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THE IMPACT OF ENTREPRENEURSHIP ON IMPROVING HAJJ SERVICES AN APPLIED STUDY ON THE COMPANY OF PILGRIMS OF SOUTHEAST ASIAN COUNTRIES

Adnan Khamis Joma Khan

PhD. Entrepreneurship and Innovation, Makkah Chamber of Commerce. Email: adnan.kjk@gmail.com

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Corresponding Author: Adnan Khamis Joma Khan
(adnan.kjk@gmail.com)

ABSTRACT

The study aimed at identifying the reality of entrepreneurship with its axes (creativity, risk tolerance, proactive measures, originality, fluency, and personal abilities) from the point of view of the employees of the Southeast Asian Pilgrims Company, and to reveal the level of Hajj services from the point of view of the employees of the Southeast Asian Pilgrims Company, and to determine the nature of the relationship between entrepreneurship and the improvement of Hajj services from the perspective of the employees of the Southeast Asian Pilgrims Company. To achieve the objectives of the study, the descriptive-analytical method was relied upon, and the questionnaire was used as the main tool to obtain data, and the study population consisted of (40) employees; (31) questionnaires were returned and valid for analysis (77.5%) male and female employees from the Mutawafi Hajjaj Company of Southeast Asian countries, and the study reached a set of results, the most important of which are: The approval of the study sample members came in the areas of (creativity, risk tolerance, proactive measures, originality, fluency, and personal abilities) in the reality of entrepreneurship From the point of view of the employees of the Southeast Asian Pilgrims Company to a very large extent, the approval of the study sample members on the level of Hajj services came from the point of view of the employees of the Southeast Asian Pilgrims Company to a very large extent, there is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between entrepreneurship and the improvement of Hajj services in the Southeast Asian Pilgrims Company.

1. INTRODUCTION

New technological advances in the mid-nineties of the last century participated in the emergence of qualitative leaps and a real revolution in the business world resulting from the increase and development of various communication tools and methods, which caused the expansion of the atmosphere surrounding the external environment, which played an important and enormous role and an important impact in particular on the activity of business environments, and in this regard made organizations think of adopting pioneering methods to protect and preserve their status, so the entrepreneurship strategy is the most important factor that contributes to achieving excellence in the presence of a distinguished environment. With the growth, modernity and continuous development of the services it provides in order to adapt to and engage with the current environment and interact with it.

Entrepreneurship is also the process of creating new things of value, allocating the necessary money, time and effort needed to complete projects, take the risks associated with them, and reap the resulting returns, as it is a vital and dynamic process to ensure the accumulation of wealth to provide value addition to some services that are likely to be unique and new, as entrepreneurship is nothing but the activities and services that depend on providing the training of professionals in a scientific way in various fields through projects that are characterized by sustainability and innovation to find solutions. Entrepreneurship is also characterized by a permanence and continuity character, as well as a competitive advantage, as these innovations and innovations can translate into improving the quality of services, refining the quality of services and providing them in new managerial, practical and technological ways.

In order to achieve this goal, organizations must continue to improve and upgrade services on the basis of approval of successful programs and plans, and to diversify and develop these services to meet the needs of the target group, on the other hand, these organizations focus on measuring and determining the level of services with the aim of identifying the points of intensity and weakness in the services and programs provided. Improving services is a fulcrum that no public organization overlooks, especially as it works to control its entrepreneurial performance.

Linking the relationship between entrepreneurship and improving services is an indispensable necessity when implementing

services, and continuous improvement and the commitment of senior management to the quality of service delivery, and finally, achieving the improvement of services, nowadays has become a basic and major entry point in the world of entrepreneurship in different public organizations, so knowing the extent of awareness of the standards of improving quality services and applying it in a vital government sector is considered one of the most important and contacting sectors with citizens, namely the Ministry of Hajj and Umrah.

The Ministry of Hajj and Umrah was established in 1381 AH as a government entity, as it is the body that is in charge of serving customers, who are the guests of the Rahman, and upgrading the services provided to them from their arrival until their return, to provide hospitality for them within religious standards, and for the uniqueness of the Kingdom of Saudi Arabia in this service, the Ministry of Hajj and Umrah has taken an important role through the program of serving the guests of the Rahman.

Hence, it is important to highlight the study of the impact of entrepreneurship on improving services and the entrepreneurship system in improving Hajj services as an applied study on the company of pilgrims from Southeast Asian countries, to try to identify and learn about their reality, and to try to improve and change for the better through the results of the study.

Study Problem

The researcher noted that there is a low level of Hajj and Umrah services, which are not at the required level, which meets the pilgrims of the Holy House of God, and this may be due to the lack of entrepreneurs in their role. Accordingly, the research problem can be formulated in the following main question:

"What is the impact of entrepreneurship on improving services in the Southeast Asian Pilgrims Company?"

It subsidizes the following sub-questions:

1. What is the impact of creativity on improving Hajj services at the Southeast Asian Pilgrims Company?
2. What is the extent of risk tolerance in improving the Hajj services at the Southeast Asian Pilgrims Company?
3. What is the impact of proactive measures on improving Hajj services at the Southeast Asian Pilgrims Company?
4. What is the impact of originality on improving the Hajj services at the Southeast Asian Pilgrims Company?

5. What is the impact of fluency on improving Hajj services at the Southeast Asian Pilgrims Company?
6. What is the impact of personal abilities on improving Hajj services at the Southeast Asian Pilgrims Company?

The importance of the study

The importance of the study can be explained in the following:

First: Practical Importance

1. The study seeks to highlight the reality of entrepreneurship and its role in promoting, developing, and improving the level of services provided in the Southeast Asian Pilgrims Company.
2. The importance of the study stems from its contribution to bridging a research gap in the previous literature, especially considering the limited studies that dealt with the relationship between the variables of this study in an integrated manner.
3. The study focuses on linking two pivotal topics in administrative sciences, namely entrepreneurship and service improvement, as they are increasingly important in the current era, especially in public sector institutions.
4. This study comes in response to the paucity of research that dealt with the application of entrepreneurship and its impact on improving Hajj services within the Pilgrims of Southeast Asian Countries Company, within the researcher's knowledge.

Second: Scientific Importance

1. The study seeks to analyze the actual reality of service organizations and their role in developing and improving the level of services they provide.
2. The results of the study are expected to contribute to supporting the efforts to improve the services provided by the Ministry of Hajj and Umrah in general, and the Southeast Asian Pilgrims Company in particular.
3. The study represents a scientific addition that enriches the knowledge and research aspect, and contributes to supporting Arabic literature in general and Saudi literature in particular, in a way that enhances the scientific structure in this field.
4. The findings may help support decision-makers by providing scientific indicators that help them make more effective and accurate decisions.
5. The study opens the door for further research and future studies on related topics.

Objectives of the study

The objectives of the study that the research seeks to achieve can be defined as follows:

1. Knowing the impact of creativity on improving Hajj services at the Southeast Asian Pilgrims Company.
2. Knowing the relationship between risk tolerance and improving Hajj services at the Southeast Asian Pilgrims Company.
3. Knowing the impact of proactive measures on improving Hajj services at the Southeast Asian Pilgrims Company.
4. Knowing the relationship between originality and improving Hajj services at the Southeast Asian Pilgrims Company.
5. Clarifying the relationship between fluency and improving Hajj services at the Southeast Asian Pilgrims Company.
6. Knowing the impact of personal abilities on improving Hajj services at the Southeast Asian Pilgrims Company.

