

Statistical Analysis of Sustainable Entrepreneurial Projects' Impact in Jordan's Ministry of Social Development

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Abstract: The aim In the Jordanian Ministry of Social Development, this study looked into how soft skills like decision-making, time management, teamwork, and working under pressure affected the long-term viability of micro and small business initiatives. The researchers used a descriptive and analytical methodology to gather information from project owners in the Irbid Governorate by distributing a questionnaire to them. The analysis of 125 responses revealed that project owners exhibited a strong commitment to soft skills, leading to positive contributions to sustainable economic development and the growth of small and micro-entrepreneurial projects. The study also emphasized the favorable influence of soft skills on the development of entrepreneurial projects within the ministry. As a result, the researchers recommended allocating a portion of project profits to support local charitable and social organizations, establishing and enforcing soft skills standards, and implementing penalties for non-compliance.

Keywords: Soft Skills, Entrepreneurship, Social Development Ministry, Sustainability, Small-scale Projects, Micro-projects, Jordan.

1 Introduction

Interest in the concept of soft skills has emerged within organizations as they recognize that they are an integral part of the society in which they operate, impacting and being impacted by it. Therefore, this impact should be positive to enable organizations to succeed and continue fulfilling their social responsibilities towards society, earning respect from all components and gaining strength to ensure their survival and sustainability (AL-zoubi et al., 2023), (Mbaydeen & Zahrawi, 2017). The need to focus on soft skills and train every learner in them has increased, aiming to equip individuals to face the challenges and modern changes that have emerged in the current era. The scope of soft skills has expanded to encompass a wide range of personal abilities and traits. Companies have been able to define the term "soft skills" based on specific capabilities and characteristics (AlQudah et al., 2023). The most important of these capabilities include teamwork and collaboration within the work team, creativity with thinking outside the box, critical thinking, problem-solving efficiency, effective communication, presentation skills, flexibility in dealing with work environment changes, professional curiosity and ambition for continuous learning, ability to work under pressure, self-confidence and teamwork, time management, and decision-making. These skills are crucial for the sustainability and success of entrepreneurial projects as they develop the capabilities of individuals, enhance their efficiency and abilities to face challenges, continue learning, compete, and innovate (Al-Khalili, 2018).

Entrepreneurial endeavors play a pivotal role in driving economic activity and fostering growth by harnessing untapped potential and mobilizing productive labor. They possess the agility and adaptability to swiftly evolve, attract investments, contribute to social development, combat poverty, address unemployment, enhance living standards in rural areas, and optimize the utilization of physical and human resources and local assets (Kafi & Kafi, 2020). Establishing a visionary outlook that promotes growth through entrepreneurial pursuits is crucial for the success of any organization. Entrepreneurship has emerged as a vital and contemporary discipline within the realms of economics and management sciences, encompassing the ability to devise effective strategies for the prosperity of diverse organizations, ensuring sustained competitiveness. In the present era, entrepreneurship stands as one of the most significant competitive advantages for organizations (Al-zoubi et al., 2022) (Ismail, 2011).

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The study problem and questions

One important factor in the development, maintenance, and support of entrepreneurial enterprises is the Ministry of Social Development. To promote economic growth and development and give young people entering the workforce job options, it encourages community members to invest, trade, open workshops, and small factories. The ministry also aids poor families in coping with life's burdens, particularly by encouraging women to support their husbands in improving their standard of living and increasing family income. This is achieved through providing loans and consultations for them to establish various entrepreneurial projects for the development of villages and remote areas, bridging the gap between rural areas and large cities, and promoting agriculture and livestock farming.

Despite the ministry's efforts to provide these services, soft skills have not reached the required level for the development of these projects. Therefore, the problem of the study arises in answering the following main question:

Main Question: Is there an impact of soft skills, encompassing teamwork, working under pressure, time management, and decision-making, in the Jordanian Ministry of Social Development?

This main question leads to the following sub-questions:

Sub-Question: Is there an impact of teamwork on the sustainable development of entrepreneurial projects, in all their types, collectively in the Jordanian Ministry of Social Development?

Sub-Question: Is there an impact of working under pressure on the sustainable development of entrepreneurial projects, in all their types, collectively in the Jordanian Ministry of Social Development?

Sub-Question: Is there an impact of time management on the sustainable development of entrepreneurial projects, in all their types, collectively in the Jordanian Ministry of Social Development?

Sub-Question: Is there an impact of decision-making on the sustainable development of entrepreneurial projects, in all their types, collectively in the Jordanian Ministry of Social Development?

Study Objectives:

This study aimed to achieve the following main objective:

Objective: To investigate the impact of soft skills and their elements (teamwork, working under pressure, time management, decision-making) on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.

The main objective is accompanied by a set of sub-objectives as follows:

1. To understand the impact of teamwork skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
2. To understand the impact of working under pressure skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
3. To understand the impact of time management skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
4. To understand the impact of decision-making skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
5. To identify the relationship between soft skills and sustainable development of entrepreneurial projects within the Ministry of Social Development.
6. To provide recommendations and suggestions to enhance soft skills and promote sustainable development of entrepreneurial projects within the Ministry of Social Development.

