

## **T Personal Values and Their Impact on Entrepreneurial Orientations: A Field Study from the Perspective of Workers in Funding Organizations for Entrepreneurial Projects in Karak Province**

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### **Abstract**

The aim of this study was to investigate the influential role of personal values on entrepreneurship orientations among employees working in funding entrepreneurial projects in Karak province. This is achieved by building and testing a hypothesised model consisting of (economic, social, intellectual and aesthetic values) as independent variables and entrepreneurship behaviours as a dependent variable. A questionnaire consisting of 29 “likert” type items was distributed to a convenience sample of 162 respondents. After being carefully examined, a total of 152 returned questionnaires were valid for analysis, with a high response rate of 93.8%. A descriptive analysis was performed to describe the study sample. Moreover, simple and multiple regression analysis were performed to test the developed hypotheses. The results of the study revealed that there was a significant and positive impact of the dimensions of the personal values toward entrepreneurial behaviors. Discussion of the results and some recommendations for future research and decision makers were given.

**Keywords:** entrepreneurial orientations, personal values, funding organizations, Al-Karak governorate.

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القيم الشخصية وأثرها نحو التوجه للأعمال الريادية: دراسة ميدانية من وجهة نظر العاملين  
في المؤسسات الممولة للمشاريع الريادية في مدينة الكرك

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ملخص

هدفت هذه الدراسة إلى التعرف على أثر لقيم الشخصية على توجهات ريادة الأعمال بين العاملين في المؤسسات الممولة للمشاريع الريادية في محافظة الكرك. ولتحقيق ذلك تم بناء واختبار نموذج افتراضي يتكون من مجموعة من القيم الشخصية المتمثلة (بالقيم الاقتصادية والاجتماعية والفكرية والجمالية) كمتغيرات مستقلة والنوايا للسلوكيات الريادية كمتغير تابع. وقد تكون مجتمع الدراسة من جميع العاملين في المؤسسات الممولة للمشاريع الريادية في محافظة الكرك. عليه، تم بناء استبيان مكونة من 29 فقرة حسب مقياس "ليكرت" ووزعت على عينة الدراسة المكونة من 162 موظف. وكان ما مجموعه 152 من الإستبانات صالحة لعملية التحليل، مع معدل استجابة مرتفع بالغ 93.8%. تم إجراء التحليل الوصفي لوصف عينة الدراسة. لإختبار فرضيات الدراسة تم إستخدام تحليل الانحدار البسيط والمتعدد. وقد كشفت نتائج الدراسة أن هناك تأثير إيجابي ذات دلالة إحصائية لأبعاد القيم الشخصية تجاه السلوكيات الريادية. تم مناقشة النتائج وبعض التوصيات لصناع القرار البحوث والمستقبلية.

**الكلمات الدالة:** السلوكيات الريادية، القيم الإنسانية، المؤسسات الممولة للمشاريع الريادية، محافظة الكرك.

## **Introduction:**

The rapid changes in work setting require organizations to seek for efficient ways to utilise employees' human values. Human values are considered one of the most important sources of intangible assets, and if used effectively, lead to organizations success, better performance and to gain competitive advantage.

Workplace value is a principle element that has an effective role in identifying human behavior. The importance of values in the workplace emerges to ensure that an organization works efficiently and succeed in the business world. They mainly focus on the way employees' judge or evaluate the right and wrong in workplace setting. Moreover, values help employees take important decisions and choices. Therefore, it is expected that researchers try to understand human behaviours in order to understand employees' values. The importance is due to their impact on employees' opinions and beliefs about events in the workplace setting which is influenced mainly by technological and demographic changes.

A form of asset that has been given much attention recently is entrepreneurship. Entrepreneurial orientations represent a set of characteristics and behavioral hot clear that relate to meeting the needs and desires of customers. Several studies have argued on the importance of entrepreneurial behaviours and their role in improving the ability to create added value in a complex work setting (Mueller & Tajeddin, 2009). Nasser and Al-Omari (2011) postulated that the individual characteristics and personality traits impact on entrepreneurship is one of the most important factors that demonstrate entrepreneurship behaviours.

