

Impact of Entrepreneurial Characteristics on Marketing Performance: Field Study in Jordanian Manufacturing Sector

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Abstract

This study aims to examine the impact of entrepreneurial characteristics on marketing performance in the Jordanian industrial context. This study is important due to the necessity of research concentrating on this vital subject. The study's practical value is underscored by the advice provided to industrial company management to address the identified challenges. A quantitative approach was used as a methodology of the paper. The study also focuses on managers in companies in Jordan's industrial sector. A sample of 500 managers was selected to participate in the study. In the end, A total of 391 valid questionnaires were returned and included in the analysis. It is found that entrepreneurial characteristics like self-control, self-confidence, risk tolerance, and creativity significantly impact marketing performance in Jordan's industrial sector. The study recommended that it is essential for Jordanian industrial companies to adopt the benefits of the characteristics of the entrepreneurial employee and their outcomes in building the entrepreneurial company.

Keywords

Creativity, entrepreneurial characteristics, marketing performance, risk tolerance, self-confidence, self-control.

INTRODUCTION

A multitude of decision-makers has historically acknowledged that advancement is heavily contingent upon entrepreneurial activity. This statement holds true since entrepreneurship beneficially impacts innovation, employment opportunities, and economic advancement—all of which aid in improving societal wellbeing. A variety of dynamic forces are presently at play, reshaping the interactions between individuals and collectives; one notable trend is the swift alterations in the surroundings. Consequently, entrepreneurial qualities exert considerable influence in this context. This is pertinent not just for those aiming to become entrepreneurs but also for individuals wishing to initiate careers as owners and managers in different contexts. Furthermore, entrepreneurship education may serve to improve entrepreneurial qualities since it can directly impact the entrepreneur's goals of launching a company.

Institutions seek to fulfill the aims indicated in its promotional plan. Their objective is to realize this goal to augment their market share and facilitate steady growth in their target demographic. Consequently, businesses strive to uphold continuous regulation of their performance. This is not only a requirement but an obligation; numerous strategies are utilized to uphold this oversight. Firms seek to appraise the strategic performance of their operations to foster growth and augment their market share. They additionally aim to revise their strategies to keep pace with recent developments.

Experts concur that the industrial sector is a vital part of the Jordanian economy. This is therefore an outcome of its substantial economic contribution, which in the previous ten

years represented over 25% of the national GDP. The manufacturing industry in Jordan demonstrates satisfactory performance, contributing to the nation's pride. In order to preserve its competitiveness, it must address several critical concerns. Over the past 10 years, the Jordanian manufacturing sector has been progressively susceptible to competition due to various internal and external influences. The influence of the international community has been experienced throughout the industrial sector, with a pronounced effect on businesses that are heavily reliant on labor and energy-intensive activities. This analysis is to explore the association between entrepreneurial attributes and marketing outcomes in the industrial sector of Jordan.

SIGNIFICANCE

This study's scientific significance focuses on a crucial topic within the industrial sector: the influence of entrepreneurial characteristics on marketing performance in the Jordanian industrial landscape. This study is significant because research that focuses on this crucial topic is necessary. The study's practical significance is further highlighted by the recommendations offered to the management of industrial companies to tackle the identified issues.

This leads us to highlight the following objectives: -

1. Assessing the degree of entrepreneurial characteristics in the Jordanian industrial sector.
2. Assessing the degree of marketing performance in the Jordanian industrial sector
3. Assessing the impact of entrepreneurial characteristics in their dimensions (self-control, self-confidence, risk tolerance, creativity) on marketing performance in the

Jordanian industrial sector.

STUDY PROBLEM

Entrepreneurship has gained importance at the macroeconomic level as a key driver of economic growth. At the micro level, it helps companies renew themselves, come up with new products and processes, and keep getting better. Studies on entrepreneurship need to look at the human side of entrepreneurs and their characteristics. Because it's crucial to achieve good marketing results in Jordan's industrial sector, the study aims to find out how entrepreneurs' characteristics affect marketing performance there. The scientific community needs more recent studies on this topic in Jordan's industrial sector. The study's main question is: How do entrepreneurial characteristics like self-control, self-confidence, risk tolerance, and creativity impact marketing performance in Jordan's industrial sector?

