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The impact of entrepreneurship self-concept, work motivation, and risk taking on human resource department performance and business overall performance at Jordan private universities

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ABSTRACT

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The goal of this study was to find out how entrepreneurship self-concept, work motivation, and risk taking on human resource department performance and business overall performance at Jordan private universities. To test the study's assumptions, 311 samples from the research study were taken, looked at, and argued about. Entrepreneurship, self-concept, work motivation, and risk taking were all found to affect the success of both human resource department performance and business overall performance. The first factor was the self-concept, which can be seen in self-esteem, self-image, and self-identity. The second most important factor is work motivation, which includes intrinsic motivation, extrinsic motivation, goal setting and orientation. Risk taking is the third and final important factor. It includes participants' risk tolerance, their perception of risk, and their outcome expectations. The study found that helping employees to understand their job nature and how they can do it, increasing the motivation on job work, and increasing the employees' demands for taking risks can improve performance ratio in human resource department, and that having an organizational structure that encourages teamwork and work teams can improve the ability to solve problems and improve work performance, which in turn affects overall productivity. This study adds new information to a new area that needs more research to fully understand how workload, work pay, and organizational structure pressures all affect each other. This study's topic, Jordan private universities, is both new and important because it could help scientific private universities to improve how they run and give better education output.

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1. Introduction

In the ever-changing landscape of the modern business world, entrepreneurial activity is an essential engine for driving innovation, growth, and competitiveness (Bruton et al., 2023). When analyzing its effects on organizations, several important considerations come into play at the same time (Stephan et al., 2023). Among these, one's self-concept, one's drive at work, and one's willingness to take risks stand out as particularly important factors that can have a big impact on an organization's success and performance (Vedula et al., 2022). To begin, an individual's perception of themselves is an essential component of the entrepreneurial process within an organization (Weking et al., 2023). If an employee has a healthy perception of themselves, they are more likely to be proactive in their search for possibilities, to suggest inventive solutions, and to exhibit confidence in their decision-making abilities (Chandra, 2022). This self-belief can help to build an entrepreneurial culture inside an organization, which in turn helps to drive creativity and enables employees to make important contributions to the expansion and success of the company (Stephan et al., 2023). The importance of maintaining work motivation makes it is much more likely that employees that are motivated will be engaged, productive, and committed to the tasks they are assigned (Nisula & Olander, 2023). They typically exhibit a greater degree of persistence and determination, which are two attributes that are crucial for doing entrepreneurial projects (Ismail et al., 2022). A motivated workforce not only leads to enhanced individual and team performance, but it also contributes to a more innovative and dynamic organizational environment, which is better

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able to adapt to changing market conditions and seize new possibilities (Palenzuela et al., 2022). This is because an innovative and dynamic organizational environment is better equipped to take advantage of new opportunities (Geary & Xu, 2022). In addition, the willingness to take risks is an essential component of an entrepreneurial mindset, and the significance of this trait for businesses is difficult to overestimate (Tian et al., 2022). Employees that are ready to take risks within reasonable parameters are more likely to investigate uncharted business territories, to question the status quo, and to be the ones who pioneer novel solutions. Within an organization, a culture that promotes prudent risk-taking develops a sense of empowerment among employees, which in turn drives creativity and enables the organization to remain competitive and flexible in an economic environment that is always shifting (Lou et al., 2022).

In summary, the effects of entrepreneurship, self-concept, job drive, and risk-taking on businesses are significant to say the least (Marcelin et al., 2022). These variables, when taken together, help contribute to the establishment of a culture that is dynamic and innovative within the organization (Sugiarti, 2023). In today's challenging business environment, an organization that has a workforce that has a positive self-concept, high work motivation, and a willingness to take calculated risks is better positioned to drive entrepreneurial initiatives, explore new opportunities, and ultimately enhance the overall performance and competitiveness of the organization (Iis et al., 2022). Organizations that have the goals of thriving and succeeding in the current business world might gain a strategic edge by recognizing and cultivating these attributes (Wahyudi, 2022). In the second part of this article, I will discuss past studies. The third part of this discussion focuses on the methodologies of research and data collection. Following Section 4, Section 5 presents a discussion of the findings and research interpretations.