Despite that, it is noted, after a thorough review of relevant literature, that studies on the relationship between personal values and entrepreneurship orientations are scarce and needed further investigation. The majority of past research on entrepreneurship was conducted in individualistic culture setting (i.e. west context) and few have been conducted in other contexts. Alam, Mohd, Kamaruddin and Nor (2015) postulated that "A systematic investigation of the meaning of personal values and its effect on entrepreneurial orientation across cultures is needed to assess the generalizability of research findings" (p. 386).

In order to fill this gap in the literature, the current study seeks to identify the impact of personal values towards entrepreneurship from the perspective of workers in a collectivism context, namely, in Jordan. Hence, this study aims to (1) empirically tests a hypothesised model of

entrepreneurial orientations which is considered important due to entrepreneurial role in increasing job opportunities and eventually added value to the development of Jordanian economy; (2) it has been argued that entrepreneurship orientations is related positively to several work related outcomes; however, there are not enough studies conducted to explain this relationship. This study takes one step further by determining the impact of several values on entrepreneurship orientations, namely, economic, social, aesthetic and intellectual values.

To achieve the aims of the study, we organized it as follows. First, the objectives, questions and hypotheses of the proposed model are discussed. Second, definitions of variables of interests and revision of relevant literature are discussed thoroughly. Third, the sample and populations and methods used for data analysis are presented. Fourth, we present the results of proposed hypotheses. Finally, this study concludes with a discussion of the results and future research recommendations.

### **Questions of the study:**

The study aims to build and test a hypothesised model of the impact of personal values dimensions (economic values, social values, aesthetic values, and intellectual values) on entrepreneurial orientations among a sample of workers in Al-Karak governorate. The proposed model aims to fill the existing gaps by addressing the following questions:

1. What are the respondents' perceptions toward personal values?
2. What are the respondents' perceptions toward entrepreneurship orientations?
3. What is the impact of personal values dimensions (economic values, social values, aesthetic values, and intellectual values) towards entrepreneurship orientations?

### **Proposed model and hypotheses:**

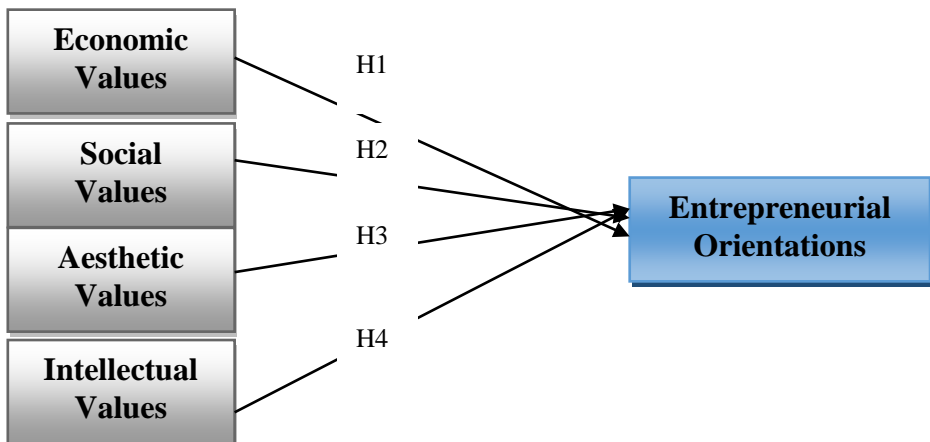
Based on the above arguments, one main hypothesis and four sub-hypotheses are developed to test the aims of the study:

*H01: There is no statistically significant impact of personal values in terms of their dimensions (economic, social, aesthetic, and intellectual) entrepreneurial orientations at a significance level of ( $\alpha \leq .05$ ).*

The sub-hypotheses which help in examining the aims of the study are as follow:

