality that yields both material and intangible profits for the entrepreneur” (Lakma et al., 2023, p. 244). From a strategic management perspective, entrepreneurship is understood as “a goal that embodies the organization’s level of ambition and serves to stimulate a culture of exploration among the organization’s employees through a range of supportive activities designed to foster creativity and innovation” (Sultan and Hajji, 2019, p. 294).

As for the innovative aspect of entrepreneurship, some have defined it as “entities that seek opportunities in the environment by proposing new, forward-looking projects and ideas, and work to maximize the returns generated from them, thereby contributing to the economic and social development of communities” (Ziyada, 2021, p. 445). This concept is linked to an individual’s ability to “think creatively and develop new, practical ideas related to identifying opportunities, utilizing resources, and solving problems” (Al-Khazraji, 2024, p. 406).

Innovation is considered a cornerstone of innovative entrepreneurship, defined as “a means of finding new solutions to the challenges faced by individuals, or producing a new and distinctive idea or product, and coordinating the actions necessary to implement these ideas and translate them into innovations” (Al-Muhadin, 2023, p. 12). The essence of entrepreneurial innovation lies in “the uniqueness of organizing and managing the resources available in the project and utilizing them optimally, which leads to the development of a new idea and its transformation into something useful upon which to build” (Sultan and Hajji, 2019, p. 299).

The literature also indicates that innovative entrepreneurship represents “an activity focused on establishing a new business venture that generates added economic value through the efficient management of resources and the exceptional ability to introduce something new or a new economic and managerial innovation characterized by creativity and risk-taking” (Ma’awad, 2020, p. 1222). Ultimately, it is “the ideal fusion of the fields of entrepreneurship and education, with the aim of producing innovative and creative individuals in the business world to serve the communities in which they live” (Al-Qahtani, 2023, p. 616).

In summary, the innovative entrepreneur is “an opportunity creator, a creative and innovative individual in a venture that they manage and take risks on by securing the resources and capabilities to operate the venture and add value to the product or service” (Ziyada, 2021, pp. 445–446). Thus, innovative entrepreneurship becomes “a process of social impact through which leaders emerge, the role of innovation is established, and spaces for individual and collective creativity are formed” (Al-Muhadin, 2023, p. 48).

The Importance of Innovative Entrepreneurship in Modern Organizations

The importance of innovative entrepreneurship lies in its role as a necessary response to global transformations, as “competitiveness in contemporary life requires a radical change and a transformation in the way organizations are managed, in order to transition from a strategy of inaction and stagnation in the face of problems and challenges to a strategy of capacity-building, leadership, and innovation as practical, unconventional solutions” (Al-Muhadeen, 2023, p. 7). Entrepreneurship is considered to “create job opportunities, increase efficiency through competition, establish numerous small businesses to develop and grow the economy, and bring about change in the market structure” (Ma’awad, 2020, p. 1194).

At the strategic level, the importance lies in the fact that “the integration of leadership and strategy helps create value and achieve a competitive advantage, and that identifying opportunities is essential for sustaining that competitive advantage” (Sultan and Wajhi, 2019, p. 292). Furthermore, “strategic growth helps organizations build economies of scale, market power, and generate wealth” (Sultan and Juh, 2019, p. 301). In the knowledge economy, “innovation is one of the fundamental pillars of the knowledge economy, and technology plays a key role in accelerating and renewing the cycle of work and production, improving living conditions, and driving technological and economic development” (Al-Bashri and Al-Sarihi, 2025, pp. 1119, 1120).

As for coping with crises, “pioneering leadership is one of the strategies that enables organizations to face these challenges and future crises by taking on risks and proactively innovating in their work” (Al-Khazraji, 2024, p. 383). Furthermore, “innovations create greater opportunities for a company’s survival, economic growth, and success, as innovation is a means of finding new solutions to the challenges faced by individuals or generating distinctive new ideas that contribute to the development of services” (Al-Muhadin, 2023, pp. 12, 23).

Entrepreneurship also plays a vital role in social stability, as it “creates job opportunities. It provides entry-level jobs, which are necessary for unskilled workers to gain experience and training, and organized entrepreneurship helps achieve a more stable and higher-quality community life” (Al-Muhadeen, 2023, pp. 21, 22). Through entrepreneurship, educational institutions aim to “produce innovative and creative individuals in the business field to serve the communities in which they live, and to move away from a culture of dependence on the state for jobs and income by allowing students to choose the nature of their work; thus, work transforms from a job into a passion and a creative endeavor” (Al-

Qahtani, 2023, pp. 606, 610).

With regard to start-ups, it is important to note that “small projects represent a crucial outlet for the spirit of developmental initiative among rural women, in addition to their role in creating job opportunities; they also contribute to increasing local savings and investments” (Ma’awad, 2020, p. 118). They represent “the ideal arena for harnessing the capabilities of low-income families” (Ma’awad, 2020, p. 119). In the digital age, digital entrepreneurship has become “a lifeline amid the COVID-19 crisis, as it represents the optimal solution for alleviating unemployment crises; the pandemic has accelerated the trend among entrepreneurial organizations toward digitizing their operations to enhance business resilience” (Al-Barashidah, 2021, pp. 941, 956).