Significance of the Study:

The significance of the study lies in the following aspects:

Scientific Significance: This study is expected to contribute scientifically to researchers in the field by exploring the positive effects of soft skills on the sustainable development of entrepreneurial projects. The results of the study can be applied across various organizations and sectors, thereby expanding scientific knowledge.

Practical Significance: Entrepreneurial projects within the Jordanian Ministry of Social Development stand to benefit practically from this study, as it provides a comprehensive scientific and practical framework regarding the concept of soft skills and their impact on the sustainable development of entrepreneurial projects. The study highlights the importance of adopting soft skills in the development of entrepreneurial projects within the Ministry.

Study Model and Variables:

To achieve the study's purpose and reach its specified objectives in determining the impact of independent variables on the dependent variable, the researchers developed a model specifically for the study. Figure (1) illustrates the study model and its variables.

Study Hypotheses:

Based on the problem and research questions of the study, the following hypotheses were formulated:

Main Hypothesis: There is no statistically significant impact for soft skills and their elements (teamwork, working under pressure, time management, decision-making, crisis management) on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.

Subsequently, the main hypothesis is accompanied by the following sub-hypotheses:

1. Sub-Hypothesis 1: There is no statistically significant impact for teamwork skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
2. Sub-Hypothesis 2: There is no statistically significant impact for working under pressure skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
3. Sub-Hypothesis 3: There is no statistically significant impact for time management skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.
4. Sub-Hypothesis 4: There is no statistically significant impact for decision-making skills on the sustainable development of entrepreneurial projects in various types within the Ministry of Social Development in Jordan.

In light of the study's problem and its components, and for the purpose of identifying the factors of soft skills and assessing their impact on the leadership of charitable organizations, the researchers selected a set of independent and dependent variables, as illustrated in Figure (1).

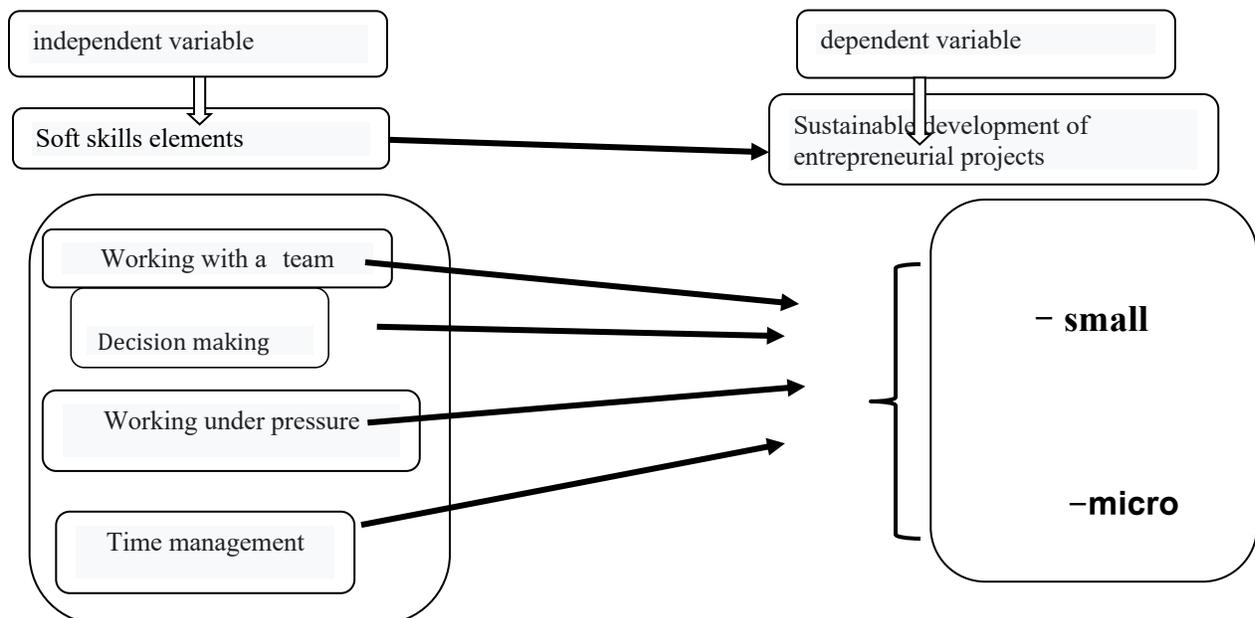


Fig. 1: Study Model: Prepared by the researchers based on previous scientific studies (Hameed, 2014) and (Qweider, 2017).

Study Limits:

The limits of this study are as follows:

Geographical Limits: The study focused on entrepreneurial projects hosted by the Ministry of Social Development in Irbid.

Temporal Limits: This study was conducted in the current year (2024).

Human Limits: The study was limited to entrepreneurs within the Ministry of Social Development in Irbid.

Subject Limits: The study discussed two important subjects, namely soft skills with their dimensions (human, ethical, legal, economic) and entrepreneurial projects of various types (small and micro).

