

The impact of strategy capabilities on entrepreneurship (a study in Jordanian telecom companies)

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ABSTRACT

This study aimed to identify the impact of strategic capabilities represented by dimensions (marketing, technology, management, creativity) on entrepreneurship among workers in the Jordanian telecommunications sector. The study also aimed to determine if there are statistically significant differences in enhancing strategic capabilities among workers in the sector Jordan Telecom is attributed to demographic variables (age, educational qualification, number of years of experience, job title).

The study population consisted of cellular communication companies operating in the Hashemite Kingdom of Jordan, which numbered (3) companies, namely Zain Company; Jordan Telecom Company (Orange) and Umniah Company, so that the study included workers in these companies who are at the upper, middle and lower administrative levels (executive managers , general managers, directors of departments, and heads of departments) of both sexes, and in various specializations, as members of the study community, and due to the small size of the members of the study community, the researcher carried out a comprehensive survey method, so that the study sample included the entire study community). The statistical package was used (SPSS(.The results indicated that strategic capabilities have an impact on entrepreneurship in Jordanian telecom companies

Keywords: strategy capabilities; entrepreneurship; Jordanian telecom companies, Competitive abilities

Introduction

Recent years have witnessed many changes and developments that have greatly affected organizations in various fields and at all economic, social and administrative levels. Which requires a change and development in the methods of work and education, especially in light of the spread of the phenomenon of globalization, which has made the business environment highly dangerous as a result of the state of uncertainty. In the modern era, organizations are becoming increasingly interested in building and developing strategic capabilities as they are an important and vital center for survival and growth in a highly competitive environment.

In this era, the term strategy plays an important role in connecting these daily goals to the long term and creating a strategic process (Erkan and Kılıc, 2006). The strategic process that is taken in organizations is more difficult and complex than the decisions that have to be made in everyday life. There are many factors that influence the decisions made by managers and also influence the effectiveness of these decisions. There are some internal and external factors while setting goals and strategies in the decision-making process (Shatilo, O. ,2019)). These include the characteristics of the decision maker, the problem to be solved, the alternative and the effects of these factors. These factors can be called internal factors that directly affect the strategic process of

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any company, namely, its decision-making process and goals. In addition, the characteristics and dynamics of the environment in which the decision is made and external environmental factors also influence the strategic process (Howard et al., 2018).

The workforce is one of the most important inputs of organizations. These inputs are also compared with other inputs such as capital, natural resources and raw materials; As it is more uncertain, more diverse and interacts with a large number of factors, it includes a broad spectrum that is open to scrutiny. Human input has a dominant influence on organizational effectiveness and productivity and can be positively or negatively affected by both individual and group attitudes and behaviors, . In this study, the effects of internal entrepreneurship, psychological capital, and organizing individuals suitable for internal entrepreneurship, among many perceptions, attitudes, value judgments, behavioral patterns, and situational dimensions, were investigated. The most important reason for this is that several studies in the literature show that there is an increase in the profitability and turnover of organizations that focus on internal entrepreneurship (Bierwerth et al., 2015; Gawke et al., 2017a).

Therefore, given the current dynamic business environments and the competitive environment, it is very important to analyze the factors that lead to intra-company behaviors of employees, which are claimed to have positive effects on the most valuable organizational performance measures such as profitability and turnover. Based on psychological resources and the psychological developmental state of employees, "Psychological Capital," a mixture of dimensions of self-efficacy, hope, resilience, and optimism, which focuses on the positive forces of individuals, is often discussed favorably. Since employees with high psychological capital are expected to direct and integrate both organizational and individual resources such as optimism, hope, sense of competence, and psychological resilience, they are more likely to be expected to demonstrate significant potential in behaviors within entrepreneurship. The fit between the person and the organization is generally defined as the fit between employees and their organizations (Kristof, 1996). With an increase in the level of harmony between the person and the organization; Expected outputs such as job satisfaction, organizational commitment, and organizational performance are also supposed to increase (Kristof-Brown & Billsberry, 2013; Ng & Burke, 2005; Ostroff & Judge, 2012). Although there is not enough study in the literature on the effect of appropriate personal organization on internal entrepreneurship, it is known that employees' harmony with the organization in which they work supports positive organizational behaviors (Verquer et al., 2003). Intrapreneurship is basically a concept related to the behaviors of individuals who have this motivation towards their contribution to corporate innovation (Ezenwa, et al., 2018). Dauber et al. (2012) argued that employees who take initiative, strive and achieve success for corporate innovation are individual champions. According to Blanka (2019), the emergence of new opportunities arises from individuals rather than organizational processes. According to this perspective, the individual dimension of business distinguishes intrapreneurship from corporate entrepreneurship.