- H01.1: There is no statistically significant impact of the economic values entrepreneurial orientations at a significance level of ( $\alpha \leq .05$ ).*
- H01.2: There is no statistically significant impact of the social values on entrepreneurial orientations at a significant level of ( $\alpha \leq .05$ ).*
- H01.3: There is no statistically significant impact of the aesthetic values on entrepreneurial orientations at a significant level of ( $\alpha \leq .05$ ).*
- H01.4: There is no statistically significant impact of the intellectual values dimension entrepreneurial orientations at a significant level of ( $\alpha \leq .05$ ).*

**The proposed hypotheses are illustrated in figure (1):**



**Figure (1): Hypothesized model of the study**

### **Theoretical framework and previous studies:**

In this section, we deal with defining the variables of interests and their dimensions and reviewing the relevant literature:

#### **Variables of interests (definitions of constructs):**

Personal values are basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse model of conduct or end-state of existence (Robbins & Judge 2013 p. 179). It involves a judgmental element to what is considered good, wrong or what is our desire for behaviours over others. Several forms of values can be found depending on the sources of formation. In this study we focus on four types of values we argue that are important in shaping entrepreneurship orientations.

Economic value refers to the usefulness and practicability of money and financial resources, efforts put in by individuals and the consequent values derived from there. Currently, employees give a very broad sense of importance to economic values more than other values. If the project is economically feasible (in a very large sense) then it can be undertaken. Economic value is recognized from a very broad sense. It also adds human value to it when it is considered. Al-Haj (2008) argued that economic value is a human aspect which makes economic value enlarged.

Intellectual value is related to importance and discovery of truth through rational approach. Shafiq (1999) argued that if employees practice truth in true sense, the organization would operate itself and there won't be any need for supervision.

Aesthetic value It is a form of harmony. It is believed here that work must be accomplished smoothly and that there is mutual understanding and sense of participation among employees' human elements. Aesthetic value is displayed by cordial relations between various levels of organization, effective communication, conflict free atmosphere and very enriching work environment (Al-Haj, 2008).

Social value is related to love of people, sense of belonging and an attitude of 'we' feeling (Robins & Judge 2013). Such value is very important in the organization that brings together the employees which are bound by a sense of participation that leads to high level of motivation and high productivity (Abdulmuttalib, 2010).

Entrepreneurship: Zain, Akram and Ghani (2010) postulated several definitions that can be found in the organizational behavioural literature, though they argued that entrepreneurship is a condition where a person think about starting a new business under risk to gain expected profit.

### **Previous Studies:**

Omari (2015) in her study entitled “The Degree of Values among the Students of Jordanian Universities) aimed to investigate the degree of values among students of Jordanian Universities”. The researcher concentrated on 5 dimensions that measures the degree of values among students of Jordanian Universities: Intellectual and ideological values, social values, economic values, aesthetic values and finally political values. The results showed that the degree of values among students of Jordanian Universities was high, and the values of intellectual were the highest and economic value was the lowest.

In a cross-sectional study, Alam and his colleagues (2015) aimed to investigate the influential role of personal characteristics (i.e. personal values and internal motivation) on entrepreneurial orientations. Among a sample of Malay-owned small and medium enterprises in Malaysia, they found that high self efficacy is strongly related to entrepreneurial orientation and it also mediates the relation between personal values and entrepreneurial orientation.

Alvarez and Martinez-Ruiz (2011) in their study "How entrepreneurial characteristics influence company creation: A cross-national study of 22 countries tested with panel data methodology, analyzes from a multi-country perspective, the influence of the socio-demographic profiles of nascent and new entrepreneurs on their behavior. The results show that entrepreneurs' characteristics influence entrepreneurial behavior significantly and positively, in the following order: previous experience of the founder, age, and education.

In another study, Amirah and Al-Soudie (2011) investigated the impact of personal and organizational values on organizational performance among faculty in the Jordanian private universities. The researchers found that the perceptions of faculty members at Jordanian private universities for personal and organizational values was high. Perceptions of the level of job performance also came high. Moreover, the study concluded that personal

values have a significant impact on organizational performance of the academic staff in Jordanian private universities in the following order (intellectual values, economic values, collective values and social values).

