

Uncertain Supply Chain Management

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The impact of strategic and innovativeness entrepreneurship and social capital on business overall performance through building a sustainable supply chain management at Jordan Private Universities

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ABSTRACT

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The objective of this study was to assess the influence of strategic entrepreneurship, innovative entrepreneurship, and social capital on the overall performance of businesses by establishing a sustainable supply chain management system in private colleges in Jordan. The primary objective of the study was to examine the impact of these elements on the development of sustainable supply chain management and the overall performance of businesses. To assess the assumptions posited in this study, a total of 329 individuals were recruited as participants, and their data were subjected to analysis and discussion. The study demonstrated that the implementation of an entrepreneurship strategy, together with the adoption of creative entrepreneurial practices inside the organization, as well as the support and enhancement of social capital management, all contributed to the development of a sustainable supply chain management system and the enhancement of overall business performance. The significance of strategic entrepreneurship emerged, highlighting its encompassment of key elements such as Market Opportunity Assessment, resource allocation, and firm design. The subsequent concept that emerged was that of creative entrepreneurship, encompassing elements such as creativity and the production of ideas, willingness to take risks and engage in experimentation, as well as the ability to sense market trends and prioritize customer-centric innovation. Social capital emerged as a prominent feature, constituting the third important element. This category encompassed other subcategories, including networking and fostering relationships, trustworthiness and reputation, as well as the exchange of knowledge and facilitation of information dissemination. The results indicated the potential for enhancing overall business performance and developing a sustainable supply chain management by implementing an entrepreneurship strategy, specifically entrepreneurship innovativeness, and fostering social capital. This approach can aid employees in understanding their job responsibilities. The achievement of this objective can be facilitated through the provision of training and development opportunities for personnel.

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1. Introduction

The formulation of a supply chain strategy is an essential element in contemporary business operations, exerting a significant influence on a company's competitive advantage and overall organizational effectiveness (Edwards et al., 2023). An optimal

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supply chain strategy entails the optimization of procedures to facilitate the efficient movement of goods and services from suppliers to customers (McVea & Freeman, 2023). The scope of this concept comprises decision-making processes pertaining to sourcing, procurement, production, distribution, and logistics (Raimi et al., 2023). The implementation of a clearly defined supply chain strategy allows a company to effectively mitigate costs, decrease lead times, improve product quality, and promptly adapt to dynamic market requirements (Nugroho et al., 2023). Through the strategic alignment of its supply chain with sustainability objectives, an organization may effectively mitigate its environmental impact and actively contribute to the advancement of a more sustainable future (Edwards et al., 2023). The promotion of innovation plays a crucial role in the improvement of supply chain management and the overall performance of businesses (Pindado et al., 2023). Technological advancements, like the Internet of Things and artificial intelligence, have significantly transformed supply chain processes (Nguyen et al., 2023). These technological advancements facilitate the ability to track in real-time, do predictive maintenance, and enhance visibility across the whole supply chain (Akhter et al., 2022). Organizations that actively adopt innovation have the potential to mitigate inefficiencies, bolster decision-making capabilities, and swiftly respond to fluctuations in the market (Corrêa et al., 2022). Moreover, the implementation of novel methodologies can result in the creation of viable and enduring resolutions, such as environmentally conscious packaging and transportation systems that conserve energy (Peliko & Auer, 2022). These initiatives not only promote ecological sustainability but also enhance a firm's standing and foster consumer allegiance (Abubakre et al., 2022).

The presence of social capital significantly contributes to the establishment of a sustainable supply chain management system and the overall enhancement of business performance (Altit et al., 2022). Social capital is a concept that encompasses the interconnectedness, confidence and associations that are present within the interactions of individuals and entities (Altit et al., 2022). Within the realm of supply chains, the presence of robust social capital cultivates an environment conducive to collaboration, cooperation, and mutual support among the various players involved (Mayasari & Chandra, 2020). The establishment of trust and mutually beneficial connections between firms and their suppliers, consumers, and other stakeholders has been found to have several positive outcomes (Rust et al., 2020). These include enhanced communication, decreased risks, and heightened resilience in the event of disruptions (Sanchez-Famoso et al., 2020). Furthermore, the presence of social capital can enhance the exchange of knowledge and optimal strategies, so enabling organizations to conduct sustainable initiatives with greater efficiency and foster ongoing enhancement (Zhang et al., 2021). The influence of these elements on the establishment of a sustainable supply chain management system is of considerable importance (Debnath & Sarkar, 2023). The implementation of a comprehensive supply chain strategy that takes into account the principles of environmental, social, and economic sustainability has the potential to effectively mitigate waste generation, decrease carbon emissions, and foster the adoption of ethical business practices (2020; Lis et al., 2020). Sustainable supply chains are distinguished by their adherence to responsible sourcing, equitable labor practices, and a dedication to mitigating adverse social and environmental consequences (Abualigah et al., 2023). Organizations that place a high emphasis on integrating sustainability into their supply chain strategy are more aptly positioned to fulfill the expectations of socially aware consumers and regulatory bodies (Seuring et al., 2022). This strategic approach can contribute to the long-term sustainability and reputation of these companies (Sánchez-Flores et al., 2020). The transformative nature of the connection between supply chain strategy, innovativeness, and social capital is evident when considering the total business performance (Stroumpoulis & Kopanaki, 2022). An effectively implemented supply chain strategy not only serves to decrease operating expenses but also enhances organizational flexibility, allowing businesses to promptly adapt to changes in the market. Innovations occurring inside the supply chain have the capacity to generate improvements in operational efficiency, elevate the quality of products, and facilitate the emergence of novel avenues for generating money (Stroumpoulis & Kopanaki, 2022). Robust social capital has a pivotal role in promoting teamwork, mitigating conflicts, and cultivating a favorable corporate image, hence potentially resulting in heightened consumer loyalty and expanded market share (Shekarian et al., 2022). In aggregate, these aforementioned characteristics collectively contribute to enhanced financial performance, long-term growth that is environmentally and socially responsible, and a competitive advantage within the marketplace (Sánchez-Flores et al., 2020).