Study hypotheses

This research seeks to test the validity of the following hypotheses:

- a) **Main hypothesis:** There is no statistically significant relationship between entrepreneurship and the improvement of the services of the Southeast Asian Pilgrims Company.
- b) **This main hypothesis is divided into the following sub-hypotheses:**
 1. There is no statistically significant relationship between creativity and improvement of Hajj services in the Southeast Asian Pilgrims Company.
 2. There is no statistically significant relationship between risk tolerance and improvement of Hajj services in the Southeast Asian Pilgrims Company.
 3. There is no statistically significant relationship between proactive measures and the improvement of Hajj services in the Southeast Asian Pilgrims Company.
 4. There is no statistically significant relationship between originality and the improvement of Hajj services in the company of the pilgrims of Southeast Asian countries.
 5. There is no statistically significant relationship between fluency and improvement of Hajj services in the Southeast Asian Pilgrims Company.
 6. There is no statistically significant relationship between personal abilities and the improvement of Hajj services in the Southeast Asian Pilgrims Company.

Limitations of the study

- 1- Objective limitations: This study was limited to entrepreneurship and the services of the Southeast Asian Pilgrims Company.
- 2- Spatial limitations: The study was limited to the Southeast Asian Pilgrims Company.
- 3- Temporal limits: The study was applied in the time period (2013-2023).
- 4- Human Limits: This study focused on collecting data related to them through the employees of the Southeast Asian Pilgrims Company.

Theoretical Framework

The Concept of Entrepreneurship

Entrepreneurship is "the process of creating a new organization and organizations, and developing an existing one, specifically the creation of a new business or businesses, or responding to new opportunities in general" (Al-Kharboutly, 2018, p. 5), and it is clear from this definition that entrepreneurship is carried out through an activity that focuses on the creation of a new business project, which offers added economic efficiency, through the management of resources with outstanding efficiency and competence to provide something new, or the creation of a new economic and administrative activity characterized by creativity and risk.

Al-Najjar (2020, p. 13) explained that entrepreneurship is: "the process of designing, establishing, and managing a new business project that scales between the different forms of small to medium-sized projects depending on certain skills."

Characteristics of Entrepreneurship:

Recent years have witnessed an increasing interest in entrepreneurship as a result of technological progress and the spread of globalization, and the accompanying trend towards enhancing the role of the private sector in supporting the national economy. This has led to clear changes in the business environment and competition at the local and international levels, highlighting the importance of the characteristics that characterize this field, which are as follows (Al-Hamali, 2017, p. 26):

1. Initiative and Decision Making: The entrepreneur's ability to formulate and implement goals efficiently, solve problems, and make strategic decisions, whether entering new markets or adopting strategic alliances.
2. Exploiting opportunities: The ability to discover the right opportunities in light of the constantly

changing needs of customers, and make the appropriate decisions to invest these opportunities efficiently.

3. Vision and Future Planning: Having a long-term vision that enables the entrepreneur to predict the future and turn ideas into reality, while relying on scientific knowledge, systematic planning, and formulating goals on rational foundations.
 4. Innovation and creativity: The ability to turn new ideas into value-added products or services, and achieve a sustainable competitive advantage that distinguishes entrepreneurial projects from traditional ones.
 5. Risk tolerance: Willingness to face the high risks associated with entrepreneurial ventures, keeping in mind that risk is an essential part of achieving growth and wealth.
 6. Independence and Dynamism: Entrepreneurship is a self-paced process that begins with the individual's own volition and is characterized by dynamism and constant change, with the ability to adapt to different circumstances and achieve the required change.
 7. Strategic Outcomes and Impact: Entrepreneurship focuses on achieving tangible results such as profits, improving productivity, developing resources, and enhancing the role of enterprises in society, with a high sensitivity to the surrounding economic and social variables
- It is clear that entrepreneurship activity is based on a set of characteristics, and these characteristics contribute to employing the energies of community members and enabling them to present industrial and commercial ideas and innovations that enhance the economy and support development, as entrepreneurial projects are characterized by continuous innovation that enables them to compete, survive, and allow the spread of new ideas.

Entrepreneurship Objectives:

Entrepreneurial behavior is characterized by its ability to exploit opportunities directed towards creativity, and organizations seek to achieve leadership to enhance their competitiveness through innovative products and services. The importance of entrepreneurship is not limited to the organization, but extends to the macroeconomy, as it is based on transforming available opportunities into businesses of material, social, or cultural value through innovation and risk-taking (Moussa, 2021), and entrepreneurship seeks to achieve a set of goals in the work environment. These objectives can be explained as follows (Fakihi and Al-Ababneh, 2022):

1. Creating new markets by capitalizing on opportunities and turning needs into effective demand, distinguishing entrepreneurs from traditional entrepreneurs.
2. Discover and develop new sources of resources that contribute to cost reduction, efficiency, and return.
3. Providing innovative technology, products, and services that enhance competitiveness and achieve new gains.
4. Creating new jobs by stimulating the private sector and accelerating economic growth.
5. Mobilize resources and capital to create new projects or expand existing ones.
6. Changing the societal culture towards self-employment, reducing unemployment, developing the skills of individuals, and promoting the values of independence and initiative.
7. Consolidating the mentality of innovation and initiative, enabling youth to participate effectively in the labor market, and supporting project owners.

Dimensions of Entrepreneurship:

The most prominent dimensions of entrepreneurship are the willingness to take risks as a basic characteristic of the entrepreneur, in addition to the self-confidence that enables him to face challenges and achieve success, in addition to the high motivation and enthusiasm for work, as the entrepreneur is characterized by the spirit of initiative and insistence on completing difficult tasks, which enhances his ability to excel and compete (Leon, 2017), and through this, the different dimensions of entrepreneurship can be explained as follows (Al-Hajaria, 2022; Ortakarpuz, Alagöz, 2017)

1. Empowerment: Aligning the competencies and skills of individuals with an appropriate level of freedom and responsibility, enhancing their decision-making ability and tolerance for its consequences.
2. Competitiveness: An entrepreneurial approach towards strong competition in the market, striving for excellence and dominance by improving performance and enhancing market positioning.
3. Opportunity Search: Always anticipate and invest in new opportunities effectively to increase market share, growth, and profitability.
4. Innovation: Turning new ideas into practical applications in developed products, services, or processes that achieve added value.
5. Perseverance and desire to succeed: Be persistent and courageous in the face of challenges and risks, and take proactive and deliberate steps to achieve goals.
6. Self-confidence: Belief in personal abilities to manage challenges and solve problems, which enhances the likelihood of success in entrepreneurial activities.
7. Culture, Leadership, and Entrepreneurial Mind: Adopting an organizational value system that supports initiative and risk-taking, with leadership capable of strategic thinking and foresight of the future, and a flexible and creative mind that discovers opportunities and turns them into tangible achievements.

Entrepreneur Specifications:

Al-Yazidi's study (2022) explained that the success of an entrepreneur requires the availability of a set of essential attributes, most notably having an ambitious goal that pushes him to build a distinguished project, a clear and innovative vision that provides new value to the market, with a flexible vision of how to achieve this vision and its scalability. He also needs high self-confidence and strong enthusiasm to achieve his goals, in addition to developing a practical strategy to turn his ideas into reality and implement them with determination, determination, and an entrepreneurial spirit that leads him towards success, and these qualities can be explained as follows (Thanh, L., Hau, 2020, Sanchez, 2018, Moussa, 2021, Abu Samra, 2017, and Al-Nashmi, 2017):

1. Creativity and Excellence: The ability to innovate new solutions and ideas and develop products, services, or business methods that add real value and achieve a competitive advantage in the market.
1. Entrepreneurial Competence: Believing in one's own abilities to accomplish entrepreneurial tasks efficiently, exert a high effort and continue to face challenges until achieving success.
2. Independence and Responsibility: Making decisions with confidence and acting independently while bearing the consequences of decisions, whether they are profit or loss.
3. Calculated risk bias: A willingness to tolerate uncertainty and uncertainty and make bold decisions based on a conscious appreciation of expected risks and returns.
4. Need for Achievement: Constantly striving for excellence and achieving goals, persevering in overcoming obstacles while planning for the future and investing time effectively.