STUDY HYPOTHESES

The following are the main hypotheses:

Main Hypothesis:

H0: There is no impact of entrepreneurial characteristics in their dimensions (self-control, self-confidence, risk tolerance, creativity) on marketing performance in the Jordanian industrial sector.

The following sub-hypotheses emerge from it:

H01: There is no impact of self-control on marketing performance in the Jordanian industrial sector.

H02: There is no impact of self-confidence on marketing performance in the Jordanian industrial sector

H03: There is no impact of risk tolerance on marketing performance in the Jordanian industrial sector.

H04: There is no impact of creativity on marketing performance in the Jordanian industrial sector.

Entrepreneurship has long been a research hotspot in the academic community, widely recognized as a core driving force that fuels economic development and advances the growth of various types of organizations. In the specific context of enterprises, these entrepreneurship-related

personal traits not only affect the entrepreneurs themselves, but also shape the core actions of managers within the firm: whether they can timely identify new opportunities hidden in the market, how to respond to unexpected situations with uncertain outcomes, and how to advance various innovative attempts of the enterprise.

Numerous previous studies have analyzed such entrepreneurial traits in conjunction with several other common research directions, including entrepreneurial intention, entrepreneurial orientation, organizational survival rate, and the performance of individuals or organizations; relevant research findings can be found in [1] [2] [3] [4] [5] [6] [7].

However, prior studies have left a notable gap: few empirical studies have specifically explored the direct links between four specific entrepreneurial traits—self-regulation, self-confidence, risk tolerance, and creativity—and the marketing performance of enterprises.

This research gap is particularly pronounced in Jordan's manufacturing sector. Local manufacturing enterprises are already under immense competitive and environmental pressures, yet sufficient empirical evidence has never been obtained to clarify the antecedent behavioral factors influencing marketing performance, that is, which individual-level behaviors first impact marketing performance.

This study aims to fill this gap by specifically taking the aforementioned four entrepreneurial traits as predictor variables, and simultaneously testing whether they can be used to predict the marketing performance of the companies managed by managers in Jordan's manufacturing enterprises.

Centered on this research objective, the core question of this study is: to what extent do the four traits of self-regulation, self-confidence, risk tolerance, and creativity affect the marketing performance of enterprises in Jordan's manufacturing industry?

The following model "Fig. 1", has been developed by the researcher to illustrate the relationship between variables and how the study variables intersect:

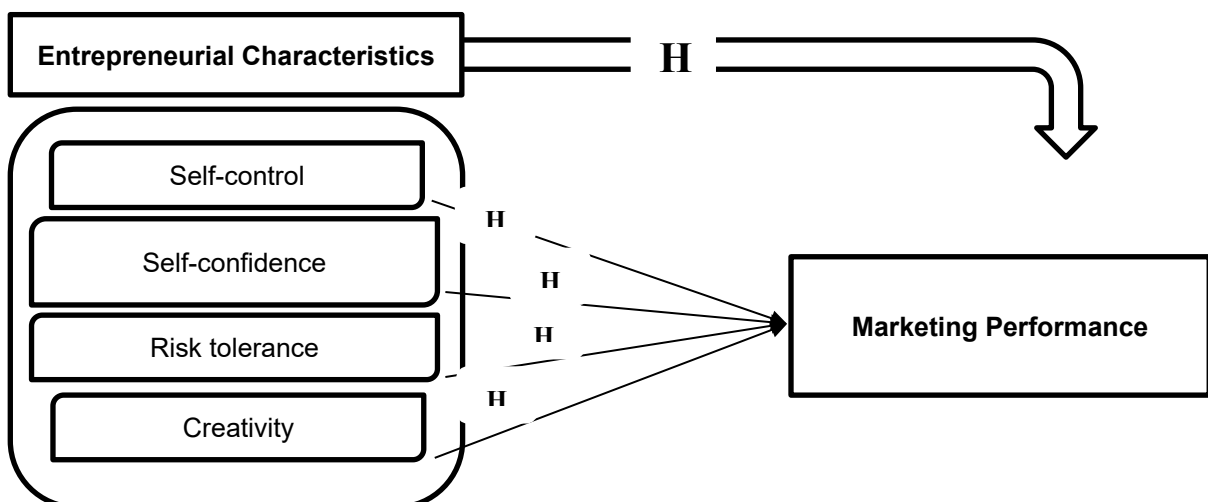


Fig 1. Study Model

LITERATURE REVIEW

Entrepreneurial Characteristics

Experts have noticed how different personality traits play a role in entrepreneurial behavior over time. A lot of research on personality traits has looked at the differences between entrepreneurs and non-entrepreneurs. Individual traits or personality characteristics remain key areas of study for researchers, which have grabbed attention in the past and present. Entrepreneurs have a bunch of traits or characteristics that set them apart. Characteristics are unique features of a person that help form their personality. The trait approach to entrepreneurship describes and focuses on a person's personality/psychological factors and characteristics [8].

Certain entrepreneurial qualities or traits mold a person's character. These might include specific mental attributes such as dedication to work, the desire for total control, and the capacity to handle uncertainty and obstacles. People can be grouped into different mental categories. In other words, they have a strong need to achieve, a high willingness to take risks, and a wish to innovate. They also possess a strong sense of control based on their level of self-assurance. Some personality traits have an impact on attracting new projects [1].

Entrepreneurial characteristics are the personal qualities that define someone as an entrepreneur, while they are described as the entrepreneur's skills to spot new business opportunities and take action by making the most of them in competitive settings. In earlier studies many researchers have focused on figuring out the key traits of an entrepreneur's personality needed to launch a new business; however, these traits are still up for debate among economists and entrepreneurship experts in the field, as there's no worldwide agreement [9].

The research by [2] shows that entrepreneurial characteristics play a key role in starting businesses. People blend their personal qualities with their company's ability to innovate leading to success. Entrepreneurial characteristics come from a mix of personal, social, and environmental factors. Personal aspects include individual traits and values. Social elements involve family, community, and work backgrounds. Environmental factors are external conditions [10]. These traits have an impact on a company's key goals and actions, which in turn affect how well the business does [11].

The study measured entrepreneurial characteristics as follows:

- **Self-Control:** This means entrepreneurs can solve and understand people and their interactions by focusing on the system they create for themselves. This view is based on concepts and principles and relates to individuals. Starting a new project requires the ability to manage and change aspects that influence it [3].
- **Self-Confidence:** This trait drives entrepreneurs pushing them to finish tasks crucial to their project's

success. Their enthusiasm shows their self-assurance, which helps them keep their business going and draw in new clients. Self-confidence plays a key role in attracting customers, which is vital for entrepreneurship [3].

- **Risk Tolerance:** Entrepreneurs often take risks and work in unclear situations. Their willingness to take risks grows as their desire to succeed increases. This pushes them to make fast choices in changing conditions even when they don't have all the facts [3].
- **Creativity:** Creativity plays a big part in entrepreneurship often pulling ideas from many different economies. As new digital platforms, technologies, and organizational structures have come about, they've changed how people get creative and start businesses [12] [13]. [14] showed that creativity and entrepreneurship are linked. But keep in mind, not every business owner comes up with new ideas, and not all the info out there leads to successful businesses [15]. This means business owners need to focus on being creative to stay ahead of the game [4].

Marketing Performance

Organizations strive to achieve the objectives outlined in their marketing strategies. They seek to enhance their market presence and expand within their intended demographic. To do this, they endeavor to maintain a firm control on their performance. They employ many techniques to maintain authority. Companies seek to evaluate the effectiveness of their initiatives to facilitate growth and capture a larger market share. They also wish to modify their strategies to align with the most recent developments [16]. Marketing performance refers to the extent to which a corporation achieves the objectives established in its marketing strategy [17]. Considering all our previous discussions, it is evident that outpacing the competition is crucial for every enterprise. In relation to other firms within the industry. Remember that each organization diligently develops marketing plans and strategies to secure a competitive advantage and enhance their marketing outcomes [18]. Marketing performance metrics encompass the existing sales volume of the product line, the magnitude of market share, and the proportion of sales conducted via intermediaries [19]. They also address the extent of consumer awareness of the company's advertisements, the perceptions of both consumers and intermediaries towards the organization, and the degree to which the items fulfill and satisfy consumer demands. Additional elements to contemplate include the proportion of marketing expenditures relative to overall costs and the frequency of new product failures [20]. Research indicated that conventional financial metrics for assessing marketing performance, including as profit, sales, and cash flow, have expanded to encompass a range of non-financial elements [21]. These elements include market share, quality, customer satisfaction, loyalty, and trademark entitlements. Additionally, input metrics, encompassing marketing audit and execution, alongside output metrics, which involve

marketing audit and efficiency/effectiveness, are vital to this expansion [22] [23].