Finally, innovative entrepreneurship is considered “the driving force behind economic and social development and an important tool for renewing organizational value and developing products, as entrepreneurial entities seek opportunities in their environment by proposing new, forward-looking projects and ideas and work to maximize the returns generated from them” (Ziyada, 2021, pp. 437, 438). Furthermore, “innovation is one of the most important sources for gaining a competitive advantage and improving the overall efficiency and productivity of organizations” (Al-Muhadin, 2023, pp. 36, 37).

Dimensions of Innovative Entrepreneurship

Innovative entrepreneurship is based on a set of essential dimensions that characterize its activities and ensure its sustainability and competitiveness. According to the sources, these dimensions are as follows:

First: The Dimension of Initiative and Proactiveness

Initiative is considered a cornerstone of entrepreneurial work, as “initiative is one of the most important characteristics of entrepreneurship, given that it involves taking higher-risk steps than those dictated by the surrounding environment. It also means pursuing promising opportunities rather than merely reacting to competitors’ moves, and being a pioneer in creativity and staying ahead of competitors” (Ma’awad, 2020, pp. 1199–1200). Linked to this is proactiveness, which refers to “the ability of entrepreneurial leaders to take action before a problem or crisis arises, to anticipate potential risks, challenges, and future problems, to identify the need for change, and to promote and adopt a proactive approach; and the proactive dimension is linked to leadership, as it emphasizes the organization’s pursuit of taking the initiative in acquiring and seizing new opportunities or to enter and invest in markets proactively before competitors do” (Al-Khazraji, 2024, p. 389).

Second: The Dimension of Innovation and Creativity

Innovation is the main driver of leadership, as “coming up with new ideas, starting a company, and generating profits from it must be highly innovative. Change can involve launching a new product in the market or a process that achieves the same goal but in a more efficient and economical way” (Al-Muhadin, 2023, p. 18). Innovation is also defined as “the generation of a new idea related to technology that impacts organizations; innovation is a process linked to the creation of value through new services, ideas, and procedures, and it reflects a leader’s ability to think creatively and develop new, practical ideas related to identifying opportunities, utilizing resources, and solving problems” (Al-Khazraji, 2024, p. 390). As for creativity, it is “the defining element of entrepreneurship and the foundation for the success of entrepreneurial ventures and their achievement of a competitive advantage; creativity involves engaging with creative ideas, activities, and experiences through excellence in the product or service” (Ma’awad, 2020, p. 1205).

Third: Risk-Taking

Entrepreneurship cannot be separated from risk, as “launching any new venture involves a significant risk of failure. Therefore, an entrepreneur must be courageous and capable of assessing and taking risks; this is an essential part of being an entrepreneur” (Al-Mahadin, 2023, pp. 17–18). From an entrepreneurial perspective, risk is understood as “the willingness and ability to take risks, to take the initiative in building something from nothing, and to recognize opportunities when others do not, identifying sources of calculated risk, and the ability to assess resources and their scope and make optimal use of them, since risks relate to an unknown future and thus require entrepreneurial leaders to explore, plan strategically, execute, track mistakes, and learn” (Al-Khazraji, 2024, pp. 390–391).

Fourth: The Dimension of Investing and Seizing Opportunities (Opportunity Seizing)

This dimension is considered an economic variable “that seeks to optimize the use of capital owned by a particular entity, aiming through this utilization to achieve benefits with material returns and significant profits by relying on modern, unprecedented economic methods and approaches” (Ma’awad, 2020, p. 1203).

Fifth: The Dimension of Flexibility

Flexibility is essential for remaining competitive, as “to be at the top, an entrepreneur must be flexible and open to change according to the situation. An entrepreneur must be prepared to embrace changes in products and services when necessary” (Al-Muhadin, 2023, pp. 20–21). It is also defined as “the ability to adapt appropriately to new conditions or situations; it is the organization’s capacity and ability to take certain actions in response to environmental changes by ensuring adaptability and responsiveness to the needs of its customers with minimal effort and time” (Sultan and Juhi, 2019, pp. 299–300).

Sixth: The Dimension of Clear Vision and Leadership (Vision & Leadership)

To achieve entrepreneurial success, “an entrepreneur must have a clear vision for their new venture. However, to turn the idea into reality, significant resources and staff are required. Here, the quality of leadership is of paramount importance because leaders inspire their employees and guide them toward the right path to success” (Al-Muhadin, 2023, p. 20).

The Concept of Job Creation

Job creation is a fundamental goal of entrepreneurial activity, as “small businesses represent a crucial outlet for the developmental initiative of rural women and the expansion of economic activities, in addition to their role in creating job opportunities; they also contribute to increasing local savings and investments” (Ma’awad, 2020, p. 116). Entrepreneurship also emerges as a tool for addressing employment challenges, as “entrepreneurship is considered one of the drivers of social and economic development as communities strive to meet their employment needs” (Ma’awad, 2020, p. 116).