In summary, the interdependence of supply chain strategy, innovativeness, and social capital plays a significant role in the establishment of sustainable supply chain management and the overall performance of businesses (Stroumpoulis & Kopanaki, 2022). Companies can boost their operational efficiency, customer happiness, and profitability by integrating their supply chain strategy with sustainability goals, adopting innovations, and nurturing social capital (Debnath & Sarkar, 2023). This approach not only reduces environmental and social risks but also yields these positive outcomes (Sánchez-Flores et al., 2020). In a progressively competitive and ecologically aware global landscape, these elements play a pivotal role in influencing the prosperity and sustainability of enterprises (Seuring et al., 2022). In the subsequent half of my discourse, I shall expound upon prior investigations. The third and last segment of this discourse pertains to the methodology employed in the study and the process of data collection. The discourse pertaining to the discoveries and interpretations of the research can be located in Section 5, subsequent to Section 4.

2. Literature Reviews

2.1 Entrepreneurship Strategy

Opportunity identification and evaluation are crucial components of an entrepreneurial strategy, as they involve the process of

recognizing and assessing feasible company prospects (Raimi et al., 2023). Entrepreneurs are required to do a comprehensive analysis of the market, wherein they ascertain unfulfilled wants or challenges, and afterwards evaluate the existence of a potential demand for their offered product or service (Kreiser et al., 2021). This procedure encompasses the execution of market research, comprehension of customer preferences, and analysis of competitors (Sadq et al., 2020). A proficiently conducted opportunity evaluation assists entrepreneurs in making educated judgments on the pursuit of a specific enterprise (Nugroho et al., 2023). The development of a robust business model is a crucial aspect of any entrepreneurial undertaking (McVea & Freeman, 2023). The business model serves as a framework that delineates the processes by which a company generates, distributes, and acquires value (Zhang et al., 2022). Entrepreneurs frequently endeavor to enhance their company models through the exploration of novel income streams, distribution methods, and cost structures (Frisch et al., 2020). The implementation of a successful business model innovation has the potential to yield competitive advantages and enhanced profitability (Hasan, 2021). The adoption of a subscription-based strategy by companies such as Netflix has caused significant disruption to the traditional video rental industry (Ahmad et al., 2021).

Risk management is an essential element of entrepreneurship strategy due to the inherent presence of risk in entrepreneurial endeavors (Gans et al., 2021). Entrepreneurs are required to identify and evaluate several types of risks, such as financial, market, operational, and regulatory risks, and afterwards formulate methods to manage these risks (Edwards et al., 2023). This may entail procuring sufficient funding, assembling a team with varied skill sets that complement one another, and formulating contingency strategies to address unforeseen obstacles (Felin et al., 2020). Entrepreneurs who actively engage in risk management are more effectively equipped to navigate the inherent uncertainties associated with initiating and expanding a company venture (Sindakis et al., 2022). The strategic approach to entrepreneurship encompasses the consideration and preparation for scalability and expansion. Entrepreneurs must take into account the potential for expansion and the ability to access new markets or client groups in their operations (Zhang et al., 2022). This may entail employing various tactics such as the implementation of franchising models, establishment of partnerships, engagement in mergers and acquisitions, or pursuing foreign expansion opportunities (McVea & Freeman, 2023). The process of scaling a corporation necessitates meticulous planning in order to guarantee that operational procedures, resources, and organizational framework can effectively accommodate heightened demand and intricacy (Nugroho et al., 2023).

The field of entrepreneurship strategy comprises a diverse array of activities and decisions that hold significant importance in ensuring the success of both nascent and established companies (Sadq et al., 2020). The process entails the identification and assessment of potential prospects, the development of innovative business models, the effective management of risk, and the strategic planning for organizational expansion (Kreiser et al., 2021). The formulation of a meticulously planned entrepreneurship strategy is crucial for entrepreneurs to effectively traverse the complexities and uncertainties inherent in the realm of business, hence augmenting their prospects of establishing enduring and prosperous firms (Raimi et al., 2023).