The study's Problem and its Questions:

The telecommunications industry is widely regarded as one of Jordan's most vital sectors due to the tax revenue it contributes to the Jordanian government's coffers, the number of jobs it supports, and the breadth of the services it offers to businesses of all stripes. However, this industry expands into new areas because it helps customers save time and energy while pursuing their goals. The telecommunications industry in Jordan is very competitive, and it can be challenging for businesses to cultivate a devoted customer base among consumers who are aware that their options are limited. However, the mechanism of the service delivery process is where the marketing rivalry rests. Companies, and Jordanian telecom firms in particular, can benefit from strategic vigilance

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measures in order to realize their objectives and expand their market share in the competitive telecom sector (Almarshad et al, 2019).

The recent years have seen various difficulties that have affected all countries and their organizations economically, socially, and politically due to the onset of the Corona virus. After schools, stadiums, and other public gathering places were closed due to the coronavirus epidemic, it was inevitable that the country's telecommunications providers would feel the effects as well (Ozili & Arun, 2020). As a result, economists predict a 3-5% reduction in GDP growth across the board. There may be a 10% drop in GDP. An additional 2%-2.5 percent of global GDP is lost for every month the crisis continues.

With the rise in the use of digital communication tools during the coronavirus crisis, it is clear that digitization has become a major concern in many fields (Rigotti et al., 2020). The crisis has prompted a call for a radical shift in national and institutional innovation strategies, one that prioritizes deploying cutting-edge technologies like 3D printing, digital solutions, digital currencies, and artificial intelligence across key growth industries like healthcare, education, and manufacturing. Additionally, it triggered expansion in some economic spheres while contraction in others. As a result, this has a negative impact on the economies of nations that rely on the export of traditional services, such as tourism (Ungerer et al., 2020). Although the Business Model has been there since the 1960s, its recent surge in popularity may be directly attributed to the rise of the digital economy. Since the advent of e-commerce in the 1990s, academics have begun to publish papers on various models for conducting business online (Bagnoli et al., 2019). The widespread adoption of the term "digital business model" can be attributed to the adaptability offered by digital technology in coordinating the different activities that comprise the process through which a firm generates value for its customers. According to Xu and Koivumäki (2019), the business model has become more valuable than its analog predecessor.

There is no doubt that advances in IT have helped entrepreneurship institutions conquer many of the obstacles they encounter, such a lack of trained and skilled human resources, ineffective marketing, and limited access to remote regions (Abu Fara, 2006). Due to their ability to adapt to shifting economic conditions, digital entrepreneurship institutions are well-positioned to expand in the years ahead, thanks to the proliferation of platforms that enable direct and frictionless communication with consumers (Al-Rawabdah, 2015). Companies of all sizes, from the smallest startups to the largest conglomerates, will be compelled to embrace digital technology as a means of survival in the face of new illnesses, epidemics (Guerrieri et al., 2020).

Many academics are interested in the concept of digital entrepreneurship, and businesses must move rapidly to enter the area and activate their position in digital entrepreneurship or risk being left behind in the marketplace (Rahayu & Day, 2015).

According to recent surveys conducted in countries as diverse as the United States, the United Kingdom, and Sweden, online shopping has emerged as the preferred method of purchasing goods internationally. Data also shows that as much as 70% of the adult population is engaged in some form of digital business. The value of all digital payments transactions is expected to reach \$4,406,431 million by the year 2020, with significant increase occurring in both developed and developing economies. By 2024, the total value of all transactions is projected to reach \$826,917,000,000, with an annual growth rate of 17.0%. (statista.com, 2020).

