

## The Impact of Entrepreneurship Strategies on Achieving Small Projects Sustainability in Irbid City

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### Abstract

The study aimed to investigate the impact of entrepreneurship strategies on achieving small projects sustainability in Irbid city , to achieve the objectives of the study used descriptive analytical approach , and it was developed a survey set consisted of (26) paragraph , the validity and reliability were verified and it was distributed to the study sample with percentage of 100%, with a total of (300) projects, and the data analysis was conducted by the statistical packages program for social sciences (SPSS). The results of the study showed that there is a statistically significant impact of the dimensions were as creativeness and innovation, entrepreneurial individuality on achieving sustainability (survival) while there is no statistically significant impact on the dimension of entrepreneurship on achieving sustainability (growth and survival). A set of recommendations were given, and the most important of which is to enlarge the effectiveness of small projects ownership by training programs of implementing the entrepreneurship strategies to improve its project management performance effectively and its efficiency to ensure their projects sustainability and growth properly on the bases of challenges which they face from time to another.

**Key words:** Entrepreneurship Strategies, Sustainability, Small Projects.

### Introduction

Business organizations face great challenges in light of the change and development of global economic systems, so they have to enjoy much greater efficiency and flexibility compared to what they were in the past, so leadership strategies are among the most important strategies that help organizations achieve the desires and needs of customers, and enter new markets with new products And new risks and opportunities through the elements associated with that, whether by innovation, by taking risk, by individuality or by initiative, in order to achieve growth and survival of projects.

Entrepreneurship has become an essential feature and an effective element in the contemporary world economies. Technological developments, the knowledge revolution and the transition of the economy to an interconnected digital economy have contributed to the increasing role of entrepreneurial ideas and required the participation of all with their cultural and civilized diversity in order to achieve success and progress at various levels. Necessary for the success and development of these organizations (Al-Banwan, 2011).

In order to achieve the desired success of business organizations in a pioneering manner, a set of pioneering strategies applied by business organizations towards achieving the desires and needs of customers, enabling them to enter new markets with new products, new risks and new opportunities through the elements associated with that, whether by innovation, uniqueness or initiative to help them in leadership (Al-Nasiri& Abu Hussein, 2017) . Sustainability is one of the main goals for business organizations, especially small enterprises that are exposed to many risks and threats to their survival and sustainability, which drew the eyes and directions of the owners of these projects to take necessary measures to ensure their success, continuity, sustainability and development in line with the requirements and needs of local markets, taking into account the achievement of Sustainability, survival and growth of these resource-limited enterprises.

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Small enterprises of all kinds play great importance in economic and social growth in most countries of the world, as they depend on the use of labor compared to the money that is invested in them, and that the rate of their contribution to the total value added exceeds the relative importance of the capital invested in them, which confirms its fundamental role. In development compared to large projects, after it has proven its ability to deal with many major problems (Jawad, 2009).

Given the importance of entrepreneurship strategies, which are the real nucleus for developing small enterprise ideas and ensuring their success, continuity, sustainability, development and sustainability. Therefore, the main objective of this research is to know the impact of entrepreneurship strategies on achieving sustainability for small enterprises in the city of Irbid.

### **Study Problem**

The entrepreneurship strategies of small projects pursuit of achieving sustainability for its survival and continuity of achieving its goals, by directing , creativeness and innovation ideas for the owners of these projects, so that they are pioneering their ideas, composition and continuity, and employing the financial, human and material capabilities in the service of the national economy, and many research and studies have confirmed The importance of the effective application of leadership strategies in the development and sustainability of projects. The research problem focused on identifying the impact of entrepreneurship strategies on achieving sustainability and applying them to small projects in Irbid.

### **Study Questions**

The study problem consisted in answering the following questions:

The main question: Is There a statistical significant impact at the level of significance ( $\alpha = 0.05$ ) of entrepreneurial strategies by its dimensions (entrepreneurial creativeness, entrepreneurial innovation) on achieving sustainability by its dimensions (survival, growth) for small projects in the city of Irbid? The researchers driven a sub-hypothesis as:

1. Is there an impact of entrepreneurship strategies with their dimensions (entrepreneurial creativeness, entrepreneurial innovation) on achieving sustainability (survival) for small enterprises in the city of Irbid?
2. Is there an impact of entrepreneurship strategies with their dimensions (entrepreneurial creativeness, entrepreneurial innovation) on achieving sustainability (growth) for small enterprises in the city of Irbid?