2.2 *Entrepreneurship Innovativeness*

Entrepreneurship and innovativeness are intrinsically linked, with innovation often serving as a driving force behind entrepreneurial success (Pindado et al., 2023). Here are four key aspects of entrepreneurship innovativeness: Product or Service Innovation: One of the most common forms of entrepreneurship innovativeness involves developing new and improved products or services (Huang et al., 2022). Entrepreneurs identify gaps in the market or areas where existing offerings can be enhanced (Tehseen et al., 2021). They then create innovative solutions that cater to changing customer needs or preferences (Nguyen et al., 2023). For example, companies like Apple revolutionized the smartphone industry with the introduction of the iPhone, showcasing how product innovation can disrupt markets and create new opportunities for entrepreneurs (Nguyen et al., 2023). Process Innovation: Innovating in business processes can significantly impact an entrepreneur's ability to compete and thrive. Entrepreneurs look for ways to streamline operations, reduce costs, and improve efficiency (Lewandowska et al., 2021). This might involve implementing new technologies, automation, or reengineering workflows (Wathanakom et al., 2020). Process innovation not only boosts productivity but can also lead to better resource allocation and increased competitiveness. Business Model Innovation: Entrepreneurial innovativeness often extends to rethinking traditional business models (Corrêa et al., 2022). Entrepreneurs explore different ways to create, deliver, and capture value (Akhter et al., 2022). For instance, the rise of the sharing economy, exemplified by companies like Airbnb and Uber, represents a disruptive business model innovation (Syed et al., 2020). These platforms redefined how individuals access lodging and transportation services, challenging traditional industries (Peliko & Auer, 20022). Market and Marketing Innovation: Innovativeness in marketing and market strategies is crucial for entrepreneurs to stand out in crowded markets (Abubakre et al., 2022). This can involve novel approaches to branding, advertising, and customer engagement. It might also entail identifying niche markets or creating entirely new markets (Hernández-Perlines et al., 2020). Entrepreneurial innovators are adept at spotting emerging trends and capitalizing on them to gain a competitive edge (Pindado et al., 2023). In conclusion, entrepreneurship innovativeness is a dynamic and multifaceted aspect of entrepreneurship (Huang et al., 2022). It involves not only creating new products or services but also reimagining processes, business models, and marketing strategies (Tehseen et al., 2021). Entrepreneurs who embrace innovativeness are more likely to adapt to changing market dynamics, address customer needs, and achieve long-term success (Nguyen et al., 2023). By continually seeking ways to innovate and differentiate themselves, entrepreneurs can carve out a distinctive position in their industries and thrive in a highly competitive business environment (Lewandowska et al., 2021).

2.3 *Social Capital Management*

The concept of social capital management pertains to the intentional and purposeful cultivation, exploitation, and upkeep of social connections, networks, and relationships in order to attain individual, vocational, or institutional objectives (Rust et al., 2020). Interpersonal connection leveraging entails a diverse array of actions and tactics with the objective of harnessing the inherent potential of such relationships (Zhang et al., 2021). There are four fundamental elements that encompass the management of social capital: the establishment and cultivation of relationships are fundamental aspects of effectively managing social capital (Sanchez-Famoso et al., 2020). This entails establishing connections with people both within and beyond one's local area in order to broaden one's network (Rezaei et al., 2020). Networking, whether facilitated by professional groups, social events, or internet platforms, has the potential to provide individuals with access to novel opportunities, valuable knowledge, and additional resources (Mayasari & Chandra, 2020). Entrepreneurs frequently depend on their social capital as a means to acquire opportunities for mentorship, investment, and prospective collaborations with business partners (Eberl, 2020). Trust and reciprocity are essential components of social capital; the management of social capital entails the establishment and maintenance of trust within interpersonal connections (Alghababsheh & Gallear, 2021). Trust is established gradually through a series of consistent and dependable exchanges (Kim et al., 2020). The presence of trust engenders reciprocity, whereby individuals have a greater inclination to aid or support others (Altit et al., 2022). Effective management of social capital entails the cultivation of relationships based on trust, when both sides derive mutual benefits from their connections (Ievdokymov et al., 2020).

The effective management of social capital also encompasses the control of information flow within an individual's network (Han et al., 2020). This encompasses the exchange of useful perspectives, maintaining awareness of emerging patterns within the field, and harnessing the knowledge and proficiency of one's professional network (Afshari et al., 2020). In the realm of business, possessing timely and pertinent information can confer a notable competitive edge, exerting influence over decision-making processes and strategic endeavors (Altit et al., 2022). The management of social capital encompasses more than just the establishment of favorable relationships; it also entails the resolution of disagreements and the navigation of problems that may arise within such relationships (Kim et al., 2020). The possession of effective conflict resolution skills is crucial for the preservation of robust interpersonal relationships (Alghababsheh & Gallear, 2021). Furthermore, the management of social capital promotes the practice of collaboration, when individuals or entities possessing complementary abilities or resources join forces in order to collectively accomplish shared objectives (Eberl, 2020). Collaborative endeavors frequently yield inventive resolutions and have the potential to enhance social capital through the establishment of communal bonds and a collective sense of direction (Mayasari & Chandra, 2020).