2. Literature Reviews

2.1 *Entrepreneurship self-concept*

The term “entrepreneurship self-concept” refers to a person's perception of themselves in the context of entrepreneurship as well as their belief in their own capacity to engage in activities associated with entrepreneurship (Nisula & Olander, 2023). It includes both the confidence in one's own abilities and the courage to pursue goals on one's own initiative (Ismail & US, 2022). A robust self-concept in entrepreneurship is distinguished by a high level of self-belief, a favorable attitude toward taking risks, and the capacity to recognize and grab chances (Palenzuela et al., 2022). This self-concept is a key component for anyone who aspires to become an entrepreneur because it determines an individual's propensity to journey into the unknown, endure in the face of adversity, and actively seek inventive solutions to issues (Geary & Xu, 2022). Self-perception as an entrepreneur is critical to the success of both the entrepreneur and the enterprise in which they are involved (Perinelli et al., 2022). Individuals who have a rich self-concept of entrepreneurship are more likely to set lofty objectives for themselves, continue to work hard in the direction of achieving their goals, and recover quickly from failure (Bruton et al., 2023). They are more resilient in the face of hardship because they perceive failures as learning opportunities and look at them that way (Stephan et al., 2023). Furthermore, an entrepreneur's capacity to network, collaborate, and attract resources is improved when they have a robust entrepreneurship self-concept (Vedula et al., 2022). This is because an entrepreneur's self-confidence and passion are infectious, which encourages others to join them on their path as an entrepreneur (Weking et al., 2023). Additionally, this self-concept can be a significant component that divides successful business owners from others who have difficulty growing their companies (Chandra, 2022). The formation of an entrepreneurial self-concept and its continued cultivation are both continuous processes (Mardievna, 2022). It is possible to cultivate it through education, the guidance of mentors, and the participation in entrepreneurial activities (Perinelli et al., 2022). Individuals who participate in educational programs that place an emphasis on problem-solving, creative thinking, and taking risks may find it easier to believe in their own potential as entrepreneurs (Geary & Xu, 2022). In a similar vein, receiving advice and motivation from an experienced businessperson who acts as a mentor can be quite beneficial (Palenzuela et al., 2022). In addition, engaging in entrepreneurial activities such as startup competitions or innovation projects can be beneficial to one's sense of self-concept because they provide participants with the opportunity to gain hands-on experience and see how their ideas are implemented in the real world (Ismail et al., 2022). Individuals can be empowered to follow their ambitions of being entrepreneurs with greater confidence and determination if they first recognize the significance of having a positive self-concept of entrepreneurship and then actively endeavor to strengthen that self-concept (Nisula & Olander, 2023).

2.2 *Entrepreneurship work motivation*

The success of an entrepreneur is directly correlated to their level of work motivation (Sugiarti, 2023). When embarking on the path of entrepreneurship, individuals frequently find themselves up against many obstacles and unknowns (Iis et al., 2022). Their steadfastness and resiliency in the face of hardship can be attributed to their internal motivation, which is fed by their deep-seated passion and a profound sense of purpose (Wahyudi, 2022). Entrepreneurs are driven by this motivation, which is what motivates them to set lofty goals, work persistently, and persevere despite experiencing failures (Widarko & Anwarodin, 2022). True entrepreneurial motivation is not founded in the desire to make a meaningful impact, innovate, and achieve personal fulfillment via one's enterprises; rather, it is based on the want to make a meaningful impact, innovate, and achieve personal fulfillment through one's ventures (Hajjali et al., 2022). Both intrinsic and extrinsic forms of motivation can be used in the workplace in the context of entrepreneurial endeavors (Megawaty et al., 2022). The term “intrinsic motivation” refers to the internal forces that push people to engage in entrepreneurial activities because they find those activities to be enjoyable in and of it (Iis et al., 2022). A love for the work itself, a sense of autonomy, and the satisfaction of creating something new could all fall into this category (Widarko & Anwarodin, 2022). On the other hand, extrinsic motivation is influenced by variables that