Operational Definitions for Study Concepts:

Soft Skills:

Conceptually: Traits and abilities that manifest in an individual's behavior instead of knowledge and competency. (Al Jammari, 2015)

Operationally: Personal characteristics, skills, and methods that individuals possess in their interactions with others in the work environment.

Entrepreneurship:

Conceptually: The art possessed by an individual to motivate a group of people to achieve a common goal. (Al Najjar and Al Ali, 2010)

Operationally: The creation or development of projects, and the employment of creative thinking in doing so.

Entrepreneurship in Charitable Organizations:

Conceptually: Activity that establishes and manages a new organization to invest in an innovative and unique opportunity. (Hajjaj, 2016)

Operationally: The process of fundraising, whether through low-profit activities or donations, and employing them in appropriate and thoughtful ways to meet the organization's needs.

Charitable Organizations:

Conceptually: Organizations that cater to the needs of those who cannot fulfill their needs themselves, whether they are material, health-related, educational, or otherwise, relying on donations and gifts. (Al Deirawi, 2017)

Operationally: Organizations established for non-profit purposes, with the main goal being volunteer work, community service, and achieving social justice.

Teamwork:

Conceptually: A group of individuals working together to achieve a common goal. (Zayed, 2014)

Operationally: The feeling of belonging and deep commitment among members of a team toward each other and the common goal they work for.

Working Under Pressure:

Conceptually: Accomplishing the most important tasks, or at least the crucial ones, within the specified time without errors, with efficiency and high coordination, regardless of the workload. (Al Qahtani, 2010)

Operationally: The ability of an individual to deal with the pressures encountered in their job or life in a healthy and productive manner.

Time Management:

Conceptually: Time management is the conscious planning and control of the time spent on specific activities, especially to increase effectiveness, efficiency, or productivity. (Harvard, 2017)

Operationally: Managing activities and tasks performed within a given time, optimizing the use of time and available resources in a way that leads to the achievement of important goals.

Decision-Making:

Conceptually: The process of choosing the best and most suitable option among the alternatives and choices available to an individual to solve a specific problem or get out of a certain dilemma. (Klamer, 2011)

Operationally: The cognitive process resulting from choosing a belief or action among many possible options.

Entrepreneurial Culture:

Conceptually: Beliefs, expectations, and values among individuals in the organization that define bold positions through experiences and risk-taking. (Lockett, et al., 2013)

Operationally: The concepts of the organization that work to produce new goods and values unfamiliar to competitors within the prevailing culture.

Creativity:

Conceptually: New and useful ideas connected to problem-solving, requiring the ability to sense a problem's existence and solve it by thinking differently. (Naseer and Al-Azzari, 2011)

Operationally: The existence of rare experiences through sensing a problem's existence and solving it as a singular skill.

Innovation:

Conceptually: Developing new values for the consumer through solutions that respond to new or undefined requirements or old requirements for the consumer or the market. (Hanjalah, 2018)

Operationally: The ability to develop an idea, work, design, or any other thing in a better, easier, and more usable way.

Micro-Projects:

Projects funded by the Ministry of Social Development under specific conditions, the most important of which is that the number of employees does not exceed 5, and its sales do not exceed 100,000 Jordanian Dinars.

Small Projects:

Projects supported by the Ministry of Social Development characterized by low capital, a small number of employees, small sales, and low energy required for operation. They are closely related to the environment and depend on locally available materials and the marketing of their products in the same region where they originated and neighboring areas.

Jordanian Ministry of Social Development:

The ministry responsible for leading the social work process in both the official and private sectors, with the participation of institutions and bodies playing a vital and important role in the fields and areas of social services, pushing the wheel of social and economic development and sustainability. It aims to advance and prosper Jordanian society.

Concept of Soft Skills:

As defined by Abdullah Khamees, it is a set of personal traits related to communication with others, friendliness, cooperation, and reflects the ease with which an individual deals in the work environment. It is also associated with the ability to express oneself and add skills in presenting ideas attractively. Faiza Suwailim defined it as those skills related to eloquence in speech, good and distinguished appearance, and possessing special qualities that distinguish the applicant for the job from his peers. These skills are characterized by accuracy, consideration in processing, effective communication, and the requirements of building relationships with others, such as children, colleagues in kindergarten, leaders, and parents. (Abdulwahid, 2016)

Types of Entrepreneurial Projects:

Entrepreneurial organizations are a contemporary concept applied to entities that operate in a competitive environment by encouraging innovation, supporting market growth, and excelling. Organizations adopting entrepreneurial concepts are characterized by their pursuit of excellence and innovative solutions to social and economic problems (Anaba, 2017). Small entrepreneurial businesses are classified based on the following criteria (Abu Samra, 2017):

Project Size:

Small Projects: Encourage entrepreneurs to start innovative projects.

Micro-Projects: Very small-scale projects, aiming to support entrepreneurs in initiating innovative projects.

Project Purpose:

Business Ventures (For Profit): Aim for profitability.

Social Projects (Non-Profit): Strive to achieve social goals alongside profitability.

Innovation Level in the Project:

Purely Innovative Entrepreneurship: Involves creating an entirely new product.