In essence, social capital management refers to a strategic methodology aimed at harnessing the influence and potential of social connections and interactions (Rezaei et al., 2020). The concept covers various elements such as networking, trust-building, information sharing, conflict resolution, and collaboration (Sanchez-Famoso et al., 2020). Proficient administration of social capital has the potential to provide a multitude of advantages, such as the acquisition of valuable resources, chances, and support (Zhang et al., 2021). In many contexts, such as personal, professional, or organizational settings, individuals and entities that engage in the management of social capital are more effectively positioned to traverse obstacles, capitalize on favorable circumstances, and successfully accomplish their goals (Rust et al., 2020).

2.4 *Sustainable Supply Chain Management*

The concept of sustainable supply chain management (SSCM) has gained significant importance as a strategic approach in business (Sánchez-Flores et al., 2020). It aims to include principles of environmental, social, and economic sustainability throughout the whole supply chain. Supply chain sustainability refers to a broad spectrum of strategies and endeavors that are designed to mitigate the adverse effects of supply chain operations, while simultaneously improving long-term profitability and resilience (Lis et al., 2020). The following are five fundamental components of sustainable supply chain management: the main goal of Supply Chain and Sustainability Management (SSCM) is to reduce the environmental impact caused by supply chain operations (Abualigah et al., 2023). This entails the reduction of greenhouse gas emissions, the conservation of natural resources, and the minimization of waste output (Shekarian et al., 2022). Sustainable supply chains frequently place emphasis on the utilization of energy-efficient transportation, the adoption of eco-friendly packaging, and the conscientious sourcing of commodities as means to mitigate their environmental footprint (Stroumpoulis & Kopanaki, 2022). Through the implementation of ecologically sustainable practices, corporations have the potential to reduce their operational expenditures, adhere to regulatory requirements, and cater to the increasing needs of environmentally aware customers (Seuring et al., 2022).

Social responsibility is a key focus of supply chain and sustainability management (SSCM), with a major emphasis placed on the adoption of ethical and socially responsible practices throughout the supply chain (Giri et al., 2022). This entails the implementation of measures to guarantee equitable labor conditions, safeguard workers' rights, and uphold human rights norms across the whole supply chain (Mastos & Gotzamani, 2022). There is a growing trend of intensified scrutiny towards companies over their activities related to social responsibility (Debnath & Sarkar, 2023). Instances of non-compliance with these practices can result in adverse effects on a company's reputation and legal ramifications (Lis et al., 2020). The implementation of ethical and socially responsible supply chain management practices not only demonstrates alignment with organizational principles,

but also serves to enhance employee morale, foster stakeholder trust, and cultivate brand loyalty (Ahmad et al., 2023). The economic viability of sustainability in the supply chain extends beyond mere cost reduction, encompassing the establishment of enduring financial feasibility (Mastos & Gotzamani, 2022). Organizations that adopt sustainable supply chain management (SSCM) techniques frequently see enhanced operational efficiency, diminished waste generation, and decreased energy usage, resulting in financial advantages (Shekarian et al., 2022). Furthermore, the implementation of a sustainable supply chain has the potential to enhance risk management practices by mitigating vulnerabilities arising from environmental or social influences (Stroumpoulis & Kopanaki, 2022). Organizations that place a high emphasis on sustainability are more strategically positioned to effectively respond to evolving market dynamics and comply with regulatory mandates (Seuring et al., 2022).

Collaboration and transparency are integral aspects of sustainable supply chain management, frequently necessitating active engagement and open communication among many stakeholders within the supply chain network (Debnath & Sarkar, 2023). Organizations collaborate extensively with suppliers, distributors, and various stakeholders to effectively achieve sustainability objectives across the entirety of the supply chain (Sánchez-Flores et al., 2020). The practice of openly reporting and disclosing sustainability data fosters trust among many stakeholders and enables customers to make well-informed decisions (Giri et al., 2022). Collaborative endeavors can also engender inventive resolutions, exemplified by the implementation of shared logistics and circular supply chain frameworks (Lis et al., 2020). Ensuring regulatory compliance is an essential aspect of sustainable supply chain management (SSCM), particularly in relation to environmental and social standards (Stroumpoulis & Kopanaki, 2022). Governments across the globe are enacting more stringent environmental and social regulations, hence necessitating corporations to ensure their supply chain activities are in accordance with these standards (Seuring et al., 2022). Failure to comply can lead to financial penalties, legal proceedings, and harm to one's image (Abualigah et al., 2023). Engaging in proactive adherence to rules not only serves to mitigate these risks, but also serves as a tangible demonstration of a firm's dedication to upholding appropriate business practices (Shekarian et al., 2022).

In summary, sustainable supply chain management is a holistic strategy that incorporates environmental, social, and economic factors into the functioning of supply chain activities (Abualigah et al., 2023). Companies can develop robust and accountable supply chains that yield positive outcomes for their financial performance and the environment by placing emphasis on environmental sustainability, social responsibility, economic viability, collaboration, transparency, and regulatory compliance (Lis et al., 2020). The adoption of Sustainable Supply Chain Management (SSCM) is becoming more widely recognized as a crucial strategic necessity for organizations aiming to succeed in a dynamic business environment shaped by environmental considerations and shifting consumer preferences (Sánchez-Flores et al., 2020).