In the wake of the recent COVID-19 outbreak, businesses across all sectors have had to adapt

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quickly to a plethora of new challenges and opportunities. As a result of these shifts, businesses must place a greater emphasis on building up their strategic skills and human resources if they want to realize their objectives and maintain a competitive edge in the market. Companies recognize the need of standing out from the competition, and thus they work hard to improve their resources and identity so that they may offer novel products and services. And as the global pandemic's dangers grow, businesses still need better pr

ntegration of processes to safeguard mission-critical functions and lessen the impact of disasters (Hevia & Neumeyer, 2020).

Therefore, modern methods and equipment are essential for companies.

Empirical results from previous studies (e.g. Al-Hawary & Al-Syasneh, 2020) and some semi-structured interviews with a number of managers reveal that many organizations have failed to achieve their strategic goals, despite the fact that the strategic dynamic capabilities are considered major tools that enable the organizations to draw the right paths to activate their practical and operational movement within the environment working and interacting to achieve these goals. Telecommunications firms must take use of cutting-edge methods and approaches like ambidexterity and organizational agility because they continue to face comparable changes and situations characterized by complexity and uncertainty due to shifts in the external environment (Orange, 2019).

Weak programs to educate, qualify, and train young entrepreneurs, a dearth of original business ideas, a lack of confidence in pitching those ideas to investors, and a general lack of experience running a business are all factors that contribute to Jordan's entrepreneurship crisis (Mehtap, Caputo, & Pellegrini, 2017). Due to the lack of recent studies in developing context discussing and examining the role of strategic capabilities to support the decision making of entrepreneurs, the current study is conducted within a novel conceptual framework that includes critical concepts that have not been investigated previously.

To solve the research issues outlined at the outset, this study plans to do the following.

Analyze how the entrepreneurial spirit of Jordan's telecommunications firms is influenced by their strategic competencies (including their marketing, technological, administrative, and creative capacities).

Scope of the Study

This investigation may be bounded by a wide variety of factors, including but not limited to:

Research Objectives: To what extent does strategic capability influence business creation?

- Human factors: The participants were all Jordanian telecom workers, male and female.

Because of logistical constraints, this research was conducted just with Jordanian telecommunications providers.

Constraints on time meant that this study could only be carried out during the second semester of the 2021/2022 school year.

Definitions of Operational Terms

Strategic Capabilities: They are all the qualifications that the organization possesses, whether they are administrative, marketing or other, and it uses them effectively to benefit the organization and customers (Zureik, 2017). In this study, it means that all the qualifications possessed by Jordanian telecommunications companies, whether they are administrative, marketing or otherwise, and use them effectively to benefit the company and customers.

Marketing capabilities: It is what customers need, satisfying these needs, commitment to monitoring, surveying and evaluating changes that occur in the market, organizational flexibility, the existence of a mechanism for change in line with market needs, commitment to employing employees capable of mastering professional marketing methods, and permanent training for them on these methods (Mukhtar, 2020). In this study, the marketing capabilities possessed by the employees of Jordanian telecommunications companies to assess the needs of customers and assess the changes that occur in the market, and their ability to master professional marketing methods.

Technological Capabilities: Capabilities that are used to obtain, analyze and present information in a faster and more efficient manner. Technological capabilities focus mainly on information technology through which the organization is able to achieve a competitive advantage, because technological capabilities provide information that enables the organization to make appropriate and strategic decisions that support performance in various organizational units (Mahmoud et al. 2018). In this study, it means that the capabilities used by Jordanian telecommunications companies to obtain information that enable them to take appropriate and strategic decisions that support performance in the various organizational units.

Administrative Capabilities: It is the efficiency of the top management in managing the operational activities of the company, and it is measured through the outputs that are produced on the basis of the inputs (Li, 2015). In this study, it means the efficiency of top management in its management of the operational activities of Jordanian telecom companies.

Innovative Abilities: It is a mental activity that is characterized by non- stereotyped ness and deviation from the usual, familiar way of thinking, and leads to production characterized by innovation, novelty and creativity, and its skills include fluency, flexibility, originality, elaboration or expansion (Abu Hamid, 2013). In this study, it's refer to the definition of Abu Hamid (2012).