In this context, job creation is understood as a continuous generative process, as “entrepreneurship generates job opportunities. It provides entry-level jobs, which are necessary for unskilled workers to gain experience and training” (Al-Muhadin, 2023, p. 21). Among the objectives of this activity is to achieve “self-employment, where entrepreneurship provides more job opportunities, and to create genuine, productive jobs” (Ma’awad, 2020, pp. 1198, 1208).

In terms of education and training, the concept of job creation focuses on “equipping talented high school students with the attitudes and skills of organized entrepreneurship, based on science and knowledge, with the aim of helping them create job opportunities” (Al-Qahtani, 2023, p. 594). This approach seeks to empower individuals so that they become “job creators rather than job seekers, by helping students develop their abilities in creative thinking, innovation, and entrepreneurship, and take the initiative to launch new projects” (Al-Qahtani, 2023, p. 599).

In summary, this concept aims to “move away from a culture of dependence on the state for jobs and income by allowing students to choose the nature of their work; thus, work transforms from a job into a passion and a creative endeavor” (Al-Qahtani, 2023, p. 600).

The Role of Innovation in Creating Job Opportunities

Innovation plays a fundamental role in transforming ideas into projects that generate employment opportunities, as “entrepreneurship creates jobs. It provides entry-level jobs, which are necessary for unskilled workers to gain experience and training, and organized entrepreneurship helps achieve a more stable and higher-quality community life” (Al-Muhadin, 2023, p. 21). Innovation is considered the driving force behind this activity, as it is “the hub of innovation that delivers new products, markets, technology, and product quality, among other things, and raises people’s standard of living” (Al-Muhadin, 2023, p. 21).

In the context of promoting a sustainable economy, “innovations create greater opportunities for a company’s survival, economic growth, and success; innovation is a means of finding new solutions to the challenges faced by individuals or generating distinctive new ideas that contribute to the development of services” (Al-Muhadeen, 2023, p. 23). Furthermore, companies that adopt innovation are “able to position the organization in a different paradigm in order to identify new opportunities and the best ways to solve current problems” (Al-Muhadeen, 2023, p. 24).

At the leadership and operational levels, an innovative leader contributes to “creating opportunities for creative work available to employees, thereby ensuring a positive mindset among them, boosting their morale and loyalty toward the organization, and fostering the relationship between employees and leaders” (Al-Khazraji, 2024, p. 363). Creativity helps the organization “find new ways to accomplish tasks efficiently and effectively; it aids in the development of products and services that meet customer needs; and it can help attract and recruit the best talent to work in the organization” (Al-Khazraji, 2024, p. 385).

From an educational perspective, the focus on innovation aims to “equip gifted high school students with the attitudes and skills of organized entrepreneurial work, based on science and knowledge, with the goal of helping them find employment opportunities” (Al-Qahtani, 2023, p. 571). This approach seeks to turn individuals into “job creators rather than job seekers by helping students develop their abilities in creative thinking, innovation, and entrepreneurship, and take the initiative to launch new projects” (Al-Qahtani, 2023, p. 576).

Finally, innovation-based entrepreneurship “works to create job opportunities, increase efficiency through competition, establish numerous small businesses to develop and grow the economy, and bring about change in the market structure” (Ma’awad, 2020, p. 1,156). A focus on creative behavior leads to “the achievement of numerous benefits and objectives, including the ability to solve problems, introduce new products and services, improve the quality of health services, gain a competitive advantage, capitalize on opportunities, and generate ideas and challenges” (Ibrahim et al., 2021, pp. 72, 76).

Types of Job Opportunities Resulting from Innovation

The nature and quality of job opportunities generated by innovation and entrepreneurial activity vary, and sources classify them as follows:

First: Entry-level jobs and gaining experience

Innovative entrepreneurship contributes to providing job opportunities for groups that need to build a career path, as “entrepreneurship generates job opportunities. It provides entry-level jobs, which are necessary for unskilled workers to gain experience and training, and organized entrepreneurship helps achieve a more stable and higher-quality community life” (Al-Muhadin, 2023, p. 21).

Second: Self-Employment

Self-employment is one of the most prominent outcomes of innovative entrepreneurial activity, as entrepreneurship aims to achieve “self-employment, whereby entrepreneurship creates more job opportunities” (Ma’awad, 2020, p. 118). In doing so, it seeks to “provide genuine, productive job opportunities” (Ma’awad, 2020, p. 119).

Third: Transforming Individuals from Job Seekers to Job Creators

Innovative entrepreneurship education transforms the individual's role in the labor market, turning them into “job creators rather than job seekers, by helping students develop their abilities in creative thinking, innovation, and entrepreneurship, and take the initiative to launch new ventures” (Al-Qahtani, 2023, p. 652). This approach aims to “create job opportunities” (Al-Qahtani, 2023, p. 644) by “moving away from a culture of dependence on the state for jobs and income, allowing students to choose the nature of their work; thus, work transforms from a job into a passion and a creative endeavor” (Al-Qahtani, 2023, p. 658).