2.5 Business Overall Performance

The evaluation of an organization's business performance encompasses a comprehensive analysis of its ability to effectively accomplish its strategic objectives and operational goals (Fu et al., 2022). The concept comprises a diverse array of aspects that collectively contribute to the overall success and well-being of an organization (Homburg & Tischer, 2023). The following are five fundamental components that contribute to the overall performance of a business: Financial performance is a fundamental aspect of a business's overall performance; the measures encompassed in this category consist of revenue, profit margins, cash flow, and return on investment (Ausat et al., 2022). The maintenance and expansion of a company's operations heavily relies on its capacity to achieve favorable financial outcomes (Mio et al., 2022). Robust financial performance not only facilitates an organization's ability to reinvest in its operations and expansion, but also serves as a safeguard against economic downturns and unanticipated obstacles (Abudaqa et al., 2022). Operational efficiency refers to the extent to which a corporation effectively utilizes its resources to produce things or provide services (Li et al., 2022). Efficient procedures have the capacity to effectively mitigate costs, bolster production, and augment the quality of products or services (Ausat et al., 2022). Many organizations frequently implement tactics such as lean management and process optimization to enhance operational efficiency, hence leading to improved overall performance (Arabeche et al., 2022).

Customer happiness is a crucial metric for evaluating the performance of a firm. Satisfied clients are more inclined to exhibit loyalty, engage in positive word-of-mouth recommendations, and contribute to the generation of repeat business (Li et al., 2022). Elevated levels of customer satisfaction have the potential to result in an amplified market share and enhanced revenue expansion (Homburg & Tischer, 2023). Companies that proactively seek and address client input are more apt to improve their offerings and sustain robust customer relationships (Fu et al., 2022). Employee engagement is a critical factor in driving a company's overall performance, as it directly influences the motivation and commitment of employees (Guo et al., 2022). Employees that are actively involved in their work demonstrate higher levels of productivity, creativity, and commitment. Elevated levels of employee engagement have the potential to result in diminished rates of staff turnover, enhanced customer service, and the cultivation of a favorable organizational culture (Mio et al., 2022). Organizations that allocate resources towards the enhancement of employee development, well-being, and recognition frequently see advantageous outcomes in terms of enhanced company performance (Li et al., 2022). The attributes of innovation and adaptability are essential factors for achieving sustained success in the realm of business (Ausat et al., 2022). The implementation of innovation in various aspects such as products, services, processes, and business models can serve as a strategic approach for companies to maintain their competitiveness within a dynamic and evolving market environment (Arabeche et al., 2022). Furthermore, enterprises that possess the ability to promptly adjust to novel market circumstances, rising technological advancements, and

unanticipated obstacles are more inclined to prosper (Abudaqa et al., 2022). The cultivation of an innovative culture and the adoption of an agile problem-solving methodology are crucial for maintaining long-term corporate performance (Hanandeh et al., 2023).

In summary, the evaluation of business performance involves various dimensions, including financial well-being, operational effectiveness, customer contentment, employee involvement, and flexibility (Arabeche et al., 2022). The implementation of a well-balanced and planned strategy to effectively manage these various aspects is of utmost importance for an organization's sustained performance and ability to remain competitive in the long run (Homburg & Tischer, 2023). Organizations that continuously evaluate and enhance their entire performance are more strategically positioned to attain their objectives, navigate economic volatility, and maintain a competitive edge in a dynamic business climate (Fu et al., 2022).

2.6 Jordan Private Universities

Private universities in Jordan have made a notable impact on the higher education sector of the country, as they provide a diverse array of academic programs and contribute to the cultivation of a proficient labor force. The significance of entrepreneurship within these institutions cannot be emphasized, as it not only confers advantages onto the universities themselves but also contributes to the economic growth and innovation ecosystem of Jordan (Altammemi et al., 2022). In the context of Jordan's private universities, the following five fundamental elements might be identified as crucial features of entrepreneurship: Entrepreneurship programs offered by private colleges provide a supportive environment for fostering innovation (Abu-Rumman & Qawasmeh, 2022). These programs frequently incorporate educational courses and efforts that foster the development of inventive and imaginative solutions to practical challenges (Alramahi et al., 2022). Private colleges facilitate the cultivation of an entrepreneurial attitude among students and offer the essential tools required to enable them to engage in the exploration of novel concepts, establish new ventures, and catalyze innovation across many sectors (Hanandeh et al., 2023). The role of entrepreneurship in stimulating employment development has been widely acknowledged, and this potential has been recognized by private universities in Jordan (Hammouri et al., 2023). Upon the completion of their studies, students frequently embark on entrepreneurial endeavors, engaging in the recruitment of new personnel, thereby augmenting the expansion of employment opportunities, and bolstering the overall economic stability (Abu-Rumman & Qawasmeh, 2022). Private institutions frequently establish collaborations with nearby firms and sectors (Altammemi et al., 2022). These collaborative efforts provide students with valuable opportunities to acquire hands-on experience, receive guidance from experts in the field, and explore possible markets for their entrepreneurial endeavors (Alramahi et al., 2022). Collaborative endeavors between industry and academia additionally facilitate the transmission of knowledge and have the potential to generate research and development endeavors that yield advantages for both educational institutions and commercial enterprises (Mohammad & Darwish, 2022). Private universities play a crucial role in fostering the overall business ecosystem in Jordan (Hanandeh et al., 2023). Universities have the capacity to establish and operate startup incubators, accelerators, and innovation centers. These entities serve as platforms that provide students and prospective entrepreneurs the ability to avail themselves of valuable resources, including financial support, guidance from experienced mentors, and opportunities for networking (Almajali et al., 2023). The many components of an ecosystem play a significant role in fostering the development of a dynamic startup culture and entrepreneurial community (Mohammad & Darwish, 2022). The entrepreneurial endeavors originating from private universities in Jordan possess the potential to provide favorable economic outcomes (Ahmad et al., 2023). Startups that achieve success frequently make significant contributions to a nation's gross domestic product (GDP), attract foreign investment, and enhance international trade (Alramahi et al., 2022). Moreover, the practice of entrepreneurship has the potential to bolster the nation's standing as a prominent center for innovation, thereby enticing skilled individuals and capital from all corners of the globe (Mohammad & Darwish, 2022).