The majority of studies regarding entrepreneurship and organizations fail to link entrepreneurial traits to marketing achievement. Specialists indicate that there is a scarcity of research about the impact of entrepreneurial traits on marketing outcomes. This disparity indicates the necessity to formulate a theory and conduct empirical research to ascertain the extent to which entrepreneurial traits affect marketing efficacy. There exist several studies concerning entrepreneurial traits and their impact on various factors, such as the research conducted by [3] [5] [6] [4] [1] and [7]. However, the investigator was unable to locate any research that associated these traits with marketing efficacy. Furthermore, there has been no examination of this within Jordan's industrial domain. This disparity illustrates the necessity of conducting this research — it is crucial for the industrial sector.

METHODOLOGY

This study uses a quantitative approach to examine the Jordanian industrial sector. It's a descriptive structured, cross-sectional, and quantitative research project.

Population and Sample

Managers in Jordanian industrial companies make up the study population. The researcher picked a suitable sample of 500 managers to give the study questionnaire to, and got back 391 valid questionnaires to analyze.

Methods of Data Collecting

1. Primary resources: The researcher created and handed out a questionnaire to the people in the study sample to get the key data needed for the study.
2. Secondary resources: this includes books and scientific materials related to the study topic.

Questionnaire Design

The questionnaire used in this study was compiled from existing literature that explored entrepreneurial traits [3] [4] [5] [6] [7] and literature that studied market performance [22] [23]. The entire questionnaire is divided into two independent sections. The first section is used to collect respondents' demographic information, asking about respondents' basic personal circumstances, specifically including gender, educational level, and work experience. The second section contains 17 questions in total, which are used to measure five constructs, and these questions are grouped into different clusters based on the dimension they measure: Questions 1 to 3 measure self-control ability, Questions 4 to 6 measure self-confidence, Questions 7 to 9 measure risk tolerance, Questions 10 to 12 measure creativity, and finally, Questions 13 to 17 measure market performance. All questions are scored using a 5-point Likert scale, where each question is provided with a corresponding description, and respondents select a score based on their own situation, with only five options ranging from 1 to 5: 1 point represents strongly

disagree, and 5 points represents strongly agree. Before the questionnaire was officially distributed, the wording of all questions was checked and confirmed to fit the actual situation of Jordan's manufacturing industry, with no content inconsistent with the local industry context.

Validity and Reliability

Validity

Professors from Jordanian universities looked over the survey. We took their feedback and suggestions into account.

Reliability

Internal consistency reliability was assessed using Cronbach's alpha. As shown in Table 1, all coefficients exceeded the commonly accepted threshold of 0.70 [24], ranging from 0.769 for risk tolerance to 0.909 for self-control, indicating acceptable to high internal consistency for the study measures.

You can see a summary of the results in the table below:

Table1. Cronbach Alpha test

Variable	α	Q
self-control	0.909	1-3
self-confidence	0.886	4-6
risk tolerance	0.769	7-9
creativity	0.878	10-12
Marketing Performance	0.862	13-17

DATA ANALYSIS

Gathered data was coded and analyzed through using following tests:

- Descriptive statistics. Frequency and percentages, Mean and standard deviation
- Multiple regression was used to test the hypotheses

Sample Characteristics

Table (2) displays how the sample is divided based on demographic factors. The numbers reveal that most of the sample (62.9%) consists of males, while 37.1% are females. Looking at education levels, the table indicates that 213 participants in the sample (54.5%) hold a Bachelor's degree. Furthermore, the largest group (31.7%) has more than 15 years of experience.