In another study, Al-Shaheen (2010) investigated the effects of social, economic and religious values in shaping the attitudes toward teaching as a profession of female student teachers in Kuwait. The study focused on social status, academic major/specialization, study location, residence, governorate, and academic level to understand the extent to which these demographic factors have shaped students' attitudes toward the teaching profession. She found that social values had a positive overall effect in shaping the attitudes of female student teachers toward the teaching profession.

Zain, Akram and Ghani (2010) studied entrepreneurship intention among Malaysian students. This study examines whether respondents have an intention to follow entrepreneurship orientations by examining the role of personality traits and environmental factors. The results indicate that 67.1% of the respondents have an intention to become entrepreneurs and their decisions are attributed by the influence from their family members (18.9%), academics (18%) and attending courses on entrepreneurship (16%). The results also show that family background contribute by a percentage of (60.5%) in entrepreneurship orientations.

Al-Shaikh, Melhem and Al-Akaliek (2009) focused primarily on exploring the traits and behaviors characterizing entrepreneurial women in Jordan by examining the impact of social, personal, and occupational backgrounds on those traits and behaviors. The study found that entrepreneurial Jordanian women acquire many of the typical entrepreneurial generic traits and behaviors. They enjoy high degrees of self confidence, motive to achieve, creativity, innovativeness, proactivity, and the ability to create communication networks with different groups. They prove to have self desire for holding responsibility. The study has also demonstrated that Jordanian entrepreneurial women hold average degrees in seeking to set plans and exploit opportunities. However, they do possess low levels of risk taking.



In another study conducted by (Al-Kasasbeh 2008) entitled "Preparing for Entrepreneurship: an exploratory study of business students at Petra University in Jordan," aimed to examine the willingness of the entrepreneurship of the students of business administration at Petra University in Jordan. The study results showed that (48.4%) of the respondents were in the transformation phase towards entrepreneurship, while (49.3%) of the students have questionable attitudes toward entrepreneurship as their entrepreneurship level was limited. Results also showed that there are no differences between responding students attributed to gender, age, or educational level.

Halis and his colleagues (2007) performed a study that emphasizes entrepreneurship and personal features of entrepreneurs, the and importance of entrepreneurship and the factors affecting it are briefly discussed; then the data obtained from questionnaire forms on entrepreneurial features of Anatolian entrepreneurs in terms of their values are statistically evaluated. It was found that there is a strong relationship between entrepreneurial decisions and work period or experience, the relation is weaker with administrative level. It is observed that the entrepreneurs at younger ages behave helpful, while older ones behave to get power and prefer struggling.

A Towryer (2003) in his study entitled "personal and organizational values and its impact in the effectiveness of managers in Jordanian ministries," concluded that the personal values are ordered decently as religious values, intellectual values, social values, social values, collective values and economic values. Also there is an impact of social and intellectual values in the effectiveness of managers.

### **Methodology:**

The present study aims to provide systematic information about the characteristics of the sample of this study, provide information about the frequency of the variables in the sample, and develop, evaluate and validate deeper intervention about why each proposed hypothesis is supported or not supported. Therefore, the purpose of conducting this study is to establish descriptive and explanatory findings. Moreover, as the aim of this study does not require researcher to manipulate personal values, a cause and affect relationship design was implemented. Finally, as the aim is to generalize and validate the findings across the population of the study, a quantitative research approach was taken. Importantly, this study aims to provide

decision makers with new ways about enhancing entrepreneurial behaviours programs.

### **Participants and sample size:**

The population of the study consisted of 162 employees working the organizations funding entrepreneurial projects in Karak governorate. A convenience sample was applied to collect the sample of study. Convince sample includes getting participants wherever you can find them and typically wherever is convenient. In this sampling method no inclusion criteria identified prior to selection of subjects. All subjects are invited to participate. Which match the aims of the study. The proposed sample consisted of employees who are working in any funding entrepreneurial projects. The data collection period was from 1 January 2016 to 15 March 2016. One hundred and sixty two invitations letters with the questionnaires were distributed and (152) copies of the questionnaire were restored with a response rate equals (93.8%). According to (Hair et al., 2010), an acceptable response rate for empirical studies is 70%.