5. **Autonomy:** The ability to control the factors and analyze situations consciously, and manage the pressures and challenges associated with initiating and managing a project.
6. **Self-confidence:** Having a strong will and conviction of intellectual and managerial abilities, with the ability to lead and gain the trust and persuasion of others.

The concept of Hajj services:

Hajj services are defined as: "a set of specifications and characteristics that the service provided enjoys so that it is able to achieve the needs and desires of pilgrims, and its quality level is judged by the extent to which it is compatible with their expectations, and the service provided is distinguished by adherence to the standards that have been adopted so that it is achievable and free of any defects or shortcomings that may negatively affect the satisfaction of pilgrims" (Ashour, 2022).

The Ministry of Hajj and Umrah is interested in providing more services and offering opportunities for entrepreneurs, in coordination with government and private entities to facilitate the procedures of performing rituals, controlling and legalizing the Hajj service, through the development of systems, employing technology, raising the efficiency of workers in the service of pilgrims, and completing infrastructures, with the aim of providing religious hospitality with international standards, which helps improve the Hajj service, and this illustrates the importance of the services provided in Hajj as follows (Pilgrims Service Program, 2021; Ashour 2022):

1. **Enriching the Spiritual Experience:** Working to provide a distinguished faith experience for the pilgrims, reflecting the historical and religious status of the Kingdom and in line with the goals of the vision in the service of pilgrims and Umrah pilgrims.
2. **Development of Historical and Cultural Sites:** Rehabilitation and improvement of Islamic sites in Makkah and Madinah, and making them possible to visit them in a way that enhances the connection of the pilgrims to the Islamic and historical heritage.
3. **Raising the quality of services:** Providing integrated and high-quality services during all stages of the pilgrim's journey, while measuring their level of satisfaction and improving procedures to ensure an easy and distinguished experience.
4. **Achieving the satisfaction and dignity of the pilgrim:** Upgrading services to meet the needs of pilgrims from their arrival until their departure, in

a way that achieves comfort and reassurance and matches their expectations with the reality of the actual experience.

5. **Promoting innovation and community participation:** Engaging entrepreneurs and the innovation community in providing technical solutions and entrepreneurial projects that contribute to the development of Hajj and Umrah services and raise the level of satisfaction of pilgrims.

Steps to improve Hajj services

All organizations seek continuous improvement and development in all fields and at various levels, as continuous improvement in performance is the goal that these organizations seek, and in order to be able to do so, it is necessary to move towards the application of a set of steps that contribute to the continuous improvement of the quality of the organization's services, and among the most important steps adopted in achieving continuous improvement of Hajj services are the following:

First: Integrated planning for Hajj services:

Integrated planning to improve Hajj services focuses on setting clear and flexible goals in line with the Kingdom's Vision 2030, while developing gradual strategies to increase the uptake of facilities and services, activating the role of performance measurement, research and simulation institutions, improving operations and economies, expanding digital platforms, developing Hajj airports and facilitation initiatives, in addition to raising the efficiency of workers through training, field and administrative skills, and based decisions on research and scientific studies. This planning aims to provide high-quality services to the pilgrims, with the ability to adapt to future changes and make the most of resources and facilities (Initiatives of the Custodian of the Two Holy Mosques Institute for Hajj and Umrah Research, 1440 AH; Kamel, 2023).

Second: Providing Tawafa Services with Quality and Efficiency:

The Tawafa institutions assume a comprehensive responsibility to ensure an easy Hajj experience for the pilgrims, including receiving them and assisting them in the entry procedures, receiving their passports and handing over identification cards, providing housing, food, water and means of transportation, in addition to electricity, communications, guidance and hygiene services, caring for the sick and deceased, and coordinating with Hajj missions. While adhering to safety inside

the residences. The success of these institutions depends on achieving the following basic criteria: objectivity in continuous measurement and review, independence from political and economic pressures, transparency and equal access to information, disclosure of evaluation methods and services, availability of adequate material and human resources, and credibility through independent evaluations and procedures that protect the confidentiality of information, to ensure the provision of high-quality services to pilgrims (Al-Sharif, 2009; Al-Raisi, 2021).

Third: Developing the health procedures and efforts taken to serve the pilgrims:

The Hajj season is one of the largest human gatherings in the world, as millions of pilgrims of different nationalities gather simultaneously, making the place vulnerable to the spread of epidemics and infectious diseases. To face these risks, the Kingdom adopts an integrated health plan that includes preventive and therapeutic measures, in coordination between the Ministry of Hajj, the concerned authorities, and the Tawafa institutions. The plan includes: First, the pre-arrival stage of pilgrims, where communication is made with governments and Hajj missions, and ensuring that health requirements such as vaccinations and vaccines are met in accordance with the instructions of the Ministry of Health and the Organization Global Health Organization. Second, the post-arrival phase, which includes following up on the health status of pilgrims in the dormitories and camps, transporting patients to hospitals, ensuring that workers are free of diseases, and supervising nutrition meals and a healthy environment. Third, assign emergency and operations field teams to monitor the implementation of safety and prevention measures to ensure a safe and healthy Hajj experience for pilgrims (Badisi, 2015).

Fourth: Evaluation of the services provided in the Hajj programs:

Evaluating the services provided in Hajj programs is an important step to improve the quality of services, and it is represented in the evaluation of performance on an ongoing basis to ensure compliance with the requirements and rules of the work, which motivates employees to make an extra effort and raise their performance rates. Objective evaluation also contributes to improving labor relations, as service providers feel that their efforts are appreciated and that the goal of the evaluation is to improve their performance and not just to monitor

errors, which enhances job satisfaction and cooperation with the Ministry of Hajj. Hence, incentive policies become necessary to motivate companies. Organizations are on the cusp of delivering the best possible performance, as incentives address poor motivation and improve productivity at the enterprise and community level as a whole (Rawas, 2022).

Southeast Asian Pilgrims Company

The company seeks to promote entrepreneurship through the development of services, the effective use of resources, and the development of the capabilities of employees, with a focus on innovation and creativity to ensure the stability of the organization and contribute to the growth of society, the company works to achieve entrepreneurship through the following (website of the Southeast Asian Pilgrims Company, 2023):

1. Respond to environmental variables to keep operations stable.
2. Improving the company's services for the benefit of the company and pilgrims.
3. Develop the intellectual and mental abilities of employees by providing opportunities to test their abilities.
4. Exploiting financial resources using practical methods that keep pace with modern developments.
5. Balance development programs with available resources by utilizing human capacities and continuously updating labor systems.
6. Consider entrepreneurship as a key element for development and ensure survival and competition in light of global competition and rapid change.
7. Enhance organizational stability by improving working methods, saving time and effort, and solving problems effectively.
8. Developing the intellectual and professional abilities, belonging, and morale of employees, and increasing opportunities for entrepreneurship growth and community development.
9. Focus on creativity, innovation, and access to information and knowledge quickly and at a low cost, going beyond routine tasks.

2. PREVIOUS STUDIES

1. Studies on entrepreneurship:

Abbas's (2022) study: This study aimed to identify the relationship between internal entrepreneurship in its dimensions (creating new business projects, creativity, self-renewal, initiative) and small projects in Faisal Islamic Bank of Sudan. The study adopted

the descriptive-analytical approach, and used the questionnaire as a tool to collect data from all employees of the bank, the results showed that the level of availability of new business projects came with a high degree of approval, and the degree of availability of creativity was high.

The study of Al-Shal et al. (2022) aimed to find out the impact of entrepreneurship, including innovation, innovation, and the establishment of new businesses, on the innovative performance of small and medium enterprises in Egypt. The descriptive-analytical approach was used and data were collected through a questionnaire of 285 workers in small and medium enterprises registered with the Industrial Development Authority. The results showed that the dimensions of entrepreneurship are available to a great extent, and innovation in processes or technology is the most supportive, and it was also shown that all dimensions of entrepreneurship have a positive and significant impact on innovative performance.