Table 2. Sample Distribution

Variable	Frequency	%
Gender:		
Male	246	62.9
Female	145	37.1
Education level:		
Diploma or less	68	17.4
First University degree	213	54.5

Variable	Frequency	%
(Bachelor (B.A)		
High Studies	110	28.1
Experience:		
Less than 5 years	87	22.3
5-10 years	85	21.7
11-15 years	95	24.3
More than 15 years	124	31.7

Statistical Results

The study's questionnaire was analyzed using the mean (μ) and standard deviation (σ). Below, Table 3 illustrates the statistics derived from the survey statements, accompanied by the average and standard deviation for each. It is apparent that there are affirmative perspectives on the topics presented in table (3), given that their means surpass the average of the scale (3).

Table 1. Questionnaire Results

Statement	μ	σ
1. The entrepreneur can solve and understand people and their interactions	3.225	1.336
2. The entrepreneur manages and modifies aspects that have an impact on the company	3.315	1.243
3. The entrepreneur follows others and solves their problems	3.220	1.256
self-Control	3.253	1.177
4. The entrepreneur wants to complete the tasks necessary for the success of his project	3.361	1.146
5. The Self-confidence of the entrepreneur contributes to the success of projects	3.294	1.134
6. The Self-confidence of the entrepreneur is seen as a crucial leadership trait that entrepreneurs want.	3.315	1.137
self-Confidence	3.321	1.028
7. The entrepreneur shows a tendency to take risks	3.325	1.086
8. The entrepreneur operates in environments characterized by ambiguity	3.573	.992
9. The tendency to engage in risky behaviors increases proportionately to the intensity of the individual's ambition for achievement.	3.432	1.000
risk Tolerance	3.444	.851
10.The entrepreneur has the knowledge and experience necessary to work in the company	3.552	1.039
11.Entrepreneurs pay more attention to the process of creativity to achieve competitive advantages	3.491	1.104
12.The entrepreneur Focuses on introducing new ideas in the business	3.512	1.042
Creativity	3.518	.953
13.There is an improvement in the company's annual profits	3.435	1.079
14.There is an increase in the company's market share	3.399	1.069
15.The company's sales increased more than competitors	3.509	1.069
16.There is an increase in the company's return on investment	3.448	1.131
17.There is an increase in the number of the company's customers.	3.465	1.071
Marketing Performance	3.451	.870

Hypotheses Testing

H0: There is no impact of entrepreneurial characteristics in their dimensions (self-control, self-confidence, risk tolerance, creativity) on marketing performance in the Jordanian industrial sector.

Table 4. Hypotheses Testing

Model	R	R Square
1	.908	.824

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	243.289	4	60.822	451.421	.000
	Residual	52.008	386	.135		
	Total	295.297	390			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.189	.087		2.173	.030
	self-control	.051	.023	.069	2.186	.029
	self-confidence	.064	.031	.076	2.102	.036
	risk tolerance	.080	.033	.079	2.435	.015
	creativity	.741	.024	.811	30.320	.000

The researcher used Multiple Regression to test the main hypothesis. Their analysis showed that the F value had statistical significance at the 0.05 level. The findings proved that entrepreneurial characteristics like self-control, self-confidence, risk tolerance, and creativity have a significant impact on marketing performance in Jordan's industrial sector. A correlation coefficient of 0.908 pointed to a strong connection. What's more, the independent variables accounted for 82.4% of the changes seen in the dependent variable.

Regarding the sub-hypotheses, it is found that:

- There is an impact of self-control on marketing performance in the Jordanian industrial sector, since t value= 2.186 is significant at 0.05 level.
- There is an impact of self-confidence on marketing performance in the Jordanian industrial sector, since t value= 2.102 is significant at 0.05 level.
- There is an impact of risk tolerance on marketing performance in the Jordanian industrial sector, since t value= 2.435 is significant at 0.05 level.
- There is an impact of creativity on marketing performance in the Jordanian industrial sector, since t value= 30.32 is significant at 0.05 level.