### **Study Hypothesis**

H01: There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) of the entrepreneurial strategies by its dimensions (entrepreneurial creativeness, entrepreneurial innovation)on achieving sustainability by its dimensions (survival, growth) for small projects in the city of Irbid? A number of sub-hypotheses were driven as:

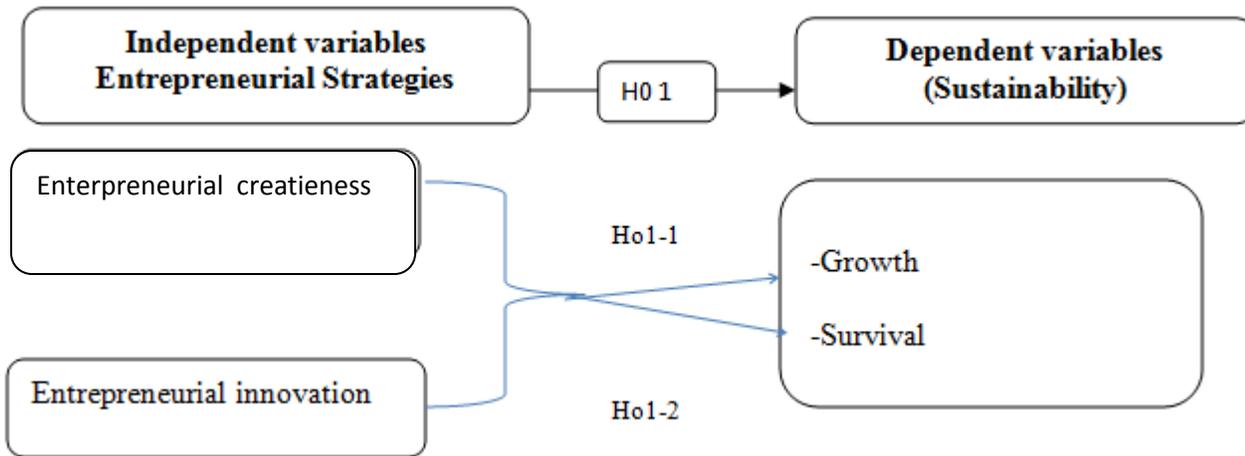
H01-1: There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) of entrepreneurial strategies with their dimensions (entrepreneurial creativeness, entrepreneurial innovation)on (survival) for small projects in the city of Irbid.

H01-2: There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for entrepreneurial strategies with their dimensions (entrepreneurial creativeness, entrepreneurial innovation)on (growth) for small enterprises in the city of Irbid.

### **Study Model**

In order to achieve the objectives of this research, the impact of the independent variable on the dependent variable has been determined, and the two researchers have developed a model for the study, and figure (1) shows the model of the study.

Figure 1: Study Model



### Theoretical framework and previous studies

Entrepreneurship refer to a set of processes, steps and stages that work to identify opportunities that relate to needs already present in the market, and the risks they carry to reach an organization that meets these needs (Al-Qasim, 2013). Al-Aniel.at.(2010) defined it as a set of steps that an individual or group of individuals takes in order to reach a new entrepreneurial project with the aim of providing something distinct that fulfills the customers' desires, and achieves an added value, added to the product, service, method, or procedures. Wright &Vanaelst, (2010) defined entrepreneurship as the process of creating something new of value, allocating the time, effort and money necessary for the project, taking the risks it would face, and achieving financial profits. Al-Shammari (2015) defined it as "carrying out unique activities that meet the requirements of the business environment and its beneficiaries by discovering opportunities and investing them with a proactive mindset and adopting calculated risks to achieve profits". Urs et al, (2020) believes that the importance of entrepreneurship is reflected in its role in increasing the effectiveness of organizations of all kinds, in addition to its role in economic growth locally and globally.

Entrepreneurial strategies are among the most important methods that push organizations to achieve the desires and needs of customers, as well as access these organizations to excellence, due to its impact on public life and the developments and changes witnessed today that affected the performance of many business organizations, and to benefit from modern technological developments in change. With its strategies and tools that are used to increase its profitability and market share.

The strategy in general is a unified, interactive and comprehensive plan linking the strategic advantages of the organization with the challenges of the environment, and it is a set of goals, policies and plans adopted together to define the scope of the organization and its means of success and includes a set of decisions and activities that are followed to ensure the organization's future performance (Al-Muhammad, 2011). A several levels of it at the company level and it is related to the overall matters and the scope related to the organization, how new value will be added to the different parts (business units) in the organization, and the business unit strategy which relates to how business organizations can succeed in competing in distinct markets for different goods and services, and finally the level of strategy Business It relates to how the components of the organization communicate efficiently in relation to the organization and business-level strategies under resources, processes, and people. (Sacarneh, 2016).