Allam (2022) study The study aimed to find out the impact of spreading the culture of entrepreneurship on the development of entrepreneurial motivation among youth in Aswan Governorate, including variables of increasing knowledge, acquiring skills, facilitating administrative procedures and overcoming obstacles. The descriptive-analytical method was used and data were collected through a questionnaire of 384 young people between the ages of 18 and 35. The results showed that spreading the culture of entrepreneurship has a positive impact on the entrepreneurial motivation of young people, with a lack of seminars, workshops, and training on planning and thinking Creative by the Enterprise Development Authority in the governorate.

Bode's (2022) study aimed to uncover the impact of entrepreneurship development on job creation in rural areas of Kebbi State, Nigeria, using a descriptive research method. Data were collected from a sample of 357 participants from the study population of 4122 rural people in 18 local government areas, using the questionnaire. The results showed that entrepreneurship development is an important source of job generation and that it has contributed significantly to facilitating job creation among rural people.

The study of Yashar and Salem (2021) aimed to identify the impact of the entrepreneurship strategy in its dimensions (entrepreneurial culture, entrepreneurial leadership, entrepreneurial thinking, entrepreneurial creativity) on the performance of human resources at the Faculty of Specific Education,

using the descriptive-analytical method. The data were collected through a questionnaire of 200 students in the fourth year of the Home Economics Division. The results showed that increasing interest in the dimensions of entrepreneurship strategy leads to an improvement in the performance of human resources, and the correlation coefficient showed that there is a strong positive relationship between the two variables, which Emphasizes the impact of an entrepreneurial strategy on performance.

The study of Abdissa & Ayalew & Dunay (2021) aimed to reveal the impact of the dimensions of entrepreneurship on the performance of SMEs in the city of Huleta, using a descriptive research method, with data collected from 173 participants through the questionnaire. The results showed that all dimensions of entrepreneurship (innovation and creativity, proactiveness, and risk tolerance) are positively and statistically significantly related to the performance of these companies, while emphasizing the need to create a supportive work environment to promote the culture of entrepreneurship within companies.

2. Studies that dealt with the variable of service improvement:

Abu Al-Jubeen's (2022) study aimed to find out the reality of e-human resources management at Al-Quds Open University and its impact on improving the level of services provided, using the descriptive-analytical method. The study sample included all 53 department managers and administrative staff participants, and data were collected through a questionnaire and personal interviews. The results showed that the human resources department achieved a high degree of approval by 79.4%, and the quality of services by 80.6%, with a strong and statistically significant correlation between Human resources management and the quality of services provided.

Ibrahim's (2022) study aimed to identify the theoretical foundations to improve the quality of administrative student services in university education, diagnose the reality of the quality of these services in the distinguished programs at the Faculty of Education, Benha University, and propose measures to improve them using the actual performance model. The study adopted the descriptive method and collected data through a questionnaire on a sample of 320 students. The results showed that administrative student services need to be developed, especially with regard to developing the competencies of administrators, improving infrastructure, and providing Diverse

services that meet the needs of students, with a focus on functional and technical quality to enhance students' awareness of the level of services.

The study (2022) aimed to reveal the impact of the use of artificial intelligence on improving the quality of consulting services provided by external auditors to their clients from business organizations. The study adopted an inductive and inferential approach, and collected data using a questionnaire from a sample of 155 clients. The results showed that there are significant differences between the participants' opinions about the functions and objectives of artificial intelligence, and a statistically significant relationship between its use and the quality of the implementation of consulting services, in addition to a substantial effect of artificial intelligence on improving the quality of consulting services. These services.

The study of Buntaine & Hunnicott & Komakech (2021) aimed to identify technologies that enable citizens to participate in the co-production of public services by providing feedback. A field experiment involving 50 citizen correspondents was carried out in 100 neighborhoods of the city of Kampala, Uganda, where they submitted weekly reports to the municipality via the SMS messaging platform, totaling 23,856 reports over 9 months. The results showed that citizen sharing of information through ICTs has a positive impact on improving public services by aligning the data provided by citizens with the needs and problems of managers.

Bhuiyan's (2021) study aimed to find out the relationship between customer satisfaction and service quality in the hotel business, with its four dimensions: empathy, reliability, responsiveness, and service assurance. The researcher followed a qualitative descriptive approach, and data were collected from 100 visitors to the Best Western Princess Hotel in Sweden using the questionnaire, and the recovery rate reached 80%. The results showed that there is a significant effect between service quality and customer satisfaction, in addition to a strong statistically significant relationship between the dimensions of service quality and customer satisfaction. It indicates that the level and quality of service are determined by the customer's discretion.

A study (Ayoade, 2019) aimed to explore the impact of the use of e-government on the quality of services in higher education institutions in Iwo, Nigeria. The study followed a descriptive-analytical approach, and the questionnaire was used to collect data from a sample of 2000 students. The results showed that the use of e-government has a

significant positive impact on the effectiveness and quality of service delivery, as well as contributes to improving the quality of services and reducing the costs of providing them.

Commenting on previous studies

First: In terms of the goal

Previous studies are consistent with the objective of the current study in focusing on the role of entrepreneurship and improving the quality of services in enhancing institutional performance. The study of Abbas (2022), the study of Al-Shal et al. (2022), the study of Allam (2022), Bode (2022), Yashar and Salem (2021), and Abdissa & Ayalew & Dunay (2021) showed the impact of entrepreneurship practices such as innovation, creativity, self-renewal, initiative, culture and entrepreneurial leadership on innovative performance, developing entrepreneurial motivation, creating job opportunities, and enhancing the performance of human resources and companies Small and medium. Studies related to service improvement, such as the study of Abu Al-Jabeen (2022), the study of Ibrahim (2022), the study of Al-Ashwal (2022), the study of Buntaine & Hunnicott & Komakech (2021), the study of Bhuiyan (2021), and the study of Ayoade (2019), have also shown that the use of modern technology, e-government, artificial intelligence, and the participation of citizens in the co-production of services enhances the quality of services and the satisfaction of beneficiaries. Thus, these studies confirm the close relationship between entrepreneurship practices and quality improvement services, in line with the objective of the present study.

Second: In terms of methodology:

In terms of methodology, previous studies have mainly relied on the descriptive-analytical approach in most of the studies of entrepreneurship and service improvement, such as the study of Abbas (2022), the study of Al-Shal et al. (2022), the study of Allam (2022), the study of Yashar and Salem (2021), the study of Abdissa & Ayalew & Dunay (2021), the study of Abu Al-Jabeen (2022), the study of Ibrahim (2022), and the study of Ayoade (2019). Some studies have also used a combination of inductive and inferential approaches, such as the study of Al-Ashwal (2022), to provide a broader understanding of the relationships between variables.

Third: In terms of tools:

In terms of tools, previous studies mainly relied on the questionnaire as a main tool to collect data from sample members, as in the study of Abbas (2022), the study of Al-Shal et al. (2022), the study of Allam (2022), the study of Yashar and Salem (2021), the study of Abdissa & Ayalew & Dunay (2021), the study of Abu Al-Jabeen (2022), the study of Ibrahim (2022), the study of Al-Ashwal (2022), the study of Buntaine & Hunnictt & Komakech (2021), the study of Bhuian (2021), and the study of Ayoade (2019). In addition, some studies have used interviews in addition to questionnaires, such as in the study of Abu Al-Jabeen (2022), to enhance the accuracy of the data and a deeper understanding of phenomena.