Innovative Entrepreneurship: Involves investing in existing information and technological ideas.

Ownership of Innovative Entrepreneurial Ventures: Involves purchasing or owning existing innovative entrepreneurial ventures, representing the least innovative and creative level.

Small and Micro-Projects:

Entrepreneurship differs from small or micro-projects in concept. Entrepreneurship describes organizational processes, creative functions, and risk-taking tasks carried out by project managers. It involves identifying opportunities, creating and developing new technologies or products, or developing existing products in exchange for expected profits. Small projects are the backbone of the economy, providing job opportunities and boosting the economy, especially in developing countries (Mashal, 2018). Small organizations cover a range of traditional and new crafts, industries, and services. These organizations possess skills and capabilities to work in diverse social and market environments. They can be dynamic, innovative, growth-oriented, in addition to engaging in traditional simple businesses (Alshanty et al., 2019).

Small projects are defined based on various characteristics and statistics, such as the number of workers, project assets, sales volume, capital size, management form, and organizational productivity (Alshanty et al., 2019).

Forms of Small and Micro-Projects:

Home-Based Projects: Industries practiced within homes, often using production means. Examples include carpet weaving, knitting, and embroidery.

Craft Projects: Projects consisting of nine workers or fewer, often known in tourist cities for crafts such as wooden artifact manufacturing and soap making.

Rural Projects: Managed by the Ministry of Social Development, these projects are practiced by rural communities, meeting their consumption needs. Examples include beekeeping, cattle farming, and dairy and cheese production.

Modern Projects: These projects employ a limited number of workers, usually not exceeding 10, rely on modern machines and equipment, and supply medium and large projects with production supplies and raw materials (Antari & Mishati, 2017).

Study Methodology:

This study adopted a descriptive-analytical methodology suitable for its nature and objectives. The researchers developed a questionnaire to collect information for this purpose.

Study Population:

The study population includes all owners of entrepreneurial projects in various forms (micro, small) affiliated with the Ministry of Social Development in Irbid. The total number is 131 projects according to the statistics of the Jordanian Ministry of Social Development (2022).

Sample of the Study: The study sample was limited to the owners of entrepreneurial projects at the Ministry of Social Development in Irbid, totaling (131) projects. They were selected through a comprehensive survey method by including the entire study population. The questionnaire was distributed to (131) individuals, and (125) questionnaires were returned. Three of them were excluded from the analysis due to their unsuitability. The following table illustrates this:

Table 1: Study Sample

Project Type	No.
Micro Projects	<i>37</i>
Small Projects	<i>85</i>
The Total	<i>122</i>

Study Tool: The researchers designed the study tool (the questionnaire) to encompass all dimensions of the independent and dependent variables in a way that enables hypothesis testing. The questionnaire was constructed, formed, and distributed among the sample individuals to measure the impact of soft skills on the development of entrepreneurial projects at the Jordanian Ministry of Social Development. The questionnaire was closed-ended, suitable for the nature of the study, consisting of questions with specific response patterns such as agree/disagree or yes/no. It also included various types of multiple-choice questions. Respondents' answers were scored on a Likert five-point scale representing the degree of agreement (strongly agree 5, agree 4, neutral 3, disagree 2, strongly disagree 1).

Reliability of the Study Tool:

The study tool (the questionnaire) was presented to a group of arbitrators with specialization and academic experience in a number of public and private universities, and they are mentioned in Appendix (2) for the purposes of expressing an opinion on it and ensuring its suitability, in terms of the number of paragraphs, clarity, accuracy, coherence, and any other comments. They deem it appropriate, by deleting, changing, or adding, and considering this review process and the subsequent correction and modification of most of them as a test of the apparent reliability of the tool, and Appendix (1) presents the questionnaire, the arbitration variable, in its final form.

Table 2: Cronbach's Alpha Internal Consistency Coefficient

Areas	Internal consistency
Working within a team	0.89
Work under pressure	0.88
Time management	0.88
Decision making	0.91

Source: (Prepared by the researchers relying on the results of statistical analysis using SPSS, 2024)

The table (2) shows that the values of the Cronbach's Alpha internal consistency coefficient for all dimensions of the study tool (the questionnaire) ranged between (0.88-0.91). Reliability is considered weak if the coefficient values are less than (0.60), and it is assumed that the minimum threshold for reliability is (0.70) according to Sekaran & Bougie (2010). Reliability is considered good when the coefficient values are (0.80) or higher. Therefore, the values in the previous table indicate the reliability of the study tool.

Normal Distribution Test: A normal distribution test was conducted for the data based on the skewness coefficient to determine whether the data used in the analysis follows a normal distribution or not. The results are shown in table (3).

Table 3: Normal Distribution Test for Data Based on Skewness Coefficient

	Torsion coefficient
Working within a team	-0.885
work under pressure	-0.228
time management	-0.064
Decision making	-0.149
Soft skills	-0.064
Development of pioneering projects	-0.971

Source: (Prepared by the researchers based on the results of statistical analysis using SPSS, 2024)

Through table (3), it is observed that the skewness coefficient (Skewness) values for all questionnaire items were less than one, indicating that the data follows a normal distribution.