In summary, the significance of entrepreneurship within the private universities of Jordan cannot be overstated, as it plays a crucial role in promoting innovation, generating employment opportunities, establishing industry collaborations, and cultivating a robust entrepreneurial environment (Abu-Rumman & Qawasmeh, 2022). These colleges play a crucial role in facilitating the development of students into prospective entrepreneurs by providing them with the necessary skills, information, and resources to thrive in the realm of business. Private universities in Jordan play a crucial role in bolstering the educational landscape and fostering economic growth and worldwide competitiveness through their active promotion and support of entrepreneurship (Mohammad & Darwish, 2022).

3. Research Methodology

The objective of this study is to assess the influence of strategic entrepreneurship, innovative entrepreneurship, and social capital on the total company performance by establishing a sustainable supply chain management system in private colleges in Jordan. The participants employed a Likert scale, featuring a range of responses from 1 (indicating a strong disagreement) to 5 (indicating a strong agreement), in order to assess significant research concepts that were shared on Google Drive. To examine our hypothesis, we employed the Partial Least Squares (PLS) technique. After the data cleaning process was conducted, it was found that a total of 329 participant responses met the necessary criteria for analysis and subsequent discussion in relation to the hypotheses of our study. Significantly, the acquired data exhibited a notable level of accuracy above the anticipated estimations, with a tenfold increase in precision.

4. Research Results

Several trials were conducted to examine the precision and accuracy of the measuring strategy. The researchers employed Cronbach's alpha as a means of assessing the internal consistency and reliability of the survey. In line with the recommendations put forward by Hair et al. (2006), a cutoff value of 0.70 was selected. Table 1 presents the Cronbach's alpha coefficients for the subscales of the scale, which are provided for scrutiny. Each numerical value within the subscale surpasses the established threshold of 0.70. According to Fornell and Larcker, it is advisable to employ a critical threshold of 0.70 or above for the construct reliability (CR) test and a threshold of 0.50 or above for the average variance extracted (AVE) test when assessing the convergent validity of a measurement instrument. However, it is important to note that the component failure rates as well as the average failure rates provided in Table 1 do not meet these specified parameters. The path loadings for each component had values greater than 0.50, indicating strong associations. The validity of the hypothesis within the study paradigm was assessed, and the corresponding results are presented in the subsequent table.

Table 1
Reliability and validity test

Code	Variable	Factor's Loading	VIF
Entrepreneurship Strategy (ES)	(Cronbach's Alpha: 0., CR: 0.356, AVE: 0.337)		
ES1	Market Opportunity Assessment	0.228	0.234
ES2	Resource Allocation	0.179	0.354
ES3	Business Model design	0.215	0.377
Entrepreneurship Innovativeness (EI)	(Cronbach's Alpha: 0., CR: 0.311, AVE: 0.443)		
EI1	Creativity and Idea Generation	0.121	0.388
EI2	Risk Tolerance and Experimentation	0.265	0.380
EI3	Market Sensing and Customer-Centric Innovation	0.279	0.379
Social Capital Management (SCM)	(Cronbach's Alpha: 0.365 , CR: 0.211, AVE: 0.410)		
SCM1	Networking and Relationship Building	0.277	0.387
SCM2	Trust and Reputation	0.162	0.264
SCM3	Knowledge Sharing and Information Flow	0.325	0.250
Sustainable Supply Chain Management	(Cronbach's Alpha: 0.240 , CR: 0.644, AVE: 0.436)		
SSCM1	Environmental Impact Reduction	0.352	0.527
SSCM2	Social Responsibility and Ethical Practices	0.361	0.643
SSCM3	Economic Viability and Cost Management	0.320	0.355
Business Overall Performance (BOP)	(Cronbach's Alpha: 0. , CR: 0.521, AVE: 0.581)		
BOP1	Financial Metrics	0.224	0.423
BOP2	Customer Satisfaction and loyalty	0.275	0.458
BOP3	Operational Efficiency	0.482	0.590

Building upon the preceding table, which indicated a favorable evaluation of the research model, we may now proceed with an examination of the research hypotheses.