3. STUDY METHODOLOGY

Based on the research problem and the goals it seeks to achieve, the researcher adopted the descriptive-analytical method, as it is one of the most common approaches in the humanities and social sciences. This method is defined as a scientific method that aims to describe the phenomenon under study accurately and systematically, by following sound methodological procedures, and presenting the results in the form of digital data that can be analyzed and interpreted objectively (Al-Mahmoudi, 2019, p. 46).

Study population

The study population consists of all the (40) employees of the Southeast Asian Pilgrims Company (Department of Personnel Affairs, 2023). A census (complete enumeration) approach was used, where 40) questionnaires were distributed and (31) were retrieved with a recovery rate of 77.5%, which included various job categories such as the general manager, sector managers, public relations managers, technicians, and workers. After examining them, all the questionnaires were found to be valid for statistical analysis, and this number is suitable to verify the hypotheses of the study. This is as shown in the following table:

Table (3): Correction of the study tool

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Mark	1	2	3	4	5

(Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology.*)

Steps to build a questionnaire

In light of the problem of the study and its objectives, the researcher developed a model to measure "the impact of entrepreneurship on improving Hajj services: an applied study on the Southeast Asian Pilgrims Company (2013-2023)", and followed several steps to

Table (1) Number of Distributed and Returned Questionnaires

Percentage	No	Questionnaire
%100	40	Distributed Questionnaires
%77.5	31	Questionnaires returned
%22.5	9	Questionnaires that have not been returned
%0	0	Ineligible questionnaires
%77.5	31	Valid Questionnaires

Source: Prepared by the researcher based on the results of the field study, 2024.

Experimental Sample:

The researcher first distributed (30) questionnaires to the company's employees using the random sample method to conduct an initial experiment, with the aim of verifying the validity of the questionnaire to be applied to the entire community, by calculating the validity and stability of the tool using the appropriate statistical methods. After three weeks, the final questionnaire was redistributed to all members of the study population.

Study Tool

A questionnaire was prepared on "The Impact of Entrepreneurship on Improving Hajj Services: An Applied Study on the Company of Pilgrims of Southeast Asian Countries (Period from 2013 to 2023)", and the questionnaire of the study consists of a set of axes, which are represented in seven axes and (36) phrases, through which the study variables are identified, as the following table (2) shows:

Table 2 shows the themes of the questionnaire and the number of its phrases.

Dimensions	No of statements
First Theme: Creativity	5
The second axis: risk tolerance	5
Third Theme: Proactive Measures	5
Fourth Theme: Originality	5
Fifth Theme: Fluency	5
Sixth Theme: Personal Abilities	5
Seventh Theme: Hajj Services	6

Correcting the study tool (questionnaire)

The researcher used a five-point scale according to the Likert Scale to correct the study tool according to Table 3.

build the questionnaire, including obtaining the company's approval, reviewing the administrative literature and previous studies, identifying the themes and paragraphs, designing the initial questionnaire and presenting it to the supervisor and a group of (5) academic and statistical reviewers to give comments,

and then amending the questionnaire based on their opinions to become its final form. Afterwards, the questionnaire was modified. Issuance of the necessary correspondence to distribute the questionnaire to the experimental sample (30 individuals) to verify the honesty and consistency, then it was distributed to the actual sample and collected the responses, where it was found that all the questionnaires were valid for use after making sure that the respondents met all the answer instructions accurately.

Validity and consistency of the questionnaire:

2. Internal Validity

- **The results of the internal consistency of the paragraphs of the first axis: creativity**

Table (4) Results of the Internal Consistency of the Paragraphs of the First Theme: Creativity

#	Statement	Pearson correlation coefficient	Probability value (Sig)
1	Entrepreneurial Projects Encourage New Ideas for Creativity.	.562**	.001
2	The Department encourages proposals from others to achieve achievement.	.747**	.000
3	Management gives employees the freedom to express their creativity.	.734**	.000
4	Entrepreneurial projects include new ideas that didn't exist before.	.779**	.000
5	Entrepreneurial projects provide creative services to pilgrims.	.765**	.000

**The correlation is statistically significant at the significance level of $(0.01 \geq \alpha)$.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (4) that the values of the Pearson correlation coefficient for each of the paragraphs of the first axis: creativity with the total score of the axis are positive and statistically significant at the significance level of (0.01), where

1. The Truthfulness of the Arbitrators "Apparent Truthfulness":

The validity of the questionnaire was confirmed by presenting it to a group of specialized referees from the faculty members to assess the appropriateness and formulation of its paragraphs and its coverage of the objectives of the study related to the impact of entrepreneurship on improving Hajj services at the Pilgrims Company of Southeast Asian countries, and after absorbing their observations and making the necessary amendments, the questionnaire was adopted in its final form.

the values of the correlation coefficients ranged from (0.562) at the minimum to (0.779) as the highest, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what has been prepared to measure

- **Results of the Validity of the Internal Consistency of the Paragraphs of the Second Theme: Risk Tolerance**

Table (5) Results of the Validity of the Internal Consistency of the Paragraphs of the Second Theme: Risk Tolerance

#	Statement	Probability value (Sig)	Pearson correlation coefficient
1	Pioneering projects in Hajj services take into account the potential for loss.	.000	.749**
2	New services increase the risk of entrepreneurial projects.	.000	.731**
3	Entrepreneurial projects adopt significant changes in Hajj services, which increases the volume of risks they face.	.000	.781**
4	The risks that occur to entrepreneurial projects need to be dealt with importance.	.002	.542**
5	Entrepreneurial ventures require informed decisions to avoid risks.	.007	.480**

**The correlation is statistically significant at a significance level of $(0.01 \geq \alpha)$.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from the previous table (5) that the values of the Pearson correlation coefficient for each of the paragraphs of the second axis: risk tolerance with the total score of the axis are positive and statistically significant at the level of significance (0.01), where the values of the correlation coefficients

ranged from (0.480) at the minimum to (0.781) as the maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what they have prepared to measure.

Results of the Validity of the Internal Consistency of the Paragraphs of the Third Theme: Proactive Actions

Table (6) Results of the Internal Consistency Validity of the Paragraphs of the Third Theme: Proactive Measures

#	Statement	Pearson correlation coefficient	Probability value (Sig)
1	Proactive actions help reduce risk.	.529**	.003
2	Proactive actions play an important role in protecting entrepreneurial projects from loss.	.605**	.000
3	Proactive action is taken based on information collected on Hajj services projects.	.882**	.000
4	Proactive actions require a clear view of the environment surrounding entrepreneurial projects.	.661**	.000
5	Proactive action requires high decision-making skills.	.672**	.000

**The correlation is statistically significant at the significance level of $(0.01 \geq \alpha)$.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (6) that the values of the Pearson correlation coefficient for each of the paragraphs of the third axis: proactive measures with the total score of the axis are positive and statistically significant at the level of significance (0.01), where

the values of the correlation coefficients ranged from (0.529) at the minimum to (0.882) as the maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what they have prepared to measure.

- The results of the honesty of the internal consistency of the paragraphs of the fourth axis: originality

Table (7) Results of the Internal Consistency of the Fourth Axis Paragraphs: Originality

#	Statement	Pearson correlation coefficient	Probability value (Sig)
1	Pioneering projects contribute to the production of new ideas in the field of Hajj services.	.747**	.000
2	Entrepreneurial projects encourage discussion of different ideas.	.689**	.000
3	Entrepreneurial Projects Seek to Find Solutions that Are Sustainable for Long Periods of Time.	.655**	.000
4	Entrepreneurial projects move away from the traditional aspect of solving problems facing the business.	.868**	.000
5	Employees are encouraged to use renewable methods in accomplishing their assigned tasks.	.740**	.000

**The correlation is statistically significant at the significance level of $(0.01 \geq \alpha)$.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (7) that the values of the Pearson correlation coefficient for each of the paragraphs of the fourth axis: originality with the total score of the axis are positive and statistically significant at the significance level of (0.01), where

the values of the correlation coefficients ranged from (0.655) at the minimum to (0.868) as the maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what they have prepared to measure.