Suitability Test for the Study Model for the Statistical Methods Used: The linear correlation test was used to ensure that there is no high correlation between the independent variables, relying on the Variance Inflation Factor (VIF) and Tolerance tests for each independent variable. The independent variables in the model should be independent of each other. To ensure this, the VIF should not exceed 10, and the Tolerance test value should be greater than 0.05. The results for these measures for each independent variable are presented in the following table (4).

Table 4: Variance Inflation Factor and Tolerance Test for Study Variables

Independent variables	Tolerance	Contrast inflation factor VIF
Working within a team	.373	2.680
work under pressure	.172	5.830
Time management	.185	5.417
Decision making	.193	5.186

Source: (Prepared by the researchers based on the results of statistical analysis using SPSS, 2024)

Table (4) indicates that the values of the Variance Inflation Factor test for all variables are less than 10, while the allowed variance test values for all variables are greater than 0.05. Therefore, it can be said that there is no high correlation between the variables. This suggests that there is no statistically significant correlation between the independent variables mentioned in the correlation table, supporting their use in the model, according to (Gujarati, 2004).

To confirm the previous result, Pearson correlation coefficients were used between the dimensions of the independent variable. This was done to ensure there is no multiple linear correlation between the sub-variables in the independent variable. The results are presented in Table (5).

Table 5: Pearson Correlation Matrix for Sub-Variables in the Independent Variable

	Work within a team	Work under pressure	Time management	Decision-Making
Working within a team	1			
Work under pressure	.709 **	1		
Time management	.698 **	.689 **	1	
Decision making	.688 **	.750 **	.638 **	1

**Statistically significant at the ($\alpha = 0.01$) level

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024)

Table (5) indicates that the highest correlation among the sub-variables of the independent variable is (0.750) between the variables (Decision-Making) and (Time Management). Meanwhile, the correlation coefficients between the other independent variables are lower than that. This suggests the absence of a high multicollinearity phenomenon among the sub-variables of the independent variable, as all values are less than (0.80). Therefore, the sample does not suffer from the problem of high multicollinearity (Gujarati, 2004).

Means and Standard Deviations:

Results of the analysis of study the independent variables are presented in Table (6).

Table 6: The means, standard deviations, and relative importance related to the soft skills responses of the study sample.

No.	Areas	Average	Standard deviation	Rank	Relative importance
2	Working within a team	3.87	.787	1	High
4	work under pressure	3.86	.778	2	High
3	time management	3.81	.750	3	High
1	Decision making	3.78	.868	4	High

The source of the information is (Prepared by the researchers relying on the results of the statistical analysis using SPSS, 2024).

Table (6) shows that working within a team ranked first with an average of (3.87) and a standard deviation of (.787), indicating high relative importance. On the other hand, decision-making ranked last with an average of (3.78) and a standard deviation of (.868), also showing high relative importance.

It was also extracted the means, standard deviations, and relative importance for each dimension of soft skills individually, as shown in Tables (7-10).

Dimension 1: (Teamwork). The means, standard deviations, and relative importance for the study sample responses related to (Teamwork) were extracted and ranked in descending order based on the means, as shown in Table (7).

Table 7: The means, standard deviations, and relative importance for the study sample responses related to (Teamwork).

Rank	No.	Areas	Average	Standard deviation	Relative importance
1	1	Teamwork gives better results than individual work	4.12	.992	High
2	4	Teamwork gives better results than individual work	3.77	.976	High
2	5	Others are used when developing appropriate solutions for different situations	3.77	1.060	High
4	6	I tolerate work pressure better if I am in a work group	3.72	.996	High
5	3	The options presented within the work team are dealt with in a balanced and logical manner.	3.69	1.165	High
6	2	Team morale increases through teamwork	3.60	1.205	Medium
		Work within a team	3.78	.868	High

Source: (Prepared by the researchers relying on the results of statistical analysis using SPSS, 2024) Table (7) indicates that the relative importance of the items related to (Teamwork) is high. The overall mean was (3.78) with a standard deviation of (.868). The researchers attribute this to the study's focus on the impact on small and micro-sized projects, which inherently have lower profit margins. Consequently, the contribution of these projects to supporting charitable and social organizations has decreased.

Dimension 2: (Working Under Pressure). The means and standard deviations for the study sample responses related to (Working Under Pressure) were extracted and ranked in descending order based on the means, as shown in Table (8).

Table 8: The means, standard deviations, and relative importance for the study sample responses related to (Working Under Pressure).

Rank	No.	Areas	Average	Standard deviation	Relative importance
1	8	It is possible to work under conflicting policies and guidelines.	4.01	.903	High

Rank	No.	Areas	Average	Standard deviation	Relative importance
2	7	The employee performs more work and responsibilities than his job duties.	3.95	.972	High
3	9	The employee feels that his work is not adequately appreciated by management.	3.90	.852	High
4	12	The employee is late at work to complete assigned tasks.	3.89	.998	High
5	11	My job performance is affected by work pressures.	3.79	1.009	High
6	10	The employee maintains calm when exposed to work pressure	3.68	1.026	High
		work under pressure	3.87	.787	High

Source: (Prepared by the researchers relying on the results of statistical analysis using SPSS, 2024) Table (8) shows that the relative importance of items related to (Working Under Pressure) is high. The overall mean was (3.87) with a standard deviation of (.787). The researchers attribute the increased relative importance of all areas of (Working Under Pressure) to the nature of the study's community. The Jordanian society is known for its patience and ability to endure poverty and work in difficult and stressful conditions.

