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The Impact of Entrepreneurs' Characteristics on Small Business Success: Medical Instruments Supplies Organizations in Jordan

أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

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Thesis is submitted in Partial Fulfillment of the Requirements for a Master Degree in Business Administration

Business Administration Department

Faculty of Business

Amman Arab University

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جامعة عمان العربية
AMMAN ARAB UNIVERSITY

عمادة البحث العلمي والدراسات العليا — نموذج (9)

تفويض

نحن الموقعين أدناه، نتعهد بمنح جامعة عمان العربية حرية التصرف في نشر محتوى الرسالة الجامعية، بحيث تعود حقوق الملكية الفكرية لرسالة الماجستير الى الجامعة وفق القوانين والأنظمة والتعليمات المتعلقة بالملكية الفكرية وبراءة الاختراع.

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Examination Committee's Decision

This thesis of the student Murad Husni Hasan Abdulwahab, which studied "The Impact of Entrepreneurs' Characteristics on Small Business Success at Medical Instruments Supplies Organizations in Jordan" has been defined, accepted and approved on 05/01/2015.

Committee Members:

No.	Name	Title	Signature
1	Dr. Rula A. Al-Damen	Chair & Supervisor	
2	Dr. Mohammad Abu Yaman	Member	
3	Dr. Kamel M. Al-Hawajreh	Member	

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قرار لجنة المناقشة

تم مناقشة أطروحة الماجستير للطالب مراد حسني حسن عبدالوهاب / الرقم الجامعي 201010195 بتاريخ 05 /01/ 2015 وعنوانها "أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن" وقد أجيزت بتاريخ 2015/01/05.

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الرقم	الاسم	اللجنة	التوقيع
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Murad Husini Abdulwahab

Dedication

This thesis is dedicated to my great parents, my Dad Husni Abdulwahab and my Mam Efat Abdulwahab for their endless support throughout my life to reach this stage. Also, I dedicate this work to my brother Mohammad, my sisters Enas and Abeer, my niece Rahaf.

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Murad Husni Abdulwaha

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The Impact of Entrepreneurs' Characteristics on Small Business Success at Medical Instruments Supplies Organizations in Jordan

Prepared by:

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Dr. Rula Ali Al-Damen

Abstract

The study aimed to investigate the impact of the entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan, by examining the perception of the owners and managers regarding the entrepreneurs' characteristics profile needed for success.

This study is a descriptive and analytical study. The population is small business of Medical Instruments Supplies Organizations in Jordan-Amman. The study surveyed the owners and managers working at these organizations which consist of 66 organizations. To achieve the purpose of this study, data were collected from 111 out of 150 owners and managers during March-June, 2014, by means of questionnaire. The questionnaire was developed and refined by literature review and panel of referees committee. A Kolmogorov-Smirnov (K-S) test, Cronbach's Alpha and factor analysis used to confirm the suitability of the questionnaire as the main tool for data collection. Statistical techniques such as descriptive statistics, t-test, ANOVA test, correlation, multiple regressions employed to test the hypotheses.

The study result shows that there is a significant existence of the entrepreneurs' characteristics. All variables have high existence with exception of the risk taking propensity which has medium existence. The experience had the highest existence, followed by need for achievement, self-confidence, independency and responsibility, initiativeness and risk taking propensity, respectively. The result also shows that there is an impact of the entrepreneurs' characteristics on the small business success, meanwhile, it shows that "experience" has the highest impact on the small business success, followed by "need for achievement", then "independency and responsibility", "risk taking propensity", "innitiativiness", and finally "self-confidence" has the lowest impact, respectively. The study recommends carrying out similar studies on other industries in Jordan and other countries. It also recommend conducting training courses related to entrepreneurs' characteristics development, especially, for "risk taking propensity" which shows the lowest existed characteristic.

أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

إعداد:

مراد حسني عبدالوهاب

إشراف:

الدكتورة رولا علي الضامن

الملخص

هدفت هذه الدراسة إلى قياس أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة العاملة في منظمات تزويد الأجهزة الطبية في الأردن، وذلك بوساطة دراسة إدراك المالكين والمديرين في منظمات تزويد الأجهزة الطبية حول خصائص رواد الأعمال التي تؤدي إلى نجاح الأعمال الصغيرة.

هذه الدراسة وصفية تحليلية. مجتمع الدراسة هو منظمات الأعمال الصغيرة العاملة في مجال تزويد الأجهزة الطبية في الأردن-عمان. وحدة المعاينة هي المالكين والمديرين في منظمات الأعمال الصغيرة العاملة في مجال تزويد الأجهزة الطبية في الأردن والتي عددها 66 شركة. تم جمع بيانات هذه الدراسة من 111 من أصل حوالي 150 مالك ومدير، خلال الفترة ما بين شهر أذار وحزيران من عام 2014م بواسطة الاستبانة، التي تم وضعها وتطويرها من خلال مراجعة الدراسات السابقة ولجنة التحكيم. واستخدم البحث كولموجروف سميرنوف Kolmogorov-Smirnov (K-S) وكرونباخ ألفا Cronbach's Alpha واختبار التحليل العاملي Factor Analysis للتأكد من ملاءمة الاستبانة كأداة رئيسية لجمع البيانات ومدى إنتماء الفقرات للمتغيرات المراد. استخدمت الدراسة عددا من الأساليب الإحصائية مثل الإحصاء الوصفي وT-Test وANOVA وتحليل الارتباط وتحليل الانحدار المتعدد لفحص الفرضيات.

وتشير نتائج الدراسة أنه تتوفر وبدرجة مرتفعة الخصائص الريادية لدى أصحاب الاعمال الصغيرة باستثناء خاصية الأخذ بالمخاطرة حيث انها مطبقة بنسبة متوسطة. الخاصية الأعلى تطبيقا هي الخبرة، يليها الحاجة للإنجاز، يليها الثقة بالنفس، يليها الإستقلالية وتحمل المسؤولية، يليها المبادرة، يليها أخيراً الأخذ بالمخاطرة. كما تظهر النتائج أن هناك أثر لخصائص رواد الأعمال على نجاح الأعمال الصغيرة، حيث كانت للخبرة الاثر الأكبر على نجاح الاعمال الصغيرة يليها الحاجة للإنجاز ومن ثم الاستقلالية والمسؤولية، المخاطرة، المبادرة، واخير الثقة بالنفس. توصي هذه الدراسة بإجراء دراسات مشابهة تشمل قطاعات صناعية مختلفة في الأردن وفي البلدان الأخرى وخاصة العربية. كما وتوصى الدراسة بإجراء دورات تدريبية للمالكين ومدراء الأعمال الصغيرة العاملين في قطاع تزويد الأجهزة الطبية حول تطوير خصائص رواد الأعمال والتركيز على المخاطرة حيث أشارت النتائج إلى حرص غير متوقع لدى رواد الأعمال نحو المخاطرة.

Chapter One:

General Framework

1.1 Introduction:

Since few decades, the pace of transportation and communication development has been accelerated, and the boarders among organizations, industries and countries have almost been eliminated. As a result the world entered what is called the globalization era. Consequently the consumption culture spread all over the world, and the level of customers and consumers' expectations have been raised. The higher consumers' expectations can only be met by offering them something new and better than the current products and services, this process is known as innovation i.e. innovative products and services. Innovation is guided by a person who come with new ideas or products/services and regarded as an entrepreneur. Trott (2005:7) said "in United States the innovation management is often covered in terms of entrepreneurship". Trott (2005:13) also distinguished between entrepreneurship as innovation management and individual entrepreneur as starting small business and growing them into large and successful business.

Actually, there is a debate about who first used the words entrepreneur and entrepreneurship, also there is controversial discussion about their origin, whether they are originally French, German or English words. Knight (1921) was the first author to use the word "entrepreneurs". Then Leven (1925:220) used the word of "entrepreneurial". In 1934 Schumpeter clarified that new products are guided by entrepreneurs. Drucker (1985) stated that the word entrepreneur derived from the French verb “entreprendre” which meant to undertake, and the German word “unternehmer” which means owner-manager.

Also there was a debate about the definition and role of entrepreneur and entrepreneurship. Entrepreneur is an individual who started and actively operated a business (Penchev and Salopaju, 2011:3). Entrepreneurship is the ability to seek out opportunities and turn them into profitable business (Gozum, 2012:11). Entrepreneur was an individual who starts a project usually rejected by others (Tanoira and Valencia, 2014:182).

Almost all scholars, academicians and practitioners noticed the importance of entrepreneurs and entrepreneurship as a topic of research. Entrepreneurial research has both academic and practical significance (Cheng et al., 2009:646); it is process that calls for further and continuing research studies (Okhomina, 2010:2). Entrepreneurship researchers are interested in the relationship between human

capital and success (Unger et al., 2011:341); finally, entrepreneurs have a significant role to play in the success and growth of organization, society and country (Amiri and Marimaei, 2013:20).

Small business with single employees constitute 86.7% of the total Jordanian organizations, the small business with number of employees less than or equal 5 constitute 91.5% of the total Jordanian organizations, and the small business with number of employees equal and less than 20 employees constitute 98.1% of the total Jordanian organizations (Department of Statistics 2012). Al-Ghalbi (2009) indicated that small business employ more than half of the private sector labor force in Jordan; they include all types of businesses such as service, trading and manufacturing. He said every year small business creates 60-80% new jobs. He indicated in his book small business create more than 50% of the Gross Domestic Product (GDP) of the private sector and pay 44.5% of the salaries of the private sector. The number of the failed organizations was 19128 out of 165879 organizations (Department of Statistics 2012).

From the introduction-above it seems that small business play a major role in almost all economies, whether in developed or developing countries including Jordan. Therefore, the purpose of this study is to investigate the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan.

1.2 Problem Statement and its Elements:

Entrepreneurs in all organizations have a significant role to play in the success and growth of organization, society and country. (Amri and Mariani, 2013).

According to a pilot study done by the researcher it was found that there are differences in entrepreneurs' characteristics between owners and managers working in the instruments medical supplies filed. This motivates the researcher to investigate the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan.

Therefore, the study problem can be perceived by having detailed and scientific answer to the following main question:

1. Do entrepreneurs' characteristics (need for achievement, self-confidence, initiativeness, independency and responsibility, risk taking propensity and experience) have impact on small business success at Medical Instruments Supplies Organizations in Jordan?

Based on the elements of the entrepreneurs' characteristics the main question can be divided into the following sub-questions:

1.1. Does “need for achievement” have an impact on small business success at Medical Instruments Supplies Organizations in Jordan?

1.2. Does “self-confidence” have an impact on small business success at Medical Instruments Supplies Organizations in Jordan?

1.3. Does “initiativeness” have an impact on small business success at Medical Instruments Supplies Organizations in Jordan?

1.4. Does “independency and responsibility” have an impact on small business success at Medical Instruments Supplies Organizations in Jordan?

1.5. Does “risk taking propensity” have impact on small business success at Medical Instruments Supplies Organizations in Jordan?

1.6. Does “experience” have an impact on small business success at Medical Instruments Supplies Organizations in Jordan?

The relationship between entrepreneurs’ characteristics and small business success can be investigated by answering the below question:

2. Is there a relationship between the entrepreneurs’ characteristics and the small business success at Medical Instruments Supplies Organizations in Jordan?

3. Is there a relationship among the entrepreneurs’ characterisitcs?

1.3 Study Importance and Scope:

The importance of the study can be divided into two parts: theoretical and practical importance as follows:

A. Theoretical Importance:

This study presents the necessary components of entrepreneurship and entrepreneurs definitions at an organizational level. The research results may be of an interest to academic studies related to the entrepreneurship. The current study might be considered as initiative study that presents the effect of entrepreneurs’ characteristics on small business success in the medical instruments field in Jordan.

B. Practical Importance:

A better understanding of the effect of entrepreneurs’ characteristics on the small business success draws conclusions that can be beneficial not only for small business at medical supplies field but also for other organizations and industries. At the same time, the researcher hope it be beneficial for entrepreneurs (owners and managers) and policy makers for developing their business and finally improve their success.

1.4 Study Hypotheses:

The study hypotheses can be developed from the mentioned-above questions as follows:

Main Hypothesis:

H01: The entrepreneurs' characteristics do not have an impact on small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

Again based on the elements of the entrepreneurs' characteristics the main hypothesis can be divided into the following sub-hypotheses:

H01.1: The need for achievement does not have an impact on small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

H01.2: The self-confidence does not have an impact small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

H01.3: The initiativeness does not have an impact small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

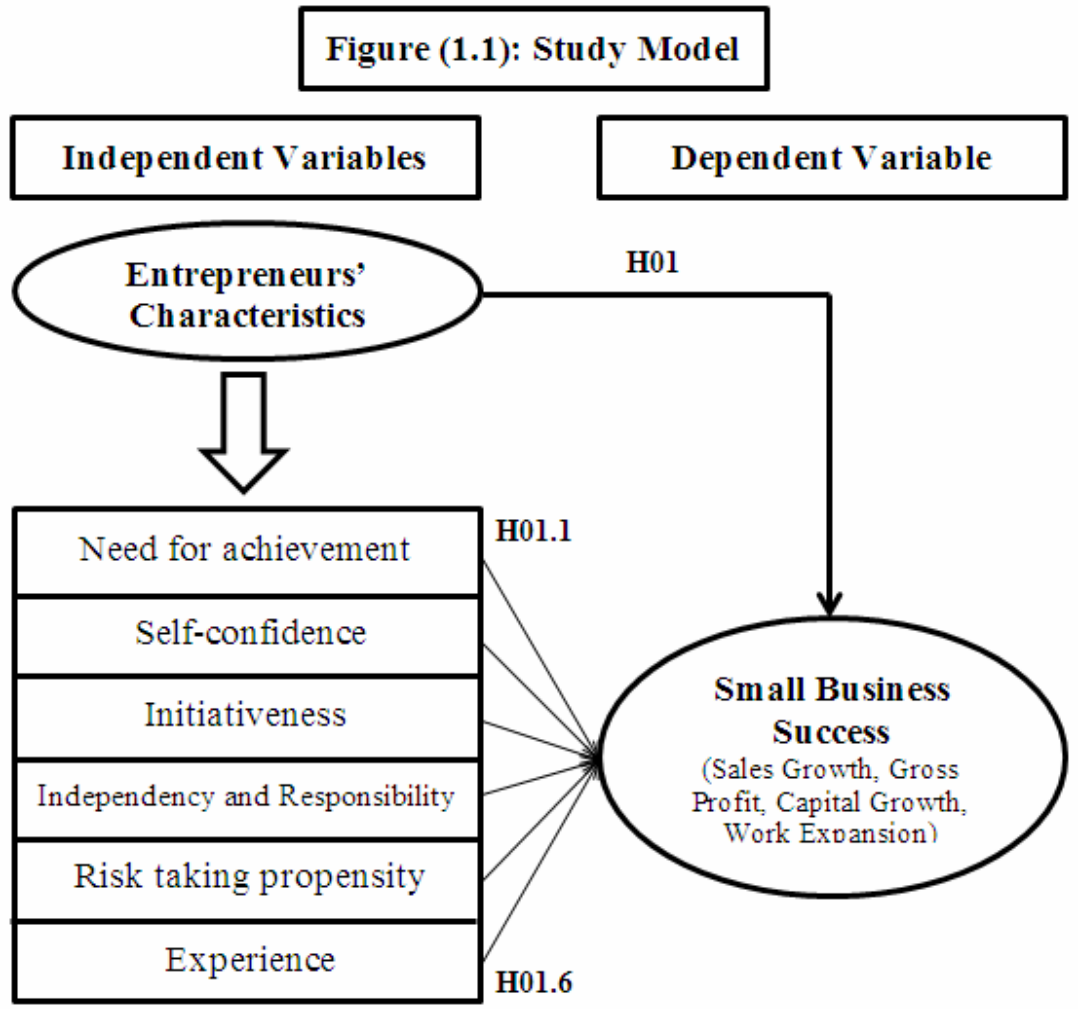
H01.4: The independency and responsibility does not have an impact small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

H01.5: The risk taking propensity does not have an impact small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

H01.6: The experience does not have an impact small business success at Medical Instruments Supplies Organizations in Jordan, at statistical significance ($\alpha \leq 0.05$).

1.5 Study Model:

There are many entrepreneurs' characteristics which affect business success. This research will capitalize on the most important entrepreneurs' characteristics that have been used by many researchers, as follows: need for achievement, self-confidence, initiativeness, independency and responsibility, risk taking propensity and experience, as shown in fig. (1.1):



Source: From the researcher based on many studies such as (Adegbite et al., 2006; Driessen and Zwart, 2007; Stefanovic et al., 2010; Islam et al., 2011; Hojjati, 2012; Sarwoko et al., 2013; Roa et al., 2013; Sarwoko et al., 2013; Kamitewoko, 2013; Tanveer et al., 2013).

1.6 Conceptual and Procedural Definitions of Variables:

Entrepreneur: This study defines the entrepreneur as a person who establishes and manages small business organization which works in the medical instruments supply field and able to lead the organization to success.

Entrepreneurship: It is a process of interrelated activities which deal with establishing, managing small business that work in the field of medical instruments supplies, and leading the organization toward success.

Entrepreneurs' characteristics: They are personal traits and skills which constitute competency of the entrepreneur which needed to venture success. This study will consider the following entrepreneurs' characteristics; need for achievement, self-confidence, inniativeness, responsibility and independency, risk taking propensity and experience. They measured by questionnaire using five-point Likert scale, Appendix (5), part two, items from 1-33.

Need for Achievement: It is a psychological trait that drives the entrepreneur to achieve high standards that lead him toward success. It is the level of motivation that directs the entrepreneur to satisfy his personal aspiration. It measured by questionnaire using 5 five-point Likert scale. Appendix (5), part two, items from 1-5.

Self-Confidence: It is the entrepreneur believes about himself, and to which level he believes that he can lead his organization towards success. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 6-10.

Initiativeness: It is the ability of the entrepreneur to start motivating others to do something useful, which adds value to himself, his organisation and society. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 11-15.

Independency and Responsibility: it is desire to have control over the work you are doing, desire to be responsible about the result you achieve, desire of the challenge for having own business, and to be own boss. It measured by questionnaire using 5 five-point Likert scale. Appendix (5), part two, items from 16-23.

Risk Taking Propensity: It is the propensity of the entrepreneur towards decision making in a turbulent environment with minimal information and unclear results. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 24-28.

Experience: It is the know-how which developed over years about his business, problem solving and decision making. Experience reflects his acquired knowledge and skills over years. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 29-33.

Small Business: This study will consider small Medical Instruments Supplies Organizations with capital less than 30,000 JD and employs less than 20 employees (Jordanian department of statistics 2012).

Small Business Success: It indicates the level of achievement. How much the small business is near or far from its target? It will be measured by using the following dimension (indicators); sales growth, gross profit, capital growth and finally work expansion. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 34-53.

Sales Growth: Small business sales increase over time i.e. from year to year. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 34-38.

Gross Profit: It can be defined as the difference between the sales revenues and cost of goods sold. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 39-43.

Capital Growth: It is the accumulation of small business capital over years from the net profit. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 44-48.

Work Expansion: It is measured by the increase number of sold items, number of the departments, number of employees and opening of new branches...etc. It measured by questionnaire using five-point Likert scale. Appendix (5), part two, items from 49-53.

1.7 Research Limits:

This study is specifically assigned to measure the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan, so results will be interpreted in the light of the following limits: First, the data of this study was restricted to small business of Medical Instruments Supplies Organizations; it focuses on only one type industry. Second, the results are limited to Jordanian organizations. The study also should be interpreted in the light of the following limits:

1. Location limits: This study covers only small business with capital less than 30,000 JD and employs less than 20 employees, operating in medical instruments supplies field that are located in Amman.
2. Human limits: The current study includes only owners and managers of small business working at the Medical Instruments Supplies Organizations.
3. Time limits: This study was conducted in the period from March to June 2014.
4. Scientific limits: It is limited to measure the impact of the entrepreneurs' characteristics as independent variables which include (Need for achievement, Self-confidence, Initiativeness, Independency and Responsibility, Risk taking propensity and Experience) on the small business success as dependent variable which include (Sales Growth, Gross Profit, Capital Growth, Work Expansion / as dimensions of dependent variables) at Medical Instruments Supplies Organizations in Jordan.