### **Procedures of data collection:**

The study developed a predetermined questionnaire as a tool for collecting the data. The questions were developed based on previous studies in the same field. According to the objectives of the study and its hypotheses, the study tool consisted of two sections. The first section of the questionnaire was concerned with employees' characteristics. Employees were basically asked to give information about their gender, age, academic background and years of experience. The second set of questions consists of the personal values (i.e. independent variables) in items from 1-20 and entrepreneurship orientations (i.e. dependent variables) in items from 21-29. All items used to rate respondents opinions ranges from strongly agree (1) to strongly disagree (5). A descriptive statistics for respondents are presented in (Table 1) which gives an overall understanding of the sample.

**Table (1) Characteristics of the sample of the study (n = 152)**

Item	Category	Frequency	%
Gender	Male	101	66.45
	Female	41	26.97
Age	24-28 years	44	28.94
	29- 33 years	71	46.71
	More than 33 years	37	24.34
Academic background	Undergraduates	142	93.42
	Postgraduates	20	13.15
Years of experience	Month to less than 5 years	97	63.81
	5- 10 years	44	28.94
	more than 10 years	11	7.23

### Statistical treatment methods:

To test the hypotheses of the study, the Statistical Package for Social Sciences (SPSS-19) was used. The frequencies, arithmetic mean and standard deviation were used to describe the sample of the study. Multiple regression analysis and simple regression analysis were calculated to test the impact of the independent variables on the dependent variable. To determine the length of the cells of the five-point scale, the followings ratings have been used (1) 1.00 to 2.33 Low; (2) 2.34 to 3.66 Moderate; and (3) 3.67 to 5 High.

### Reliability of the study variables

Cronbach's alpha was used to determine the internal consistency of the questionnaire. The results presented in table (2) illustrate the reliability of answers of the study sample by a reasonable degree.

**Table (2) Cronbach's alpha test results**

<b>Variables</b>	<b>Cronbach's Alpha</b>
Economic values	95.5
Social value	92.6
Aesthetic values	90.5
Intellectual values	94.4
Entrepreneurship	91.3

**Analysis:**

**Answering the questions of the study:**

To answer the first and second questions of the study “What are the respondents’ perceptions toward personal values?”, “What are the respondents’ perceptions toward entrepreneurship orientations?” we calculated the arithmetic mean and standard deviations for variables of interests. Table (3) illustrates these values, with the rank and degrees for each variable.

**Table (3) Arithmetic mean, standard deviations and ranks of respondents' perceptions of personal values and entrepreneurship orientations**

<b>Dimensions</b>	<b>Arithmetic Mean</b>	<b>Standard Deviation</b>	<b>Rank</b>	<b>Degree</b>
Economic values	4.17	0.52	1	High
Social value	3.98	0.72	2	High
Intellectual values	3.95	0.65	3	High
Aesthetic values	3.93	0.68	4	High
Entrepreneurial orientations	4.15	1.26		High

It is indicated in table (3), that the respondents' perception of the first dimension of independent variables (i.e. economic values) came in the first rank with (4.17) arithmetic average and (0.52) standard deviation, followed by social values with (3.98) arithmetic mean and (0.72) standard deviation.. Intellectual values came In the third place with (3.95) arithmetic mean and (0.65) standard deviation. The aesthetic values occupied the last rank with (3.93) arithmetic mean and (0.68) standard deviation. Finally, in regard to perceptions of the dependent variables (i.e. entrepreneurial orientation), we can say that perceptions were high with (4.15) arithmetic mean and (1.26) standard deviation

In regard to question number three, “What is the impact of personal values dimensions (economic values, social values, intellectual values and intellectual values) towards entrepreneurship orientations, we implemented the multiple regression analysis with the results presented in table (4).