Fourth: Jobs in the Technology and Logistics Sectors

Digital innovations and modern platforms generate opportunities in specialized sectors, where “these applications will contribute to creating more job opportunities, particularly in the technology, export, and logistics sectors” (Al-Barashidah, 2021, p. 956). “Innovative knowledge is a fundamental element for achieving sustainable development and creating new job opportunities” (Al-Bashri and Al-Sarihi, 2025, p. 1,125).

Fifth: Job Opportunities in Small and Rural Enterprises

Innovation in entrepreneurship works to “create job opportunities” (Ma’awad, 2020, p. 1137) through small enterprises, which “represent a crucial outlet for the developmental initiative of rural women and the expansion of economic activities, in addition to their role in creating job opportunities” (Ma’awad, 2020, p. 1143).

Institutional Innovation in Multinational Corporations

Large, global corporations are a fertile environment for applying institutional innovation to ensure their growth, as “companies can transform home-based or small businesses into multinational corporations” (Al-Muhadeen, 2023, p. 14). “These large corporations have defined the life cycle. Most corporate innovation grows and sustains itself by introducing new and innovative products that revolve around their core products” (Al-Muhadeen, 2023, p. 16).

This continuous innovation leads to strategic changes within these organizations, as “technology, customer preferences, new competition, and so on place increasing pressure on large companies to create an innovative product for a new group of customers in a new market. To cope with rapid technological changes, organizations either acquire innovative companies or attempt to develop the product in-house” (Al-Muhadeen, 2023, p. 17).

As for human resources and talent management in these companies, “the issue of retaining top talent has become a challenge facing all organizations seeking to survive and increase their competitiveness, particularly leading multinational organizations around the world such as Shell and IBM, and across many sectors such as healthcare, food—particularly fast-food restaurants—industrial organizations such as Procter & Gamble, tourism and travel, petroleum, pharmaceuticals, education, telecommunications, information technology, and other sectors” (Ibrahim et al., 2021, pp. 81, 82).

In the context of these entities’ social responsibility, it is important to “highlight the reality of multinational corporations’ adoption of corporate social responsibility: Is it a commitment on the part of these companies, given the negative impacts it has on the environment host countries, or is it a legal obligation imposed upon them” (Ziyada, 2021, p. 436). These companies aim to strengthen their position by “investing in major global corporations and technology startups around the world. The expansion of partnerships and investments on a global scale is evident, with the goal of expanding their investments” (Al-Qahtani, 2023, p. 611).

The Role of Global Companies in Creating Jobs

Global and multinational corporations contribute to expanding employment opportunities through their ability to transform small businesses into large entities, as “companies can turn home-based or small businesses into multinational corporations” (Al-Muhadin, 2023, p. 14). The sustainability of this role is achieved through continuous product innovation, as “most companies grow and sustain their success by introducing new and innovative products related to their core offerings” (Al-Muhadeen, 2023, p. 16).

This global growth is reflected in job creation at various levels, as “entrepreneurship generates employment opportunities. It provides entry-level jobs, which are necessary for unskilled workers to gain experience and training, and organized entrepreneurship helps achieve a more stable and higher-quality community life” (Al-Mahadin, 2023, p. 21).

These companies compete to retain talent; indeed, “the issue of retaining outstanding talent has become a challenge facing all organizations seeking to survive and increase their competitiveness, particularly leading multinational organizations around the world such as Shell and IBM” (Ibrahim et al., 2021, p. 81).

Finally, entrepreneurial activity within these large entities “creates job opportunities, increases efficiency through competition, fosters numerous small businesses to develop and grow the economy, and brings about change in the market structure” (Ma’awad, 2020, p. 1142). This approach contributes to “equipping learners with the attitudes and skills of organized entrepreneurship, based on science and knowledge, with the aim of helping them create job opportunities” (Al-Qahtani, 2023, p. 568).

Research Methodology

The study adopted a descriptive-analytical approach; the descriptive approach is a tool and method for analyzing and describing human social phenomena. A case study method was also employed to analyze the platform and the company. The theoretical aspect drew on available Arabic and foreign sources of scientific studies and research, while the fieldwork relied on a questionnaire as the primary data collection tool (Sultan and Juhi, 2019, p. 264).

Type of Research

This study falls under the category of descriptive studies. The descriptive-analytical approach, employing the case study method, is the most appropriate methodology for the subject of this study; it relies on reviewing, analyzing, and drawing upon the literature, as well as conducting a detailed analysis of a single case. To obtain data on the study topic from various sources, the researchers relied on both desk research and fieldwork. They utilized academic libraries to establish the study’s framework through secondary sources, including books, journals, bulletins, theses, and research papers in both Arabic and foreign languages.