Entrepreneurship Theories

Scientific Management Theory

One of the most influential and influential management theories is the scientific management theory, which can be traced back to American engineer Frederick Taylor (F. Taylor). The widespread industrial progress of the years 1900-1920 inspired the development of this theory in the United States of America.

One of the most important factors that helped in this advancement was the continuity and progress in modern technological innovations on the one hand, and the emergence of a class of regulators and researchers specialized in management and organizational processes on the other hand (Taneja, 2011).

Stakeholder Theory:

Despite the complexity of the phrase, "stakeholder" was first used in the context of business in the 1960s. The theoretical framework for this concept in business was developed and introduced by Edward Freeman (1984).

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The idea behind the stakeholder notion is that corporations have responsibilities not just to their shareholders but to a wider range of interested parties who, like shareholders, have a stake in the company's success. The core premise is consistent and easy to grasp across all of these ideas, and the term "stakeholder" has been given a variety of meanings by various persons.

Any person or group whose interests are affected by an organization, or whose interests may be affected by it, is considered a stakeholder in that organization. From this description, it is evident that the range of stakeholders may change from one organization to another, and even within the same company, from one case to another, one task to another, or one project to another. According to (Freeman, 2016),

Bureaucratic Theory :

This section examines Max Weber's concept of the bureaucratic model and its characteristics from the perspective of viewing it as a distinctive leadership and management style and the latest resounding trend in the field of management the moment it appears in the world, and that this model is relatively present in all organizations across the globe, regardless of sector or size. The study also examined the model's fundamental features in light of the critiques raised against it, as well as the factors that contributed to the model's success in some government institutions but not others. The researcher used the term "model" because it was first used by the concept's creator, Max Weber, to describe the bureaucratic model; because this term encompasses the leadership style and behavior followed in the organization that affects the behavior of its employees; and because this term was used to describe the model from which many managerial and leadership theories affecting employee productivity and behavior and work culture in organizations were derived. (Lasley,,2011)

Field Study Results

One: This area is for gathering responder demographic information, such as gender, age range, level of education, years of experience, and current occupation.

In Section 2, the subject of what is represented by strategic capabilities that were built based on was addressed in twenty-four paragraphs (Parnell, 2011). This factor is a second-order research structure that is broken down into four first-order structures: marketing capabilities (6 paragraphs), technological capabilities (6 paragraphs), administrative capabilities (6 paragraphs), and innovative capabilities (6 paragraphs).

Results Related to the Study Sample Characteristics

The research sample was represented by designing a questionnaire form, Annex (1), and distributing it to a group of individuals working in Jordanian telecommunications companies electronically. The following is a description of the most important characteristics of the sample members.

The following tables illustrate the study sample characteristics. The recognized results are summarized hereinafter:

Firstly: Gender**Table (1): Distribution of Study Sample by Gender**

Gender	Freque ncy	Per cent%
male	104	41. 6%
Female	146	58. 4%
Total	250	10 %0

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Table (1) shows that the percentage of respondents from Jordanian Telecom Companies constituted %41.6 male and %58.4 female.

Secondly: academic Year Level

table (2) shows that the highest percentage of respondents that for Postgraduate holders, if it reached (55.2%), followed by the college/undergraduate degree holders if it reached (43.6%), followed by the High school or less holders if their percentage reached (1.2%). Including that there is a tendency to appoint holders of higher degrees within the telecommunications companies.

Table (2): Distribution of Study Sample by academic year level

academic Year Level		
	Fr equency	Pe rcent
High school or less	3	1. 2%
College/ undergraduate	10 9	43 .6%
Postgraduate	13 8	55 .2%
Total	25 0	10 0%

Thirdly: job title

table (3) shows that the highest percentage was the department head if it reached (33.6%), followed by the division official if it reached (28.8%), followed by the director of the department if its percentage reached (20.4%), while the assistant director general reached (17.2%).

Table (3): Distribution of Study Sample by job title

job title	Fr equency	Pe rcent
Head of the Division	72	28 .8%
Head of Department	84	33 .6%
Director of the Directorate	51	20 .4%
Assistant Secretary- General	43	17 .2%
Total	25 0	10 0%

Fourthly: experience

It is evident from the table numbered (4) that the highest percentage of working individuals with a service ranging (11-15) or more is 44.4, followed by the percentage of working individuals whose experience ranges less than 10 years amounted to (34.0), followed by the percentage of individuals Workers who have experience of more than 16 years, reaching (21.6), as these results indicate the accumulation of experience and knowledge among the study sample members, which qualifies them to answer the questionnaire in a realistic manner.