**Table (4) The results of multiple regression analysis for questions three**

	<b>Correlation coefficient</b>	<b>R<sup>2</sup></b>	<b>B (Unstandardized)</b>	<b>S.D</b>	<b>β (standardized)</b>	<b>Calculated t</b>	<b>Sig.</b>
Regression constant	.654	0.712	0.441	0.425		5.034	0.000
Economic values			0.283	0.100	0.279	3.827	0.002
Social value			0.221	0.091	0.225	2.433	0.007
Intellectual values			0.242	0.124	0.205	3.404	0.001
Aesthetic values			0.433	0.110	0.210	3.545	0.005

As illustrated from the results in Table (4) and reviewing the value of (t) that the independent variable (personal values) dimensions (economic values, social values, aesthetic values and intellectual values) had an impact on entrepreneurship orientations in terms of  $\beta$  coefficients of these variables and in terms of the high value of calculated (t) compared with tabulated value at the level of significance (0.05). As the value of calculated (t) were in (3.827, 2.433, 3.404, 3.545) respectively, which are significant with (0.002; 0.007; 0.001; and 0.005), it can be argued that personal values together explains (71.2%) of the total variance in respondents' entrepreneurship orientations.

**Sub-hypotheses testing:**

To test the four proposed sub-hypotheses, simple regression analysis was used. The results are as follow:

*H01.1: There is no statistically significant impact of the economic values entrepreneurial orientations at a significance level of ( $\alpha \leq .05$ ).*

**Table (5) The results of simple regression analysis of the impact of economic values on entrepreneurship orientations**

	R <sup>2</sup>	B (Unstandardized)	S.E	$\beta$ (standardized)	t	Sig.
Regression constant	0.299	1.397	0.315		4.432	0.000
Economic values		0.422	0.087	0.546	6.360	0.002

Table (5) shows the results of simple regression analysis that economic values have a significant impact on entrepreneurship with a value of (.002) and a t value of (6.360). Furthermore, in terms of the value of  $\beta$  coefficients, we can conclude that economic values interpret about (.546) in the dependent variable: entrepreneurship orientations. Hence, we lend support to the alternative hypothesis and reject hypothesis 1.1.

*H01.2: There is no statistically significant impact of the social values on entrepreneurial orientations at as significant level of ( $\alpha \leq .05$ ).*

**Table (6) The results of simple regression analysis of social values on entrepreneurship orientations**

	R <sup>2</sup>	B (Unstandardized)	S.E	β (standardized)	t	Sig.
Regression constant	0.245	1.785	0.302		5.890	0.000
Social values		0.36	0.087	0.476	5.322	0.000

Table (6) shows the results of hypothesis 1.2. We used the linear regression analysis to test the influence of social values on entrepreneurial orientations. The analysis reveals that social values are a positive indicator of entrepreneurial orientations with ( $\beta = 0.476$ ,  $t = 5.322$  and  $p = .000$ ) ( $p \leq 0.05$ ). Moreover, the value of ( $R^2=0.245$ ) contributes 24.5% towards entrepreneurial orientations among participants. Thus, H1.2 is rejected. This means that when the score for social values goes up a unit, the values of entrepreneurial intention will also increase up by 0.476.

*H01.3: There is no statistically significant impact of the aesthetic values on entrepreneurial orientations at significant level of ( $\alpha \leq .05$ ).*

**Table (7) The results of simple regression analysis of aesthetic values on entrepreneurship orientations**

Dimension	R <sup>2</sup>	B (Unstandardized)	S.E	β (standardized)	t	Sig.
Regression constant	0.27	0.670	0.445		1.522	0.130
Aesthetic values		0.720	0.818	0.528	6.070	0.004

The results of the simple regression analysis in table (7) showed that aesthetic values significantly and positively influence entrepreneurial intention with ( $t=6.070$ ;  $sig = .004$ ). The R<sup>2</sup> standardized coefficients values show that aesthetic values explain about 27% of the variance in respondents' entrepreneurship orientations. Therefore, we lend support to hypothesis 1.3. This means that when the score for aesthetic values goes up a unit, the values of entrepreneurial intention will also increase up by 0.528.