- The Results of the Honesty of the Internal Consistency of the Paragraphs of the Fifth Theme: Moral Fluency

Table (8) Results of the Internal Consistency Validity of the Paragraphs of the Fifth Theme: Fluency

Probability value (Sig)	Pearson correlation coefficient	Statement	†
.000	.648**	Entrepreneurial projects have the ability to put forward a large number of ideas needed to meet business challenges.	1
.000	.735**	Entrepreneurs have the ability to express ideas fluently.	2
.000	.821**	Entrepreneurial decision makers have the ability to think quickly in various situations.	3
.001	.594**	Entrepreneurial ventures have the ability to defend their ideas using arguments and justifications.	4
.001	.573**	The company can leverage the past information and employ it to solve problems facing the business.	5

**The correlation is statistically significant at the significance level of $(0.01 \geq \alpha)$.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (8) that the values of the Pearson correlation coefficient for each of the paragraphs of the fifth axis: fluency with the total score of the axis are positive and statistically significant at the level of significance (0.01), where

the values of the correlation coefficients ranged from (0.573) as a minimum to (0.821) as a maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what they have prepared to measure.

1. The results of the honesty of the internal consistency of the paragraphs of the sixth axis: personal abilities

Table (9) Results of the Honesty of Internal Consistency of the Paragraphs of the Sixth Theme: Personal Abilities

#	Statement	Pearson correlation coefficient	Probability value (Sig)
1	Entrepreneurial projects require the ability to take initiative to overcome competitors' challenges.	.735**	.000
2	Entrepreneurial projects require keenness to seize the opportunities available to benefit from them.	.598**	.000
3	Entrepreneurial projects depend on soft skills in their implementation.	.568**	.001
4	Entrepreneurial projects reinforce the orientations of its employees around continuously developing themselves to keep pace with various developments.	.697**	.000
5	Entrepreneurial projects seek to develop their ideas continuously.	.744**	.000

**The correlation is statistically significant at the significance level of (0.01 ≥ α).

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (9) that the values of the Pearson correlation coefficient for each of the paragraphs of the sixth axis: personal abilities with the total score of the axis are positive and statistically significant at the level of significance (0.01), where

the values of the correlation coefficients ranged from (0.568) at the minimum to (0.744) as the maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to measure what they have prepared to measure.

- The results of the internal consistency of the paragraphs of the seventh axis: Hajj services

Table (10) Results of the Internal Consistency of the Seventh Axis Paragraphs: Hajj Services

#	Statement	Pearson correlation coefficient	Probability value (Sig)
1	The services provided to pilgrims are categorized into several packages.	.748**	.000
2	Services provided to pilgrims in line with future changes.	.620**	.000
3	The services provided are culturally sensitive to the pilgrims.	.868**	.000
4	The administration takes the opinions of pilgrims into account in the services provided to them.	.849**	.000
5	Services provided to pilgrims take into account the age factor.	.810**	.000
6	The Department provides its services to pilgrims by male and female employees.	.556**	.001

**The correlation is statistically significant at the significance level of (0.01 ≥ α).

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

It is clear from Table (10) that the values of the Pearson correlation coefficient for each of the paragraphs of the seventh axis: Hajj services with the total score of the axis are positive and statistically significant at the level of significance (0.01), where the values of the correlation coefficients ranged from (0.556) as a minimum to (0.868) as a maximum, and this indicates that there is an internal consistency in the paragraphs of this axis, and their suitability to

measure what they have prepared to measure.

Second: Structural Validity

Constructive honesty is one of the measures of the validity of the tool that measures the extent to which the tool wants to achieve the goals it wants to reach, and shows the extent to which each of the axes of the study is related to the overall score of the questionnaire paragraphs.

Table (11) Results of the Validity of the Construction of the Questionnaire Axes

Dimension	Pearson correlation coefficient	Probability value (Sig)
Dimensions	.828**	.000
First Theme: Creativity	.563**	.001
The second axis: risk tolerance	.655**	.000
Third Theme: Proactive Measures	.858**	.000
Fourth Theme: Originality	.909**	.000
Fifth Theme: Fluency	.629**	.000
Sixth Theme: Personal Abilities	.805**	.000

Source: Prepared by the researcher, based on the data of the field study, 2024.

*The correlation is statistically significant at the significance level of 0.01 ≥ α.

The tabular value of r at the significance level of (0.05) and the degree of freedom of "28" is equal to (0.361)

The results in Table (11) indicate that the validity of the structural honesty has been achieved, and all the correlation coefficients in all dimensions of the questionnaire were statistically significant at the level of ($\alpha \leq 0.05$), the correlation values ranged between (0.563-0.909), and all of them are significant values at the level of (0.01), and these values mean the availability of a high degree of consistency for the paragraphs of the study axes, and thus the researcher has verified the validity of the internal consistency of the scale, and all areas of the questionnaire are considered to be true to what was set to be measured. This makes it possible to rely on these answers to achieve the objectives of the study and analyse its results.

Table (12) Results of Cronbach's alpha test and the half-segmentation method to measure the stability of the resolution

Dimension	No of statements	Cronbach's alpha treatments	Half-hashing method	
			Correlation before editing	Correlation after correcting
Dimensions	5	0.760	0.637	0.768
First Theme: Creativity	5	0.700	0.410	0.513
The second axis: risk tolerance	5	0.700	0.564	0.707
Third Theme: Proactive Measures	5	0.796	0.630	0.768
Fourth Theme: Originality	5	0.705	0.481	0.656
Fifth Theme: Fluency	5	0.700	0.381	0.549
Sixth Theme: Personal Abilities	6	0.838	0.753	0.857
All of them	36	0.926	0.784	0.875

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results showed that the value of Cronbach's alpha coefficient for the axes ranged between (0.700-0.838) and for all paragraphs of the questionnaire (0.926), while the values of the stability coefficient after correction using the Guttman equation ranged between (0.513-0.857) for all paragraphs (0.875), which indicates the stability of the resolution and its statistical significance. Accordingly, the questionnaire was adopted in its final form and distributed to the actual sample, which ensures its validity for analyzing the results, answering the study questions, and testing its hypotheses.

Statistical methods used in the study:

Statistical methods used in the study:

1. Arithmetic mean.
2. Relative weight.
3. Standard deviation.
4. One Sample T-test to compare the mean with the value of (3).
5. Cronbach's alpha coefficient.
6. The Half-Segmentation Method Using the Spearman-Brown and Guttman Equations.

Reliability:

Consistency means the degree to which the scales are error-free, i.e., the degree of internal consistency between the different statements that measure a variable, and consistency means stability, i.e., obtaining the same values when reusing the measurement tool, and therefore it leads to the same results or consistent results every time the scale is reused. The more stable the instrument, the more reliable it is. To test the availability of consistency between the answers to the questions, the researcher used Cronbach's Alpha Coefficient method and the half-segmentation method of phrases, and the results were as shown in Table 12.

7. Pearson's correlation coefficient.
8. Multiple Linear Regression Analysis.
9. Independent Samples T-test.
10. One-way analysis of variance (ANOVA).
11. Least significant difference (LSD) test for post-comparisons.

4. STUDY RESULTS

This section examines and discusses the basic hypotheses of the study, as a vital part of any scientific research, by applying appropriate statistical tests and critically analyzing the results to determine their validity and compatibility with the initial predictions. It also focuses on the effect of the collected data in confirming or denying hypotheses, and drawing possible conclusions, and the hypotheses of the study are presented and discussed.

Results of the initial hypothesis test:

There is no statistically significant relationship at the significance level of 0.05 ($\geq \alpha$) between entrepreneurship and improving Hajj services at the Southeast Asian Pilgrims Company.