Chapter Two:

Literature Review

This chapter has been divided into three sections. First section includes definitions of entrepreneur and entrepreneurship, the role and importance of entrepreneur and entrepreneurship, entrepreneurial competencies (attributes or traits (characteristics), skills and environmental factors), business success factors, and it introduces different entrepreneurship models. Second section summarizes different selected previous related studies. Finally, the last section highlights few points related to significance and expected contributions of this study as compared with previous studies.

2.1 Definition of Entrepreneur and Entrepreneurship:

From the literature review, it seems that there is neither unified definition regarding entrepreneur nor entrepreneurship. Therefore, in the coming section the study will highlight some definition regarding both entrepreneur and entrepreneurship. Fayolle (2007) stated the conception of the 'entrepreneur' has evolved over time. Akanbi (2013:67) said that there are many definitions ascribed to the concept, "entrepreneurship", depending on the individual field of study. Al-Dhaafri et al. (2013:74) concluded that in the literature there are several definitions that explain the meaning of entrepreneurship such as creation of innovation, creation of growth, creation of the enterprise, creation of value, and creation of employment.

A. Entrepreneur Definition:

Some scholars relate the entrepreneur with different characteristics and behaviors such as innovation, risk taking, build small business and leading it to the success. Schumpeter (1934) defined entrepreneur as the person who creates something new and innovation in existing economy. While Collins et al. (1964) described entrepreneur as a person who is a risk-taker and has consistency with his goals and objectives in different situation. At the same time Delbridge et al. (1991:583) referred entrepreneur to the person who runs the business and bears the risk for the profit and loss. Moreover Crant (1996:62) defined entrepreneurial careers as owning one's own business. Bakar et al. (2001:124) said typically an entrepreneur was seen as someone who owns and operates small business. Fayolle (2007) stated the general meaning of entrepreneur in the seventeenth century was "a person who undertakes to do something". Other researcher define the entrepreneur based on its origin such as Inyang and Enuoh (2009:64) stated the term entrepreneur was French in origin and literally translates to mean "one who takes between", Murtaza et al. (2011:1) pronounced that the statement "entrepreneur" driven from a

French verb in thirteenth-century entreprendre, sensing “to do something” or “to undertake”, Landqvist and Stalhandske (2011:4) stated the word “entrepreneur” originates from the French language and dates from the 14th century. Moreover Barman and Dutta (2010:1) related the entrepreneur with the success by his definition; being an entrepreneur was about more than just starting a business or it was about having attitude that drive to succeed in business. Hogarth and Karelaia (2012:1733) related the entrepreneurs with starting own business. Venkatesh and Sharmila (2013:19) stated an entrepreneur is a person who has possession of an enterprise, or venture, and assumes significant accountability for the inherent risks and the outcome. Di Betta and Amenta (2013:36) defined entrepreneurs as people who forecast an opportunity to profit and act accordingly to exploit it. Nwaeke (2013:44) declared that entrepreneurs must have the vision and ability to conceptualize ideas and transform them into opportunities and values in order to become successful in their chosen ventures. Moloi and Nkhahle-Rapita (2014:78) said entrepreneurs are individuals who accept risks and who are innovative in terms of their business management skills.

In Summary, from point of view of the researcher entrepreneurs is defined as the people who create, manage and lead their own business to success, and being responsible for their decisions and consequent results.

B. Entrepreneurship Definition:

Hisrich and Brush (1985:89) referred entrepreneurship to “the process of creating something different with value”. While Low and MacMillan (1988) defined entrepreneurship as "the process of planning, organizing, operating, and assuming the risk of a business venture". Moreover Coulter (2003:4) stated that entrepreneurship is “the creation and management of new business, small business, and family business”. At the same time Akbari (2008) stated entrepreneurship is the process of creating something valuable and different. But Caliendo and Kritikos (2008:190) related the entrepreneurship with decision making process that they said entrepreneurship involved special kinds of decision-making processes. Moreover Borasi and Finnigan (2010:1) stated entrepreneurship could be defined as “transforming ideas into enterprises that generate economic, intellectual and/or social value.” Prabhu et al. (2012:560) stated entrepreneurship could be defined as the transformation of innovation into a new product, service, or business in order to take advantage of a market opportunity. Navaneethakrishnan (2012:82) described entrepreneurship as of dominant partner in supporting economic development of any countries. Salome et al. (2012:7) said entrepreneurship was a process of bringing together creative and innovative ideas, combining them with management and organization skills in order to combine people, money and

resources to meet an identified need and thereby create wealth. Venkatesh and Sharmila (2013:19) described entrepreneurship as a career option has emerged due to the cut-throat competition and lack of opportunities in the formal sectors. Attila (2013:2) defined entrepreneurship as a process through which entrepreneurs with new ideas establish a startup business and take risks, to provide a new product or service. Amiri and Marimaei (2013:20) stated entrepreneurship is a driver of competitive advantage. Laguador (2013:61) defined entrepreneurship as the ability of individuals to perceive the kind of products or services that others need and to deliver them at right time, in right place, to right people, at right price. Faizal et al. (2013:191) described entrepreneurship as a process of searching and steering through the tracts goes beyond finding employment opportunities or even engaging in basic entrepreneurial activities.

From view point of the researcher entrepreneurship can be defined as a process of creating, establishing, organizing and managing new venture in the way that lead them to success.

2.2 The Importance and Role of Entrepreneur and Entrepreneurship:

The importance of entrepreneur and entrepreneurship has been recognized since long time. The role of entrepreneurs in invention, innovation, developing new ideas, products, services and start-ups was known for almost all people, organizations and governments. At the same time, the social and economic role of entrepreneurs are appreciated by the society, organizations and governments; because they help in solving many social and economic problems and they contribute in creating jobs. They create income not only for the entrepreneurs, but also for the country.

Karayiannis (2003:553) pointed out that the entrepreneurial role as the leading force in the free market economy had already been recognized since the time of the proto-capitalist system of ancient Greece. At the same time Chu (2000:68) concluded that the Asian crisis reveals that entrepreneurship was essential to create jobs for the ever-increasing unemployed workforce. Giannetti and Simonov (2004:271) stated entrepreneurial activity and new firm formation were unquestionably considered to be engines of innovation and economic growth. Othman et al. (2006:58) stated entrepreneurship is the motivation that drives the economy of most nations; entrepreneurs create wealth and reduce unemployment. Marcati et al. (2008:1579) mentioned entrepreneurs' innovativeness and personalities are playing a key role in the adoption of innovations in SMEs. Saihassadee and Pongthanapisit (2008:III) claimed entrepreneur plays an important role in SME as a key player to control the direction of the SME. Ertuna and Gurel (2008:1) said entrepreneurial activities have a great impact on the economy as a whole and also on the employment opportunities in the area. Nishantha (2009:71) stated entrepreneurship is a key factor for economic development. Petrakis (2010:19) mentioned entrepreneurship is a basic element of social

capital which in turn is a productive lubricant of the growth process. Ashraf and Qureshi (2010:100) declared entrepreneurs are backbone of any economy; they generated new business and created new jobs from their round effect.

Ortiz-Villajos (2011:1) stated entrepreneurs are the main driving force of economic activity, so economic development mainly depended on the quantity and quality of them. Radfar et al. (2011:2488) mentioned the potential role of entrepreneurship was very important in public sector; entrepreneurship is a manageable process with important aspects of innovation, risk taking and behavior. Hin and Isa (2011:907) said women entrepreneurs are playing an important role in the development of a country's economy. Fatoki and Asah (2011:170) found that small and medium enterprises contribute positively to economic growth, employment and poverty alleviation in South Africa. Moakhar et al. (2012:20) declared entrepreneurship is considered as the fuel of modern economy's engine; entrepreneurs always have an important role in development of societies. Oser and Volery (2012:27) declared entrepreneurship is one of the most powerful drivers of growth and prosperity in the modern global economy. Verheul et al. (2012:325) said it is well known that entrepreneurship is important for improving economic growth.

Rani (2013:44) said entrepreneurship is critical for the economy as entrepreneurship is an engine of economic progress and job creation. Kilidbari et al. (2013:58) stated nowadays entrepreneurship known as the engine of growth and development in organizations and communities. Raman et al. (2013:15) stated entrepreneurship has significantly become an important indicator of the economic development. Amiri and Marimaei (2013:20) said entrepreneurship have been recognized as being of fundamental importance for the economy in every country. Nwaeke (2013:44) stated successful entrepreneurs create big business, contribute to social and economic growth and empower society to grow and develop by encouraging industrialization. Tohidlu et al. (2013:673) said entrepreneurship is considered as a central force of economic development, as it generated growth and serves as a vehicle for innovation and change. Yaghoubi et al. (2013:101) declared entrepreneurship development plays an important role in job creation process which can lead to the achievement of sustainable development goals.

Finally, the importance and roles of entrepreneurs and entrepreneurship can be summarized as follows: They are playing an important role in economic development, backbone of country's development, having major contribution in job creation, and playing an important role in wealth generation.

2.3 Entrepreneurs' Characteristics:

The subject of entrepreneurs' characteristics has received significant attention from scholars in various fields of business. Researchers in management field have offered variety of models for analyzing entrepreneurs' characteristics. Entrepreneurs' characteristics can be divided into talent (God gifted), skills (man-made) and facilitators (environmental encouraging factors). Actually, there are no clear cut boarders among these three components. Personal traits and attributes (God gifted) are crucial for entrepreneur, but these are not enough to be successful in business, they need to be polished and developed by education and training (skills). Also environment can facilitate using these traits and skills. However, little consensus have emerged on what constitutes a valid set of entrepreneurs' characteristics.

In this study, the researcher will capitalize on the most important entrepreneurs' characteristics that have been used by many researchers as will be showed in the coming paragraphs, as follows: Need for achievement, Self-confidence, Initiativeness, Independency and Responsibility, Risk taking propensity and Experience,

2.3.1 Need for Achievement:

McClelland (1961) explained entrepreneurship as the expression of a high need for achievement. Different studies conducted on entrepreneurs showed the need for achievement has a strong relation with the entrepreneurship (Hansermark, 1998).

Koh (1996:17) clarified that one of the most important characteristics is need for achievement. Moreover Pendergast (2003:2-9) mentioned entrepreneur deals with many characteristics, one of these characteristics need for achievement. At the same time Darroch and Clover (2005:321) indicated entrepreneurial personality include: need for achievement. Krauss et al. (2005) said entrepreneurial orientation at the individual level includes achievement orientation. While Cools and Van Den Broeck (2006:3) claimed that entrepreneur' characteristics include need for achievement. Othman et al. (2006:59-61) explained the main psychological characteristics of entrepreneurial personality including need for achievement, and he defined need for achievement as a strong psychological driving force behind human action and has been long proposed as a factor, influencing entrepreneurial behavior. Lowe and Marriott (2006) highlighted a need for achievement as important entrepreneurial trait. Driessen and Zwart (2007:8) stated entrepreneurs' characteristics include need for achievement. According to Vashisth et al. (2007:47), he declaimed entrepreneurial attributes include achievement motivation. Kundu and Rani (2007:229, 231) said the four personality factors (need for achievement, innovation, personal control, and self-esteem) could influence entrepreneurial orientation, and he defined the need for achievement as

expectation of doing something better or faster than other and better than person's earlier accomplishments. Moreover Caliendo and Kritikos (2008:190) stated one of the most important personality traits of potential business founders that are identified by psychological researchers as crucial for entrepreneurial success is need for achievement. While Ertuna and Gurel (2008:1) added entrepreneurial traits including need for achievement. At the same time Cheng et al. (2009:646) said entrepreneurs' characteristics include needs for achievements. Ahmad (2010:205) stated entrepreneurial personality traits include: need for achievement. Okhomina (2010:6) mentioned entrepreneurial orientation includes need for achievement. On the other hand Barman and Dutta (2010:1) classified the main characteristics of a successful entrepreneur into ten different categories including achievement motivation. With reference to Jaafar et al. (2010:57-58) need to achieve is one of the most important characteristic of entrepreneur. Moreover Okhomina (2010:3-5) studied the need for achievement as important characteristics of entrepreneurs. Demirer et al. (2010:66) included need for achievement as the element of entrepreneurship. While Ali et al. (2010:66,77) stated entrepreneurial attributes include high need for achievement. Moreover Abbas and Tatfi (2010:119) defined an entrepreneurial leader as the one who possessed many characteristics, one of these characteristics is need to achieve. According to Sandika and Kulasinghe (2010:86&91) said that entrepreneurs' characteristics are related to many traits including mainly achievement motivation. Hin and Isa (2011:909) said entrepreneurial personality that could be described not only in terms of personality characteristics of the entrepreneurs but also in terms other motivational factors such as need for achievement. Ahmed et al. (2011:146) stated the entrepreneurs' characteristics include achievement motivation. In addition to that Soderholm (2011:2-3) stated a need for achievement is one of the traits that seem to be important in order to becoming a successful entrepreneurs. Moreover Goksel and Belgin (2011:35) added personality traits such as need for achievement can have influence on an individual's propensity to entrepreneurship. At the same time Bagheri and Pihie (2011:454) defined eight factors that contribute significantly towards success, and one of the most important is achievement oriented. Halim et al. (2011:183) said several factors of entrepreneurial personality are strongly contributed to the performance of small and medium business in creative industry, need for achievement one of these factors. Navaneethakrishnan (2012:84-85) defined need for achievement as tendency to choose and persist at activities that hold a moderate chance of success, and he added that need for achievement is one of the entrepreneurial characters. Dehkordi et al. (2012:289) said personality traits affective on entrepreneurial intention include need of achievement. Oser and Volery (2012:28-41) stated entrepreneurs must have a sense of success in addition to need for

achievement. Vijaya and Srinath (2012) mentioned achievement orientation as entrepreneurs' characteristics. Mohapatra and Sahu (2012:433-434) claimed entrepreneurs' characteristics include achievement motivation. Eriksson and Li (2012:9-10&16) stated need for achievement one of entrepreneurs' characteristics, he said need for achievement very important indicator of personal value. Kafi and Hosseini (2013:1171) said the personality characteristics of successful entrepreneurs consist of entrepreneurs' achievement motivation. Smith (2013:29) claimed need achievement is one of psychological traits of entrepreneurs, and he defined need for achievement as desire to meet an internal standard of accomplishment. Bondima et al. (2013:102) stated the characteristics and demographic factors influencing entrepreneurial inclination include need for achievement. Movahedi et al. (2013:9) described need for achievement as entrepreneurs' characteristics. Moreover De Pillis and Reardon (2001:13) said achievement motivation has influence on the entrepreneurial intension. Rani and Tih (2013:5) mentioned nine dimensions of entrepreneurial quality among graduates one of them is need for achievement. Tanveer et al. (2013:449) said need for achievement is the most popular entrepreneurs' characteristics from the literature reviewed.

2.3.2 Self-Confidence:

Koh (1996:17) focused on the self-confidence as an important entrepreneurial characteristic. While Rubino and Freshman (2005:399) declared that the confidence is one of the eight entrepreneurial competencies exist in his study. Moreover Othman et al. (2006:59-61) explained the main psychological characteristics of entrepreneurial personality including mainly self-confidence. On the other hand Lowe and Marriott (2006) highlighted self-confidence as entrepreneurial trait. With accordance to Driessen and Zwart (2007:8) they stated entrepreneurs' characteristics include self-belief. Vashisth et al. (2007:47) claimed entrepreneurial attributes including self-confidence as one of these characteristics, and he defined the self-confidence the degree to which an entrepreneur express confidence in his/her ability to meet challenge. Jha (2009:265) indicated that one of the most important entrepreneurs' characteristic is self-confidence. Nimalathasan (2009:75) described entrepreneurs' characteristics and mentioned that self-confidence is one of these characteristics. Jaafar et al. (2010:57-58) said entrepreneur's characteristics include self-confident. Ali et al. (2010:66,77) studied many entrepreneurial attributes such as self-confidence. With reference to Herruzo et al. (2010:40&434) he explained the entrepreneurial features as: initiativeness, and self-confidence, he defined the self-confidence as personal belief that one is able to successfully carry out a specific task. Moreover Hereto (2010:435) defined the entrepreneurial attitude as the capacity to create or start a project which inspired by self-confidence. Ahmed et al. (2011:146) stated

one of the entrepreneurs' characteristics is self-confidence. Soderholm (2011:2-3) stated the traits that seem to be important in order to becoming a successful entrepreneurs include confidence. Bonet et al. (2011:75) claimed one of the entrepreneurs' characteristics that affect entrepreneurial success is self-confidence. Venkatapathy and Pretheeba (2012:138) stated the entrepreneurial competencies variables include self-confident. Dehkordi et al. (2012:289) said personality traits affective on entrepreneurial intention include self-confidence. Eriksson and Li (2012:9-10) defined confidence; it's willing to face new challenges, efficient problem-solver successful planner. Vijaya and Srinath (2012) mentioned the entrepreneurs' characteristics, they include self-confidence. Mohapatra and Sahu (2012:433-434) claimed entrepreneurs' characteristics conist of many trait including self-confidence. Bondima et al. (2013:102) stated one of the characteristics and demographic factors influencing entrepreneurial inclination is self-confidence. Laguador (2013:62) mentioned the personal entrepreneurial competencies and they involved self-confidence. Yaghoubi et al. (2013:101) studied the self-confidence as one ofn the entrepreneurs' characteristics. Zafar and Khan (2013:37) stated self-perception has impact on success of the entrepreneurial venture. Javan (2014:22) stated entrepreneurship had has been consists of six dimensions one of these dimension is self-confidence.

2.3.3 Initiativeness (Pro-Activeness):

Lumpkin and Dess (2001:431) define the pro-activeness as opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment. Lowe and Marriott (2006) highlighted initiativeness as an important entrepreneurial trait. While Vashisth et al. (2007:47) said entrepreneurial attributes include initiativeness; Initiativeness is the characteristic where the entrepreneurs actively seek and take initiative, willingly act in situations in which they are personally responsible for the success or failure of the operation for any enterprise to succeed. At the same time Nimalathasan (2009:75) described initiative as one of the entrepreneurs' characteristics. Ali et al. (2010:66,77) stated entrepreneurial attributes include taking the initiative. Herruzo et al. (2010:434) explained initiativeness as the entrepreneurial features. Soderholm (2011:2-3) stated one of the traits that seem to be important in order to becoming a successful entrepreneurs is initiativenss. Bonet et al. (2011:75) claimed that entrepreneurs' characteristics that affect entrepreneurial success include initiativeness. Goksel and Belgin (2011:35) added personality traits such as pro-activity can have influence on an individual's propensity to entrepreneurship. Venkatapathy and Pretheeba (2012:138) stated the entrepreneurial competencies variables include initiative. Vijaya and Srinath (2012) mentioned

initiativeness and pro-activeness are entrepreneurs' characteristics. Kreiser et al. (2002:71) modeled entrepreneurial orientation with three sub-dimensions: innovation, pro-activeness, and risk-taking. Rody and Stearns (2013:27-30) stated entrepreneurial styles consisted of pro-activeness, related to the small and medium business performance, he defined the pro-activeness; pro-activeness refer to anticipating and acting on future needs by seeking new opportunities that may or may not be related to the present line of operations, or the introduction of new products, or brands ahead of competitors. Davis et al. (2013:147) stated entrepreneurial orientation included their innovativeness, pro-activeness and risk-taking; the definition of pro-activeness is an "opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment". Sanchez and Hernandez-Sanchez (2013:31) stated pro-activeness is entrepreneurship characteristics. Al-Dhaafri et al. (2013:74) defined pro-activeness as willingness of organizations and their ability to expect new development as fast as possible to have the advantage of the first-mover in relation to other competitors, and he added the pro-activeness is one of the entrepreneurial orientations.