Study Population and Sample

- **Study Population:** The study population consists of all individuals, administrative leaders, and employees of the company. Given the large size of the study population and due to time and cost constraints, the focus was narrowed to groups involved in corporate social responsibility and innovation.
- **Study Sample:** The study sample was selected using a multistage sampling method, also known as stratified random sampling. The sample was selected to ensure that it was representative of the study population in terms of both quantity and quality. The sample included a purposive sample focused primarily on the head of the Emerging Technologies and Business Models Department, as well as a simple random sample of employees and managers.

Data Collection Tools

The study relied on the following tools to collect the necessary data and information:

1. **Interview:** The study utilized a structured interview tool, with the interview questionnaire designed around key themes representing the study’s objectives and research questions.
2. **Questionnaire:** This was the primary method for collecting information and data. A survey was prepared and designed specifically to test the validity of the study’s hypotheses, in which the study’s variables (independent and dependent) were identified, and the dimensions of each variable were defined in accordance with the nature of the current study.
3. **Measurement Scale:** All statements in these questions were measured using a five-point Likert scale, where the number (1) indicates the highest degree of disagreement with the statement, while the number (5) indicates the highest degree of agreement with the statement, with a neutral rating in the middle (3).
4. **Validity and Reliability of the Instrument:** Face validity (expert validity) was confirmed by presenting the preliminary version of the study instrument to a group of specialized professors, which led to some adjustments in the wording of the questions. The reliability of the instrument was also calculated using Cronbach’s alpha coefficient.
5. **Statistical Methods:** The Statistical Package for the Social Sciences (SPSS) was used, along with methods such as the arithmetic mean, standard deviation, Pearson’s correlation coefficient, and simple and multiple linear regression coefficients.

Data Analysis and Hypothesis Testing

Statistical Methodology, Reliability Testing, and Descriptive Analysis of Innovation

Testing the Stability of the Study Instrument (Reliability)

Before proceeding with the analysis of the respondents’ answers, it was necessary to ensure that the scale used possessed a degree of stability and internal consistency. A reliability test was conducted using Cronbach’s alpha on the first axis of the study, which includes the core questions regarding innovative orientation.

Table 1 below shows the results of this test, with a reliability coefficient of 0.489 for the five core items. This result indicates a preliminary degree of consistency that allows for the initiation of descriptive analysis, bearing in mind that the variation in responses reflects the diversity of perspectives within the study population regarding the mechanisms of innovation at IKEA.

Descriptive Analysis of Study Variables

In this section, we conduct a descriptive analysis of the data to explore how the respondents perceive the reality of innovative entrepreneurship at IKEA. Responses were measured on a five-point Likert scale, where a high score (close to 5) indicates strong agreement, while a low score (close to 1) indicates disagreement.

First: The Dimension of Product Innovation:

Product innovation is considered the cornerstone of IKEA's business model. An analysis of the sample's responses reveals a high level of appreciation for the company's efforts in this area. The statement asking whether the company consistently offers innovative products recorded an arithmetic mean of 71.3, reflecting the respondents' satisfaction with the pace of updates to its product lines.

Creative design was also given great importance, with the arithmetic mean for the company's reliance on creative design reaching 3.74—the highest value in this category—confirming that design excellence is what gives IKEA its leading identity. Furthermore, the results showed that this innovation effectively contributes to enhancing the company's competitiveness with an average of 3.73 and directly leads to increased sales with an average of 3.71.

Table 2 below presents the detailed descriptive statistics for this dimension, including the arithmetic means and standard deviations for each item.

Table 2: Descriptive Statistics for the Product Innovation Dimension (IKEA)

Rank	Standard Deviation	Arithmetic Mean	Item
1	1.02483	3.7436	Does the company rely on creative design in its products?
2	1.10104	3.7308	Does product innovation enhance the company's competitiveness?
3	1.06780	3.7179	Does the company consistently introduce innovative products?
4	1.06780	3.7179	Does product innovation lead to increased sales?
5	1.02068	3.7051	Are products developed based on customer needs?

The results in the table above indicate that IKEA successfully links its innovation to market realities and customer needs, as all arithmetic means exceeded the hypothetical value (3), placing the company in the high-innovation performance zone. The homogeneity of the standard deviations (which range around 1.0) indicates a relative convergence in the researchers' views on these practices, lending greater credibility to the descriptive results obtained.

This concludes the first part of Chapter 5, which covered the introductory aspects and descriptive analysis of product innovation; in the second part, we will move on to the analysis of process innovation and digital transformation.

5/3/1 Second: Descriptive Analysis of Processes, Sustainability, and Job Creation

This section continues the presentation of the results of the descriptive analysis of the field study data, as we move from the study of product innovation to an analysis of internal operational efficiency and digital transformation, and the extent to which IKEA has adopted policies sustainability and environmental innovation, culminating in a description of the reality of direct and indirect job creation. This progression in the analysis reflects how entrepreneurial thinking contributes to improving the structure of operational processes, which ultimately impacts job growth and sustainability both within and outside the organization.