Dimension 3: (Time Management). The means and standard deviations for the study sample responses related to (Time Management) were extracted and ranked in descending order based on the means, as shown in Table (9).

Table 9: The means, standard deviations, and relative importance for the study sample responses related to (Team Management).

Rank	No.	Areas	Average	Standard deviation	Relative importance
1	18	The official sets a specific time for the goals to be achieved in the association.	3.90	.848	High
2	13	Those responsible for the association have the ability to properly plan within the association.	3.84	.942	High
2	16	Those responsible for the association arrange the priorities that they seek to achieve according to the appropriate time	3.84	.865	High
4	15	Those responsible for the association make lists of notes for the work to be completed at the specified times	3.83	.881	High
5	14	The employee is always trying to find new ways to complete work in shorter periods of time	3.79	.922	High
6	17	Team members organize their work so that the work is done within the available working time.	3.70	.991	High
		Time management dimension	3.81	.750	High

Source: (Prepared by the researchers relying on the results of statistical analysis using SPSS, 2024) Table (9) indicates that the relative importance of items related to (Time Management) is high. The overall mean was (3.81) with a standard deviation of (.750). The researchers attribute this to the commitment of project owners to laws, especially those related to legal practices, timely compliance, and payment of invoices and financial penalties imposed for violations in these cases.

Dimension 4: (Decision-Making). The means and standard deviations for the study sample responses related to (Decision-Making) were extracted and ranked in descending order based on the means, as shown in Table (10).

Table 10: The means, standard deviations, and relative importance for the study sample responses related to (Decision-Making).

Rank	No.	Areas	Average	Standard deviation	Relative importance
1	20	Employees are involved in making critical decisions using scientific methods	3.94	.949	High
2	23	Critical decision-making is delegated to subordinates at work	3.90	.940	High
3	22	Management prepares in advance alternative decisions before making decisions.	3.86	.926	High
4	24	Employees bear risks in the process of implementing decisions.	3.85	.920	High
5	21	Decisions are made by stakeholders in a timely manner.	3.84	.914	High
6	19	Information is collected, studied and analyzed before decisions are made	3.83	.959	High
7	25	Decisions are made in consultation with employees	3.80	.871	High
		Decision-making	3.86	.778	High

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024).

Table (10) indicates that the relative importance of the items related to "Decision-Making" is high, with an overall mean of (3.86) and a standard deviation of (.778). The researchers attribute this increase to the participants' opinions, as the dimension of decision-making reflects the impact of the entrepreneurial project on their personal lives. They have taken the initiative to incorporate the project into their lives, leading to economic developments for them.

Dependent Variable Areas: Sustainable Development of Entrepreneurial Projects.

The means and standard deviations related to the development of entrepreneurial projects were extracted from the study participants' responses, as shown in Table (11).

Table 11: The means, standard deviations, and relative importance for the study sample responses related to (Dependent Variables).

Rank	No.	Areas	Average	Standard deviation	Relative importance
1	26	The Ministry of Social Development's soft skills increase the competitive advantage of entrepreneurial projects.	4.03	.903	High
2	31	The Ministry of Social Development's soft skills help improve its reputation and image in society, which is built on the basis of efficiency and quality.	3.93	.873	High
3	32	The Ministry of Social Development's soft skills help improve its reputation and image in society, which is built on the basis of efficiency and quality.	3.93	.962	High
4	28	Soft skills help the Ministry of Social Development retain competent employees and attract talented employees.	3.91	.847	High
5	33	Soft skills help raise the Ministry of Social Development's ability to learn and innovate.	3.89	.944	High
6	27	Soft skills help the Ministry of Social Development reduce its costs through its commitment to reduce the use of resources, waste, gases and environmentally polluting materials.	3.85	.861	High

Rank	No.	Areas	Average	Standard deviation	Relative importance
7	34	The Ministry of Social Development's soft skills help it better manage the risks that arise from its economic activities	3.83	.872	High
8	35	The Ministry of Social Development's soft skills lead to environmental commitment to the application of quality specifications	3.83	.892	High
9	30	Soft skills generate significant profits for the Ministry of Social Development	3.79	1.017	High
10	29	The Ministry of Social Development's soft skills application provides the opportunity to obtain financing easier	3.77	1.046	High
		Sustainable development of entrepreneurial projects	3.88	.767	High

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024).

Table (11) shows that the relative importance of items related to the development of entrepreneurial projects is high, with an overall mean of (3.88) and a standard deviation of (.767).

The researchers attribute the increased importance to the areas of the independent variable, as the community is becoming more aware of the significance of soft skills and their positive effects.