Entrepreneurial strategies that stimulate the organization to creativity, innovation, uniqueness, risk-taking and initiative, as well as encourage employees to make decisions and take responsibility for these decisions. Many researchers have defined the concept of leadership strategies as follows: Jumaa (2017) defined it as "strategies with specific and tangible connotations for employees in terms of innovation and change as well as making improvements to existing business ideas, and that most organizations have proven strategies that help them in leadership as well as work to benefit from recent developments in technology to develop services and products that are put on the market." New." Zidan (2017) pointed out that leadership strategies are the ability of the organization to provide

Innovative services and products in an unprecedented way and enter the market at appropriate times to meet the challenges in business organizations by investing opportunities and avoiding threats in order to increase customers and grow profits. Rogers, (2020) adds that it is "a strategic position for entrepreneurs at the enterprise level to be able to take decisions and disciplined actions in the field of business performance, and the ability of the individual or organization to devise new methods and methods for running an existing business or creating new businesses capable of giving a competitive advantage with Taking into account the ability to address and bear the risks arising from its implementation ".Hisrich & Ramadani (2017) demonstrated the importance of entrepreneurship for organizations in several areas, the most important of which is that entrepreneurship is a vital component for successful organizations as it enhances the value of innovation in the work environment, as well as its growth, and provides the opportunity for workers to benefit from their creative skills and formulate their culture that strengthens their performance. In markets, it helps to face risks and threats from other organizations in the business environment, and to help of addressing the knowledge gap in the managerial thought through the relationship between the two concepts of entrepreneurship and competition in terms of innovation in organizations.

Arqawi et al. (2020), identified the relationship and impact between the application of management innovation and the entrepreneurship strategy in terms of (creativity, aggressive competition, anticipation, and risk adoption) in the Islamic Palestinian Development Company as a case study. The results show that there is a correlation and impact between the administrative innovation dimension and the entrepreneurship strategy for the employees of the Islamic Palestinian Development Company. The study recommended and the most important of which is the necessity of the company's interest in promoting administrative innovation and the components of the entrepreneurship strategy by removing all obstacles that prevent it from reaching individuals and that by giving workers complete freedom to devise modern administrative methods to get rid of the rigidity of the organizational structure.

Al-Hanini & Abu Rumman (2019), identified the leadership strategy in banks operating in Jordan in achieving economic development in Jordan, as it included the dimensions of entrepreneurship (entrepreneurial culture, creativity and innovation, degree of competitiveness, degree of independence). The study reached many results, the most important of which is the existence of a statistically significant impact of the dimensions of leadership (entrepreneurial culture, creativity and innovation, degree of competitiveness, and degree of independence) on achieving economic development. The most important recommendation for banks is to follow a policy of continuous development and improvement of policies, procedures, systems and programs used in conducting business.

Omar & Younes (2019), identified the most important factors of sustainability by its dimensions (the factor of the amount of the project capital, the size of the project capital) in small and micro enterprises by their dimensions (such as age, educational level, housing type and gender, the motivation for obtaining the project, previous profession. The results shows that the most important factors for the sustainability of small and micro enterprises were personal factors: such as age, educational level, housing type, gender, motivation to obtain the project, profession Previous and cumulative experience of the project owner. The sustainability factors related to the project itself were represented in: the economic factors represented in: the factor of the project capital, and training Professional.

Abolghasem, et al, (2016), identified the importance of entrepreneurship in its dimensions (creativity, innovation, application of knowledge) and the performance of companies in medium and small-sized companies. The results shows that the most important that small and medium-sized companies make large and important contributions to the development of any country, and that the present era is an era of competition for resources and capital, and the major role for economic growth and development in countries is a sustainable of projects on the condition of innovation and creation of new products, and economic development in today's world is based on innovation, creativity, application of knowledge, and entrepreneurship. The study recommended the necessity of presenting a framework presentation that helps to develop the strategic plan as well as a practical policy review for managers and policy makers as well as investors and for the development of future small and medium enterprises to reduce the obstacles that prevent the achievement of the future goal and how to overcome them in Iran, and the need to exploit the new opportunities available in the international arena to win Succeeding in the market and maintaining a competitive advantage.

## Method and Procedures

This chapter includes a description of the study methodology, the research community and sample, the research identification, the methods of verifying its validity and reliability, and the statistical tests that were adopted to achieve the goal of the research.