The research results show that there is a significant correlation between entrepreneurs' traits and the marketing performance of the Jordanian manufacturing industry. This core overarching conclusion is fully consistent with the mainstream research conclusions in the entrepreneurship field in the past—those studies have long linked entrepreneurs' traits, entrepreneurial orientation, and various performance outcomes, with relevant literature numbered [4] [6] [7]. Previous local Jordanian studies in the same field only explored the correlation between entrepreneurs' traits, entrepreneurial intention, and start-up enterprises themselves, with relevant literature numbered [3] [5]. This study fills this gap, confirming that these traits are not only

related to entrepreneurial intention and start-up enterprises, but also tangibly affect the marketing performance achieved by manufacturing enterprise managers leading their teams.

When each entrepreneur's trait is analyzed separately, more specific conclusions can be uncovered. First, self-discipline does have a positive promoting effect on marketing performance, but the magnitude of its impact is small. The study provides an explanation: self-discipline itself can support people to develop rule-abiding behavioral habits, persist through setbacks, and act consistently in all matters without deviation, but its effect on market outcomes is indirect. Unlike those traits that directly drive people to pursue market opportunities, connect with clients, and advance business, its impact is not immediately obvious. Next, self-confidence also has a significant positive correlation with marketing performance. Managers who are confident in their own abilities are more daring to seize emerging opportunities, and can clearly and decisively communicate their decisions to their teams. Even when market conditions are ambiguous and no one can accurately predict the future direction, they can lead their teams to steadily advance the work that needs to be done. This conclusion is also fully consistent with existing research; past studies have long emphasized the importance of entrepreneurs' self-belief, with relevant literature numbered [8].

Turning to risk tolerance, it is also positively correlated with marketing performance. Managers of manufacturing enterprises often have to make decisions related to product iteration, market layout, large-scale investments, and responding to competitors' impacts under circumstances where all conditions are unresolved and no accurate information can be obtained. Therefore, a manager who is willing to take risks that have been carefully assessed rather than blindly taking reckless risks can instead help him take timely action in the market, avoiding missing the window of

opportunity due to excessive hesitation. This result also aligns with many previous studies, which all pointed out that entrepreneur-related risk traits can produce tangible impacts on entrepreneurial activities and performance outcomes, with relevant literature numbered [1] [3] [4].

Finally, creativity has the strongest impact on marketing performance among all the measured entrepreneur traits, with a regression coefficient $\beta=.811$. This result indicates that the ability to come up with practical new ideas and implement these ideas is particularly critical for translating entrepreneurs' actions into tangible market performance. Creativity helps enterprises differentiate their products and internal production processes from those of their peers, helps teams solve various intractable problems encountered in daily work, quickly respond to needs raised by users, and also helps enterprises explore completely new marketing ideas that break out of outdated frameworks. This interpretation is also consistent with the conclusions of relevant academic research, which have long linked innovation-oriented entrepreneurial behaviors to enterprises' competitiveness and their final performance outcomes, with relevant literature numbered [13] [15] [4]. However, the study also reminds that the impact coefficient of creativity obtained in this research is much larger than the conventional level. Combined with the high R^2 value of this study's model, extra caution must be taken when interpreting this result. Further testing is also required to investigate whether this study has problems of multicollinearity and common method bias.

RESULTS AND RECOMMENDATIONS

In the Jordanian business environment, the purpose of this research is to investigate how entrepreneurial characteristics affect marketing performance. The importance of this study lies in the fact that further research into this crucial topic is urgently needed. Management at industrial companies might take heart in the study's realistic recommendations for overcoming the problems it reveals.

The following conclusions are drawn from the aforementioned analysis:

1. The performance of marketing in Jordan's industrial sector is significantly influenced by entrepreneurial characteristics such as self-control, self-confidence, risk tolerance, and innovation.
2. The industrial sector in Jordan notices an effect of self-control on marketing performance.
3. In Jordan's industrial sector, self-confidence affects marketing performance.
4. The industrial sector in Jordan is affected by the effect of risk tolerance on marketing performance.
5. The industrial sector in Jordan is one area where innovation affects marketing performance.

It is recommended For Jordanian industrial companies to set up an entrepreneurial firm, they need to take advantage of entrepreneurial employee characteristics and their results. They can do this by guiding workers in their own space letting staff at all levels come up with and use new ideas, and

offering money and praise to make employees happy at work and meet their needs. If they don't do this for a while, it will show up in how well the company does in marketing.

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