Testing Hypotheses: Main Hypothesis: There is no statistically significant role for soft skills and their dimensions (Teamwork, Working under Pressure, Time Management, Decision-Making) in the sustainable development of entrepreneurial projects of various sizes (Micro, Small) in the Jordanian Ministry of Social Development.

To verify the first hypothesis, multiple linear regression analysis was used to examine the impact of soft skills on the sustainable development of entrepreneurial projects. The results are presented in Table (12).

Table 12: Multiple Linear Regression Analysis for the Impact of Soft Skills on the Sustainable Development of Entrepreneurial Projects.

Model summary			ANOVA		
R ² coefficient of determination	R Correlation coefficient		Sig. F	Degree of freedom	F calculated
.853	.924		.000	4	159.902
Coefficient					
Sig. t	T calculated	Standard error	B	Statement	
.000	3.601	.053	.190	Working within a team	
.357	.926	.086	.080	Working under pressure	
.012	2.557	.087	.222	Time management	
.000	7.519	.082	.617	Decision making	

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024)

The results indicate a statistically significant impact of soft skills on the sustainable development of entrepreneurial projects. The correlation coefficient (R=0.924) suggests a statistically significant relationship between the combined independent variables (Teamwork, Working under Pressure, Time Management, Decision-Making) and the dependent variable (Development of Entrepreneurial Projects). The determination coefficient (R²=0.853) indicates that soft skills, with their dimensions, explained 85.3% of the observed variance in the sustainable development of entrepreneurial projects. The remaining variance is attributed to other unentered variables into the model. The F-value was found to be (F=159.902) with a significance level of (sig=0.000), confirming the statistical significance of the regression at a significance level of 0.05 (α).

Looking at the coefficients table, the value (B) for Teamwork was (.190), with a t-value of (3.601) and a significance level of (0.000), indicating a significant effect. This suggests that an increase in Teamwork by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.190).

For Working under Pressure, the value (B) was (.080), with a t-value of (.926) and a non-significant impact (0.357).

For Time Management, the value (B) was (.222), with a t-value of (2.557) and a significance level of (0.012), indicating a significant effect. This implies that an increase in Time Management by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.222).

For Decision-Making, the value (B) was (.617), with a t-value of (7.519) and a significance level of (0.000), indicating a significant effect. This means that an increase in Decision-Making by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.617).

This result rejects the null hypothesis and accepts the alternative hypothesis, which states, "There is a statistically significant role at a significance level ($\alpha = 0.05$) for soft skills and their dimensions (Teamwork, Working under Pressure, Time Management, Decision-Making) in the sustainable development of entrepreneurial projects of various sizes (Micro, Small) in the Jordanian Ministry of Social Development."

For the first sub-hypothesis, which states, "There is no statistically significant role for Teamwork in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development," simple linear regression analysis was conducted, and the results are presented in Table (13).

Table 13: Linear Regression Analysis for the Impact of Teamwork on the Sustainable Development of Entrepreneurial Projects.

Coefficient				Analysis of variance ANOVA			Model summary		Dependent variable
Sig. T	T Calculated	Standard error	B	Sig. F	Degree of freedom	F calculated	R ² coefficient of determination	R Correlation coefficient	
.000	14.255	.050	.708	.000	1	203.205	.643	.802	Development of pioneering projects

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024)

The results indicate a statistically significant impact of the dimension of Teamwork on the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development. The correlation coefficient (R=0.802) suggests a statistically significant relationship between the independent variable (Teamwork) and the dependent variable (Development of Entrepreneurial Projects). The determination coefficient (R²=0.643) indicates that Teamwork explained 64.3% of the observed variance in the sustainable development of entrepreneurial projects. The remaining variance is attributed to other unentered variables into the model. The F-value was found to be (F=203.205) with a significance level of (sig=0.000), confirming the statistical significance of the regression at a significance level of 0.05 (α).

Looking at the coefficients table, the value (B) for Teamwork was (.708), with a t-value of (14.255) and a significance level of (0.000), indicating a significant effect. This suggests that an increase in Teamwork by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.708).

This result rejects the null hypothesis for the first sub-hypothesis, which states, "There is no statistically significant role at a significance level ($0.05=\alpha$) for Teamwork in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development." Instead, the alternative hypothesis is accepted, stating, "There is a statistically significant role at a significance level ($0.05=\alpha$) for Teamwork in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development."

For the second sub-hypothesis, which states, "There is no statistically significant role for Working under Pressure in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development," simple linear regression analysis was conducted, and the results are presented in Table (14).

Table 14: Linear Regression Analysis for the Impact of Working under Pressure on the Sustainable Development of Entrepreneurial Projects.

Coefficient	Analysis of variance ANOVA	Model summary	Dependent variable
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Sig. T	T Calculated	Standard error	B	Sig. F	Degree of freedom DF	F calculated	R ² coefficient of determination	R Correlation coefficient	
.000	13.973	.056	.776	.000	1	195.258	.633	.796	Development of pioneering projects

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024).