The impact of strategy capabilities on entrepreneurship (a study in Jordanian telecom companies)**Table (4): Distribution of Study Sample by experience**

Experience		
	Frequency	Perce nt
Less than 10 years	85	34.0
11– 15 years	111	44.4
16years or more	54	21.6
Total	250	100%

Results related to the questions of the study:**Table (5): The Arithmetic Means, Standard Deviations, the Rank and Degree for the Paragraphs of the Second Question**

No.	Paragraph	Mea n	Standard Devatio	Relevance
1	The managers of the higher administration in the Minis of Local Administration have full understanding of t importance of implementing the total quality management	3.76	1.1332	High
2	The higher management of the ministry is committed to implementing efforts and improving the overall quality	4.42	1.0318	High
3	The higher management of the ministry shall provide t time, staff, facilities, equipment, and sufficient money for t implementation of the total quality management	3.99	1.0623	High
4	The senior management plans and continuously follo the path of the total quality programs to reach the strategic goals the ministry	4.3	1.1018	High
5	The Ministry's administration measure the satisfaction the customers with the behavior of the employees	3.492	1.0726	High
6	The Ministry's administration considers customer opinio when developing new services.	3.396	1.0600	High
7	The Ministry's administration conducts surveys to identifi the client's needs and desires	3.272	1.1003	High
8	The Ministry's administration follows up on custome complaints and provides solutions.	3.328	1.07 37	High
9	The Ministry's administration works to involve employees at all levels in the processes of improving the quality services	3.676	1.03 1	High

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10	The Ministry administration works to encourage workers to work in a team spirit	3.456	1.097	High
11	The ministry's administration delegates powers to workers to act when there is a problem.	3.356	1.043	High
12	The Ministry's administration grants material rewards to workers for their participation in achieving outstanding performance.	.376	1.111	High
13	The Ministry's management seeks to increase competition among workers by announcing the	.680	1.057	High
14	Total quality management is taken into consideration as a strategic plan for the ministry	.672	1.078	High
15	The ministry's management continually changes its strategic goals according to the changing needs of service recipients	.520	1.134	High
16	The ministry's administration is interested in studying the market, economic and political changes, etc. affecting the future plans of the ministry	.408	1.072	High
17	The Ministry's management constantly seeks to examine the effects of implementing short, medium and long term plans related to the quality of the services provided.	.424	1.121	High
18	The Ministry's management uses advanced scientific and technological methods and tools for the purpose of continuously improving the quality of services	.472	1.061	High
19	Workers can reach decision-makers and explain their situations regarding their work without difficulty	.576	1.117	High
20	The Ministry's management is keen on the effectiveness of the communication system to achieve the exchange and dissemination of information	.248	1.124	High
21	The Ministry's administration sets instructions and regulations to define each worker's role in the process of achieving the ministry's objectives	.280	1.049	High
22	The Ministry's administration provides effective and direct means of communication between workers and service recipients	.336	1.115	High
23	The ministry has an information system that provides information quickly to decision-makers	.576	1.092	High

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24	Actual decisions are taken in the ministry according to information and data that are collected and analyzed periodically	.528	1.087	High
25	A computerized information system generally helps decision-makers to perform their tasks well and solve business problems effectively	.456	1.049	High
26	The Ministry's administration analyzes quality problems to find out the main reasons that lie behind their occurrence	.552	1.033	High
General Arithmetic Means		.5596	High	

The results of the study sample's responses to the questionnaire paragraphs are displayed in Table (5); the arithmetic mean was found to be (3.5596), indicating a high degree of agreement. The average represents

Averaging out the responses to this question yielded a range of (3.248-4.42), with the most votes going to the sentence reading "The top management of the ministry is devoted to implementing initiatives and increasing the overall quality" (4.42). "The Ministry's management is intent on the effectiveness of the communication system to achieve the interchange and dissemination of information," says one phrase, "with an average of (3.248). The small standard deviation values suggest that the answers in the samples are relatively close to one another.