2.3.4 Independency (Autonomy) and Responsibility:

A. Independency (Autonomy):

Born and Altink (1996:71) mensioned three most important behavioral attributes for entrepreneurial success, one of them independence. Loos and Coulthard (2006:9) defined autonomy as entrepreneurial dimensions. Lowe and Marriott (2006) highlighted independency as entrepreneurial trait. Pendergast (2003:2-9) define independency; independency is the desire for independence and autonomy, to be the boss, not to work for someone else, they do not require external structure, controls, or instructions to do their job. Independency is one of the entrepreneurs' characteristics. Krauss et al. (2005) said entrepreneurial orientation at the individual level includes autonomy orientation. Driessen and Zwart (2007:8) stated entrepreneurs' characteristics include need for autonomy. Santos-Cumplido and Linan (2007:90-91) claimed self-employed (autonomy) is one element which configured entrepreneurial quality. Vanesaar et al. (2008:454) studied the entrepreneur's characteristics including independence. Jaafar et al. (2010:57-58) said one of the entrepreneur's characteristics is independency. Ali et al. (2010:66,77) stated entrepreneurial attributes include need for independence and autonomy. Hin and Isa (2011:909) said entrepreneurial personality could be described by several characteristics such as need for autonomy. Liang and Dunn (2011:111) indicated that entrepreneurs' characteristics include independent. Ismail et al. (2012:150) defined the need for autonomy as desire to have control over what one is doing, desire for the

challenge of having own business, to be own boss and to make own rules. He categorized need for autonomy as one of the five entrepreneurial motivations. Roach and Sauermann (2012:9) stated the individual characteristics related to entrepreneurial person involved preferences to autonomy. Rao et al. (2013:139-140) said entrepreneurs' characteristics contain desire for independence. Rani and Tih (2013:5) defined Independency; independency is desire to be in control.

B. Responsibility

Ali et al. (2010:66,77) stated entrepreneurial attributes include taking responsibilities. Vijaya and Srinath (2012) defined responsibility; responsibility is the ability to take charge and not attribute success or failure to an unknown entity such as luck or fate. He added that responsibility is one of entrepreneurs' characteristics.

2.3.5 Risk Taking Propensity:

Koh (1996:17) focus on the take risk propensity as an important entrepreneurial characteristic. At the same time Lumpkin and Dess (1996) described entrepreneurial orientation as a multidimensional construct which includes dimension of risk taking. In addition to that Pendergast (2003:7) said Entrepreneurs are commonly described as risk-takers; he defined the risk as possibility of loss due to uncertain future events. Moreover Ndubisi (2003:112) said entrepreneurial traits include, risk taking propensity. While Rubino and Freshman (2005:399) identified eight entrepreneurial competencies, one of them risk taking. Ndubisi (2005:76) added risk-taking propensity is entrepreneurial traits. According to Krauss et al. (2005) entrepreneurial orientation at the individual level includes risk-taking orientation. Loos and Coulthard (2006:9) defined entrepreneurial dimensions including risk taking as main dimension. At the same time Poon et al. (2006:61) proclaimed entrepreneurial orientation dimensions include propensity to take risks. In addition to that Othman et al. (2006:59-61) explained the main psychological characteristics of entrepreneurial personality, one of the main characteristics is to take risk. Lowe and Marriott (2006) highlighted risk-taking ability as entrepreneurial trait. Vashisth et al. (2007:47) said entrepreneurial attributes include risk taking capacity. Lekosimic et al. (2007:1) mentioned that propensity to take risks determin entrepreneurial. He defined the risk taking propensity to company's willingness to engage in business ventures in which the outcome may be highly uncertain. Ndubisi (2007:1) stated entrepreneurial traits include risk-taking propensity. Ertuna and Gurel (2008:1) mentioned entrepreneurial traits including risk-taking propensity. Vanesaar et al. (2008:454) studied readiness to take risk as entrepreneur's characteristics. Dlamini et al. (2008:137) explored that willingness to take risk is personal characteristics of the entrepreneurs. Bruning (2009:11) mentioned risk-taking, is

one of the main components of the entrepreneur. Jha (2009:265) indicated that one of the most important entrepreneurs' characteristics is risk orientation. Nimalathasan (2009:75) described risk taking as entrepreneurs' characteristics. Ahmad (2010:205) stated entrepreneurial personality traits include, risk taking propensity. Huai-Zhi (2009:153) said entrepreneurs' characteristics include risk and uncertainty. Okhomina (2010:6) mentioned entrepreneurial orientation includes risk taking. Barman and Dutta (2010:1) classified risk taking as the main characteristic of a successful entrepreneur. Jaafar et al. (2010:57-58) indicated that risk-taking is one of the entrepreneur's characteristics. Okhomina (2010:3-5) defined risk taking engaging in a certain degree of tolerance for ambiguity, he considered risk taking propensity as entrepreneurial characteristic. Demirer et al. (2010:66) defines risk aversion as the element of entrepreneurship. Ali et al. (2010:66,77) stated entrepreneurial attributes include involvement in various types of risks. Johansen and Knight (2010:38-39) declared international entrepreneurial orientation are being autonomous, innovative, and willing to take risks. Izquierdo and Deschoolmeester (2010:200) said entrepreneurial competencies include taking calculated risk. Sandika and Kulasinghe (2010:86&91) said that entrepreneurs' characteristics contain risk taking ability. Ahmed et al. (2011:146) stated the entrepreneurs' characteristics involve risk taking ability. Makhbul and Hasun (2011:122) defined entrepreneurial success factors, and considered risk taker an important factor for entrepreneurial success. Soderholm (2011:2-3) stated the traits that seem to be important in order to becoming a successful entrepreneurs include management of risk. Olakitan and Ayobami (2011:95) said risk-taking behavior have influence on the entrepreneurial success. Moreover Scarlat et al. (2011:92) stated one of the characteristics of successful entrepreneurs is risk-taking. Bagheri and Pihie (2011:454) defined managing risk as one of the eight factors that contribute significantly towards success. Liang and Dunn (2011:111) defined entrepreneurs' characteristics as willing to take risks. Resurreccion (2012:551) stated entrepreneurial competencies include risk seeking. Al-Habib (2012:1019) said one of the entrepreneurial personality characteristics is risk-taking. Navaneethakrishnan (2012:84-85) stated entrepreneurial characters include risk taking. Razayi and Jafari (2012:202) described risk-taking as characteristic affect the entrepreneurial success. Dehkordi et al. (2012:289) said tendency to risk is one of the personality traits affective on entrepreneurial intention. Oser and Volery (2012:28-41) stated entrepreneurs must have a sense of success in addition to risk taking propensity. Vijaya and Srinath (2012:38) defined risk taking as entrepreneurial characteristic that indicates preference for a situation where there is challenge and some real risk of not succeeding but where that risk is such that it can be overcome by entrepreneurs' efforts. Roach and Sauermann (2012:9) stated one of the individual characteristics related to

entrepreneurial person is preferences in risk. Kreiser et al. (2002:71) said the concept of risk taking has long been associated with entrepreneurship. Mohapatra and Sahu (2012:433-434) claimed entrepreneurs' characteristics include risk taking ability. Eriksson and Li (2012:9-10) stated entrepreneurial traits include risk bearing. Rody and Stearns (2013:27-29) stated entrepreneurial styles include risk taking, and they defined risk as venturing into the unknown. Smith (2013:29) defined higher risk taking propensity is one of the most important psychological traits of entrepreneurs. Bondima et al. (2013:102) indicated risk propensity one of the characteristics influencing entrepreneurial inclination. Rao et al. (2013:139-140) said entrepreneurs' characteristics include risk taking. Davis et al. (2013:147) stated entrepreneurial orientation included their innovativeness, pro-activeness and risk-taking; the definition of Risk-taking is the ''degree to which managers are willing to make large and risky resource commitments, that is, those which have a reasonable chance of costly failure. Laguador (2013:62) mentioned the personal entrepreneurial competencies include risk taking. Movahedi et al. (2013:9) described entrepreneurs' characteristics and said they include willingness to risk. Yaghoubi et al. (2013:101) said entrepreneurs' characteristics involve risk-taking. Sanchez and Hernandez-Sanchez (2013:31) stated entrepreneurship characteristics include risk-taking propensity. Al-Dhaafri et al. (2013:74) claimed that one of the entrepreneurial dimensions is risk taking. With reference to Rani and Tih (2013:5); risk taking propensity was identified as one of the essential characteristics which refer to entrepreneurial quality. Tanveer et al. (2013:449) categorized entrepreneurial personality into four categories, one of these categories psychological factors which include risk taking. Javan (2014:22) stated risk-taking is one of the six dimensions of the entrepreneurship.

2.3.6 Experience:

Barahona et al. (2006:99) said complementary educational activities and work experience prior to graduation could help to explain the propensity to create business start-ups. At the same time Serarols-Tarres et al. (2006:375-378) claimed entrepreneurs' characteristics include experience in the sector of operation and previous start-up experience. Moreover Dlamini et al. (2008:137) explored six personal characteristics include training or work experience. Jaafar et al. (2010:57-58) added entrepreneur's characteristics include ability to learn from failure and working experience. In addition to that Sandika and Kulasinghe (2010:86&91) said that entrepreneurs' characteristics contain experience. Hin and Isa (2011:909) said entrepreneurial personality that could be described by the job experience in addition to other personality. While Makhbul and Hasun (2011:122) said experience is entrepreneurial success factors. At the same time Scarlat et al. (2011:92) stated the characteristics of successful entrepreneurs

include business knowledge and experience. On the other side Dehkordi et al. (2012:286) mentioned experience effect on entrepreneurial intention. Rody and Stearns (2013:27-29) indicated that there are many entrepreneurs' characteristics has impact on the small and medium business performance, one of these characteristics is business experience and depth of experience. Aaijaz and Ibrahim (2013:4-7) stated the work experience influence entrepreneurial inclination. Amiri and Marimaei (2013:22) said the entrepreneurs' characteristics that influenced success include previous experience. Yaghoubi et al. (2013:101) said entrepreneurs' characteristics include work experience. Ali and Gondal (2013:8) mentioned big five personality traits include openness to experience. At the same time Tanveer et al. (2013:449) categorized entrepreneurial personality into four categories; one of these categories is personal backgrounds of entrepreneur which include experience. Javan (2014:22) stated personality traits are the big five model that consists of extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience.

From the above literature review, this research pointes the following entrepreneurs' characteristics as the most important characteristics to be studied: need for achievement; self-confidence; initiativeness; independency and responsibility; risk taking propensity and experience.

2.4 Business Success Dimensions:

Many previous studies consider financial success as indication for the business success; Ismail et al. (2012) used financial success as indication for the business success, see fig. (2.1). The following parts will focus on the dependent variable of the current study. The dependent variable of the current study is business success; business success can be measured by several dimensions. Based on the literature and previous research the most convenient success dimensions of the small business are sales growth, gross profit, capital growth and work expansion.

2.4.1 Sales Growth:

Siegel and Wessner (2012:409) stated performance indicators of success are sales, processes, services, expected future sales. Rao et al. (2013:136) pointed that one of the most important entrepreneur's success indicators is sales turnover. Gerli et al. (2012:71) competencies such as efficiency orientation, organizational awareness and teamwork were related to a higher firm's

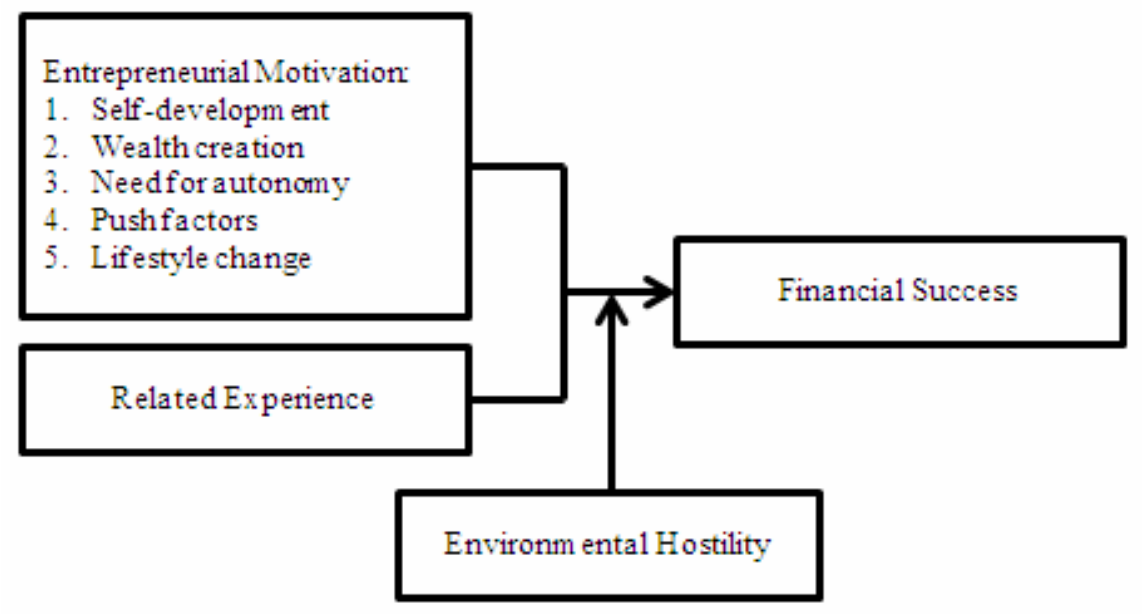


Figure (2.1): Ismail et al. (2012) Model

Source: Ismail, I., Spian, R., and Tay, G.K. (2012). Entrepreneurial Motivation Linking Entrepreneurial Motivation, Related Experience, Environment Hostility with Financial Success. ***International Journal of Academic Research in Accounting, Finance and Management Sciences***, 2(1):152.

financial performance which can be measured by sales growth. Johansen and Knight (2010) used sales growth as indication of the performance and success to measure the impact of the entrepreneurs' characteristics on the performance, See fig. (2.2). Sidek and Zainol (2011) consider total sales are indicators for success in his study of investigating impact of entrepreneurs' characteristics on performance, see fig. (2.3).

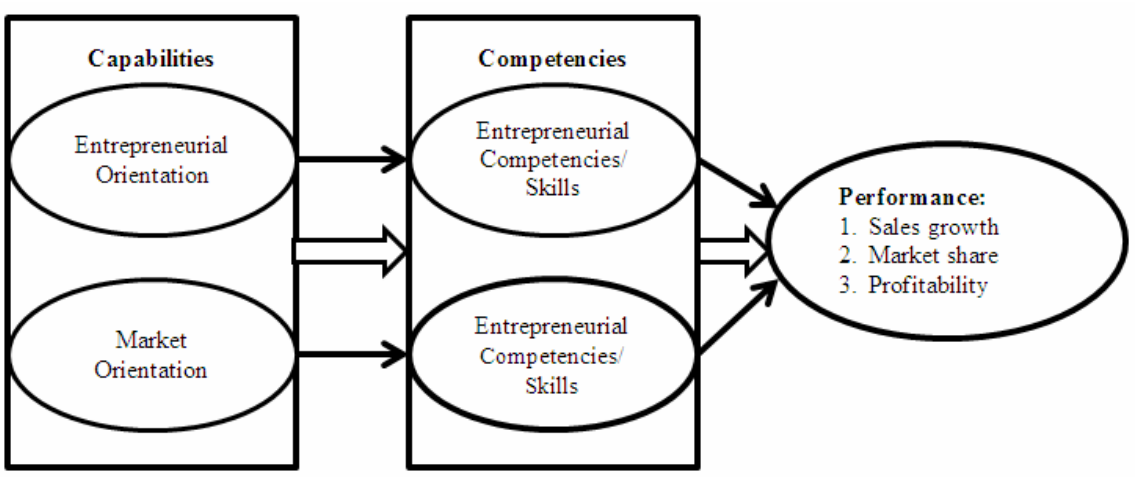


Figure (2.2): Johansen and Knight (2010) Model

Source: Johansen, D., and Knight, G. (2010). Entrepreneurial and Market-Oriented SME's Fit to International Environments, Dynamic Capabilities and Competencies. ***International Business: Research, Teaching and Practice***, 4(1):43.

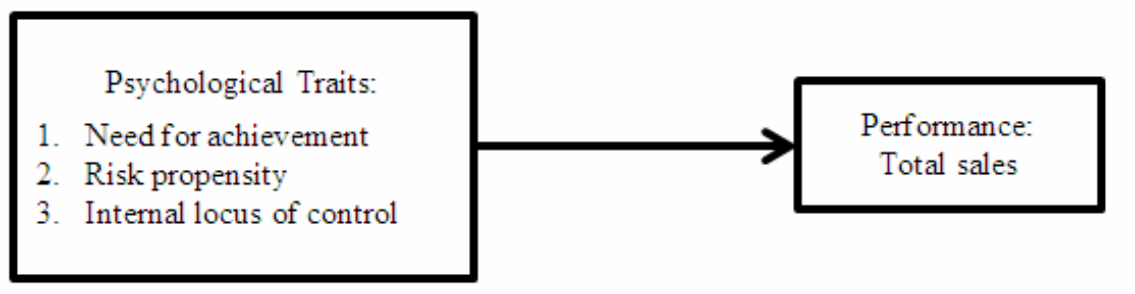


Figure (2.3): Sidek and Zainol (2011) Model

Source: Sidek, S., and Zainol, F.A. (2011). Psychological Traits and Business Performance of Entrepreneurs in Small Construction Industry in Malaysia. ***International Business and Management***, 2(1):174.

2.4.2 Gross Profit:

Baum and Locke (2004) stated that entrepreneurs must be willing to experiment different strategies in the pursuit of profitable outcome. Tanveer et al. (2013:450) defined the dimensions of performance measurement as: efficiency, growth, profit, size, liquidity, success/failure, market share, and leverage. Gerli et al. (2012:71) state performance can be measured by firm's financial performance which includes gross profit. Tanveer et al. (2013) considered the profit as entrepreneurial firm success dimension, See fig. (2.4).

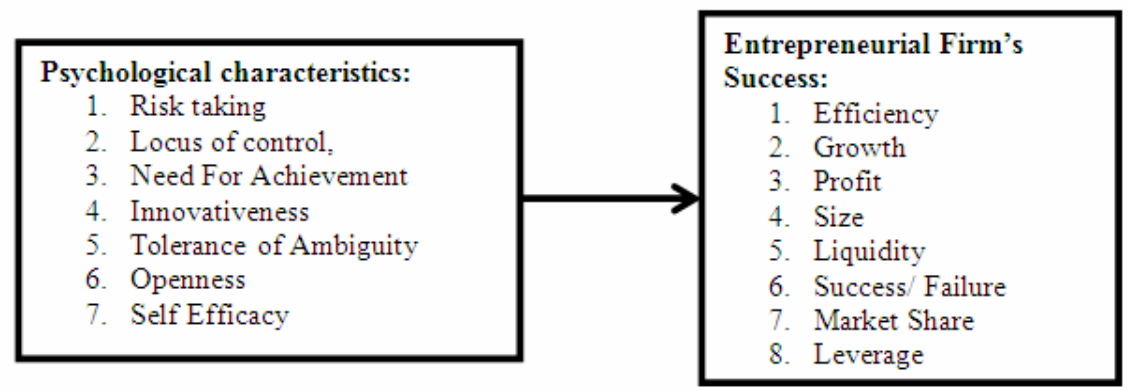


Figure (2.4): Tanveer et al. (2013) Model

Source: Tanveer, M. A., Akbar, A., Gill, H., and Ahmed, I. (2013). Role of Personal Level Determinants in Entrepreneurial Firm's Success. ***Journal of Basic and Applied Scientific Research***, 3(1).

2.4.3 Capital Growth:

Serarols-Tarres et al. (2006:379-380) said total success at the individual level comprise many dimension such as professional success which refers to the business results and the growth of the firm. Tanveer et al. (2013:450) defined the dimensions of performance measurement as: efficiency, growth, profit, size, liquidity, success/failure, market share, and leverage. Gerli et al. (2012:71) declared that performance can be measured by financial performance which can be indicated by capital growth. Ahmed et al. (2011) considered the growth as indication of the success, see fig. (2.5). At the same time Tanveer et al. (2013) used growth as one dimensions of the business success, fig. (2.5).

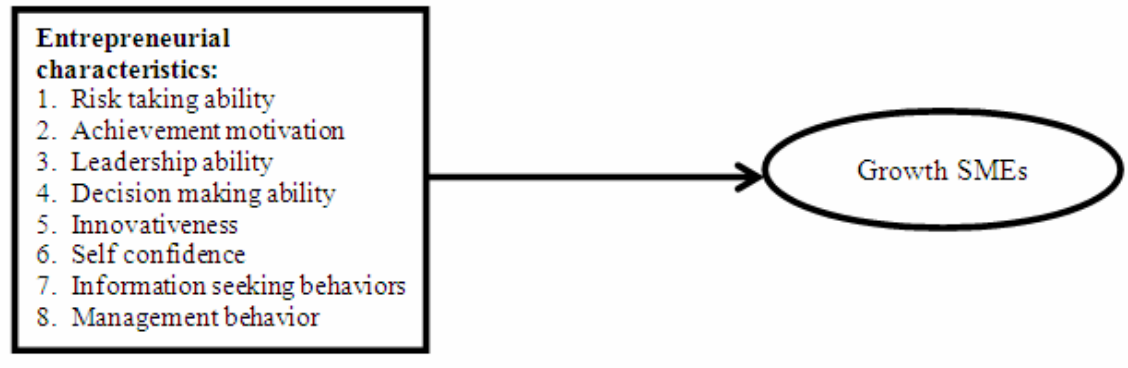


Figure (2.5): Ahmed et al. (2011) Model

Source: Ahmed, T., Hasan, S., and Haneef, R. (2011). Entrepreneurs' characteristics of the Agripreneurs under the Scheme of Agriclinics and Agri-buisness Centres. ***Journal of Community Mobilization and Sustainable Development***, 6(2).