### Study Approach

The two researchers relied on the descriptive and analytical approach to test the impact of entrepreneurship strategies by their dimensions (entrepreneurial creativeness, entrepreneurial innovation) in achieving sustainability (growth, survival) for small enterprises in the city of Irbid.

### Study Population and Sample

The study population consists of all the owners of small projects in the city of Irbid, whose number is (300) projects, according to statistics of the Ministry of Social Development, (2019). It consists of the industrial, commercial, crafts and agricultural sectors. The study sample consisted of (300) individuals from the owners of pioneering projects in the city of Irbid, and a comprehensive survey method was used for projects operating in the city of Irbid from the study population.

### Study tool

The two researchers designed the research tool (the questionnaire) to cover all the dimensions of the independent and dependent variables in a way that enables testing of the hypotheses that were constructed, formed and distributed to the sample members to measure the impact of leadership strategies in its dimensions (entrepreneurial creativeness, entrepreneurial innovation) in achieving sustainability (growth, survival) for small enterprises in the city of Irbid. The answers of the surveyed sample members were distributed to the questionnaire items according to the five-point Likert scale, which expresses the respondent's agreement with the questionnaire items.

### Tool Reliability

The Cronbach's Alpha coefficient used of internal consistency and validity of the questionnaire as a data collection tool for the present study to measure the level of internal consistency of the resolution paragraphs.

**Table( 1): Internal Coherence Coefficients (Alpha Cronbach)**

Variable	Sub. Variables	Coherence coefficient of internal consistency
Entrepreneurial Strategies	Entrepreneurial innovation	0.86
	Entrepreneurial creativeness	0.92
The overall		0.89
Sustainability	Growth	0.94
	Survival	0.94
The overall		0.94
<b>Overall</b>		<b>0.92</b>

## Study Results

The results of the study were presented according to the research questions. To answer the research questions, descriptive analysis of the dimensions of the independent and dependent variable was used.

### 1st.: Dimensions of the independent variable: Entrepreneurial Strategies:

The arithmetic averages and standard deviations were extracted for the dimensions of the entrepreneurial strategies, and the table below shows in table (2):

**Table (2): Arithmetic Averages of Entrepreneurial Strategies Dimensions**

No.	Rank	Variable	Mean	SD	Level
3	1	Entrepreneurial innovation	4.371	.579	High
4	2	Entrepreneurial creativeness	4.320	.469	High
		Overall	4.345	.524	High

Table (2) shows that the arithmetic averages ranged between (4.320-4.371), where entrepreneurial innovation shows the highest arithmetic average of (4.371), while entrepreneurial creativeness shows lowest arithmetic average of (4.320), and the overall arithmetic average was (4.345).

**2<sup>nd</sup>..: Dimensions of the independent variable: Sustainability:**

The arithmetic averages and standard deviations were extracted for the dimensions of the sustainability, and the table below shows in table (32):

**Table (3): Arithmetic Averages of Sustainability Dimensions**

No.	Rank	Variable	Mean	SD	Level
3	1	Growth	4.492	.430	High
4	2	Survival	4.365	.582	High
		Overall	4.441	.424	High

Table (3) shows that the arithmetic averages ranged between (4.365-4.492), where growth shows the highest arithmetic average of (4.492), while survival shows lowest arithmetic average of (4.365), and the overall arithmetic average was (4.441).

**Testing of Hypothesis:**

H01 There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for entrepreneurial strategies in all its dimensions (entrepreneurial innovation, entrepreneurial creativeness) on small projects sustainability in its dimensions (growth, survival) in Irbid City: To verify the validity of this hypothesis, multiple regression analysis was used for the impact of entrepreneurial strategies on small projects in Irbid City.

**Test for the significance of the coefficients of the multiple regression equation**

Table (4) shows the values of the regression coefficients for the estimators and their statistical tests, as shown below:

**Table (4) Transactions Table for Coefficient**

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant):		.237		9.977	.000
entrepreneurial	2.729				
innovation	-.295	.061	-.398	-4.874	.000
	.317	.071	.346	4.492	.000

a. Dependent Variable: Sustainability Dimensions (growth &Survival).

Table No. (4) Shows the existence of a positive statistically significant impact of entrepreneurial innovation on small project sustainability, as the value of t. equal to -4.874 at the statistical level of .000. A positive statistically indicative impact of entrepreneurial creativeness on sustainability with of value of t. equal to 4.492 at the statistical level of .000.