The main hypothesis is divided into the following sub-hypotheses:

1. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between creativity and improvement of Hajj services in the company of pilgrims from Southeast Asian countries.
2. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between risk tolerance and improvement of Hajj services in the Pilgrims Company of Southeast Asian countries.
3. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between proactive measures and improvement of Hajj services at the Pilgrims Company of Southeast Asian countries.
4. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between

originality and improvement of Hajj services in the Pilgrims Company of Southeast Asian countries.

5. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between fluency and improvement of Hajj services in the Pilgrims Company of Southeast Asian countries.
6. There is no statistically significant relationship at the significance level of $\alpha \leq 0.05$ between personal abilities and the improvement of Hajj services in the Pilgrims Company of Southeast Asian countries.

These hypotheses were validated by finding correlation coefficients using the "Pearson correlation coefficient" to see if there is a relationship between entrepreneurship and the improvement of Hajj services.

Table (13): The results of the analysis of the matrix of correlation coefficients between entrepreneurship and its axes and the improvement of Hajj services.

Entrepreneurship with dimensions			Views	Hajj Services			
Dimension	Average	Deviation		Average	Deviation	Pearson correlation coefficient	Significance Level
First Theme: Creativity	4.226	0.536	31	4.323	0.483	.735**	.000
The second axis: risk tolerance	4.342	0.465				.373*	.039
Third Theme: Proactive Measures	4.510	0.365				.392*	.029
Fourth Theme: Originality	4.297	0.500				.699**	.000
Fifth Theme: Fluency	4.297	0.438				.730**	.000
Sixth Theme: Personal Abilities	4.400	0.423				.414*	.021
The total degree of the variable is entrepreneurship, with its axes	4.345	0.358			.724**	.000	

Source: Prepared by the researcher from the results of the field study 2024.

**The correlation is statistically significant at a significance level of $\alpha \leq 0.05$.

*The correlation is statistically significant at the significance level of $\alpha \leq 0.05$.

The results of the analysis showed that the correlation coefficient between entrepreneurship and its axes and the improvement of Hajj services in the Southeast Asian Pilgrims Company reached (0.724) with a probability value of (Sig.=0.000), which is less than the significance level (0.05), which indicates that there is a strong and statistically significant relationship between the two variables. Accordingly, the researcher concludes that the hypothesis of nothingness is incorrect and the alternative hypothesis is realized, confirming the impact of entrepreneurship on improving the services provided to pilgrims.

The main hypothesis is divided into the following sub-hypotheses:

1. **The first sub-hypothesis:** There is no statistically significant relationship between creativity and improvement of Hajj services in the company of pilgrims from Southeast Asian countries.

It is clear from Table (13) that the correlation coefficient between creativity and the improvement

of Hajj services in the Southeast Asian Pilgrims Company is equal to (0.735) with a probability value of (Sig.=0.000), which is less than the significance level (0.05), which indicates that there is a statistically significant relationship between creativity and service improvement, and the analysis of the results confirms that this relationship is achieved clearly.

2. **The second sub-hypothesis:** There is no statistically significant relationship between risk tolerance and improvement of Hajj services in the company of pilgrims from Southeast Asian countries.

It is clear from Table (13) that the correlation coefficient between risk tolerance and improvement of Hajj services in the Pilgrims Company of Southeast Asian countries reached (0.373) with a probability value of (Sig.=0.039), which is less than the significance level (0.05), which indicates that there is a statistically significant relationship between the two variables, and the analysis of the results confirms that this relationship is achieved at the significance level of ($\alpha \leq 0.05$).

1. **The third sub-hypothesis:** There is no statistically significant relationship between proactive measures and the improvement of Hajj services in the Southeast Asian Pilgrims Company.

It is clear from Table (13) that the correlation coefficient between proactive measures and the improvement of Hajj services in the company of the pilgrims of Southeast Asian countries reached (0.392) with a probability value of (Sig.=0.029), which is less than the significance level (0.05), which indicates that there is a statistically significant relationship between the two variables and confirms the achievement of this relationship at the significance level of ($\alpha \leq 0.05$).

2. **Fourth sub-hypothesis:** There is no statistically significant relationship between originality and the improvement of Hajj services in the company of pilgrims from Southeast Asian countries.

It is clear from Table (13) that the correlation coefficient between originality and improvement of Hajj services in the Southeast Asian Pilgrims Company reached (0.699) with a probability value of (Sig.=0.000), which is less than the significance level (0.05), which indicates that there is a statistically significant relationship between the two variables and confirms the achievement of this relationship at the significance level of ($\alpha \leq 0.05$).

3. **Fifth sub-hypothesis:** There is a statistically significant relationship between fluency and improvement of Hajj services in the company of pilgrims from Southeast Asian countries.

It is clear from Table (13) that the correlation coefficient between fluency and improvement of Hajj services in the Southeast Asian Pilgrims Company was (0.730), which indicates a relatively strong correlation between the two variables, and the probability value was (Sig.=0.000), which is less than the approved significance level (0.05), which indicates that this relationship is statistically significant. Accordingly, it can be concluded that there is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between fluency and the improvement of Hajj services, which strengthens the acceptance of the alternative hypothesis related to this variable.

4. **Sixth sub-hypothesis:** There is a statistically significant relationship between personal abilities and the improvement of Hajj services in the company of pilgrims from Southeast Asian countries.

It is clear from Table 13 that the correlation

coefficient between personal abilities and the improvement of Hajj services in the Southeast Asian Pilgrims Company was 0.414, and the probability value was (Sig.=0.021), which is less than the significance level (0.05), which indicates a statistically significant relationship between the two variables. Based on the results of the analysis, it can be concluded that there is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between personal abilities and the improvement of Hajj services, which supports the acceptance of the special alternative hypothesis with this variable.

Results of the second main hypothesis test:

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ of entrepreneurship in improving the Hajj services in the company of pilgrims from Southeast Asian countries.

The main hypothesis is divided into the following sub-hypotheses:

1. There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for creativity in improving Hajj services at the Pilgrims Company of Southeast Asian countries.
2. There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for risk tolerance in improving Hajj services in the Pilgrims Company of Southeast Asian countries.
3. There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ of proactive measures in improving Hajj services at the Pilgrims Company of Southeast Asian countries.
4. There is no statistically significant effect of originality on the improvement of Hajj services in the company of the pilgrims of Southeast Asian countries.
5. There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for fluency in improving Hajj services in the company of pilgrims from Southeast Asian countries.
6. There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ of personal abilities in improving Hajj services in the company of pilgrims from Southeast Asian countries.

Results of the initial sub-hypothesis analysis:

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for creativity in improving Hajj services at the Pilgrims Company of Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 14 shows:

Table (14) Results of Simple Regression Analysis (Dependent Variable: Hajj Services)

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at ((0.05
Constant	1.524	.483		3.155	.004	Sig.
Creativity	.662	.113	.735	5.839	.000	Sig.
Model Summary				ANOVA		
Correlation factor			0.735	F		34.097
R ²			0.540	Probability value		0.000
R ²			0.525			

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of the regression analysis showed that there is a statistically significant effect of creativity in improving the Hajj services at the Southeast Asian Pilgrims Company at the level of ($\alpha \leq 0.05$), where the correlation coefficient was (0.735) and the modified determination coefficient was (0.525), indicating that creativity explains about (52.5%) of the change in the level of improving services, while the remaining percentage is attributed to other factors that were not included in the model. The value of (P) also confirmed the significance of the regression model, and the regression equation (Hajj services = 1.524 + 0.662 × Creativity) that increasing creativity by one degree leads to an increase in the level of

improvement of services by (0.662) degrees. Accordingly, the alternative assumption is accepted, and the null assumption is rejected, because there is a statistically significant effect of creativity in improving Hajj services.