*H01.4: There is no statistically significant impact of the intellectual values dimension entrepreneurial orientations at a significant level of ( $\alpha \leq .05$ ).*

**Table (8) The results of simple regression analysis of the impact of intellectual values on entrepreneurship orientations**

	R <sup>2</sup>	B (Unstandardized)	S.E	$\beta$ (standardized)	t	Sig.
Regression constant	0.230	0.570	0.440		1.425	0.120
Intellectual values		0.660	0.118	0.445	5.245	0.032

Table (8) shows the results of hypothesis 1.4. We used the linear regression analysis to test the influence of intellectual values on entrepreneurial intentions. The analysis reveals that the independent variable is a positive indicator of entrepreneurial orientations with ( $\beta = 0.445$ ,  $t = 5.25$  and  $p = .032$ ) ( $p \leq 0.05$ ). In addition, the value of R<sup>2</sup> ( $R^2=0.23$ ) contributes 23% towards entrepreneurial orientations among participants. Thus, H1.4 is rejected. This means that when the score for intellectual values goes up a unit, the values of entrepreneurial intention will also increase up by 0.445.

**Discussion:**

As predicted, the direct relationship between personal values and entrepreneurial orientations in hypothesis 1 was fully accepted. In regard to the first question, the results of the study revealed that the respondents' perceptions of personal values were high and these dimensions come in the following order: economic value, social value, intellectual values and then aesthetic values. In regard to the second question, we found that respondents' perceptions of entrepreneurship were high with a mean of (4.15). This result comes in lines with the study of (Amirah & Al Soudie 2011) who found that faculty members at Jordanian private universities have high perceptions with regard to entrepreneurial orientations. In regard to the hypotheses of the study the following results were found (1): there is a significant impact of economic values on entrepreneurial orientations which agrees with the results found in (Atowyjer 2003); (2) there is a



significant impact of social values on entrepreneurship orientations which agrees with the finding revealed from the study of (Al-Shaheen 2010); (3) There is an impact of aesthetic values on entrepreneurial orientations which agrees with the study of Atowyjer (2003); and finally, (4) There is direct and significant impact of intellectual values towards entrepreneurial orientations which agrees with the findings of the study (Zain, Akram & Ghani 2010).

### **Recommendations:**

The following recommendations should be addressed for future research:

1. Researchers need to implement this model on a larger sample from different contexts in order to generalize the results.
2. In order to give robustness to the hypothesized model, future researchers need to use qualitative strategy in the process of data collection.
3. Future researchers might consider the entrepreneurs characteristics presented in this study (age, gender, years of experience, academic background) for future analysis in order to see whether they have an impact on the relationship between personal values and entrepreneur orientations.
4. Researchers need to understand the indirect relationship between personal values and entrepreneur orientations by introducing some mediators and moderators such as emotions and behaviours of accepting the idea of entrepreneurship.
5. Decision makers in Karak province need to develop fitting behavior as an important part of any company's strategy to enhance their creativity and innovative behaviours. This can be done by looking for new opportunities to enhance their entrepreneurial orientation behaviours. The government also needs to be involved more by providing all important resources, consultation and financial assistance to enhance entrepreneurial orientation levels among new entrepreneurs.

On the other hand, several recommendations should be noted for practice:

1. Decision makers in Al-Karak governorate are required to conduct training programs that focus on building innovativeness and creativity especially to those individuals who have high entrepreneurial intentions.
2. Decisions makers need to be aware about the importance of investing in entrepreneurship business to simplify the application procedures to be funded.
3. As entrepreneurship projects support the economy by providing promising job opportunities to local individuals in Al-Karak, decision makers need to convince financial institutions about their role in social responsibility to increase their investment in such entrepreneurial projects.
4. Decisions makers in Al-Karak governorate also need to focus on the role of media in spreading the entrepreneurial culture, especially among young university students.

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