2.4.4 Work Expansion:

Bowen (2009:6) defined the success dimension and they include increasing the number of their employees' overtime, which give indication for the work expansion. Siegel and Wessner (2012:409) stated performance indicators of success is new employees hired, that is considered as indication for work expansion. Rao et al. (2013:136) pointed that entrepreneur's success indicators: employment generation and the sales turnover.

In summary, the current research pointed out: in small business the success indicators can be sales growth, gross profit, capital growth and work expansion, which will be used to measure small business success in the current research.

2.5 Previous Studies:

There are many previous studies which talked the topic of entrepreneurs' characteristics and its impact on business performance. The coming session will include only selective studies that carried out in different countries which related entrepreneurs' characteristics to business success.

A. Previous English Studies:

1. Koh (1996) research titled**: "Testing Hypotheses of Entrepreneurs' characteristics: a Study of Hong Kong MBA Students".** The study investigated if entrepreneurial inclination was significantly associated with the psychological characteristics of need for achievement, locus of control, propensity to take risk, tolerance of ambiguity, self-confidence and innovativeness. The study employed a self-report questionnaire. Sample was randomly from MBA students of Hong Kong University of Science and Technology. The response rate was 54% of students. T-test results indicated that those who were entrepreneurially inclined had greater innovativeness, more tolerance of ambiguity and higher propensity to take risk, as compared to those who were not entrepreneurially inclined. The study suggested that future researches could investigate the relationship between psychological characteristics and entrepreneurial inclination in a more complete research framework that would include other factors, such as financial, family and environmental support, precipitating events, pull-and-push factors, and demonstration effects.

Study of Koh (1996) revealed that entrepreneurial inclination was significantly associated with the psychological characteristics; innovativeness, more tolerance of ambiguity and higher propensity to take risk.

2. Kreiser et al. (2002) study titled: **"Assessing the Psychometric Properties of the Entrepreneurial Orientation Scale: A Multi-Country Analysis".** The aim of the study was to assess the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. The sample was randomly selected from small-to-medium sized enterprises (SMEs) in six countries: Australia, Finland, Mexico, the Netherlands, Norway, and Sweden. The size range of firms in the study was between 5 and 500 employees. This size range was selected based on the U.S. government's classification of SMEs and to avoid the micro-sized firms (1-4 employees). The total sample consisted of 1,067 SMEs: 78 Australian firms, 113 Finnish firms, 241 Mexican firms, 116 Dutch firms, 366 Norwegian firms, and 153 Swedish firms. The questionnaire was used to collect the data and confirmatory factor analysis in LISREL and correlation analysis were employed. The results modeled entrepreneurial orientation into three sub-dimensions: innovation, pro-activeness, and risk-taking. Results also showed innovation, risk-taking and pro-activeness were sub-dimensions of an entrepreneurial orientation. The dimensions of the entrepreneurial orientation measurement (innovation, risk taking, and pro-activeness) may vary independently of one another in a given context.

Benefits of Kreiser et al. (2002) study that it showed entrepreneurial orientation dimensions consists of innovation, pro-activeness, and risk-taking.

3. Baum and Locke (2004) research titled: **"The Relationship of Entrepreneurial Traits, Skill, and Motivation to Subsequent Venture Growth".** The study aimed at investigating the relationship between entrepreneurial traits and skill (emotion, tenacity, and new resource skill) and situational specific motivation (communicated vision, self-efficacy, and goals) to subsequent venture growth. Voluntary response sample is used here. Data from 229 entrepreneurs were obtained by questionnaire and structural equation modeling was used for analysis. Results revealed a web of relationships that impact venture growth. Goals, self-efficacy, and communicated vision had direct effects on venture growth, and these factors mediated the effects of passion, tenacity, and new resource skill on subsequent growth. Furthermore, communicated vision and self-efficacy were related to goals, and tenacity was related to new resource skill.

Baum and Locke (2004) benefits the current study that it proved entrepreneurs' traits, skill, and motivation categories had direct or indirect impact on venture growth.

4. Adegbite et al. (2006) research titled**: "Evaluation of the Impact of Entrepreneurs' characteristics on the Performance of Small Scale Manufacturing Industries in Nigeria".** The study aimed to evaluate the impact of entrepreneurs' characteristics on the performance of small-scale manufacturing industries in Nigeria. The study investigated impact of many entrepreneurs' characteristics such as experiences, initiative, risk taking independence and self-confidence on the performance of small scale manufacturing industries. Data were collected by questionnaires from 100 sample firms randomly selected of small-scale industries in Oyo state of Nigeria. The data analyzed by descriptive and inferential statistics; also the correlation analysis and regression analysis were carried out. The results showed that the independent variables that have positive impact on the performance were length of years in business, working experience, demand for efficiency, product quality, information seeking, systematic planning and monitoring while other have negative impact. The study recommended developing strong relationships among entrepreneurs and potential entrepreneurs and to take care for entrepreneur students during their education life.

Adegbite et al. (2006) study has similar objective of the current study and it had wide variety of entrepreneurs' characteristics include experiences, initiativeness, risk taking, independence and self-confidence.

5. Poon et al. (2006) study titled: **"Effects of Self-Concept Traits and Entrepreneurial Orientation on Firm Performance".** The study examined relationships among three self-concept traits, entrepreneurial orientation, and firm performance. The study used survey data collected from 96 entrepreneurs out of 600 entrepreneurs; sample kind was voluntary response sample. They used path analysis to test the direct and indirect effects of the trait variables on perceptual measures of firm's performance. Entrepreneurial orientation (innovativeness, pro-activeness, and propensity to take risks) was used as the mediating variable for explaining the relationship between self-concept traits and firm performance. The results indicated that internal locus of control was positively related to firm's performance, and entrepreneurial orientation did not play a mediating role in this relationship. In contrast, generalized self-efficacy had no direct effects on firm's performance; however, it influenced firm's performance positively through its effect on entrepreneurial orientation. Finally, self-attributed achievement motive was not significantly related to entrepreneurial orientation or firm's performance. The paper suggested more future research regarding this topic.

Poon et al. (2006) study explained that entrepreneurial orientation consist of; innovativeness, pro-activeness, and propensity to take risks.

6. **Driessen and Zwart (2007)** study titled**: "The Entrepreneur Scan Measuring Characteristics and Traits of Entrepreneurs".** The study aimed to describe the entrepreneur scan and assess entrepreneurship of (starting) entrepreneurs using the E-scan in Netherland. The study considered the following entrepreneurs' characteristics: need for achievement, need for autonomy, need for power, social orientation, self-belief, endurance, market awareness, creativity and flexibility. In Netherland, since 2002 about 21000 people filled the questionnaires. Sample kind was voluntary response. The result showed that need for autonomy, market awareness, need for achievement, self-belief (internal locus of control) required more attention in Netherland. The recommendation was to relate these entrepreneurs' characteristics to the success, which are the target and the main goal of the current study.

Driessen and Zwart (2007) showed that the entrepreneurs' characteristics consist of need for achievement, need for autonomy, need for power, social orientation, self-belief, endurance, market awareness, creativity and flexibility.

7. **Stefanovic et al. (2010)** research titled: **"Motivational and Success Factors of Entrepreneurs: The Evidence from a Developing Country".** The study aimed to determine the most motivational factors that lead the entrepreneurs to start their own business, and also the most important success factors lead them to the success in their small and medium enterprises in Serbia. Independent variables were: first, the motivational factors which were greater business achievement, independence, intrinsic job security. The second, the success factors which were interpersonal skills, approval and support, competitive product/service, leadership skills, always to be informed and business reputation. Motivation factors measured by 11 motivational item that motivate the entrepreneurs to start their business, and the success factors measured by 17 item affecting entrepreneurs' success. Simple random sample of 350 small and medium enterprises were selected; 82 entrepreneurs filled the questionnaires and sent them through e-mail; 79 questionnaires were valid for further analysis. The principal component factor analysis with Varimax rotation was used to analyze the data. The results showed that most of the motivational and success factors of the entrepreneurs were generic worldwide; while the differences were primarily depend on the local environment situation. The result also showed that items related to income increase were most important for motivation, but less important for success in business, while items related to good products at competitive price and good customer service were less motivational, but more important for success.

Stefanovic et al. (2010) study benefits the current study that it explained motivational factors that lead the entrepreneurs to start their own business such as independency, and also the most important success factors lead them to the success in the small and medium enterprises in Serbia.

8. Oyeniyi and Adeniji (2010) research paper titled: **"Entrepreneur Psychological Traits and Performance: Implications for Nigerian Non-oil SMES Exporting Companies".** The purpose of the paper was to investigate the impact of psychological traits on performance of small and medium sized (SMEs) exporting firms in a developing countries. Data used in the analysis were collected from 123 firms out of 221 firms, by means of questionnaire. Survey (complete census of the population) method used instead of using sample. Descriptive and inference statistics were used to test the hypotheses and subjective measures were used to test performance. The results showed that the psychological traits (need achievement, locus of control and self-efficacy) are related among themselves and positively related to performance of the firms.

Oyeniyi and Adeniji (2010) study has similar objective of the current study, it measure the impact of psychological traits of entrepreneurs on performance of the small and medium enterprises. However its population was non-oil SMES exporting companies in Nigeria.

9. Islam et al. (2011) study titled: **"Effect of Entrepreneur and Firm Characteristics on the Business Success of Small and Medium Enterprises (SMEs) in Bangladesh".** The aim of the study was to examine the effect of characteristics of entrepreneurs and characteristics of the firms on the business success of Small and Medium Enterprises (SMEs) in Bangladesh. Sample kind used here was stratified random sampling (ratio sample), population divided into strata based on the place; Dhaka, Narayangonj, Khulna and Chittagong. Data collected through a questionnaire administered on the owners and employees of small firms. Independent sample t-test showed that gender played a significant role on business success of SMEs in Bangladesh. The results of the analysis also showed that there was only one demographic factor had significant effect toward business success of SME; this factor was duration of organization operated. SMEs that were operated longer period had been more successful in comparison to those who had been in operation for a shorter period. Finally, the characteristics of entrepreneurs were found to be a significant factor for business success of SMEs in Bangladesh. However the firms' characteristics were found not to be significant factor on the business success of SMEs in Bangladesh.

Islam et al. (2011) study revealed the impact of entrepreneurs' characteristics and characteristics of the firm on the small and medium business success in Bangladesh. Its objective is similar to the current study although it is applied in Bangladesh.

10. Olakitan and Ayobami (2011) paper titled: **"An Investigation of Personality on Entrepreneurial Success in Nigeria".** The paper investigated the influence of personality on entrepreneurial success in Nigeria. It examined the impact of gender, locus of control and risk-taking behavior on the success of an entrepreneur. The participants in the study were 35 solo entrepreneurs 34.3% were males and 65.7% were females aged between 21 and 60. Sample randomly selected. The results showed that risk-taking behavior and locus of control had no significant interaction effect on entrepreneurial success. There was also no significant difference between risk-taking behavior and entrepreneurial success. The findings showed that a significant difference existed between internal locus of control and entrepreneurial success. The study also showed that there was no significant difference in the entrepreneurial success based on gender differences. Finally, locus of control, risk-taking behavior did not collectively predict or determine entrepreneurial success. Study recommended people should study their personality to know which factors or variables are dominant in determining their success.

Olakitan and Ayobami (2011) showed that risk-taking had no significant impact on entrepreneurial success. Moreover the risk taking propensity will be investigating in the current study.

11. Saleem and Abideen (2011) study titled: **"Examining Success Factors: Entrepreneurial Approaches in Mountainous Regions of Pakistan".** The paper measured the factors that contribute to the success of entrepreneurial activities. To measure the contribution of these factors a survey instrument has been used on a sample of 100 entrepreneurs in different sectors in Pakistan. Primary data has been collected through structured questionnaires. Survey was conducted in this study. The eight factors used were advancement drive, achievement oriented, commitment, decision-making ability, managing risk, tenacity, networking, and optimism. The findings showed that these factors contribute significantly towards success. The study recommended a similar study with broader scope be carried out to formally document these results, which could become valuable information for the policy makers.

Saleem and Abideen (2011) study provided an idea about the factors that affect entrepreneurial success, such as managing risk and achievement oriented.

12. Sidek and Zainol (2011) research titled: **"Psychological Traits and Business Performance of Entrepreneurs in Small Construction Industry in Malaysia".** The research investigated the relationship between entrepreneur's psychological traits and their business performance among entrepreneurs in civil construction industry in Malaysia. A stratified proportionate random sampling technique was used to collect the data from 114 out of 500 potential respondents by e-mail. The result concluded that all three selected psychological traits were significant related to the business performance of the entrepreneurs in

Malaysia, where the most successful entrepreneurs had the highest level of need for achievement, risk taking propensity and internal locus of control while the lower performers had lower scores in all three psychological traits.

Benefit of Sidek and Zainol (2011) study that it measured the relationship between psychological traits and business performance. At the same time it showed that the psychological traits of entrepreneurs include need for achievement and risk taking propensity.

13. Ismail et al. (2012) study titled: **"Entrepreneurial Motivation Linking Entrepreneurial Motivation, Related Experience and Environment Hostility with Financial Success".** The research explored the relationship among entrepreneurial motivation, related experience, environment hostility and financial success, among small retail business owner and managers in Penang, Malaysia. Entrepreneurial motivation was categorized into 5 dimensions which were (self-development, wealth creation, need for autonomy, push factors and lifestyle change). 40 entrepreneurs from different small and medium enterprises had been randomly selected as the respondents for the study. The research instrument was questionnaire that designed to collect information of demographics and information of entrepreneurial motivations, environment hostility and financial success. Results showed that financial success was explained by four dimensions of entrepreneurial motivation: self-development, wealth creation, need for autonomy and push factors. While, experience had related to the financial success of small business. The result also revealed that lifestyle change was not an entrepreneurial motivation for financial success; and the environment hostility did not moderate the relationship among entrepreneurial motivation, related experience and financial success, and there was no difference based on ethnic background. The study recommended conducting further research to investigate and verify the influence of the factors on the entrepreneurship in Malaysia.

Ismail et al. (2012) study explored the relationship between entrepreneurs' characteristics; motivation, experience and environment hostility and financial success at small business owner and managers in Penang, Malaysia.

14. Kamitewoko (2013) study titled: **"Determinants of Entrepreneurship Success: An Examination of Chinese-Owned Business in Congo Brazzaville".** The study focused on the analysis of the factors leading to success of Chinese immigrant entrepreneurship. The study investigated the effect of following entrepreneur characteristics (age, education, experience in the sector, experience in trade, experience as an employee, financial experience, entrepreneur in the family, relation with other entrepreneurs) on success indicators (increase products, service, sales, keeping working since three years ago and active in

the business). Data collected from 200 respondents (116 were men and 84 were women), sample selected randomly, logistic regressions model was used for analyzes. Results indicated that high level of education contributes to the success of Chinese entrepreneurs, and immigrant's entrepreneur's social network lead to entrepreneurial success. The result also showed that four important entrepreneurs' characteristics affect the entrepreneurs' success: social network, education, and experience in trade and finance experience. The study recommended carrying out future researches about the location of immigrants and their economic activity.

Kamitewoko (2013) study clarified the determinant of entrepreneurial success, moreover revealed that the experience one of the most entrepreneurs' characteristics affect the success.

15. Rao et al. (2013) study titled: **"A Study on Entrepreneurs' characteristics and Success of Women Entrepreneurs Operating Fashion and Apparel Business".** The study investigated the impact of women's entrepreneurs' characteristics on their success, and analyzes these characteristics with the success of women entrepreneurs operating micro, small and medium scale fashion and apparel enterprises. The research studied specific entrepreneurs' characteristics which were education, training, prior work experience, risk tacking propensity, dream desire, family support, desire for independence and dissatisfaction from previous job. The success here measured by increase in sales turnover, and increase in employment. Proportionate stratified random sampling technique was used in this study. Data collected by questionnaires from 291 out of 361 women from Coastal, Karnataka. The SPSS is used to analyze the data. The result showed that the important entrepreneurs' characteristics that influence the business women success was education, training, prior experience, risk taking propensity, and dream desire, the last one play important role to make them start a business.

Study of Rao et al. (2013) contained similar purpose of the current study; investigating the impact of women's entrepreneurs' characteristics on their success. Moreover it showed that the entrepreneurs' characteristics include experience, risk tacking propensity and independency

16. Sarwoko et al. (2013) research titled: **"Entrepreneurs' characteristics and Competency as Determinants of Business Performance in SMEs".** The main objective of the study was to test the influence and effect of the characteristics and competencies of the entrepreneurs on business performance in small and medium enterprises (SMEs) empirically in Malang regency, East Java, Indonesia. The entrepreneurs' characteristics included psychological characteristics (need for achievement, motivation, experience and family influence on decision making and family background role), entrepreneurial competency (conceptual competency, opportunity competency, relationship

competency, learning competency and personal competency). And the dependent variable was the performance of the small and medium enterprises and the indicators used for the performance (sales growth, profit growth and capital growth). This study used survey method instead of sample, the data collected from 147 small and medium enterprises by means of questionnaire. The study used Structural Equation Modeling for analysis. The result showed that the more strong entrepreneurs' characteristics the better business performance, and also confirmed that the entrepreneurial competencies significantly mediation relationship between the entrepreneurs' characteristics and the business performance. They study recommended carrying out further research to test entrepreneurs' characteristics based on gender differences since the study didn't consider any demographic factors.

Sarwoko et al. (2013) revealed that psychological characteristics include need for achievement, motivation, experience and family influence on decision making and family background role. At the same time it showed that psychological characteristics have impact on the small business performance, moreover the study measured the performance by sales growth, profit growth and capital growth.

17. Sola, (2013) paper titled: **"A Comparative Evaluation of Demographic Factors' and Entrepreneurial Traits Influence of Small Scale Enterprises Performance in Nigeria".** The study aimed at investigating the influence of demographic factors and entrepreneurial personal traits of SSEs performance in Nigeria. The study sample consisting of 130 respondent enterprises drawn randomly from the population. 123 out of 130 questionnaires collected from respondents randomly selected from enterprises were suitable for further analysis. The data were analyzed using multivariate functional models and Multiple Regressions. In conclusion the entrepreneurial traits tend to influence/affect SSEs performance more than the demographic factors do, such as competence was the most favored trait followed by innovativeness and pro-activeness in that order. However, it found out that some demographic factors also affect performance of SSEs, the most effective was the age followed by socio-economic status of the entrepreneur. The study recommended that an appropriate trait identification technique should be designed and instituted as part of the management strategy for SSEs.

Sola, (2013) study is closely related to the current study, it showed that entrepreneurial traits have impact on small business performance; moreover it concluded that entrepreneurial traits tend to influence small business performance more than the demographic factors do.

18. Gupta and Muita (2013) study titled: **"Relationship between Entrepreneurial Personality, Performance, Job Satisfaction and Operations Strategy: An Empirical Examination".** The objective of this study was to explore the possible interactions between operations strategy and entrepreneurial traits,

performance and job satisfaction. The initial sample of 1200 small and medium enterprises was drawn from the members of a Chamber of Commerce in the South Eastern United States (Lynchburg City region) using systematic sampling. The questionnaire was tested for reliability. Then analysis was carried out. The results of the study indicated that entrepreneurial personality had statistically significant relationship with performance and operations strategy. The relationship between entrepreneurial personality and job satisfaction was not statistically significant. Operations strategy has statistically significant moderating role in the relationship between entrepreneurial personality and performance.

Gupta and Muita (2013) proved that entrepreneurial personality had statistically significant relationship with performance.