Descriptive Analysis of Operational Innovation and Digital Transformation

Innovation in operational processes and digital transformation are the cornerstones that enable IKEA to increase efficiency and reduce costs while maintaining global quality standards. An analysis of the responses from the sample group, as shown in Table 3, reveals a high degree of consensus regarding the positive role of technology within the company. The statement regarding technology's contribution to improving the quality of work within the company recorded the highest arithmetic mean in this dimension, at 85.3, confirming that technical systems have become an integral part of IKEA's production environment.

The results also showed that process innovation effectively contributes to reducing operating costs, with an average of 3.76, which aligns with the company's philosophy of offering competitively priced products through operational efficiency. Although all arithmetic means in this dimension were high, the statement regarding digital transformation and its role in accelerating task completion recorded a mean of 3.56, indicating that employees would like to see more automation to speed up the pace of daily work. Table 3 shows the statistical details for this dimension.

Table 3: Descriptive Statistics for the Operational Innovation and Digital Transformation Dimension

Rank	Standard deviation	Arithmetic Mean	Statement
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1	1.06569	3.8590	Does technology contribute to improving the quality of work within the company?
2	0.99248	3.7692	Does innovation in processes help reduce costs?
3	0.991 22	3.6538	Does the company use modern technologies in its production processes?
4	1.04868	3.6026	Does rely on digital systems For managing its business?

Descriptive Analysis of the Sustainability and Environmental Innovation Dimension

Sustainability is considered one of the most important dimensions of innovative entrepreneurship in the modern era, as global companies aim to strike a balance between profitability and environmental conservation. At IKEA, the results of the statistical analysis in Table 4 show that the environmental dimension receives significant attention; the item regarding sustainability's contribution to long-term development recorded a high average of 3.85—one of the highest values recorded in the study—reflecting the researchers' belief in the economic and environmental viability of the company's long-term policies.

The role of environmental innovation also emerged as an effective factor in creating new job opportunities, with an average score of 76.3, confirming that green jobs related to recycling and energy efficiency have become part of the company's workforce structure. In addition, the researchers believe that the company's efforts to reduce resource waste enhance its efficiency and public image, as these two statements recorded averages of 3.75 and 3.70, respectively, thereby reinforcing the concept of sustainable innovation as a competitive advantage for the company.

Table 4: Descriptive Statistics for the Sustainability and Environmental Innovation Dimension

Rank	Standard Deviation	's arithmetic mean	The phrase
1	0.94970	3.8590	Does sustainability contribute to achieving long-term development ?
2	0.99248	3.7692	Does environmental innovation contribute to the creation of new jobs?
3	1.03429	3.7564	Does the company seek to reduce waste in resources?
4	1.08243	3.7051	Does promote sustainable innovation and enhance the company's image in the eyes of society?
5	1.1 0760	3.61 54	Does implement environmentally friendly practices ?

Descriptive Analysis of the Job Creation Dimension (Dependent Variable)

Job creation represents the ultimate outcome of IKEA's innovative initiatives. A review of the data in Table 5 shows that innovation plays a decisive role in generating diverse jobs. The item regarding innovation's ability to create indirect jobs achieved the highest mean score in this dimension at 76.3, indicating that IKEA's impact extends to its supply chains and associated logistics services.

Regarding the impact of technology, the results showed that digital transformation has indeed led to the emergence of modern technical jobs, with an average score of 3.74, reflecting the company's transition toward a digital economy that requires advanced programming and technical skills. The statement asking about the role of innovation in long-term job sustainability also recorded an average of 3.75, suggesting that continuous innovation protects the company from stagnation and ensures the retention of its employees. It is worth noting that all items scored above the default mean, confirming the success of the innovation model in supporting career growth.

Table 5: Descriptive Statistics for the Job Creation Dimension

Ranking	Standard Deviation	Arithmetic Mean	Phrase
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1	1.00548	3.7692	Does innovation contribute to the creation of indirect jobs?
2	1.09528	3.7564	Does innovation help ensure long-term job sustainability?
3	0.91 787	3.7436	Has digital transformation led to the emergence of new tech jobs?
4	1.03743	3.5897	Does the expansion of the company's activities lead to the creation of new jobs?
5	1.1 5823	3.551 3	Does innovation lead to increased job opportunities within the company?

With this detailed presentation of arithmetic means and standard deviations, we have completed our description of the reality of the innovation dimensions and their relationship to employment at IKEA. It is clear that the company succeeds in transforming operational and environmental innovation into drivers of career growth. In Part III, we will move on to analyzing correlation relationships and statistically testing the hypotheses.

5/3/3 Third: Analysis of Correlation and Regression Relationships

This section moves from the descriptive analysis of the study's variables to the inferential analysis stage, where we examine the strength and direction of the relationships between the dimensions of innovative entrepreneurship (products, processes, sustainability) and the dependent variable—job creation at IKEA. This analysis aims to identify which dimensions have the greatest impact on driving employment and to what extent the innovative model adopted by the company can explain changes in its labor market.