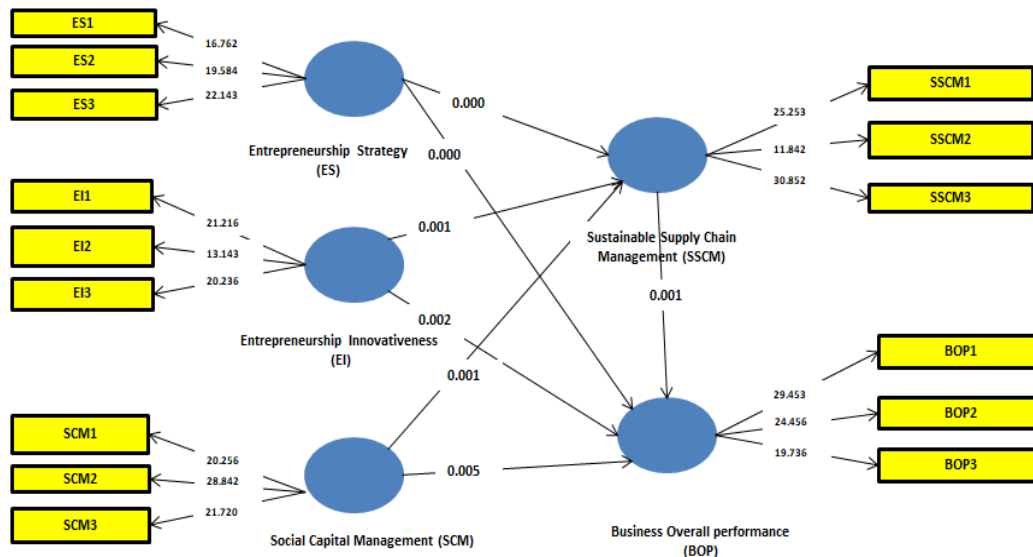


Fig. 1. The results of Bootstrapping

The provided diagram illustrates the direct influence of the relationships among the study variables, and it is elucidated that the research hypotheses have been completely validated.

Table 2
Discriminant Validity

Construct	ES	EI	SCM	SSCM	BOP
ES	0.210				
EI	0.237	0.138			
SCM	0.350	0.114	0.179		
SSCM	0.457	0.223	0.317	0.354	
BOP	0.221	0.268	0.466	0.361	0.328

The Fornell-Larcker criterion was employed to establish discriminant validity. This criterion is satisfied when the correlations among the components are lower than the average variance extracted (AVE) from those components. The square roots of average variances extracted (AVEs), which are emphasized in bold, exhibit smaller magnitudes compared to component correlations. This observation serves as evidence supporting the soundness and effectiveness of discriminant analysis. After obtaining clearance for the measurement model, the structural model was analyzed, resulting in an R^2 score of 50.1%. The value of R^2 exceeds the criterion of 25% as defined by Hair et al. Table 3 further illustrates the presence of low p-values, indicating concurrence with all hypotheses. The results of our study indicate that there is a statistically significant relationship between entrepreneurial strategy and both sustainable supply chain management ($\beta = 0.258$, $p < 0.05$) and overall business success ($\beta = 0.212$, $p < 0.05$). These findings provide support for Hypotheses 1 and 2. In a similar vein, the level of innovativeness displayed by entrepreneurs has a notable impact on both sustainable supply chain management and overall business performance ($\beta = 0.226$, $p < 0.05$) and ($\beta = 0.238$, $p < 0.05$), thus providing support for Hypotheses 3 and 4. Ultimately, it has been determined that the implementation of calculated social capital management has a notable and advantageous influence on the sustainable management of supply chains and the overall performance of businesses ($\beta = 0.268$, $p < 0.05$) and ($\beta = 0.272$, $p < 0.05$), hence providing support for Hypotheses 5 and 6. Furthermore, the available evidence supports the hypothesis H7, indicating that the implementation of sustainable supply chain management has a beneficial impact on the overall performance of businesses. This effect is both statistically significant ($\beta = 0.248$, $p < 0.05$) and positive.

Table 3
Research Hypotheses Test

Research Hypotheses Test	Beta	P-Value	Results
H1 Entrepreneurship Strategy → Sustainable Supply Chain Management	0.258	0.000	Supported
H2 Entrepreneurship Strategy → Business Overall Performance	0.212	0.000	Supported
H3 Entrepreneurship Innovativeness → Sustainable Supply Chain Management	0.226	0.001	Supported
H4 Entrepreneurship Innovativeness → Business Overall Performance	0.238	0.002	Supported
H5 Social Capital Management → Sustainable Supply Chain Management	0.268	0.001	Supported
H6 Social Capital Management → Business Overall Performance	0.272	0.005	Supported
H7 Sustainable Supply Chain Management → Business Overall Performance	0.248	0.001	Supported

5. Future Research and limitations

The potential for significant advancements lies in future investigations into the interplay between entrepreneurial strategy, innovativeness, and the management of social capital, and their influence on sustainable supply chains and overall corporate performance. Given the growing importance of sustainability in both business and society, it is imperative to possess a comprehensive awareness of the complexities associated with these aspects. An area worth investigating is the identification of distinct entrepreneurship techniques that are in line with sustainable supply chain practices. Scholars could investigate the impact of various approaches, such as corporate social responsibility initiatives or green innovation, on the sustainability of supply chains and, subsequently, the overall performance of businesses.