19. Karunanithy and Jeyaraman (2013) research titled: **"Impact of Entrepreneurs' characteristics on the Organizational Development of the Small Business Entrepreneurs, Chicago".** The main objective for the study was to assess how the entrepreneurs' characteristics influence the organizational development. To measure entrepreneurs' characteristics, achievement competences, planning competences and power competences were selected as independent variables and their impact on organizational development was measured through a sample of 105 entrepreneurs from Kandy region, sample kind was random sampling technique. Both questionnaires and interviews were used in this study. The regression and correlation analysis were used for further analysis. The results showed that the characteristics of the small business entrepreneurs in Kandy district had significant relationship with organizational development. Results also showed that achievement competencies and power competencies were of low level contribution to organizational development, whereas the planning competencies contributed comparatively more.

Karunanithy and Jeyaraman (2013) study indicated that entrepreneurs' characteristics have impact on the organization development.

20. Widiastuti (2013) study titled: **"The Relationship between Personality Characteristics, Demographic Factors and Entrepreneurial Propensity of Students".** The purpose of the paper was to address the question why some students choose to be an entrepreneur? Sample used in this study was purposive sampling method; the respondents in the sample were selected based on the assumption that they attended entrepreneurship course and they had knowledge to start up entrepreneurial activities. 132 out of 200 university students in management program completed the questionnaires. Data were analyzed using percentage analysis, Chi-Square test and Kolmogorov-Smirnov test. The result demonstrated that most of students have a strong interest to work as entrepreneurs and also indicated a

positive and statistically significant relationship between the dimensions of need for achievement, locus of control and entrepreneurial propensity. There were no relationship between the dimensions of the entrepreneurial risk taking and entrepreneurial propensity. Testing the relationship between personality characteristics included need for achievement, locus of control, risk taking and entrepreneurial propensity indicated the existence of a relationship was weak but a statistically significant correlation between entrepreneurial propensities of students, need for achievement and locus of control. Furthermore, results showed there was no association between the entrepreneurial propensity of students and risk taking. Testing differences in personality characteristics that include the need for achievement, locus of control, risk taking and entrepreneurial propensity showed no differences in entrepreneurial propensity of students on the basis of personality characteristics.

21. Ehigie and Umoren (2013) study titled: **"Psychological Factors Influencing Perceived Entrepreneurial Success among Nigerian Women in Small-Scale Business".** The paper aimed to investigate the influence of the psychological factors on entrepreneurial success. The paper considered self-concept, perceived managerial competence, and work stress and business commitment as important psychological variables for perceived entrepreneurial success among female entrepreneurs. This study applied survey method. A study was conducted on 213 female entrepreneurs and data collected by questionnaire. The results showed that although all the predictor variables jointly accounted for perceived entrepreneurial success only business commitment contributed significantly. However, marital status did not significantly influence perceived entrepreneurial success. The study concluded that success for female entrepreneurs relies on a high self-concept regarding their role in business, commitment to business and reduction of a conflict between home responsibilities and business. The recommendation encouraging women to attend training programs on business management.

Ehigie and Umoren (2013) showed that psychological factors have impact on the entrepreneurial success. It declared that psychological factors part of the entrepreneurs' characteristics.

22. Davis, at. al. (2013) research titled: **"Exploring the Relationship between Nursing Home Financial Performance and Management Entrepreneurial Attributes".** The aim of paper was to explore the relationship between entrepreneurial orientation (innovativeness, pro-activeness and risk-taking) and financial performance in nursing homes. A survey was developed and mailed to a population of 670 nursing homes in the state of Florida. The final sample used in analysis included 104 respondents. Entrepreneurial orientation assessed by using nine-item and financial performance was assessed by using total profit margin. The results found a negative relationship between innovativeness and short-term

financial performance, but it found a relationship between performance and risk-taking. The results also demonstrated that the various aspects of entrepreneurial behaviors have a differential effect on firm's performance. Study recommended that innovative administrators should be prepared for some initial decrease in profitability following new service implementation.

Davis, at. al. (2013) study explored that risk-taking propensity is one dimension of entrepreneurial orientation. The study proved that there is relationship between risk-taking propensity and business performance.

23. Moloi and Nkhahle-Rapita (2014) research titled: **"The Impact of Fashion Entrepreneurs' Traits on the Success of Fashion Business in the Gauteng Province in South Africa".** The aim of the study was to examine the impact of fashion entrepreneurs' traits (risk taking, self-confidence, ambition, motivation, positive attitude, creativity, opportunity recognition and commitment) on the success of fashion business in the Gauteng province of South Africa. The simple random sampling technique was used to select 208 respondents. The questionnaire was used to collect the data. The study found that 92.3% of fashion entrepreneurs take risks, while 100% indicated that they were motivated by the success achieved in their business. Some of the fashion entrepreneurs 75.9% indicated that they considered themselves to be creative. The study recommended that future research should include different industries' entrepreneurs in the region.

Moloi and Nkhahle-Rapita (2014) study has similar objective of the current study. It revealed the impact of fashion entrepreneurs' traits on the business success at South Africa. Moreover it showed that entrepreneurs' traits include risk taking, self-confidence, ambition, motivation, positive attitude, creativity, opportunity recognition and commitment.

B. Previous Arabic Studies:

1. Al-Manasra (2008) research titled: **"The Impact of Entrepreneurial Orientation Dimensions of Managers on Strategic Decisions Effectiveness in Jordanian Public Shareholding Companies".** The purpose of this study analyzing the impact of the entrepreneurial orientation dimensions on the strategic decisions effectiveness in Jordanian Public Shareholding Companies. Entrepreneurial orientation dimensions; innovative dimension, risk taking dimension, proactive dimension, autonomous dimension, and competitive aggressiveness dimension. The sample was selected from Jordanian Public Shareholding Companies based at Amman Stock exchange 2007 data. Questionnaires distributed to 330 top managers. The responses totaled to 69%. The study is descriptive and analytical, because it uses descriptive methods such as: mean and standard deviation. It also uses analytical methods such as:

Cronbach Alpha to test reliability, correlation coefficient, and sample paired t-test, and the regression analysis. The main result was that there is a significant effect of the entrepreneurial orientation dimensions of managers on the effectiveness of strategic decisions. The study recommends organizations to adopt entrepreneurial orientation dimensions to reach effective strategic decisions which help to achieve growth and success.

Excimirey (2008) research benefits the researcher that it showed the impact of the entrepreneurial orientation dimensions on the strategic decisions effectiveness in Jordanian Public Shareholding Companies. And clarified that the entrepreneurial orientation dimension consist of innovative dimension, risk taking dimension, proactive dimension, autonomous dimension, and competitive aggressiveness dimension.

2. **Alsadi (2011)** research titled: **"The Impact of Entrepreneurial Orientation and E-Business Adoption on Banks Performance in Jordan".** The study aimed to analyze the impact of entrepreneurial orientation and e-business adoption on banks performance in Jordan. Entrepreneurial orientation represented by three dimensions; innovativeness, pro-activeness and risk-taking, E-business represented by its breadth and depth as independent variables, banks performance represented by objective and subjective performance as the dependent variable. The population consisted of all the (23) banks in Jordan at the end of (2009). Three banks were excluded due to their refusal to participate in the study. The questionnaire was the main research instrument and the research sample consisted of (145) bank managers, including top management and branch managers and those who hold equal positions. The main result is Banks in Jordan have high entrepreneurial orientation, and this orientation does affect their objective and subjective performance. The study recommended Banks in Jordan should adopt entrepreneurial orientation dimensions of innovativeness and pro-activeness to enhance their performance.

Alsadi (2011) study benefits the researcher that Entrepreneurial orientation consist of three dimensions; innovativeness, pro-activeness and risk-taking.

3. **Al-Damen (2012)** research titled: **"The Effect of Entrepreneurs' characteristics on the Performance of Small Industrial Business in Jordan".** The main purpose of this study is investigating the effect of entrepreneurs' characteristics; innovation competencies, creativity, initiation, risk tasking and need for achievement, on the performance of small industrial business in Jordan. The population of study was all small industrial business in capital Amman. A stratified, percentile sample was selected from small industrial business totaling 311 projects. The main results indicated that there is a significant

effect of entrepreneurs' characteristics on the performance of small industrial businesses in Amman. The study recommended the owners of small industrial business to concentrate on the development of their entrepreneurs' characteristics which has positive effect on the performance of the small industrial businesses.

Al-Damen (2012) benefit the researcher that the entrepreneurs' characteristics include innovation competencies, creativity, initiation, risk tasking and need for achievement. At the study indicated that there is a significant effect of entrepreneurs' characteristics on the performance of small industrial businesses in Amman.

4. **Al-Qasem** (2013) research titled: **"The Impact of Entrepreneurs' characteristics in Adopting Strategic Orientations / Field Study in the Private School in Amman".** The aim of this study was investigating the impact of Entrepreneurs' characteristics in Adopting Strategic Orientation in the Private Schools in Amman. The population consists of all employees in the Private Schools (44 School) in Amman which include 500 students and more. The study sample includes all principals, head of departments in the Private Schools in Amman. The study is descriptive and analytical study. A self - administrated questionnaire was used to collect the primary data. Statistical tools and methods used are the arithmetic Mean, standard deviation, one sample T-test, multiple and simple Regression and One Way ANOVA. The main result of the study: there was a significant impact of entrepreneurs' characteristics; self-confidence, initiative, achievement, independence and responsibility, innovation and risk, in adopting strategic orientations in the private schools in Amman. The studies recommended caring about the entrepreneurs' characteristics in the schools in order to promote and spread the spirit of innovation among its employees.

Al-Qasem (2013) Benefit the researcher that the entrepreneurs' characteristics include self-confidence, initiative, achievement, independence and responsibility, innovation and risk. Moreover the study indicated that there is a significant impact of entrepreneurs' characteristics on adopting strategic orientations in the private schools in Amman.

2.6 Expected Contributions of the Study as Compared with Previous Studies:

1. **Objective and Purpose:**

a. The objective of this research is to provide sound recommendations about performance measurement within entrepreneurship context for the Medical Instruments Supplies Organizations in Jordan.

b. The purpose is to investigate the impact of entrepreneurs' characteristics on the small business success.

2. **Population:** small business for Medical Instruments Supplies Organizations in Jordan-Amman.

3. **Environment:** This study applied in Jordan-Amman.

4. **Variables:** The previous studies considered different types of the entrepreneurs' characteristics variables. This study concentrates on the most widely used variables, as shown in model (1.1).

5. **Methodology:** This study used survey method which negates the need for sampling.

6. **Tool of data collection:** questionnaire was used as main tool for data collection.

Chapter Three:

Methods and Procedures

This chapter discusses the methodology used in this research. It starts with explanation about study approach and design, then the population, survey and unit of analysis. It will highlight the data collection methods and how the questionnaire has been built. The chapter also includes normality, validity, and reliability tests. Finally, it demonstrates the demographic data analysis.

3.1 Study Approach and Design:

The current study is considered as a descriptive and analytical study. It aimed at investigating the impact of entrepreneurs' characteristics on small business success of Medical instruments Supplies Organizations in Jordan. It started with literature review and pilot study to develop the currently used measurement model to explore the entrepreneurs' characteristics profile. Then, a panel of referees was consulted to finalize the items to be included in the questionnaire. Finally, the survey was made, and the results were compared with previous researches.

3.2 Study Population, Survey and Unit of Analysis:

Population and Survey: The small business of Medical Instruments Supplies Organizations (organizations with capital less than 30,000 JD and employing less than 20 employees; Department of Statistics of Jordan) registered in Ministry of Industry and Trade and they are only 66 organizations. The entire population was chosen and surveyed to investigate the topic of entrepreneurs' characteristics, thus negating any need for sampling.

Unit of Analysis: The survey unit of analysis is composed of owners and managers of the small business of Medical Instruments Supplies Organizations.

3.3 Data Collection Methods:

Both secondary and primary data were used to fulfill the purpose of this study. Secondary data were collected from Ministry of Industry and Trade, Department of Statistics of Jordan, journals, books, thesis, dissertations, working papers, and the Worldwide Web. Primary data was collected by comprehensive survey using questionnaire; Appendix (5).

Tool of Collecting Primary Data:

To actualizing the research project a tested instrument was developed to suit the current study. Initial items designed in the questionnaire were developed depending on prior studies. Then the questionnaire

was validated through a panel of referees; academic and professional experts with high professional background (Appendix 1).

Questionnaire Variables:

1. First section is including demographic dimensions related to gender, age, years of experience, qualifications and specialization.

2. Second section includes both independent and dependent variables as follows:

a. Independent Variables (Entrepreneurs' characteristics) items 1 to 33 in the questionnaire - part two: Through literature review, the researcher has identified six important independent variables that contribute to entrepreneurs' characteristics: Need for achievement, Self-confidence, Initiativeness, Independency and Responsibility, Risk taking propensity and Experience. Each variable was measured by 5 items, except Independence and Responsibility with 8 items; the total items were 33 items.

b. Dependent variable (small business success) items 34 to 53 in the questionnaire – part two: Dependent variable of the study is related to Medical Instruments Supplies Organizations' success dimensions: Sales Growth, Gross Profit, Capital Growth, and Work Expansion. Organization success was measured through 20 items divided into four groups, each tested with 5 items.

All variables were measured by five-point Likert-type scale to tap into the individual's perceptions, ranging from value 1 (strongly disagree) to value 5 (strongly agree) used throughout the questionnaire.

Panel of referees: Panel of referees was selected from academic and professional leaders to evaluate, select and arrange the questionnaire items. Almost all their comments were considered and the questionnaire was modified accordingly.

3.4 Data Collection and Analysis:

Data have been gathered during the period from March to June 2014. The targeted organizations were 66 organizations, one organization was closed and the researcher could not reach 3 organizations. Questionnaires were distributed to 130 out of about 150 owners and managers in 62 organizations i.e. 86.7% of total unit of analysis. The researcher gathered only 115 questionnaires representing a response rate of 77% of total unit of analysis, because 15 respondents failed to return the questionnaires. Another four respondents failed to complete the questionnaire statements. Therefore, the actual number of questionnaires analyzed was only 111 representing 74% of the total unit of analysis.

SPSS 20 was used to analyze the impact of entrepreneurs' characteristics on the small business success.

1. Normal Distribution (Kolmogorov-Smirnov Z Test):

In order to verify the normal distribution of variables, the researcher carried out Kolmogorov-Smirnov (K-S) Z test. All dependent and independent variables were tested for normality. If the significance is more than 5%, normality is accepted.

Table (3.1) shows that all the all independent and dependent variables are normally distributed, since the significances of all variables were more than 5%, so normality was assumed.

Table (3.1): One-Sample Kolmogorov-Smirnov Test

Variable	Kolmogorov-Smirnov Z	Sig. (2-tailed)
Need for Achievement	1.328	0.059
Self-Confidence	1.299	0.069
Initiativeness	1.250	0.088
Independency and Responsibility	0.983	0.289
Risk Taking Propensity	0.963	0.312
Experience	1.183	0.122
Sales Growth	1.286	0.073
Gross Profit Growth	1.162	0.134
Capital Growth	1.341	0.055
Work Expansion	1.253	0.087

2. Validity Test:

Methods were used to confirm validity; face validity: for face validity two sources of data were used (literature and panel of referees) to develop and refine the measures.

3. Reliability Test (Cronbach's Alpha):

The reliability is evident by strong Cronbach's alpha coefficients of internal consistency. Reliability analysis for variables is show in table (3.2) below:

Table (3.2): Reliability Analysis for Independent and Dependent Variables

Variable	No. of Items/Variables	Cronbach's Alpha
Need for Achievement	5	0.640
Self-Confidence	5	0.651
Initiativeness	5	0.758
Independency and Responsibility	8	0.852
Risk Taking Propensity	5	0.798

Experience	5	0.867
Sales Growth	5	0.787
Gross Profit Growth	5	0.875
Capital Growth	5	0.903
Work Expansion	5	0.907

If Alpha Coefficients is more than 60% will be accepted. As shown in table (3.2) Cronbach's alpha coefficients for independent variables are ranging between 0.640 and 0.867 and for dependent dimensions are ranging between 0.787 and 0.907.

4. Respondents' Demographic Description:

Table (3.4) shows the general characteristics of the respondents in terms of gender, age, years of experience, qualification and specialization.

As shown in the table (3.3), the demographic characteristics as follows:

1. Gender: it seems that most of the respondents are males with 86 (77.5%) while female rated 25 (22.5%). This indicates that most of the entrepreneurs in Jordan are males; moreover the traditions and culture in Jordan restrict females to be entrepreneurs and having their own business.

Table (3.3): Demographic Analysis

Dimension		Frequency	Percent
Gender	Male	86	77.5
	Female	25	22.5
	Total	111	100.0
Age	Less or equal 25	9	8.2
	Above 25 - 35	33	29.7
	Above 35 - 45	41	36.9
	>45	28	25.2
	Total	111	100.0
Years of Experience	Less or equal 5	21	18.9
	Above 5 - 10	28	25.2
	Above 10 - 15	33	29.7
	>15	29	26.1
	Total	111	100.0
Qualifications	Diploma or less	27	24.3
	Bachelor	66	59.5
	Master	13	11.7

	Doctorate	5	4.5
	Total	111	100.0
Specialization	business	13	11.7
	Science line	86	77.5
	Arts line	5	4.5
	Others	7	6.3
	Total	111	100.0

2. Age: the highest percentage of the respondents entrepreneurs' ages are above 35 – 45 (36.9%), then above 25 – 35 (29.7%), then ages above 45 (25.2%) and ages less or equal 25 (8.2%). This indicate that the awareness of the ages below 34 years is not fair enough to make these people entrepreneurs.

3. Years of Experience: the majority of the respondents' experiences were having above 10 – 15 years of experience 33 (29.7%) then those with more than 15 years of experience 29 (26.1%), followed by above 5 – 10 years of experience 28 (25.2%) and the least with less or equal 5 years of experience 21 (18.9%). as shown most of the entrepreneurs have years of experience more than 10 years, and this indicate that the experience is very important in the field of Medical Instruments Supplies.

4. Qualifications: the highest percentage of the respondents had bachelor degree 66 (59.5%), then diploma 27 (24.3%), followed by masters 13 (11.7%) and doctorate 5 (4.5%). This result refers to the fact that most of industrial owners and managers satisfied in their bachelor degree, and they are enjoying in the market.

5. Specialization: most of the respondents were holding science certificates 86 (77.5%), then business certificates 13 (11.7%), followed by other certificates 7 (6.3%) and finally only 5 (4.5%) were holding arts certificates. This indicates that Medical Instruments Supplies Field requires science specialization such as biomedical engineering and pharmaceutical background.

Chapter Four:

Analysis and Results

This chapter presents data analysis and research results. The chapter has been divided into three sections. The first section deals with variables analysis and description from statistical point of view including means, standard deviations, t-values, ranking and importance. The second section presents the correlation among independent variables, and then their correlation with dependent variable. The third section tests hypotheses via multiple-regressions.

4.1 Study Variables Analysis

This section analyzes and describes the independent and dependent variables from statistical point of view including means, standard deviations, t-values, ranking and importance.

The importance is calculated based on the following criteria: 5-1/3 = 1.33. So low, medium and high degree of existence will be considered based on the below interval:

1. Low degree of existence from 1 to 2.33 (1 + 1.33 = 2.33).
2. Medium degree of existence from 2.34 to 3.67 (2.34 + 1.33 = 3.67).
3. High degree of existence from 3.68 to 5.

A. Entrepreneurs' Characteristics Variables:

Table (4.1) shows that the average means of the respondents' perception about the degree of existence of entrepreneurs' characteristics variables were ranging from 3.207 to 4.202, with standard deviation that ranges from 0.490 to 0.666. Such results indicate that there is an agreement on high existence of entrepreneurs' characteristics variables, except risk taking propensity variable which was having medium degree of existence. The mean of the total entrepreneurs' characteristics variables was 3.868 with standard deviation 0.407 which indicates that there is an agreement on high existence of these variables. Finally, the overall result indicates that there is a significant degree of existence of the entrepreneurs' characteristics among Medical Instruments Supplies Organizations, where (t=22.452>1.96). This indicate that the owners and managers work in Medical Instruments Supplies Field act entrepreneurially, they are qualified to own and manage their small business, and they can invest their entrepreneurial personality to lead their small business to success.

Table (4.1): Mean, Standard Deviation and One-Sample T-Test Results for Independent Variables.