are not internal, such as cash rewards or praise (Ahmad et al., 2023). While extrinsic and intrinsic drive both have the potential to be very effective, research reveals that intrinsic motivation typically plays a more significant part in the success of entrepreneurs. Entrepreneurs that are intrinsically motivated are more likely to innovate, take risks that they consider to be manageable, and continue in their ambitions, which eventually results in businesses that are more sustainable and have a greater effect (Megawaty et al., 2022). It is essential for business owners to develop and maintain a high level of job motivation (Hajjali et al., 2022). For entrepreneurs to keep their motivation levels up, they need to engage in activities such as defining goals, engaging in self-reflection, and drawing motivation from their own personal values and vision. Building a positive support system consisting of mentors, peers, and advisers may be of great assistance to entrepreneurs in maintaining their motivation by giving them encouragement, feedback, and a sense of accountability (Widarko & Anwarodin, 2022). To prevent burnout and maintain motivation, maintaining a healthy work-life balance, taking breaks when they are required and engaging in self-care are all extremely important (Wahyudi, 2022). Understanding the nature of work motivation and actively managing it may be a significant determinant of entrepreneurial success, helping entrepreneurs remain motivated and focused on their long-term goals (Iis et al., 2022). This is because understanding the nature of work motivation and actively managing it can be a key determinant of entrepreneurial success (Sugiarti, 2023).

2.3 Entrepreneurship risk taking

Although entrepreneurs must be comfortable with uncertainty, those who find sustained success rarely take unnecessary chances (Tian et al., 2022). Instead, they are calculated risk-takers who weigh the benefits and drawbacks of each potential move to increase their odds of success. The idea of “effectual reasoning”, first proposed in a study by Hammouri et al. (2023) implies that entrepreneurs frequently work backwards from their resources to identify opportunities. This method of risk management makes use of already existing resources and expands upon previously gained knowledge (Lou et al., 2022). Entrepreneurs improve their chances of success while limiting the damage that could come from taking calculated risks (Marcelin et al., 2022). The level of risk an entrepreneur is willing to take is directly related to their risk tolerance (Schwerter, 2023). Entrepreneurs with a higher risk tolerance are more likely to explore possibilities. This disposition toward taking chances can open the door to opportunities with high payoff potential (Adomeit, 2022). It is critical, however, to distinguish between risk-taking and irresponsibility (Schwerter, 2023). To safeguard their investments and endeavors, successful risk-takers strike a balance between their willingness to accept risks and their knowledge of the possible outcomes (Schwerter, 2023). Taking risks in business can result in defeat, but setbacks can be used as steppingstones to success (Marcelin et al., 2022). Ahmad et al. (2021) shows that entrepreneurs who meet pressures and turn it into opportunities for growth are more likely to bounce back and achieve success in following tasks. Successful risk-takers exhibit this sort of resiliency when things don't go as planned (Lou et al., 2022). It stresses the significance of being willing to take risks in order to learn and grow as an entrepreneur. Entrepreneurs who are receptive to feedback are more likely to grow from their experiences and take chances that benefit their businesses (Tian et al., 2022).

2.4 HR Performance

The performance of the HR department is intimately related to its capacity to construct and maintain a pleasant employee experience, which, in turn, enhances the organization's overall performance and competitiveness (Dacholfany et al., 2022). The incorporation of new technologies has had a substantial impact on the efficiency of human resources departments (Sampe et al., 2022). Modern HR systems and software have simplified HR procedures, which have made it possible for HR practitioners to be more data-driven and effective in their work. The implementation of HR technology has reportedly resulted in greater analytical skills, enhanced recruitment and onboarding experiences, and increased employee engagement, as stated in research published by Deloitte (2020). These improvements make it possible for human resources departments to make decisions based on data, anticipate trends in the workforce, and optimize talent management tactics (Sutrisno et al., 2022). Because of this, the application of technology in human resources has evolved into an essential component of the overall performance of the department, enabling HR teams to function at a more efficient level (Chiang et al., 2022). The HR department's performance review has recently begun to place a greater emphasis on the employee experience (Elkassar et al., 2022). Bersin (2017) emphasizes the connection between successful organizational outcomes and excellent employee experiences. The creation of a workplace culture that encourages employee engagement, satisfaction, and overall well-being is increasingly becoming the responsibility of HR departments (Elkassar et al., 2022). They are able to accomplish this through the implementation of programs that help employees improve their skills, flexible work arrangements, and efficient communication tactics (Atmaja et al., 2023). Not only can organizations with greater employee retention rates benefit from positive employee experiences, but positive employee experiences also add to an organization's reputation as an employer of choice (Sampe et al., 2022). Therefore, the performance of the human resources department is intimately linked to its capacity to create and maintain a positive employee experience, which, in turn, enhances the organization's overall performance and competitiveness (Dacholfany et al., 2022).