Correlation Analysis (Pearson's Correlation Coefficient)

Pearson's correlation coefficient was used to determine the strength of the relationship between the independent and dependent variables. The correlation matrix shown in Table 6 reveals the presence of statistically significant positive direct correlations at a significance level of 0.01 among most dimensions, providing preliminary evidence supporting the study's hypotheses.

The results in the table show that the strongest positive correlation with the dependent variable (job creation) was found for the sustainability dimension, with a value of 0.567—a strong correlation indicating that IKEA's focus on the circular economy and environmental innovation is the factor most closely linked to job creation. The operations dimension ranked second with a correlation of 0.546, confirming that the development of digital systems and operational processes directly contributes to expanding the employment base. The products dimension, however, recorded a relatively weak positive correlation of 0.192, suggesting that product innovation alone may not be sufficient to create jobs without being coupled with process development and sustainability.

Table 6: Pearson Correlation Matrix Showing the Strength of the Relationship Between the Dimensions of Innovation and Job Creation

Variables	Product Innovation	Process Innovation	Sustainable Innovation	Job Creation
Product Innovation	1	0.230	0.323	0.1 92
Process Innovation	0.230	1	0.508	0.546
Sustainable Innovation	0.323	0.508	1	0.567
Job Creation	0.1 92	0.546	0.567	1

Multiple Linear Regression Analysis (Testing the Overall Model)

To measure the actual impact of all innovation dimensions on job creation, a multiple linear regression analysis was conducted. Table 7 illustrates the model's overall ability to predict the dependent variable, with a coefficient of determination of 0.412. This means that the dimensions of innovative entrepreneurship collectively explain 2.41% of the variance in job creation within IKEA, a significant proportion in social and managerial studies, as it reflects that organizational innovation is a fundamental pillar of employment strategies.

The results of the analysis of variance (ANOVA) accompanying the regression indicate the significance of the model as a whole, with a calculated F-value of 264.17 at a significance level of 0.000, which is less than 0.05, thus supporting the study's main hypothesis that innovative entrepreneurship has a statistically significant effect on job creation.

Table 7: Summary of the Results of the Multiple Linear Regression Analysis of the Effect of Innovation on Employment

Model	's R ²	R ²	Coefficient of Determination	Calculated F-value	Significance Level
1	0.642	0.412	0.388	17.264	0.000

Analysis of Model Coefficients (Individual Effects of Each Dimension)

Upon examining the effect of each dimension individually within the regression model, as shown in Table 8, we find variation in the strength of the effect:

- Sustainable Innovation: This emerged as the most influential dimension, with a beta coefficient of 0.395 and a significance level of 0.000, indicating that every increase in IKEA's sustainability initiatives is accompanied by a substantial increase in available job opportunities, particularly those related to the environment and social responsibility.
- Operational Innovation: This ranked second with an effect size of 0.350 and a significance level of 0.001, demonstrating that investment in emerging technologies and supply chain development creates new job roles requiring advanced technical and managerial skills.
- Product innovation: showed statistically non-significant results when included in the multiple model (with a coefficient of -0.016 and a p-value of 0.866), suggesting that the impact of product innovation at IKEA often flows through the operations or sustainability channels to translate into new jobs, or that the company has reached a stage of product maturity where hiring is linked to how the product is produced rather than solely to the nature of the product itself.

Table 8: Regression Coefficients and Probability Values for Independent Variables

Independent Variables	B	Standardized error	Beta	T-value	Significance Level
Constant	0.861	0.484	-	1.778	0.079
Innovation in Products	-0.018	0.108	-0.016	-0.169	0.866
Operational Innovation	0.366	1.09	0.350	3.369	0.001
Sustainable Innovation	0.411	0.111	0.395	3.695	0.000

Based on these results, we conclude that IKEA's strategy for job creation relies primarily on the integration of digital transformation in operations with sustainability-oriented innovation, which enables the company to achieve qualitative job growth in line with the requirements of the green economy and artificial intelligence. We have now completed the inferential analysis and hypothesis testing, and in the next and final section, we will summarize the results and present the study's final recommendations.

Discussion of the Explanatory Power of the Study Model

The multiple regression analysis showed that the model consisting of (product innovation, process innovation, and sustainability) explains 41.2% of the variance in job creation. This percentage indicates that institutional innovation at IKEA is not merely a slogan, but a genuine driver of growth. However, the fact that 58.8% is attributable to other factors outside the model (such as direct geographic expansion or macroeconomic policies) suggests that job creation is a complex process influenced by the broader business environment and not solely by internal innovative capabilities.

The Superiority of Sustainability and Operations in Job Creation

The results revealed that sustainable innovation is the primary driver of employment (with a correlation coefficient of 0.567 and a significant effect of 0.395), followed by process innovation. This can be explained by the fact that IKEA is undergoing a transformation toward

the circular economy—a shift that requires the creation of new, previously nonexistent job roles, such as materials recycling experts, designers of reusable products, and green supply chain technicians.

As for operational innovation, the results showed that technology (which scored a high average of 3.85) did not lead to job eliminations, as is commonly posited in some theories; rather, in IKEA's case, it led to the emergence of modern technical jobs (with an average of 3.74). This means that automation and digital transformation within the company contribute to reshaping the job structure rather than reducing it.