The results indicate a statistically significant impact of the dimension of Working under Pressure on the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development. The correlation coefficient (R=0.796) suggests a statistically significant relationship between the independent variable (Working under Pressure) and the dependent variable (Sustainable Development of Entrepreneurial Projects). The determination coefficient (R²=0.633) indicates that Working under Pressure explained 63.3% of the observed variance in the sustainable development of entrepreneurial projects. The remaining variance is attributed to other unentered variables into the model. The F-value was found to be (F=195.258) with a significance level of (sig=0.000), confirming the statistical significance of the regression at a significance level of 0.05 (α).

Looking at the coefficients table, the value (B) for Working under Pressure was (.776), with a t-value of (13.973) and a significance level of (0.000), indicating a significant effect. This suggests that an increase in Working under Pressure by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.776).

This result rejects the null hypothesis for the second sub-hypothesis, which states, "There is no statistically significant role for Working under Pressure in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development." Instead, the alternative hypothesis is accepted, stating, "There is a statistically significant role for Working under Pressure in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development."

For the third sub-hypothesis, which states, "There is no statistically significant role at a significance level (0.05=α) for Time Management in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development," simple linear regression analysis was conducted, and the results are presented in Table (15).

Table 15: Linear Regression Analysis for the Impact of Time Management on the Sustainable Development of Entrepreneurial Projects.

Coefficient				Analysis of variance ANOVA			Model summary		Dependent variable
Sig. T	T Calculated	Standard error	B	Sig. F	Degree of freedom DF	F calculated	R ² coefficient of determination	R Correlation coefficient	
.000	15.173	.055	.838	.000	1	230.225	.671	.819	Development of pioneering projects

Source: (Prepared by the researchers based on the results of the statistical analysis using SPSS, 2024).

The results indicate a statistically significant impact of the dimension of Time Management on the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development. The correlation coefficient (R=0.819) suggests a statistically significant relationship between the independent variable (Time Management) and the dependent variable (Sustainable Development of Entrepreneurial Projects). The determination coefficient (R²=0.671) indicates that Time Management explained 67.1% of the observed variance in the sustainable development of entrepreneurial projects. The remaining variance is attributed to other unentered variables into the model. The F-value was found to be (F=230.225) with a significance level of (sig=0.000), confirming the statistical significance of the regression at a significance level of 0.05 (α).

Looking at the coefficients table, the value (B) for Time Management was (.838), with a t-value of (15.173) and a significance level of (0.000), indicating a significant effect. This suggests that an increase in Time Management by one unit leads to an increase in the sustainable development of entrepreneurial projects by (.838).

This result rejects the null hypothesis for the third sub-hypothesis, which states, "There is no statistically significant role for Time Management in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development."

Ministry of Social Development." Instead, the alternative hypothesis is accepted, stating, "There is a statistically significant role at a significance level ($0.05=\alpha$) for Time Management in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development."

For the fourth sub-hypothesis, which states, "There is no statistically significant role for Decision Making in the sustainable development of entrepreneurial projects of various sizes collectively in the Jordanian Ministry of Social Development,"

Table 16: Simple linear regression analysis was conducted, and the results are presented

Coefficient				Analysis of variance ANOVA			Model summary		Dependent variable
Sig. T	T Calculated	Standard error	B	Sig. F	Degree of freedom DF	F calculated	R ² coefficient of determination	R Correlation coefficient	
.000	22.986	.039	.895	.000	1	528.373	.824	.908	Development of pioneering projects

Source: (Prepared by the researchers based on the results of statistical analysis using SPSS, 2024)

The results indicate a statistically significant impact of the "Decision-Making" dimension on the sustainable development of various entrepreneurial projects within the Jordanian Ministry of Social Development. The correlation coefficient ($R=0.908$) suggests a strong statistical relationship between the independent variable (Decision-Making) and the dependent variable (Sustainable Development of Entrepreneurial Projects). The determination coefficient ($R^2=0.824$) indicates that Decision-Making explains 82.4% of the variance in the sustainable development of entrepreneurial projects.

The statistical analysis, with an F-value of 528.373 and a significance level (sig) of 0.000, confirms the significance of the regression at the 0.05 level (α). The regression coefficients (B) for the Decision-Making dimension show a significant effect ($B=0.895$), indicating that an increase of one unit in the Decision-Making dimension leads to a corresponding increase of 0.895 in the sustainable development of entrepreneurial projects.

The study rejects the null hypothesis (H_0) that suggests no statistically significant role for the Decision-Making dimension in the sustainable development of entrepreneurial projects within the Jordanian Ministry of Social Development. Instead, the alternative hypothesis (H_1), stating the presence of a statistically significant role, is accepted.

Conclusion

The researchers recommend implementing a set of measures based on the study's findings. These measures include allocating a portion of profits from supported entrepreneurial projects to support local charitable organizations, disclosing project contributions to social responsibility, enforcing social responsibility standards through a government agency, providing training for project owners on soft skills and community service, conducting prior studies to meet community needs, promoting balanced decision-making within project teams, prioritizing employee well-being and participation in critical decision-making, and fostering a culture of risk-taking and creativity in small enterprises. These recommendations aim to enhance social impact, transparency, compliance, and skill development within entrepreneurial endeavors.

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