2.5 Business overall performance

The financial success of a firm, the efficiency of its operations, and the happiness of its clientele are the three pillars upon which its total performance rests. Growth in revenue, profitability, and cash flow are all components of a company's financial performance. Balanced financial measures, which consider not just financial outcomes but also operational and customer-related indicators, are emphasized in a study by Kaplan and Norton (2021). According to Demski and Hodge (2019) efficient

financial management is critical for keeping a healthy balance sheet, controlling expenses, and making the most of available resources. Consistently profitable businesses have more capital available to put into growth initiatives like R&D, new product launches, and market expansion. To achieve operational excellence, a company must concentrate on improving their procedures, cutting down on waste, and increasing output. The influence of operational excellence methods on enhancing supply chain performance and business outcomes is highlighted by Melnyk et al. (2020). In addition to saving money, businesses that put an emphasis on operational excellence are better able to adapt to shifting market conditions and meet the needs of their customers. Increasing efficiency and maintaining high quality standards are two ways in which firms can get an edge in the marketplace. When customers are happy, businesses do well and thrive over time. Anderson and Mittal's (2019) highlights the connection between happy customers and repeat business. Customers' happiness directly impacts a company's bottom line through increased sales and word-of-mouth marketing. Gupta and Zeithaml (2020) highlight the fact that businesses that place an emphasis on customer-centric strategies typically outperform their rivals. As a result of their efforts to provide outstanding service, listen to and act on customer feedback, and cultivate meaningful connections with their clientele, their businesses have seen increased success and sustained expansion.

3. Research Methodology

This research aims to investigate the impact of workload, compensation, and organizational structural pressures on the performance and business results of the Jordan private universities. Participants evaluated critical research hypotheses on Google Drive, employing a Likert scale ranging from 1 (strongly disagree) to 5 (very agree). We employed Partial Least Squares (PLS) to examine our hypotheses. After refining the data, we found that 269 participant responses met the criteria for analysis and discussion related to our research hypotheses. Notably, the collected data greatly surpassed the required estimates, exceeding them by a factor of 10 to 1.

4. Research Results

We conducted tests to examine the precision and accuracy of the measuring scheme. Cronbach's alpha was utilized to determine internal consistency and dependability, and we set our cutoff at 0.70, per the recommendations of Hair et al. (2006). Cronbach's alpha values for the scale's subscales are presented in Table 1. All subscale values are over the cutoff value of 0.70. Fornell and Larcker suggest using a value of 0.70 or higher for the CR test and 0.50 or higher for the AVE test for assessing convergent validity. The component and average failure rates in Table 1 do not meet these requirements, however. All indicators for each element showed path loadings greater than 0.50, and validity of hypothesis testing in the context of the study paradigm are presented in the following table.

Table 1
Reliability and validity test

Code	Variable	Factor's	VIF
Self-Concept (SC)	(Cronbach's Alpha: 0.185, CR: 0.453, AVE: 0.543)		
SC1	Self-Esteem	0.122	1.221
SC2	Self-Image	0.322	1.331
SC3	Self-Identity	0.112	1.324
Work Motivation (WM)	(Cronbach's Alpha: 0.335, CR: 0.533, AVE: 0.644)		
WM1	Intrinsic Motivation	0.322	1.552
WM2	Extrinsic Motivatio	0.452	1.441
WM3	Goal Setting and Orientation	0.233	1.324
Risk Taking (RT)	(Cronbach's Alpha: 0.414, CR: 0.537, AVE: 0.322)		
RT1	Risk Tolerance	0.533	1.577
RT2	Perceived Risk	0.144	1.598
RT3	Outcome Expectations	0.567	1.765
Human Resource Performance	(Cronbach's Alpha: 0.447, CR: 0.755, AVE: 0.543)		
HRP1	Employee-Engagement	0.423	1.743
HRP2	HR technology and System	0.356	1.654
HRP3	Strategic HR Practices	0.564	1.534
Overall Business Performance	(Cronbach's Alpha: 0.552, CR: 0.742, AVE: 0.643)		
OBP1	Financial Performance	0.443	1.420
OBP2	Customer Satisfaction and loyalty	0.556	1.632
OBP3	Employee engagement and productivity	0.659	1.780