Summary of the Results of the Hypothesis Testing

Based on the SPSS output and statistical indicators (t-test and F-test), Table 9 shows the final status of the study's hypotheses:

Table 9: Summary of the Results of the Hypothesis Testing (IKEA Case Study)

Result	(Sig)	Hypothesis Statement	Hypothesis
is partially/weakly accepted	0.866	There is a statistically significant effect of product innovation	First Hypothesis

		on job creation	
Accepted	0.001	There is a statistically significant effect of process innovation () on job creation	Second hypothesis
Strongly accepted	0.000	There is a statistically significant effect of sustainable innovation on job creation	Third Hypothesis
Accepted	0.000	There is a statistically significant effect of innovative entrepreneurship as a whole on job creation	Main Hypothesis

The table above shows that all dimensions contributed positively to the overall model, but the most significant impact came from operations and sustainability, while the impact of product innovation alone remained weak. This suggests that employment at IKEA is more closely linked to how services are delivered and sustained than to product design itself.

Key Findings from the Fieldwork

This chapter has led to several important practical conclusions:

- **Digital and Job-Related Linkage:** Digital transformation at IKEA is a creator of opportunities, as the statement regarding the emergence of technical jobs as a result of digital transformation recorded a high average score (74.3), confirming the company's success in aligning technology with its workforce.
- **Indirect Jobs:** Innovation at IKEA has proven its ability to have an impact beyond the company's boundaries, as the statement regarding the creation of indirect jobs received an average score of 3.76, indicating that IKEA's innovations drive the labor market in the transportation, supply, and installation sectors.
- **Cost Efficiency and Growth:** The correlation between cost reduction (average 3.76) and job creation suggests that resource-saving innovation provides the company with a financial surplus that allows it to expand and open new branches, thereby employing more people.

Conclusions

This conclusion summarizes the findings that addressed the study's research questions. The research examined the role of innovative **entrepreneurship** as a fundamental pillar in addressing contemporary challenges and creating sustainable job opportunities. The study concluded that innovation is no longer a secondary option but rather a means of finding new solutions to the challenges faced by individuals and an essential tool for a company's survival and economic growth.

Field results (using IKEA as a case study) that adopting the dimensions of innovative entrepreneurship—particularly sustainable and operational innovation—leads to a radical change and transformation in the way organizations are managed, contributing to their shift from strategies of stagnation and inaction in the face of problems to strategies of capacity-building and competitive excellence. The study also confirmed that digital transformation and operational innovation have not reduced the number of jobs but have instead helped create new, specialized roles that require advanced skills and align with the needs of the contemporary labor market.

In conclusion, the study indicates that fostering an entrepreneurial spirit helps move away from a culture of reliance on traditional jobs, transforming work into a source of passion and creativity—which in turn supports the sustainable development of society as a whole.

Success in achieving these objectives and attaining the highest levels of professional excellence requires concerted efforts, the harnessing of potential, and the overcoming of challenges in line with national and future strategic visions.

Through statistical analysis and theoretical discussion, a set of key conclusions has been reached:

- **The Centrality of Innovation:** Innovation is one of the fundamental pillars of the knowledge economy; it is the ability to develop a new idea and transform it into something useful upon which to build.
- **IKEA's Innovation Performance:** The results showed that IKEA embraces innovation to a high degree; technology scored the highest mean value (85.3) in improving work quality and sustainability in achieving long-term development.
- **The Relationship Between Innovation and Employment:** The study demonstrated a statistically significant correlation between dimensions of innovation and job creation. The results confirmed that organizational innovation explains 2.41% of the variation in the dependent variable (jobs).
- **The Importance of Sustainability:** The results showed that sustainability is the most influential variable in job creation, with an impact coefficient of (395.0), confirming that environmental innovation contributes to the creation of new jobs.
- **Digital Transformation and Jobs:** The study demonstrated that digital transformation has led to the emergence of modern technical jobs with an average score of (74.3), and that modern technologies are the main driver of the transformation strategy.

Recommendations

Based on the findings, the study recommends the following:

1. **Supporting Talent and Personnel:** It is essential to focus on talent management by identifying talented individuals, working to attract and recruit them, managing their performance, fostering their growth and development, and retaining them.
2. **Specialized training:** Offer specialized training programs in the field of innovation to stimulate creativity and innovation, and train staff on the use and application of modern technology tools.
3. **Developing technical infrastructure:** Providing digital infrastructure (equipment, materials, internet, and data) that is appropriate and suitable for the organizations, and allocating a sufficient budget to enable them to carry out their research plans.
4. **Promoting a Culture of Entrepreneurship:** Organizing various educational events to raise community awareness of the importance of entrepreneurship, encouraging young people to become entrepreneurs, and streamlining the procedures for establishing and financing small and medium-sized enterprises.
5. **Legal protection:** Focusing on enacting laws that guarantee intellectual property rights when implementing entrepreneurial ideas.

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