1. Results of the analysis of the second sub-hypothesis:

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for risk tolerance in improving Hajj services in the Pilgrims Company of Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 15 shows:

Table (15) Results of Simple Regression Analysis (Dependent Variable: Hajj Services)

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at ((0.05
Constant	2.642	.781		3.384	.002	Sig.
Risk tolerance	.387	.179	.373	2.164	.039	Sig.
Model Summary				ANOVA		
Correlation factor			F	F		34.097
R ²			Probability value	Probability value		0.000
R ²			0.109			

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of Table (15) showed that there is a statistically significant effect of risk tolerance on the improvement of Hajj services in the Southeast Asian Pilgrims Company at the level of ($\alpha \leq 0.05$), where the correlation coefficient was (0.373) and the modified determination coefficient was (0.109), which means that the risk tolerance explains about (10.9%) of the change in the level of service improvement, while the remaining percentage is attributed to other factors that were not included in the model. The value of (P) was (4.685), which is a statistical function, which confirms the significance of the model Regression. According to the regression equation (Hajj services = 2.642 + 0.387 × risk tolerance), an increase in risk tolerance by one degree leads to an improvement in

Hajj services by 0.387 degrees, and accordingly, the alternative imposition is accepted, and the null assumption is rejected because there is a statistically significant effect of risk tolerance on improving services.

Results of the analysis of the third sub-hypothesis

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ of proactive measures in improving Hajj services at the Pilgrims Company of Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 16 shows:

Table (16) Results of Simple Regression Analysis (Dependent Variable: Hajj Services)

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at (0.05)
Constant	1.981	1.024		1.935	.063	Sig.
For proactive actions	.519	.226	.392	2.294	.029	Sig.
Model Summary				ANOVA		
Correlation factor		0.392		F		0.392
R ²		0.154		Probability value		0.154
R ²		0.124				0.124

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of Table (16) showed that there is a statistically significant effect of proactive measures in improving Hajj services at the Pilgrims Company of Southeast Asian countries at the level of ($\alpha \leq 0.05$), where the correlation coefficient reached (0.392) and the modified determination coefficient (0.124), which means that the proactive measures explain about (12.4%) of the change in the level of service improvement, while the remaining percentage (87.6%) is attributed to other factors that were not included in the model. The value of (P) was (5.262), which is a statistical function that confirms the significance of the regression model. According to the regression equation (Hajj services = 1.981 + 0.519 × proactive measures), increasing the proactive

measures by one degree leads to an improvement in the level of services by 0.519 degrees. Accordingly, the alternative hypothesis is accepted, and the null hypothesis is rejected because there is a statistically significant effect of proactive measures in improving Hajj services.

- Results of the analysis of the fourth sub-hypothesis

There is no statistically significant effect at the significance level of 0.05 ($\geq \alpha$) of originality in improving Hajj services in the Pilgrims Company of Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 17 shows:

Table (17) Results of Simple Regression Analysis (Dependent Variable: Hajj Services)

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at (0.05)
Constant	1.424	.554		2.569	.016	Sig.
Originality	.675	.128	.699	5.262	.000	Sig.
Model Summary				ANOVA		
Correlation factor		0.699		F		27.683
R ²		0.488		Probability value		0.000
R ²		0.471				

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of Table (17) showed that there is a statistically significant effect of originality on the improvement of Hajj services at the Pilgrims Company of Southeast Asian countries at the level of ($\alpha \leq 0.05$), where the correlation coefficient was (0.699) and the coefficient of determination was (0.488), which indicates that originality explains about (47.1%) of the change in the level of service improvement, while the remaining percentage (52.9%) is attributed to other factors that were not included in the model. The value of (P) was (27.683), which is a statistical function that confirms the significance of the regression model. According to the regression equation (Hajj services = 1.424 + 0.675 × originality), an increase in

originality by one degree leads to an improvement in the level of services by 0.675 degrees. Accordingly, the alternative assumption is accepted, and the null assumption is rejected because there is a statistically significant effect of originality in improving Hajj services.

- Results of the analysis of the fifth sub-hypothesis

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for fluency in improving Hajj services in the company of pilgrims from Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 18 shows:

Table (18) Results of Simple Regression Analysis (Dependent Variable: Hajj Services)

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at (0.05)
Constant	.861	.604		1.425	.165	Sig.
For fluency	.806	.140	.730	5.758	.000	Sig.
Model Summary				ANOVA		
Correlation factor		0.730		F		33.154
R²		0.533		Probability value		0.000
R²		0.517				

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of Table (18) showed that there is a statistically significant effect of fluency in improving Hajj services in the Pilgrims Company of Southeast Asian countries at the level of ($\alpha \leq 0.05$), where the correlation coefficient was (0.730) and the modified determination coefficient was (0.517), which indicates that fluency explains about (51.7%) of the change in the level of service improvement, while the remaining percentage (48.3%) is attributed to other factors that were not included in the model. The value of (P) was (33.154), which is a statistical function that confirms the significance of the model Regression. According to the regression equation (Hajj services = 0.861 + 0.806 fluency ×), increasing fluency by one degree leads to an improvement in the

level of services by 0.806 degrees. Accordingly, the alternative hypothesis is accepted, and the null hypothesis is rejected because there is a statistically significant effect of fluency in improving Hajj services.

- Results of the analysis of the sixth sub-hypothesis:

There is no statistically significant effect at the significance level of $\alpha \leq 0.05$ of personal abilities in improving Hajj services in the company of pilgrims from Southeast Asian countries.

This hypothesis was validated using simple linear regression analysis, and Table 19 shows this:

Table (19) Results of Simple Regression Analysis (Dependent Variable: Hajj Services).

Independent variables	Regression coefficients	Standard Error	Standard regression coefficients Beta	t	Probability value sig.	The significance level is at (0.05)
Constant	2.243	.854		2.628	.014	Sig.
Personal abilities	.473	.193	.414	2.447	.021	Sig.
Model Summary				ANOVA		
Correlation factor		0.414		F		5.988
R²		0.171		Probability value		0.021
R²		0.143				

Source: Prepared by the researcher, based on the data of the field study, 2024.

The results of Table (19) showed that there is a statistically significant effect of personal abilities on improving Hajj services at the Pilgrims Company of Southeast Asian countries at the level of ($\alpha \leq 0.05$), where the correlation coefficient was (0.414) and the modified determination coefficient was (0.143), which indicates that personal abilities explain about (14.3%) of the change in the level of service improvement, while the remaining percentage (85.7%) is attributed to other factors that were not included in the model. The value of (P) was (5.988), which is a statistical function that confirms the significance of the regression model. According to the regression equation (Hajj services = 2.243 + 0.473 × personal abilities), increasing personal abilities by one degree leads to an increase in the level of improvement of services by 0.473 degrees. Accordingly, the alternative hypothesis is accepted,

and the null hypothesis is rejected because there is a statistically significant effect of personal abilities in improving Hajj services.

Recommendations:

Based on the findings, the research recommends the following:

1. Promoting entrepreneurship in Hajj services by supporting pioneering projects and developing their fields in a way that contributes to improving the quality of services provided to pilgrims.
2. Develop creativity and innovation within entrepreneurial companies by giving employees a space to express their ideas and encouraging them to adopt innovative and non-traditional work methods.
3. Develop the leadership and decision-making abilities of project managers, including risk

assessment, quick thinking, and proactive action in the face of challenges.

4. Paying attention to the development of the personal and professional skills of employees and decision makers, and enhancing their ability to present and defend their ideas with logical arguments.
5. Focusing on the needs and diversity of pilgrims by taking advantage of feedback and providing multiple services suitable for different age groups.

Future Proposals

1. The Impact of Digital Administrative Technologies on Improving Hajj Services: A Field Study on Hajj and Umrah Companies in Makkah City.
2. The Role of Strategic Planning in the Development of Hajj Services: An Analytical Study of Al Madina Company for Hajj and Umrah Services.

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