Based on the previous table which showed that the research model assessment was good, we can now continue discussing the research hypotheses.

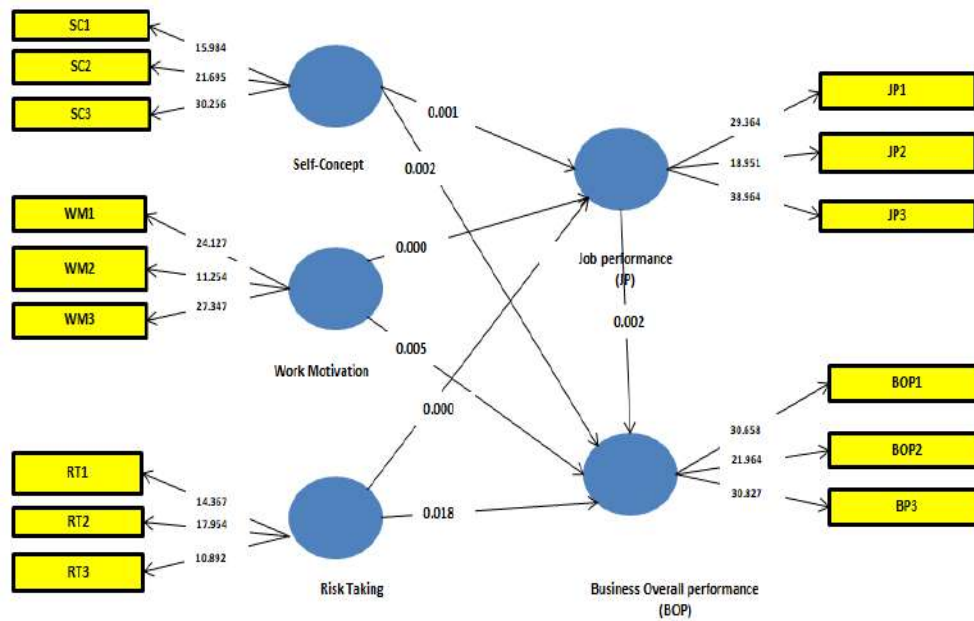


Fig. 1. The results of Bootstrapping

Fig.1 represents the direct impact of relationships between research variables, and it is explained that the research hypotheses are fully accepted.

Table 2
Discriminant Validity

Construct	SC	WM	RT	HRP	OBP
SC	0.221				
WM	0.544	0.254			
RT	0.133	0.221	0.221		
HRP	0.310	0.444	0.345	0.289	
OBP	0.278	0.232	0.687	0.276	0.255

The Fornell-Larcker criterion was applied to establish discriminant validity. The conditions are satisfied if the correlations between the components are smaller than the average variance (AVE) extracted from the components. The AVEs' square roots (emphasized in bold) are shown to be smaller than the component correlations in Table 2. Discrimination has been proven to have valid grounds. After the measurement model was approved, the structural model was analyzed. R2 was 50.1%. R2 is higher than the threshold of 25% set by Hair et al. The small p-values in Table 3 show that the data agreed with all of the hypotheses. Supporting Hypotheses 1 and 2, we find that self-concept influences HR performance ($\beta= 0.221, p 0.05$) and business overall performance ($\beta= 0.331, p 0.05$). Both HR performance and business overall performance improved when employees were more invested in their jobs ($\beta= 0.344, p 0.05$), lending credence to Hypotheses 3 and 4. As a conclusion, we find that taking calculated risks has a significant, beneficial effect on HR performance ($\beta = 0.357, p 0.05$) and on the overall success of a business ($\beta= 0.172, p 0.05$), thereby supporting Hypotheses 5 and 6. H7 is supported by the data, which shows that HR performance has a positive and statistically significant effect on and business overall performance ($\beta = 0.431, p 0.05$).