Results Related to the Second Question: The following paragraphs measure the level of institutional performance.

Table (6) The Arithmetic Means, Standard Deviations, the Rank and Degree for the Paragraphs of the institutional performance

No.	Paragraph	Mean	Standard Deviation	Relevance
1	I feel reasonably satisfied with my job at the ministry	3.608	1.0932	High
2	My job provides me with opportunities to gain new skills and experiences.	3.452	1.0019	High
3	I feel that the salary I get from work satisfies my ambitions.	3.272	1.0326	High
4	The working conditions are good and conducive to efficient performance.	3.372	1.0305	High
5	I get praise and appreciation from my supervisors for my efforts.	3.324	1.0543	High
6	I feel that the way promotions are awarded is subject to clear and specific criteria	3.396	1.0600	High
7	I talk about this ministry to my friends as an excellent place to work.	3.608	1.0131	High
8	I feel a lot of loyalty towards working in the ministry	3.412	1.0071	High
9	I am ready to accept any work assigned to me	3.440	1.0896	High

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	in order to continue working in this ministry			
10	My personal values and beliefs are consistent with the prevailing values and beliefs in the ministry	3.452	1.1084	High
11	Working in the ministry raises in me the desire to achieve the best performance in my work	3.456	1.0940	High
12	The officials can find new and practical ideas to improve the quality of the ministry's services	3.556	1.1117	High
13	The officials are not afraid to take risks	3.116	1.1151	High
14	The officials can convince others of their ideas and promote them.	3.188	1.0942	High
15	Employees show their creativity at work when given the opportunity.	3.200	1.1157	High
16	The officials develop adequate plans and schedules to implement his new ideas	3.260	1.0868	High
17	The ministry's have a good level of attention toward prevention of the hazards influencing health and safety	3.684	1.0259	High
18	The ministry's care about the environmental protection level (rational processing of solid and liquid waste, recycling etc.)	3.360	1.1115	High
19	The ministry's' actively involved in social events	3.46	0.9982	High
General Arithmetic Means		3.401	High	

The results of the study sample's responses to the questionnaire's paragraphs are displayed in Table (6), where it was determined that the arithmetic average reached (3.401), representing a high degree of agreement. Average responses to this question ranged from 3.188 to 3.608, with the highest average coming from the sentence "which states (I feel relatively content with my position at the ministry), (I talk about this ministry to my friends as an outstanding place to work.)", which had a mean score of 3.608. The average answer was lowest for the sentence that read, "The officials can convince others of their ideas and promote them" (3.188). Results from the standard deviations show that responses from the study sample are relatively uniform and near together, as indicated by their small values.

Conclusions and Recommendations

The research focused on the performance of telecom corporations, which is delicate information to publish, especially given the level of competition. Additionally, the nature of the respondents' occupations and social standing made it difficult to distribute questionnaires and gather data.

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The results of this study showed that strategic capabilities play an important role in corporate entrepreneurship in the context of Jordanian telecom companies. These results are consistent with the results of previous studies conducted in many countries in an environment where competition is high, the effectiveness of non-innovative organizations is low (Drucker, 1998). For this reason, organizations try to act as entrepreneurs or at least employ employees with an entrepreneurial structure to provide an environment that supports entrepreneurship within the organization (Basim & eşen, 2009). Successful entrepreneurial activity results in the formation of organizations and the emergence of entrepreneurs as "managers," as emphasized by Schumpeter.

In order to foster innovation and creative problem-solving among their staff, telecom corporations should adopt an entrepreneurial culture. By establishing more stable, informal, and decentralized structures, they should continue to explore programs that support entrepreneurship. Autonomous teams, creative and innovative processes, and other company activities thrive in an atmosphere with this type of organizational structure. They should also experiment with new concepts, inventive approaches, and techniques on a regular basis. They should also invest more money on new product development efforts. Telecom corporations can encourage employees to take risks by raising their tolerance for failure and rewarding innovative ideas that succeed. They can also teach staff members to adopt a bold stance when faced with difficult choices, and they can give staff members the support they need from senior management even when their ideas may fail.

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