Variable	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
Need for Achievement	3.995	0.490	21.407	1.96	2	High
Self-Confidence	3.975	0.512	20.068	1.96	3	High
Initiativeness	3.908	0.571	16.747	1.96	5	High
Independency and Responsibility	3.922	0.502	19.365	1.96	4	High
Risk Taking Propensity	3.207	0.666	3.278	1.96	6	Medium
Experience	4.202	0.597	21.221	1.96	1	High
Independent Variables	**3.868**	**0.407**	22.452	**1.96**		**High**

1. Need for Achievement Variable:

Table (4.2) shows that the average means of respondents' perception about the degree of existence of need for achievement variable items were ranging from 3.94 to 4.06, with standard deviation that ranges from 0.731 to 0.796. Such results indicate that there is an agreement on high existence of need for achievement variable items. The mean of the total need for achievement variable items was 3.995 with standard deviation 0.490 which indicates that there is an agreement on high existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the need for achievement variable among Medical Instruments Supplies Organizations, where (t=21.407>1.96). This indicate that the owners and managers have high standard levels to achieve, and they always need to achieve the high standard level in turn make them not act as usual people.

Table (4.2): Mean, Standard Deviation and One-Sample T-Test Results for Need for Achievement Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
I try to do the difficult tasks to achieve the desired goals.	4.06	0.754	14.852	1.96	1	High
I work hard to accomplish the difficult targets.	3.95	0.731	13.764	1.96	4	High
I allocate enough time to think about how to complete the works.	3.96	0.762	13.330	1.96	3	High
I have ability to convert the new ideas to real results.	3.94	0.778	12.690	1.96	5	High
I invest the available resources to achieve the targets.	4.05	0.796	13.953	1.96	2	High
Need for Achievement	**3.995**	**0.490**	**21.407**	**1.96**		**High**

2. Self-Confidence Variable:

Table (4.3) shows that the average means of respondents' perception about the degree of existence of self-confidence variable items were ranging from 3.86 to 4.05, with standard deviation that ranges from 0.737 to 0.862. Such results indicate that there is an agreement on high existence of self-confidence variable items. The mean of the total self-confidence variable items was 3.975 with standard deviation 0.512 which indicates that there is an agreement on high existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the self-confidence variable among Medical Instruments Supplies Organizations, where (t=20.068>1.96). This result indicates that owners and managers work in the Medical Instruments Supplies Field highly believe in their self, they are always confident and they know what they want.

Table (4.3): Mean, Standard Deviation and One-Sample T-Test Results for Self-Confidence Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
When I convince with an idea I see my-self right, even if the others disagree on my opinion.	3.86	0.862	10.463	1.96	5	High
I frankly express my opinion when I'm convinced of it.	3.98	0.763	13.567	1.96	3	High
I do what I believe it is right for the work.	4.04	0.819	13.321	1.96	2	High
When I am doing the work, I think I am able to achieve the success.	4.05	0.773	14.372	1.96	1	High
I thing that I have the skills that required to succeed in business	3.95	0.737	13.531	1.96	4	High
Self-Confidence	**3.975**	**0.512**	**20.068**	**1.96**		**High**

3. Initiativeness Variable:

Table (4.4) shows that the average means of respondents' perception about the degree of existence of initiativeness variable items were ranging from 3.84 to 3.94, with standard deviation that ranges from 0.742 to 0.848. Such results indicate that there is an agreement on high existence of initiativeness variable items. The mean of the total initiativeness variable items was 3.908 with standard deviation 0.571 which indicates that there is an agreement on high existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the initiativeness variable among Medical Instruments Supplies Organizations, where (t=16.747>1.96). This result indicates that entrepreneurs working in the

Medical Instruments Supplies Field are always get what is new through their activities such as attending the international medical instruments exhibitions and importing latest instruments to Jordan.

Table (4.4): Mean, Standard Deviation and One-Sample T-Test Results for Initiativeness Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
I always try to get what is new to make the business in better way.	3.92	0.822	11.782	1.96	3	High
I search for new technology to use it to accomplish my works.	3.91	0.848	11.305	1.96	4	High
I always seek innovative solutions to overcome the challenges.	3.94	0.742	13.304	1.96	1	High
I seek for new opportunities in my business.	3.94	0.801	12.325	1.96	2	High
I provide new products and services to the market.	3.84	0.792	11.139	1.96	5	High
Initiativeness	**3.908**	**0.571**	**16.747**	**1.96**		**High**

4. Independency and Responsibility Variable:

Table (4.5) shows that the average means of respondents' perception about the degree of existence of independency and responsibility variable items were ranging from 3.75 to 4.13, with standard deviation that ranges from 0.638 to 0.800. Such results indicate that there is an agreement on high existence of independency and responsibility variable items. The mean of the total independency and responsibility variable items was 3.922 with standard deviation 0.502 which indicates that there is an agreement on high existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the independency and responsibility variable among Medical Instruments Supplies Organizations, where (t=19.365>1.96).

Table (4.5): Mean, Standard Deviation and One-Sample T-Test Results for Independency and Responsibility Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
I take the decisions that I thing they are appropriate, when there are different point of views.	3.86	0.796	11.328	1.96	5	High
I freely take appropriate decisions without being influenced by other people.	3.76	0.800	9.964	1.96	7	High

I have enough freedom to apply the decisions that I convinced of them.	3.75	0.732	10.763	1.96	8	High
I am able to face the challenges independently.	3.85	0.753	11.846	1.96	6	High
I schedule my work according to my time and work benefit.	4.03	0.768	14.085	1.96	3	High
I bear full responsibility and the consequences of my decisions.	4.13	0.702	16.897	1.96	1	High
I bear full responsibility about any wrong decisions resulting undesired outcomes.	3.95	0.779	12.913	1.96	4	High
I don't try to find excuses when I take inappropriate decisions by saying that the reasons are because of circumstances or others.	4.05	0.638	17.257	1.96	2	High
Independency and Responsibility	**3.922**	**0.502**	**19.365**	**1.96**		**High**

This result indicates that entrepreneurs working in the medical instruments supplies field are aware about the importance of being responsible and independent to achieve the best result.

5. Risk Taking Propensity Variable:

Table (4.6) shows that the average means of respondents' perception about the degree of existence of risk taking propensity variable items were ranging from 3.11 to 3.41, with standard deviation that ranges from 0.825 to 1.005. Such results indicate that there is an agreement on medium existence of risk taking propensity variable items. The mean of the total risk taking propensity variable items was 3.207 with standard deviation 0.666 which indicates that there is an agreement on medium existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the risk taking propensity variable among Medical Instruments Supplies Organizations, where (t=3.278>1.96). This result indicates that entrepreneurs working in the Medical Instruments Supplies Field are not highly risk taker, and they don't exploit all opportunity in the market. This may refer to high market competition and turbulent environment.

Table (4.6): Mean, Standard Deviation and One-Sample T-Test Results for Risk Taking Propensity Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
I am always ready to bear calculated risk to achieve the target.	3.41	0.825	5.290	1.96	1	Medium
I exploit the available opportunities even if results are ambiguous.	3.16	0.890	1.920	1.96	3	Medium
I invest the available resources in projects that I believe that will be successful, even if there is no enough information.	3.11	0.888	1.283	1.96	4	Medium
I do the works that may lead to success, even if the success is uncertain.	3.19	0.858	2.322	1.96	2	Medium
I work enthusiastically in cases characterized by high level of risk.	3.16	1.005	1.700	1.96	3	Medium
Risk Taking Propensity	**3.207**	**0.666**	**3.278**	**1.96**		**Medium**

6. Experience Variable:

Table (4.7) shows that the average means of respondents' perception about the degree of existence of Experience variable items were ranging from 4.15 to 4.26, with standard deviation that ranges from 0.657 to 0.777. Such results indicate that there is an agreement on high existence of experience variable items. The mean of the total experience variable items was 4.202 with standard deviation 0.597 which indicates that there is an agreement on high existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the experience variable among Medical Instruments Supplies Organizations, where (t=21.221>1.96). The researcher believe the highly degree of existence of experience refer to that most of entrepreneurs work in Medical Instruments Supplies Field have their experience from the same field, on the other word spent most of their business life in this field, not any entrepreneur work in the other field can work in medical instruments supplies field.

Table (4.7): Mean, Standard Deviation and One-Sample T-Test Results for Experience Variable.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
I have appropriate experience in my business field.	4.15	0.777	15.638	1.96	5	High
I devote my experiences to do my work in correct way.	4.26	0.710	18.720	1.96	2	High
I use my experience to develop the business.	4.26	0.657	20.238	1.96	1	High

I believe that my experience affects the company productivity.	4.16	0.769	15.918	1.96	4	High
I have accumulated experience in building relationships with the clients, that I invest these relationships to make business success.	4.17	0.773	15.960	1.96	3	High
Experience	**4.202**	**0.597**	**21.221**	**1.96**		**High**

B. Small Business Success Dimensions:

Table (4.8) shows that the average means of the respondents' perception about the degree of existence of success dimensions were ranging from 3.371 to 3.607, with standard deviation that ranges from 0.598 to 0.809. Such results indicate that there is an agreement on medium existence of Success Dimensions. The mean of the total success dimensions was 3.448 with standard deviation 0.632 which indicates that there is an agreement on medium existence of these dimensions. Finally, the overall result indicates that there is a significant degree of existence of the success dimensions among Medical Instruments Supplies Organizations, where (t=7.468>1.96).

Table (4.8): Mean, Standard Deviation and One-Sample T-Test Results for Success Dimensions.

Dimension	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
Sales Growth	3.607	0.598	10.706	1.96	1	Medium
Gross Profit Growth	3.371	0.693	5.641	1.96	4	Medium
Capital Growth	3.380	0.747	5.360	1.96	3	Medium
Work Expansion	3.432	0.809	5.633	1.96	2	Medium
Dependent Variables	**3.448**	**0.632**	**7.468**	**1.96**		**Medium**

1. Sales Growth Dimension:

Table (4.9) shows that the average means of respondents' perception about the degree of existence of sales growth dimension items were ranging from 3.50 to 3.70, with standard deviation that ranges from 0.746 to 0.893. Such results indicate that there is an agreement on medium existence of sales growth dimension items. The mean of the total sales growth dimension items was 3.607 with standard deviation 0.598 which indicates that there is an agreement on medium existence of this dimension. Finally, the overall result indicates that there is a significant degree of existence of the sales growth dimension among Medical Instruments Supplies Organizations, where (t=10.706>1.96). The researcher believes that the degree of the existence of sales growth refer to the fact that the number of clinics opens continually

increases as result of number of graduated doctors and dentists increased yearly in turn increase the sales in Medical Instruments Supplies Organizations.

Table (4.9): Mean, Standard Deviation and One-Sample T-Test Results for Sales Growth Dimension.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
Our company can reach the sales targets.	3.70	0.782	9.473	1.96	1	High
The sales increase continuously with time.	3.67	0.790	8.890	1.96	2	High
Market share of our company grows continuously.	3.60	0.845	7.525	1.96	3	Medium
Our employees' number increases with the company age.	3.50	0.893	5.845	1.96	5	Medium
Our company sales growth average is higher than the competitors.	3.57	0.746	8.014	1.96	4	Medium
Sales Growth	**3.607**	**0.598**	**10.706**	**1.96**		**Medium**

2. Gross Profit Dimension:

Table (4.10) shows that the average means of respondents' perception about the degree of existence of gross profit growth dimension items were ranging from 3.32 to 3.47, with standard deviation that ranges from 0.784 to 0.882. Such results indicate that there is an agreement on medium existence of gross profit growth dimension items. The mean of the total gross profit growth dimension items was 3.371 with standard deviation 0.693 which indicates that there is an agreement on medium existence of this variable. Finally, the overall result indicates that there is a significant degree of existence of the gross profit growth dimension among Medical Instruments Supplies Organizations, where (t=5.641>1.96). The researcher believe that the degree of the existence of gross profit refer to that the margin of the instruments of the Medical Instruments Supplies Organizations field is relatively high.

Table (4.10): Mean, Standard Deviation and One-Sample T-Test Results for Gross Profit Dimension.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
The gross profit of the company reaches the planed target.	3.37	0.841	4.626	1.96	2	Medium
Gross profit grows from one year to another.	3.47	0.882	5.594	1.96	1	Medium
Gross profit rate of our company is matching with the competitors.	3.32	0.874	3.802	1.96	5	Medium

Gross profit is matching with our expectation.	3.34	0.858	4.203	1.96	4	Medium
Gross profit rate matching with other companies working in the same field in Jordan.	3.36	0.784	4.844	1.96	3	Medium
Gross Profit Growth	**3.371**	**0.693**	**5.641**	**1.96**		**Medium**

3. Capital Growth Dimension:

Table (4.11) shows that the average means of respondents' perception about the degree of existence of capital growth dimension items were ranging from 3.25 to 3.44, with standard deviation that ranges from 0.814 to 0.928. Such results indicate that there is an agreement on medium existence of capital growth dimension items. The mean of the total capital growth dimension items was 3.380 with standard deviation 0.747 which indicates that there is an agreement on medium existence of this dimension. Finally, the overall result indicates that there is a significant degree of existence of the capital growth dimension among Medical Instruments Supplies Organizations, where (t=5.360>1.96). The researcher believes that the degree of the existence of capital growth is result of the degree of existence of gross profit. On the other word, accumulating gross profit over time will result in capital growth. This is indication that the owners and managers in medical instruments supplies tend to invest their profit more than plough back.

Table (4.11): Mean, Standard Deviation and One-Sample T-Test Results for Capital Growth Dimension.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
The company's capital is increasing according to our plan.	3.41	0.928	4.602	1.96	3	Medium
Return on investment increase from one year to another.	3.37	0.873	4.457	1.96	4	Medium
The company's capital increases better than the competitors.	3.25	0.814	3.264	1.96	5	Medium
Company's assets increase with the time.	3.43	0.880	5.175	1.96	2	Medium
The company's capital development as a result of the profit accumulation.	3.44	0.901	5.160	1.96	1	Medium
Capital Growth	**3.380**	**0.747**	**5.360**	**1.96**		**Medium**

4.

5. Work Expansion Dimension:

Table (4.12) shows that the average means of respondents' perception about the degree of existence of work expansion dimension items were ranging from 3.39 to 3.59, with standard deviation that ranges from 0.882 to 1.020. Such results indicate that there is an agreement on medium existence of work expansion dimension items. The mean of the total work expansion dimension items was 3.432 with standard deviation 0.809 which indicates that there is an agreement on medium existence of this dimension. Finally, the overall result indicates that there is a significant degree of existence of the work expansion dimension among Medical Instruments Supplies Organizations, where (t=5.633>1.96). The researcher believe that the degree of the existence of work expansion refer to increasing the number of services and sales staff as result of surviving, growth, and increasing the sales over time. Increasing the sales over time will increase the number of instruments sold in the market and that will require increasing the service staff.

Table (4.12): Mean, Standard Deviation and One-Sample T-Test Results for Work Expansion Dimension.

Item	Mean	S.D.	t-Value	t-Tabulated	Rank	Importance
Number of employees increases continuously with the increase of business size.	3.39	1.020	4.003	1.96	4	Medium
Number of products that the company introduces to the customers increase continuously.	3.39	0.926	4.407	1.96	3	Medium
The business is expanded through entering new market.	3.46	0.882	5.488	1.96	2	Medium
New customers are attracted continuously.	3.59	0.919	6.712	1.96	1	Medium
New departments are added as the business develops.	3.34	0.986	3.657	1.96	5	Medium
Work Expansion	**3.432**	**0.809**	**5.633**	**1.96**		**Medium**

4.2 Relationships between the Study Variables:

Before testing the hypotheses, Pearson correlation (r) was carried out to test the correlation among the entrepreneurs' characteristics variables, then between entrepreneurs' characteristics and business success dimensions, to answer the question of relationship. The results of Pearson correlation test are shown in the Pearson correlation matrix,

Table (4.13), which shows that the relationships among the entrepreneurs' characteristics variables are medium to strong, where r ranges from 0.211 to 0.627. The results indicate that there are medium to high relationships among entrepreneurs' characteristics variables.

The matrix also shows that the relationships among dependent dimensions are very strong, where r ranges from 0.624 to 0.824.

Table (4.13): Pearson's Correlation (r) Among Independent Variables, and between Independent and Dependent Variables.

		1	2	3	4	5	6	7	8	9	10	11	1
1	Need for Achievement												
2	Self-Confidence	0.544**											
		0.000											
3	Initiativeness	0.613**	0.555**										
		0.000	0.000										
4	Independency and Responsibility	0.503**	0.523**	0.622**									
		0.000	0.000	0.000									
5	Risk Taking Propensity	0.246**	0.277**	0.235*	0.338**								
		0.009	0.003	0.013	0.000								
6	Experience	0.431**	0.627**	0.546**	0.587**	0.211*							
		0.000	0.000	0.000	0.000	0.026							
7	Independent Variables	0.734**	0.784**	0.798**	0.797**	0.554**	0.768**						
		0.000	.000	.000	.000	.000	.000						
8	Sales Growth	0.525**	0.524**	0.520**	0.622**	0.457**	0.579**	0.731**					
		0.000	0.000	0.000	0.000	0.000	0.000	0.000					
9	Gross Profit Growth	0.680**	0.670**	0.675**	0.737**	0.438**	0.657**	0.867**	0.684**				
		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
10	Capital Growth	0.649**	0.678**	0.650**	0.687**	0.434**	0.714**	0.858**	0.660**	0.824**			
		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
11	Work Expansion	0.624**	0.629**	0.720**	0.651**	0.390**	0.697**	0.836**	0.624**	0.679**	0.793**		
		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
12	Dependent Variables	0.702**	0.710**	0.731**	0.761**	0.481**	0.751**	0.932**	0.819**	0.897**	0.932**	0.889**	
		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

** at Sig.≤0.5, ** at Sig.≤0.01.*

Finally, the matrix also shows that the relationship between entrepreneurs' characteristics variables and organizations' business success is strong, where r ranges from 0.481 to 0.761. For the relationship between total entrepreneurs' characteristics variables and total business success dimensions is very strong, where r reaches 0.932, and indicates a very strong relationship between entrepreneurs' characteristics and business success.

4.3 Testing Study Hypothesis

To test hypotheses, a multiple regression analysis was used to analyze the relationship between the entrepreneurs' characteristics variables and small business success, and the effect of independent variables on dependent dimensions. As far as normality, validity and reliability were assumed, so regressions analysis is robust against and applicable in the case at hand; especially after achieving the following underlying assumptions: Durbin-Watson test to ensure independence of errors, VIF (Variance Inflation Factor) and tolerance to test multi-collinearity. If Durbin-Watson test value is about 2 the model does not violate this assumption. While, when VIF is less than 10 and tolerance is more than 5%, the multi-collinearity model does not violate this assumption. To test this assumption, Durbin Watson test is conducted, where (d=1.726), which around of value equal two. This indicates that the residuals are not correlated with each other; therefore, the independence of errors is not violated.

From table (4.14), the VIF value is less than 10 and the Tolerance value is more than 0.05. This indicates that there is no multi-collinearity within the independent variables of the study.

Table (4.14): Multi-Collinearity Test for Main Hypothesis

	Entrepreneurs' Characteristics Variables	Multi-Collinearity Statistics	
		Tolerance	VIF=1/Tolerance
Simple	Need for Achievement	0.553	1.808
	Self-Confidence	0.492	2.033
	Initiativeness	0.459	2.180
	Independency and Responsibility	0.487	2.053
	Risk Taking Propensity	0.867	1.153
	Experience	0.502	1.993

Regression:

Table (4.15): Results of Simple Regression Analysis: Regressing Total Entrepreneurs' Characteristics Variables against Total Business Success Dimensions

Variable	r	R^2	ANOVA F- Value	Sig.
Entrepreneurs' characteristics	0.932	0.868	719.320	0.000

Table (4.15) shows simple regression of total entrepreneurs' characteristics against business success. It indicates that there is a strong relationship between total entrepreneurs' characteristics against business success. Moreover, entrepreneurs' characteristics can explain 86.8% of the variance of business success. While table (4.16) shows the effect of entrepreneurs' characteristics on business success, where (B=0.932, t=26.820, Sig.=0.000).