Table 3
Research Hypotheses Test

Research Hypotheses Test	Beta	P-Value	Results
H1 Self-Concept → HR Performance	0.221	0.001	Supported
H2 Self-Concept → Overall Business Performance (OBP)	0.331	0.002	Supported
H3 Work Motivation → HR Performance	0.344	0.000	Supported
H4 Work Motivation → Overall Business Performance (OBP)	0.224	0.005	Supported
H5 Risk Taking → HR Performance	0.357	0.000	Supported
H6 Risk Taking → Overall Business Performance (OBP)	0.172	0.018	Supported
H7 HR Performance → Overall Business Performance (OBP)	0.431	0.002	Supported

5. Future Research and limitations

Future research could examine the impact of self-concept, job motivation, and risk-taking on HR performance and overall business performance in different firms; however, this study focused on private universities in Jordan. The breadth of these concepts requires

research across industries and markets. Human resource performance and the overall success of a business can be greatly impacted by factors such as self-concept, job motivation, and a willingness to take risks. Researchers can keep an eye on these aspects to see if the promised benefits hold up over time and to identify any shifts. The relationships between things like self-concept, job motivation, risk-taking, human resource performance, and company outcomes might be murky, but mediating and moderating factors can shed some light on the situation.

All public universities in Jordan are excluded from the scope of the report. The ways in which an organization's size, type, and culture affect HR effectiveness and the business are not universal. The small sample size and narrow focus of the study cast doubt on its wider applicability. The study's applicability to other industries or locations needs to be explored further in order to help businesses and organizations learn whether or not self-concept, job motivation, and risk-taking effect HR performance and business overall performance. Understanding the interplay of factors like self-concept, work motivation, and risk-taking is facilitated by mediators and moderators.

6. Research Conclusion and Implication

The effectiveness of the HR department as a whole and the private university in Jordan depends on the employees' sense of self-worth, work drive, and willingness to take risks. The study's secondary goal is to compile extensive data on how unique ideas have improved HR performance and the overall outcomes of organizations. Human resource performance (hypotheses 1, 3, and 5) is strongly influenced by an individual's sense of self-worth, their level of intrinsic drive, and their willingness to take calculated risks (hypotheses 2, 4, and 6).

The findings of this study highlight the need for more investigation into the influences of self-concept, work motivation, and risk taking on business overall performance at Jordan's private universities, which could help the country's efforts to expand its scientific sector. Consistency with prior studies is demonstrated by the results of this investigation (Fu et al., 2022; Homburg & Tischer, 2023; Arabeche et al., 2022; Ausat et al., 2022; Chang et al., 2022; Mio et al., 2022).

Indices of self-concept such as self-esteem, self-image, and self-identity were investigated. The results of this study lend credence to the idea that high levels of individual self-concept have a beneficial effect on human resource performance. Similar results have been found in other research in this area (Bruton et al., 2023; Nisula & Olander, 2023; Ismail et al., 2022; Palenzuela et al., 2022; Geary & Xu, 2022; Perinrlli et al., 2022).

The indicators of job motivation, including intrinsic motivation, extrinsic motivation, goal setting, and orientation, were investigated. The results of this study lend credence to the idea that a boost in employee motivation has a positive effect on productivity in the workplace by encouraging individuals to concentrate more intently on tasks that directly affect human resources (HR) performance. Similar results have been found in other studies (Bruton et al., 2023; Nisula & Olander, 2023; Sugiarti, 2023; Iis et al., 2022; Wahyudi, 2022; Widarko & Anwarodin, 2022; Hajjali et al., 2022; Megawaty et al., 2022).

This study's risk-taking was measured by three variables: participants' risk tolerance, their perception of risk, and their outcome expectations. This study's findings provide credence to the idea that companies can improve their HR performance and their businesses' overall viability by encouraging their employees to learn new skills and adopt new practices. Other studies' results are congruent with ours, including those by Tian et al. (2022), Lou et al. (2022), Marcelin et al. (2022), Adomeit (2022), and Schwerter (2023).

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