The dynamic relationship between innovativeness and sustainable supply chain management can center on the examination of how innovation, specifically in the domains of technology and processes, might effectively augment sustainability endeavors inside the supply chain. This may involve the advancement of novel environmentally sustainable technologies, materials, or logistical strategies aimed at mitigating ecological harm and enhancing operational efficacy. The comprehension of the relationship between innovation, sustainable practices, and their impact on company success holds significant importance for both the academic and industrial sectors.

Furthermore, it is imperative to conduct a more comprehensive examination of the role of social capital management in the

context of sustainable supply chains. Scholars have the opportunity to investigate the ways in which the establishment and utilization of social networks and interactions, both within and beyond an organization, might facilitate the advancement of sustainability projects. This encompasses the examination of the impact of collaborations, partnerships, and stakeholder involvement on the performance of sustainable supply chains and the overall success of businesses.

Nevertheless, it is imperative to recognize the constraints within this realm of study. A notable constraint is to the intricate and complex characteristics inherent in the concept of sustainability. As the field of sustainable practices continues to develop, researchers are faced with the task of adjusting their studies to keep pace with these advancements. This presents a significant challenge in establishing conclusions that can be widely applied. Moreover, it should be noted that the influence of entrepreneurship, innovativeness, and social capital on supply chain sustainability and business performance is contingent upon the specific context in which they are applied. This suggests that the effects of these factors may differ depending on the industry, region, and size of the organization in question. The process of measuring and quantifying the variables in question can be intricate, encompassing subjective components that may introduce variability in the conclusions of study. It is imperative to acknowledge and overcome these constraints in order to further enhance our comprehension of the interplay between entrepreneurship strategy, innovativeness, social capital management, and sustainable supply chains.

6. Research Conclusion and Implication

The main aim of this study is to examine the influence of strategic entrepreneurship, innovativeness entrepreneurship, and social capital on the overall performance of enterprises through the establishment of a sustainable supply chain management at private colleges in Jordan. Furthermore, the research aims to gather comprehensive data to illustrate the impact of innovative ideas on the development of sustainable supply chain management and the overall improvement of corporate performance.

Hypotheses 1, 3, and 5 posit that entrepreneurship, innovativeness entrepreneurship, and social capital exert a significant influence on sustainable supply chain management. Conversely, hypotheses 2, 4, and 6 propose that these elements play a fundamental role in determining overall business performance. The analysis of the research data revealed a robust and positive correlation, which holds significant implications for both sustainable supply chain management and overall business performance.

The results emphasize the significance of further investigation into the effects of strategic entrepreneurship, innovativeness entrepreneurship, and social capital on the overall company performance through the establishment of a sustainable supply chain management at private universities in Jordan. These research undertakings have the potential to contribute to the nation's efforts in advancing its scientific sector. Moreover, the results of this study align with prior research inquiries, as evidenced by the findings of Raimi et al. (2023), Nugroho et al. (2023), McVea and Freeman (2023), and Edwards et al. (2023).

The study examined various strategic entrepreneurship elements, including market opportunity evaluation, resource allocation, and firm design. The results of this investigation provide evidence in favor of the proposition that a significant presence of strategic entrepreneurship has a beneficial influence on the development of sustainable supply chain management and the enhancement of overall business performance. This is in line with the results obtained from other studies conducted by Zhang et al. (2022), Frisch et al. (2020), Hasan (2021), Ahmad et al. (2021), Gans et al. (2021), Edwards et al. (2023), and Sindakis et al. (2022).

The study additionally examined many aspects of entrepreneurial innovativeness, including creativity and idea generation, propensity for risk-taking, and inclination towards experimentation. The results of this study provide support for the premise that the innovativeness of entrepreneurship has a favorable impact on the development of sustainable supply chain management and the enhancement of overall business performance. The findings presented in this study align with similar findings reported in previous research conducted by Pindado et al. (2023), Huang et al. (2022), Tehseen et al. (2021), Nguyen et al. (2023), Lewandowska et al. (2021), and Corrêa et al. (2022).

This study examines the influence of social capital management on the establishment of sustainable supply chain management and the improvement of overall business performance. Specifically, it investigates the role of networking and relationship building, trustworthiness and reputation, and the exchange of knowledge and facilitation of information dissemination in this process. The findings of this study lend support to the notion that organizations engaged in social capital management can have a favorable impact on the development of sustainable supply chain management and the enhancement of overall business performance. The findings presented here are consistent with the results reported in other research, including those conducted by Zhang et al. (2021), Alghababsheh and Gallear (2021), Altit et al. (2022), Ievdokymov et al. (2020), Han et al. (2020), and Afshari et al. (2020).

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