Table (4.16): Un-standardized and Standardized Coefficients of Simple Regression Model for Total Entrepreneurs' Characteristics Variables

Entrepreneurs' Characteristics Variables	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t-value	p
(Constant)	-2.141	0.210		-10.219	0.000
Entrepreneurs' characteristics Variables	1.445	0.054	0.932	26.820	0.000

Multiple Regressions:

After achieving the underlying assumption of regression model, the researcher conducted the analysis as follows:

Table (4.17): Results of Multiple Regression Analysis: Regressing Entrepreneurs' Characteristics Variables against Business Success

Variable	r	R^2	ANOVA F- Value	Sig.
Entrepreneurs' Characteristics Variables	0.936	0.876	121.945	0.000

The R^2 value is 0.876; therefore, the model is regarded as being suitable to be used for multiple regressions with the data, see table (4.17), while table (4.18) also confirms that.

Table (4.18): Conformity Test (ANOVA Analysis)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.430	6	6.405	121.945	0.000[b]
	Residual	5.462	104	0.053		
	Total	43.892	110			

The Main Hypothesis:

The results of the multiple regressions analysis that regress the six variables of entrepreneurs' characteristics are shown on table (4.17). It shows that the six variables together explained 87.6% of the variance, where (R^2=0.876, F=121.945, Sig.=0.000). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that the entrepreneurs' characteristics have impact on small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

Table (4.19) shows the significant effect of each variable within the entrepreneurs' characteristics variable.

Table (4.19): Un-standardized and Standardized Coefficients of Multiple Regression Model for Entrepreneurs' Characteristics Variables

Entrepreneurs' Characteristics Variables	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t-value	p
(Constant)	-2.200	0.215		-10.216	0.000
Need for Achievement	0.312	0.060	0.242	5.198	0.000
Self-Confidence	0.151	0.061	0.122	2.475	0.015
Initiativeness	0.173	0.056	0.157	3.069	0.003
Independency and Responsibility	0.285	0.062	0.226	4.561	0.000
Risk Taking Propensity	0.199	0.035	0.210	5.643	0.000
Experience	0.326	0.052	0.308	6.311	0.000

**CALCULATE IS LESS THAN 0.05*

Sub-Hypothesis H01.1: The need for achievement does not have impact on small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of need for achievement variable on small business success, where (Beta=0.242, sig.=0.000). Since (t=5.198, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that the need for achievement has an impact on the small business success at (α=0.05).

Sub-Hypothesis H01.2: The self-confidence does not have impact small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of self-confidence variable on small business success, where (Beta=0.122, sig.=0.015). Since (t=2.475, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that self-confidence has an impact on small business success at (α=0.05).

Sub-Hypothesis H01.3: The initiativeness does not have impact on small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of initiativeness variable on small business success, where (Beta=0.157, sig.=0.003). Since (t=3.069, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that initiativeness has an impact on the small business success at (α=0.05).

Sub-Hypothesis H01.4: The independency and responsibility does not have impact small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of independency and responsibility variable on small business success, where (Beta=0.226, sig.=0.000). Since (t=4.561, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that independency and responsibility has an impact on the small business success at (α=0.05).

Sub-Hypothesis H01.5: The risk taking propensity does not have impact on small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of risk taking propensity variable on small business success, where (Beta=0.210, sig.=0.000). Since (t=5.643, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that risk taking propensity has an impact on the small business success at (α=0.05).

Sub-Hypothesis H01.6: The experience does not have impact on small business success at Medical Instruments Supplies Organizations in Jordan, at (α=0.05).

From table (4.19), it is concluded that there is a positive direct impact of risk taking propensity variable on small business success, where (Beta=0.308, sig.=0.000). Since (t=6.311, p<0.05), the null hypothesis is rejected and the alternative hypothesis is accepted, which indicates that risk taking propensity has an impact on the small business success at (α=0.05).

From the above table (4.19), we can conclude that all entrepreneurial characteristic variables have impact on small business success. The experience variable was having the highest impact (Beta=0.308, t=6.311, Sig.=0.000), followed by the need for achievement variable (Beta=0.242, t=5.198, Sig.=0.000) then independency and responsibility variable (Beta=0.226, t=4.561, Sig.=0.000), risk taking propensity variable (Beta=0.210, t=5.643, Sig.=0.000), initiativeness variable (Beta=0.157, t=3.069, Sig.=0.003) and self-confidence variable (Beta=0.122, t=2.475, Sig.=0.015), consequently.

The researcher believe the highly degree of existence of experience refer to that most of entrepreneurs work in medical instruments supplies field have their experience from the same field, on the other word spent most of their business life in this field, not any entrepreneur work in the other field can work in medical instruments supplies field.

Stepwise Regressions:

Table (4.20): Stepwise Regression Models

Model	r	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.761[a]	0.579	0.575	0.41172
2	0.849[b]	0.721	0.716	0.33687
3	0.901[c]	0.812	0.807	0.27757
4	0.924[d]	0.854	0.849	0.24574
5	0.932[e]	0.868	0.862	0.23471
6	0.936[f]	0.876	0.868	0.22918

Table (4.20) shows stepwise regression, it shows that there are sex models. R^2 shows the power of explanation of variance. Model 1 shows that R^2 can explain 57.5% of the variance. Model 2 shows R^2 explains 71.6% of the variance, i. e. Model 2 adds 14.1% of explanation power over model 1. Model 3 explains 80.7% of the variance, i. e. Model 3 adds 9.1% explanation power on model 2. Model 4 explains 84.9% of the variance, i. e. Model 4 adds 4.2% explanation power on model 3. Model 5 explains 86.2% of the variance, i. e. Model 5 adds 1.3% explanation power on model 4. Model 6 explains 86.8% of the variance, i. e. Model 6 adds 0.6% explanation power on model 5.

Table (4.21): Stepwise Beta Coefficient for the impact

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.310	0.309		-1.003	0.318
	Independency and Responsibility	0.958	0.078	0.761	12.245	0.000
2	(Constant)	-1.031	0.271		-3.802	0.000
	Independency and Responsibility	0.615	0.079	0.488	7.773	0.000
	Experience	0.492	0.066	0.465	7.404	0.000
3	(Constant)	-1.869	0.252		-7.421	0.000
	Independency and Responsibility	0.443	0.069	0.352	6.386	0.000
	Experience	0.414	0.056	0.391	7.420	0.000
	Need for Achievement	0.460	0.064	0.357	7.216	0.000
4	(Constant)	-2.110	0.227		-9.288	0.000
	Independency and Responsibility	0.364	0.063	0.289	5.764	0.000
	Experience	0.415	0.049	0.392	8.387	0.000
	Need for Achievement	0.432	0.057	0.335	7.615	0.000
	Risk Taking Propensity	0.207	0.038	0.219	5.523	0.000
5	(Constant)	-2.105	0.217		-9.700	0.000
	Independency and Responsibility	0.293	0.064	0.233	4.590	0.000
	Experience	0.378	0.048	0.357	7.797	0.000
	Need for Achievement	0.350	0.059	0.271	5.885	0.000
	Risk Taking Propensity	0.208	0.036	0.220	5.813	0.000
	Initiativeness	0.192	0.057	0.174	3.347	0.001
6	(Constant)	-2.200	0.215		-10.216	0.000
	Independency and Responsibility	0.285	0.062	0.226	4.561	0.000
	Experience	0.326	0.052	0.308	6.311	0.000
	Need for Achievement	0.312	0.060	0.242	5.198	0.000
	Risk Taking Propensity	0.199	0.035	0.210	5.643	0.000
	Initiativeness	0.173	0.056	0.157	3.069	0.003
	Self-Confidence	0.151	0.061	0.122	2.475	0.015

a. Dependent Variable: Dependent Variables

Again Table (21) shows stepwise regression result. Model 1 indicates that the independency and responsibility have positive impact on small business success where B=0.76. Model 2 shows that independency and responsibility, and experience have positive impact on the small business success

where Beta=0.953 (Beta of independency and responsibility=0.488 and for experience=0.465). Model 3 shows that independency and responsibility, experience and need for achievement have positive impact on the small business success where Beta=1.1 (Beta of independency and responsibility=0.352, for experience=0.391 and for need for achievement=0.357). Model 4 shows that independency and responsibility, experience, need for achievement and risk taking propensity have positive impact on the small business success where Beta=1.235 (Beta of independency and responsibility=0.289, for experience=0.392, for need for achievement=0.335 and for risk taking propensity=0.219). Model 5 shows that independency and responsibility, experience, need for achievement, risk taking propensity and initiativeness have positive impact on the small business success where Beta=1.255 (Beta of independency and responsibility=0.233, for experience=0.357, for need for achievement=0.271, for risk taking propensity=0.220 and for iniviativeness=0.174). Model 6 shows that independency and responsibility, experience, need for achievement, risk taking propensity, initiativeness and self-confidence have positive impact on the small business success where Beta=1.265 (Beta of independency and responsibility=0.226, for experience=0.308, for need for achievement=0.242, for risk taking propensity=0.210, for iniviativeness=0.157 and for self-confidence=0.122).

Chapter Five:

Results' Discussion, Conclusion and Recommendations

5.1 Results' Discussion

Result of the current study shows that there is a significant existence of the entrepreneurs' characteristics among the owners and managers of Medical Instruments Supplies Organizations at Jordan. The researcher believes that the high degrees of existence of entrepreneurs' characteristics refer to awareness of the owners and managers work in the instruments medical supplies organization filed. All variables have high degree of existence with exception of the risk taking propensity which has medium degree of existence. The researcher believe the medium degree of the presence of the risk taking propensity refer to highly level of caring during exploiting risky opportunities. The experience was the highest existence, followed by need for achievement, self-confidence, independency and responsibility, initiativeness and risk taking propensity, respectively. The researcher believe the highly degree of existence of experience refer to that most of entrepreneurs work in medical instruments supplies field have their experience from the same field, on the other word spent most of their business life in this field, not any entrepreneur work in the other field can work in medical instruments supplies field.

The study result shows that the entrepreneurs' characteristics have impact on the small business success at medical instruments supplies. This result is supported by most of the previous studies, such as: Baum and Locke (2004) which showed that entrepreneur' characteristics had a significant direct or indirect effect on venture growth. Furthermore, Adegbite et al. (2006), Sola (2013), Gupta and Muita (2013), Sarwoko et al. (2013) and Pourbahram and Ghahremani (2013) showed that the entrepreneurs' characteristics have positive impact on firms' business performance. Moreover, Oyeniyi and Adeniji (2010) and Sidek and Zainol (2011) concluded that the psychological traits were significant related to the business performance of the entrepreneurs, and Ismail et al. (2012) showed that financial success was explained by four dimensions of entrepreneurial motivation; self-development, wealth creation, need for autonomy and push factors. Ertuna and Gurel (2008) indicated that there was a statistically significant relationship between entrepreneurial intentions and some entrepreneurs' characteristics.

The study shows that **need for achievement** has an impact on the Medical Instruments Supplies Organizations' business success. This result agrees with the following researches results: Sahin et al. (2009), Oyeniyi and Adeniji (2010), Saleem and Abideen (2011), Sidek and Zainol (2011) and Sarwoko et al. (2013), all these studies showed that need for achievement contributed significantly towards business

performance and success. While, Widiastuti (2013) indicated that relationship between need for achievement and entrepreneurial propensity was weak.

The study result shows that **self-confidence** has an impact on the Medical Instruments Supplies Organizations' business success. This result is supported by Ehigie and Umoren (2013). While Adegbite et al. (2006) showed that self-confidence had negative impact on the organization's performance.

The study result shows that **Initiativeness** has an impact on the Medical Instruments Supplies Organizations' business success. This result supports the result of Adegbite et al. (2006).

The study result shows **that independency and responsibility** has an impact on the Medical Instruments Supplies Organizations' business success. This result is going in line with results of Ertuna and Gurel (2008) which showed that there was statistically significant relationship between entrepreneurial intentions and independence. Pourbahram and Ghahremani (2013) showed that independency had positive and significant relationship with organizational performance. Ismail et al. (2012) indicated that financial success explained by need for autonomy. While, Adegbite et al. (2006) showed that independency and responsibility had a negative impact on the organization's performance.

The study result shows that **risk taking propensity** has an impact on the Medical Instruments Supplies Organizations' business success. This result is matching with results of Koh (1996), Ertuna and Gurel (2008), Nishantha (2009), Rao et al. (2013) and Movahedi et al. (2013) which showed the risk taking propensity was positively related to the entrepreneurial business performance. Sahin et al. (2009) indicated that risk taking propensity was critical for business performance and success.

The study result shows that **experience** has an impact on the Medical Instruments Supplies Organizations' business success. This result is supported by results of Adegbite et al. (2006), Kamitewoko (2013), Rao et al. (2013) and Sarwoko et al. (2013) that showed the experience had a positive effect on business performance and success. However, Pourbahram and Ghahremani (2013) concluded that there was no significant difference between organizational performances of managers based on work experience.

Finally; the result of the study shows that there is a relationship between entrepreneurs' characteristics and business success. This result goes in line with Kamitewoko (2013) and Rao et al. (2013) results which showed those entrepreneurs' characteristics were significantly related to the business success. Moreover, Sahin et al. (2009), Islam et al. (2011) and Saleem and Abideen (2011) also showed that entrepreneurs' characteristics were significantly related to the business success of small and medium enterprises. Singh et

al. (2013) concluded that the entrepreneurs' characteristics, organizational structure and corporate culture can create a successful SME.

5.2 Conclusion:

Most of the respondents are male with percentage of 77.5%, have ages between 35-44 years with percentage 36.9%, have experience between 11-15 years with percentage 29.7%, most of them own their own business or partner with the percentage 37.8%, most of them have bachelor degree with percentage of 59.5%, have background of scientific line, and Most of the organizations type are single owner with percentage 67.6 %. 44.1 % of the small business of medical instrument organizations include employees' number more than 15 employees and this may refer to the nature of the work that required staff for sales and staff for the service and maintenance issue in addition to the other management, marketing and financial department.

There is a significant existence of the entrepreneurs' characteristics among the Medical Instruments Supplies Organizations where ($t=22.452 > 1.96$). And there is high existence of the entrepreneurs' characteristics variables in the medical instrument supplies field and that are concluded from the result in the table 4.1 which show the mean of the total entrepreneurs' characteristics variables is 3.868 with standard deviation 0.407. All of the variables have high existence with exception of the risk taking propensity which has medium existence result. The highest existence of the variables are experience, need for achievement, self-confidence, independency and responsibility, initiativeness then risk taking propensity respectively, Table 4.1.

There is medium existence of the success dimensions of the Medical Instruments Supplies Organizations that the mean of the total success dimensions is 3.448 with standard deviation 0.632. And the overall result indicates that there is a significant existence of the success dimensions among Medical Instruments Supplies Organizations, where ($t=7.468 > 1.96$). The highest success dimensions are capital growth, gross profit growth, sales growth then work expansion respectively, Table 4.8.

Based on the multiple regression the null hypothesis is rejected and the alternative hypothesis is accepted, which states that the entrepreneurs' characteristics have impact on small business success of the Medical Instruments Supplies Organizations in Jordan, at ($\alpha=0.05$). From table 4.16 the experience has highest impact on the small business success of Medical Instruments Supplies Organizations followed by the need for achievement, independency and responsibility, risk taking propensity, initiativeness, and then self-confidence respectively. The researcher believes that the experience has the highest impact

because the knowledge of the entrepreneur in the core business in the medical field is very important factor of success.

There is a strong positive relationship between the entrepreneurs' characteristics and the success dimensions of small business of the Medical Instruments Supplies Organizations that is showed from table 4.13, which shows r between independent variables and dependent dimensions equal 0.932.

Table 4.13 also shows independent variables are correlated among themselves, and there are correlation between them and the success dimensions. And they are positively related (Independent variables are positively related among each other, the dependent dimensions are also positively related among each other of them, and independent variables and dependent dimensions are also positively related together).

The conclusion can be summarized as below:

1. Result of this study shows that there is a significant existence of the entrepreneurs' characteristics among the Medical Instruments Supplies Organizations at Jordan. All variables have high existence with exception of the risk taking propensity which has medium existence. The experience was the highest existence, followed by need for achievement, self-confidence, independency and responsibility, initiativeness and risk taking propensity, respectively.

2. Result shows that the entrepreneurs' characteristics have impact on small business success of the Medical Instruments Supplies Organizations in Jordan. Experience has highest impact followed by the need for achievement, independency and responsibility, risk taking propensity, initiativeness, and self-confidence, respectively.

3. Finally, Result shows that there is a strong positive relationship between the entrepreneurs' characteristics and the success dimensions of the Medical Instruments Supplies Organizations in Jordan. It also shows that there are strong relationships and interactions among entrepreneurs' characteristics.

5.3 Recommendations

In the light of the study limits and results the researcher hope to follow the recommendations below which are divided into practical and theoretical recommendations.

A. Private/Special Recommendations:

1. Carrying out further studies to include medium and large business.
2. Further testing might consider a cross-sectional group of participants from a wide variety of industries.
3. Further empirical researches involving data collection over diverse countries are needed.
4. Investigating more entrepreneurs' characteristics in the future researches to include more personal entrepreneurs' characteristics, skill, competencies, and traits of the entrepreneurs.
5. Studying the demographic factors to investigate if they have impact on the entrepreneurial success, and if yes which of these demographic factors have more impact on the entrepreneurial success.
6. Using more success dimensions in the future studies to include more than financial indicators used in this research.

B. General Recommendations:

1. Owners and managers work in Medical Instruments Supplies Organizations possess high degree of the entrepreneurs' characteristics, so the researcher hope entrepreneurs to exploit their entrepreneurial personality in importing the latest technology in the medical field to our country, although with existence of many challenges such as its high cost, its unpopularity.
2. Working on increasing the awareness of the owners and managers work in the all fields of small business about the importance of the entrepreneurs' characteristics and their impact on the success of the small business, that will increase the existence of the entrepreneurs' characteristics for the owners and managers in turn will increase the rate of success.
3. Activate the role of the universities and schools to increase the awareness about the importance of the entrepreneurs' characteristics which in turn will reflect positive results of the success on the small business in the future.
4. Offering training courses related to entrepreneurs' characteristics, especially about risk taking propensity for owners and managers of Medical Instruments Supplies Organizations.

5. The researcher hopes all owners and managers to attend training courses related to the entrepreneurs' characteristics to develop their entrepreneurs' characteristics more which in turn will affect positively their success.

6. It's recommended for the owners and managers of the small business to exploit their experience more, because it has the highest impact on the small business success.

7. The researcher hope owners and managers to build clear strategic and action plan to seek and exploit the opportunities before the competitors, to keep always an initiative.

8. Increasing the attention about entrepreneurs and small business because their importance and role as leading force in the economic development and growth.

9. It's preferred to insert entrepreneurial courses in the educational curriculum to encourage the young people of twentieth ages or less to create their own entrepreneurial small business, because it's noted that the most of the entrepreneurs' ages of the respondent are between 35-44 years.

10. It's recommended to make training course for the females to create entrepreneurial small business because it's noted that most of the entrepreneurs are male with percentage 77.5%.

11. The result of the study indicated that there is medium degree of the success dimensions; this result requires managers and owners to investigate the reasons of the medium result in order to achieve high degree of success dimensions in the future.

12. Within the same context the researcher hopes the investors to find and espouse people who possess entrepreneurs' characteristics to benefit from their entrepreneurs' characteristics by sharing them with starting-up small business.

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Appendices:

Appendix (1): Panel of Referees Committee:

No.	Name	Qualification	Organization
1	Prof. Neameh A. Khafaji	Ph. D. Management	Amman Arab University
2	Prof. Shawki N. Jawad	Ph. D. Management	Amman Arab University
3	Dr. Ali Al-dalaeen	Ph. D. Managements	Middle East University
4	Dr. Mohammad M. Kasasbeh	Ph. D Management	Amman Arab University
5	Dr. Mohammad S. Abu-Saleh	Ph. D. Statistics	Amman Arab University
6	Dr. Al-Hareth M. M. Abu-Hussien	Ph. D. Management	Amman Arab University
7	Dr. Abdel-Aziz A. Sharabati	Ph. D. Management	Middle East University
8	Dr. Abdul-Aziz Saymeh	Ph. D. Finance	Middle East University
9	Dr. Abdullah Abu-Salma	Ph. D. Management	Middle East University
10	Dr. Anwar A. Al-Azam	Ph. D. Management	Amman Arab University
11	Dr. Mohammad S. Kawabaah	Ph. D. Management	Amman Arab University
12	Dr. Murad Atyani	Ph. D. Management	Middle East University
13	Dr. Nafez S. Al-Sutari	B. Sc. Pharmacy Master Degree of Marketing	GM of regional office of Jonson and Jonson
14	Dr. Muna M. Debsi	B. Sc. Pharmacy	GM of Ninos Drug Store

* Names According to Ranking and Alphabetic

Appendix (2): List of Medical Instruments Supplies Organizations: registered in Ministry of Industry and Trade which have capital equal or less than 30,000 JD, registered under medical instrument purposes, and their type limited liabilities or single owner.