H01-1 There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for entrepreneurial strategies in all its dimensions (entrepreneurial innovation, entrepreneurial creativeness) on growth of small projects in Irbid City: To verify the validity of this hypothesis, multiple regression analysis was used for the impact of entrepreneurial strategies on growth in small projects in Irbid City.

**Test for the significance of the coefficients of the multiple regression equation**

Table (5) shows the values of the regression coefficients for the estimators and their statistical tests, as shown below:

**Table (5) Transactions Table for Coefficient**

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant):		.360	.360	3.976	.000
Entrepreneurial	1.433	.080	.080	-1.783	.000
Innovation	-.142	.093	.093	1.779	.000

a. Dependent Variable: Sustainability (growth).

Table No. (5) Shows the existence of a positive statistically significant impact of entrepreneurial innovation on growth of small project, as the value of t. equal to -1.783 at the statistical level of .000. A positive statistically indicative impact of entrepreneurial creativeness on growth with of value of t. equal to 1.779 at the statistical level of .000.

H01-2 There is no statistically significant impact at the level of significance ( $\alpha = 0.05$ ) for entrepreneurial strategies in all its dimensions (entrepreneurial innovation, entrepreneurial creativeness) on survival of small projects in Irbid City: To verify the validity of this hypothesis, multiple regression analysis was used for the impact of entrepreneurial strategies on survival in small projects in Irbid City.

#### Test for the significance of the coefficients of the multiple regression equation

Table (6) shows the values of the regression coefficients for the estimators and their statistical tests, as shown below:

**Table (6) Transactions Table for Coefficient**

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant):		.273		9.977	.000
Entrepreneurial	2.729	.061	-.398	-4.874	.000
Innovation	-.295	.071	.134	4.492	.000

a. Dependent Variable: Sustainability (survival).

Table No. (6) Shows the existence of a positive statistically significant impact of entrepreneurial innovation on survival of small project, as the value of t. equal to -4.874 at the statistical level of .000. A positive statistically indicative impact of entrepreneurial creativeness on survival with of value of t. equal to 4.492 at the statistical level of .000.

#### Findings:

-There is no statistical significant effect for the dimensions of entrepreneurship strategies (entrepreneurial innovation, entrepreneurial creativeness) in achieving sustainability (growth), and this result is agreed with the studie of Al-Hanini and Abu Rumman (2019), indicate that there is a statistical significant impact of the dimensions of entrepreneurship on achieving economic development, and Al-Qurnah (2014), indicate that there is a statistical significant impact of the dimensions of the entrepreneurial organization to achieve sustainable competitiveness, creativity and quality in small and medium enterprises.

-There is no statistical significant impact of the dimensions of entrepreneurship strategies on achieving sustainability (survival), the result is agreed with the studies of Arqaoui et al. (2020), indicating that there is a relationship and correlation between the administrative innovation dimension and the entrepreneurship strategy. For company employees. Aref's (2019), indicate that there is a variation in the relative importance of the dimensions of the entrepreneurial trend affecting the strategic flexibility? Salah (2019), indicate that the entrepreneurial orientation in its dimensions has an effective role in achieving the organizational success of the company. Sakarna (2006), indicate that there is a statistical significant relationship between the application of entrepreneurship strategies (entrepreneurial innovation, entrepreneurial creativeness) and achieving the competitive advantage for companies,

Which indicates that the strategies of entrepreneurship in small enterprises has a clear impact on its sustainability of entrepreneurship projects and achieving a desired stability to ensure their survival and growth on the long-term level.

### Recommendations

In light of the findings of the current study, the researchers present a set of recommendations, which are as follows:

- There is a need for raising the efficiency and capabilities of small business owners in Irbid Governorate, by joining a specialized training programs to educate of how to deal and managing their entrepreneurial projects efficiently and effectively to ensure growth , survival and sustainability.
- There is a need for capturing a new innovative and pioneering ideas that enable small business ownership to transmit these ideas into reality on the bases of markets and their challenges, and seizing marketing opportunities for their products by using attractive and competitive ways in order to achieve stability and sustainability for their small projects.
- There is a need for conducting economic feasibility to diagnose the environmental factors related to small enterprises, in order to provide project owners by the results to help them of improving their capabilities in order to avoid the expected risks in the bases of market challenges.
- There is a need for adopting a pioneer strategy based on a new creative ideas for developing small enterprise products to ensure enterprise sustainability and growth, achieving competitive position, increasing sales and market share.
- There is a need for conducting more studies related to small enterprises in different sectors due to the role of the national economy.

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