	الغاية	اسم الشركة	المحافظة	رأس المال
1	بيع وصيانه الاجهزة والمستلزمات الطبية	ابعاد الرعاية الصحية لتجارة المعدات والمستلزمات	عمان	5,000
2	تجاره التجزئة في الاجهزة الطبية	ازمير للاستيراد والتصدير والوكالات	عمان	30,000
3	تجارة المواد و الاجهزة الطبية والجراحية عدا الادوية	اكسير للبناء والتجارة	عمان	30,000
4	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	الابعاد للمستلزمات الطبية	عمان	5,000
5	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	الاردنيه لأنظمة المسح الجيني	عمان	10,000
6	تجارة الاجهزة والادوات والمستلزمات الطبية والمستهلكات الطبية عدا الادوية	الاشراق للتكنولوجيا الحديثة	عمان	30,000
7	تجاره التجزئة في الاجهزة الطبية	الافلام والأجهزة للتجارة العامة ذ.م.م.	عمان	30,000
8	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الاقليميه لتجارة التجهيزات العلمية	عمان	10,000
9	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	البعد الثالث للتجهيزات الطبية	عمان	13,000
10	تجاره التجزئة في الاجهزة الطبية	الترياق للتوريدات والمستلزمات الطبية	عمان	30,000
11	بيع وصيانه الاجهزة والمستلزمات الطبية	التزامن للأجهزة الطبية والإلكترونية	عمان	1,000
12	تجاره التجزئة في الاجهزة الطبية	التسهيلات الطبية	عمان	30,000
13	بيع وتجارة وصيانه الاجهزة الطبية	التعاون للتجهيزات المخبرية والعلمية	عمان	30,000
14	بيع وصيانه الاجهزة الطبية	التعاون للتجهيزات المخبرية والعلمية	عمان	30,000
15	تجاره التجزئة في الاجهزة الطبية	التقنيات الحديثة	عمان	27,000
16	تجاره التجزئة في الاجهزة الطبية	التكنولوجيا العالية لأجهزة الكشف والمختبرات	عمان	30,000
17	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الحدث للتجهيزات الطبية	عمان	5,000
18	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الحمد السنيه	عمان	5,000
19	تجارة وتسويق الاجهزة والمعدات الطبية والمستلزمات الطبية	الحمم لتجارة الأجهزة الرياضية والطبية	عمان	5,000
20	تجاره التجزئة في الاجهزة الطبية	الحياه لتجاره الأجهزة الطبية	عمان	30,000
21	صناعة الاجهزة والمعدات الطبية	الخليج الاول للمعدات الطبية	عمان	30,000
22	استيراد وتجارة الاجهزة والمعدات والمستهلكات الطبية ولوازمها	الرعايه العائلية لتجارة الأجهزة الطبية	عمان	5,000
23	تجاره التجزئة في الاجهزة الطبية	السلك التجاري الدولي للتجارة	عمان	30,000
24	تجارة وتسويق الاجهزة والمعدات الطبية والمستلزمات الطبية	الصافية للمواد العضوية والمعدات الطبية	عمان	5,000
25	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الصخره الذهبية الطبية	عمان	5,000
26	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الصقور لتجارة المستلزمات الطبية	عمان	5,000
27	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الف ميم الف للمعدات والمستلزمات الطبية	عمان	10,000
28	تجاره التجزئة في الاجهزة الطبية	الفيصل لتجارة الأجهزة الطبية والكهربائية	عمان	30,000
29	تجاره التجزئة في الاجهزة الطبية	القوه لتجارة الأجهزة الطبية	عمان	30,000
30	تجاره التجزئة في الاجهزة الطبية	الماسيه للتطبيقات الطبية الحاسوبية	عمان	30,000
31	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	المبدعون الاردنيون للاستيراد والتصدير	عمان	5,000
32	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	المتميز لإدارة مراكز الاخصاب الطبية	عمان	15,000
33	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	المتميزه لإدارة المستشفيات	عمان	15,000
34	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	المجموعة العلمية المتطورة الاستشارية	عمان	30,000
35	تجاره التجزئة في الاجهزة الطبية	المراكز الطبية للبصريات م0م	عمان	30,000
36	تجارة وتسويق الاجهزة والمعدات الطبية والمستلزمات الطبية	المركز الطبي للتوحد	عمان	5,000

37	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	المهندسون العرب لتجارة الأجهزة الطبية ومستلزماتها	عمان	5,000
38	تجاره التجزئة في الاجهزة الطبية	الموارد والاستثمارات الاردنية	عمان	30,000
39	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	الموده الأخوية الطبية	عمان	5,000
40	صناعة الاجهزة والمعدات الطبية	النزاهة للأجهزة الطبية	عمان	5,000
41	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	النسر لتجاره المستلزمات الطبية	عمان	5,000
42	تجاره التجزئة في الاجهزة الطبية	النظم الطبية لتجارة اجهزة العناية المركزة	عمان	30,000
43	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	النموذجيه لتوريد وتجارة الاجهزة الطبية المساندة	عمان	5,000
44	بيع وصيانه الاجهزة الطبية	النهج للتجهيزات الطبية	عمان	5,000
45	تجاره التجزئة في الاجهزة الطبية	الوطنية الاولى لتجارة الاجهزة الطبية	عمان	30,000
46	تجاره التجزئة في الاجهزة الطبية	ايه جي ايه ميديكال كوربوريشن	عمان	
47	تجاره التجزئة في الاجهزة الطبية	باريس ميديكال سيرفيسز انترناشيونال	عمان	
48	تجاره التجزئة في الاجهزة الطبية	تاج لتجارة الاجهزة الطبية	عمان	5,000
49	تجارة الاجهزة والمواد الطبية والمخبرية ومستلزماتها- عدا الادوية	جاما للتكنولوجيا والتجهيزات العلاجية	عمان	10,000
50	تجاره التجزئة في الاجهزة الطبية	دواكم للتجارة العامة	عمان	10,000
51	تجاره التجزئة في الاجهزة الطبية	رسيل لتجاره المواد التجميلية ذ.م.م	عمان	30,000
52	اصلاح الاجهزة الطبية وأجهزة الاسنان	سما الانوار للتجهيزات العلميه والصيانة	عمان	30,000
53	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	سما للتجارة والمستلزمات الصيدلانية	عمان	30,000
54	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	شمال امريكا للاستثمارات الطبية	عمان	30,000
55	استيراد وتجارة الاجهزة والمعدات والمستهلكات الطبية ولوازمها	عبر الاردن والشرق الادنى للتجارة والتوكيلات	عمان	30,000
56	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	عنبتا للمستلزمات والمستهلكات والأجهزة الطبية	عمان	1,000
57	صناعة الاجهزة والمعدات الطبية	كدنا الطبية (مناطق حره اردنيه)	عمان	30,000
58	تجاره التجزئة في الاجهزة الطبية	كريستال للتجهيزات العامة	عمان	30,000
59	تجارة الاجهزة والادوات والمستلزمات الطبية والمستهلكات الطبية عدا الادوية	لمسة السماء للاستيراد والتصدير	عمان	8,000
60	تجاره التجزئة في الاجهزة الطبية	لؤلؤه عمان للتجارة والخدمات م م	عمان	30,000
61	استيراد الاجهزة والمستلزمات الطبية عدا الادوية	مستشفى النخيل الطبي	عمان	10,000
62	تجاره التجزئة في الاجهزة الطبية	مستودع ادوية الشروق	عمان	30,000
63	تجاره التجزئة في الاجهزة الطبية	مؤاب للتجهيزات الطبية	عمان	30,000
64	تجاره التجزئة في الاجهزة الطبية	ميريلاند للمواد الدعائية	عمان	5,000
65	بيع وصيانه الاجهزة والمستلزمات الطبية	نور الاردن للتجارة العامة	عمان	5,000
66	تجاره التجزئة في الاجهزة الطبية	هدكو ليمتد	عمان	

*Source: Ministry of Industry and Trade, Jan 2014.

Appendix (3): Panel of Referees Committee Letter (English Version)

The Impact of Entrepreneurs' Characteristics on Small Business Success at Medical Instruments Supplies Organizations in Jordan

Dear Doctor,

The entrepreneurship plays vital role in business creation and growth. Entrepreneurship is a process of creating, establishing, and leading new organization to the success. The entrepreneurs are the people who have the ability to realize the new ideas, dreams and inventions by using their initiativeness, risk taking, decisions making, sense of responsibility, and confidence to utilize any opportunity. These entrepreneurs' characteristics impact the business success level.

The purpose of this study is investigating the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan.

Kindly, find attached study hypothesis, study model, key words procedural definitions, and a draft of the questionnaire. Please may we request you to evaluate the items of the questionnaire, which consists of two parts: first part includes the demographic factors; second part, includes the study variables. All items will be measured by 5-point Likert scale. Please, we are highly appreciating your opinions, comments, and suggestions which surely will add value to our thesis.

Again, we would like to thank you for your fruitful comments and suggestions. In case of any inquiry please contact the researcher through the mobile number 0799996797.

Thank you for your kind attention.

The Researcher:

Murad Husni Abdulwahab

Appendix (4): Participants Letter (English Version)

The Impact of Entrepreneurs' Characteristics on Small Business Success at Medical Instruments Supplies Organizations in Jordan

Dear Respondent,

The entrepreneurship plays vital role in business creation and growth. Entrepreneurship is a process of creating, establishing, and leading new organization to the success. The entrepreneurs are the people who have the ability to realize the new ideas, dreams and inventions by using their initiativeness, risk taking, decisions making, sense of responsibility, and confidence to utilize any opportunity. These entrepreneurs' characteristics impact the business success level.

The purpose of this study is investigating the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan.

Dear Appreciated Respondent:

Your participation in this work is highly appreciated. You are requested to complete the attached questionnaire which includes 53 items. We request you to fill and answer each item carefully based on what is actually implemented in your organization. While you are answering the questionnaire, it's important to remember that you are representing your organization. Your answers will be confidential, and will be used only for the research purposes.

Again, we highly appreciate your participation in this work. In case of any inquiry, please contact the researcher directly at the mobile number 0799996797.

Kind and Best Regards

The researcher:

Murad Husni Abdulwahab

Appendix (5): Thesis Questionnaire (English Version)

Questionnaire of the impact of entrepreneurs' characteristics on small business success at Medical Instruments Supplies Organizations in Jordan

Part one: Demographic information

Gender: ☐Male ☐Female

Age (years): ☐Less or equal 25 ☐above 25 – 35 ☐above 35 - 45 ☐above 45

Years of Experience: ☐ Less or equal 5 ☐above 5-10 ☐above 10-15 ☐Above15

Qualifications: ☐Diploma or less ☐Bachelor ☐Master ☐Doctorate

Specialization: ☐Business ☐Science line ☐Arts line ☐Others, specify…

Part Two: Independent and Dependent Variables

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Independent Variables:						
Need for Achievement						
1	I try to do the difficult tasks to achieve the desired goals.	1	2	3	4	5
2	I work hard to accomplish the difficult targets.	1	2	3	4	5
3	I allocate enough time to think about how to complete the works.	1	2	3	4	5
4	I have ability to convert the new ideas to real results.	1	2	3	4	5
5	I invest the available resources to achieve the targets.	1	2	3	4	5
Self-Confidence						
6	When I convince with an idea I see my-self right, even if the others disagree on my opinion.	1	2	3	4	5
7	I frankly express my opinion when I'm convinced of it.	1	2	3	4	5
8	I do what I believe it is right for the work.	1	2	3	4	5
9	When I am doing the work, I think I am able to achieve the success.	1	2	3	4	5
10	I thing that I have the skills that required to succeed in business	1	2	3	4	5
Initiativeness						
11	I always try to get what is new to make the business in better way.	1	2	3	4	5
12	I search for new technology to use it to accomplish my works.	1	2	3	4	5
13	I always seek innovative solutions to overcome the challenges.	1	2	3	4	5
14	I seek for new opportunities in my business.	1	2	3	4	5
15	I provide new products and services to the market.	1	2	3	4	5
Independency and Responsibility						
16	I take the decisions that I thing they are appropriate, when there are different point of views.	1	2	3	4	5
17	I freely take appropriate decisions without being influenced by other people.	1	2	3	4	5
18	I have enough freedom to apply the decisions that I convinced of them.	1	2	3	4	5
19	I am able to face the challenges independently.	1	2	3	4	5
20	I schedule my work according to my time and work benefit.	1	2	3	4	5
21	I bear full responsibility and the consequences of my decisions.	1	2	3	4	5
22	I bear full responsibility about any wrong decisions resulting undesired outcomes.	1	2	3	4	5

23	I don't try to find excuses when I take inappropriate decisions by saying that the reasons are because of circumstances or others.	1	2	3	4	5
	Risk Taking Propensity					
24	I am always ready to bear calculated risk to achieve the target.	1	2	3	4	5
25	I exploit the available opportunities even if results are ambiguous.	1	2	3	4	5
26	I invest the available resources in projects that I believe that will be successful, even if there is no enough information.	1	2	3	4	5
27	I do the works that may lead to success, even if the success is uncertain.	1	2	3	4	5
28	I work enthusiastically in cases characterized by high level of risk.	1	2	3	4	5
	Experience					
29	I have appropriate experience in my business field.	1	2	3	4	5
30	I devote my experiences to do my work in correct way.	1	2	3	4	5
31	I use my experience to develop the business.	1	2	3	4	5
32	I believe that my experience affects the company productivity.	1	2	3	4	5
33	I have accumulated experience in building relationships with the clients, that I invest these relationships to make business success.	1	2	3	4	5
	Dependent Variables					
	Sales Growth					
34	Our company can reach the sales targets.	1	2	3	4	5
35	The sales increase continuously with time.	1	2	3	4	5
36	Market share of our company grows continuously.	1	2	3	4	5
37	Our employees' number increases with the company age.	1	2	3	4	5
38	Our company sales growth average is higher than the competitors.	1	2	3	4	5
	Gross Profit Growth					
39	The gross profit of the company reaches the planed target.	1	2	3	4	5
40	Gross profit grows from one year to another.	1	2	3	4	5
41	Gross profit rate of our company is matching with the competitors.	1	2	3	4	5
42	Gross profit is matching with our expectation.	1	2	3	4	5
43	Gross profit rate matching with other companies working in the same field in Jordan.	1	2	3	4	5
	Capital Growth (Due to profit)					
44	The company's capital is increasing according to our plan.	1	2	3	4	5
45	Return on investment increase from one year to another.	1	2	3	4	5
46	The company's capital increases better than the competitors.	1	2	3	4	5
47	Company's assets increase with the time.	1	2	3	4	5
48	The company's capital development as a result of the profit accumulation.	1	2	3	4	5
	Work Expansion					
49	Number of employees increases continuously with the increase of business size.	1	2	3	4	5
50	Number of products that the company introduces to the customers increase continuously.	1	2	3	4	5
51	The business is expanded through entering new market.	1	2	3	4	5
52	New customers are attracted continuously.	1	2	3	4	5
53	New departments are added as the business develops.	1	2	3	4	5

Appendix (6): Panel of Referees Committee Letter (Arabic Version)

استبانة لدراسة أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

حضرة الأستاذ الفاضل:

تلعب ريادة الأعمال دوراً مهماً في خلق ونمو الأعمال. ويعتبر إنشاء منظمة جديدة وقيادتها للنجاح نوع من أنواع الريادة، ورواد الأعمال هم الأشخاص الذين لهم الإرادة والقدرة لتحويل فكرة جديدة أو اختراع جديد إلى ابتكار ناجح عن طريق المبادرة لكل ما هو جديد والمخاطرة المحسوبة واتخاذ القرارات مع تحمل كامل المسؤولية وثقتهم واعتقادهم بأنفسهم واستجابتهم لفرص جديدة. ومن هنا فإن للخصائص رواد الأعمال الأثر الكبير على مستوى نجاح الأعمال.

إن غرض هذه الدراسة هو قياس أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن.

ولما علمناه لديكم من خبرة وعلم وافر ومعرفة ثمينة فلا غنى عنكم لتكونوا من المحكمين لاستبانة حول أثر خصائص رواد الأعمال على الأعمال الصغيرة. ونحن نقدر اشتراككم في تحكيم الاستبانة وتوجيهاتكم لصالح هذه الدراسة.

أرجو من حضرتكم على الاطلاع بالمرفقات طيه وهي: فرضيات الدراسة، ونموذج الدراسة، وبعض التعريفات الإجرائية والاستبانة. كما وأرجو من حضرتكم تقييم فقرات الاستبانة التي تتكون من جزئيين، الجزء الأول مخصص لقياس المعلومات الديموغرافية، والجزء الثاني يتعلق بمتغيرات الدراسة والتي ستقاس فقراتها بواسطة مقياس لكرت الخماسي (من 1 إلى 5) ونرجو كتابة تعديلاتكم واقتراحاتكم وأي ملاحظات أخرى تعتبرونها هامة لمصلحة هذه الدراسة أو لمصلحة الأعمال الصغيرة العاملة في مجال الأجهزة الطبية. وأنا على أتم الاستعداد للأخذ بتعديلاتكم واقتراحاتكم وملاحظاتكم عند إعادة كتابة وتعديل الاستبانة.

نتائج الدراسة ستكون متوفرة لديكم في حال رغبتكم في متابعة الدراسة وذلك بمجرد طلبكم إياها. أقدم جزيل الشكر لاشتراككم ولتوجيهاتكم وتعديلاتكم. أتمني الاتصال على الهاتف التالي في حال وجود أي استفسار أو ملاحظات. هاتف رقم (0799996797). وشكرا جزيلا لكم على اهتمامكم.

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث: مراد عبدالوهاب

Appendix (7): Participants Letter (Arabic Arabic)

استبانه لدراسة أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

حضرة السيد.....المحترم.

تحية طيبة وبعد:

يلعب رواد الأعمال دوراً مهماً في تنمية وتطوير المجتمع المحلي والدولي ويساهموا في حل مشكلة البطالة عن طريق خلق فرص عمل جديدة باستمرار. ورواد الأعمال هم الأشخاص الذين يقدمون الأفكار جديدة و/أو المنتجات/الخدمات بشكل مبتكر ولديهم القدرة على تحويل هذه الأفكار و/أو المنتجات/الخدمات إلى مشاريع ناجحة لخدمة أنفسهم والمجتمع. ويتميز رائد الأعمال الناجح بعدة خصائص سوف تقوم هذا البحث بدراستها حيث أن هدف البحث هو:

قياس أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في شركات تزويد الأجهزة الطبية في الأردن.

المشارك العزيز:

نثمن ونقدر مشاركتكم بالإجابة وإكمال هذه الاستبانة والتي تحتوي على 53 فقرة، راجيا منكم التكرم بالإجابة عن ما هو موجود ومطبق فعلا، وليس ما نتمنى تطبيقه. كما نرجو أن تتذكر وأنتم تجيبون على هذه الاستبانة أنكم تمثلوا شركتك، علما بأن الإجابات سوف تبقي سرية وستستعمل لأغراض البحث فقط.

أكرر شكري لكم على مشاركتكم وتوجيهاتكم القيمة، وفي حالة أي استفسار الرجاء الاتصال على الرقم (0799996797).

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث: مراد عبدالوهاب

Appendix (8): Thesis Questionnaire (Arabic Version)

استبيان لدراسة أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

الجزء الأول: المعلومات الديمغرافية:

الجنس: □ ذكر □ أنثى

العمر: □ أصغرأو يساوي 25□أكبر من 25-35 □أكبرمن 35-45 □ أكبر من 45

سنوات الخبرة: □ أصغرأو يساوي 5□أكبر من 5-10 □أكبرمن 10-15 □ أكبر من 15

المؤهل العلمي: □ دبلوم وما دون □ بكالوريوس□ ماجستير □ دكتوراه

الاختصاص العلمي: □ كليات الأعمال □ تخصصات علمية □ تخصصات أدبية □ أخرى: أذكرها

الجزء الثاني: استبانه لقياس أثر خصائص رواد الأعمال على نجاح الأعمال الصغيرة في منظمات تزويد الأجهزة الطبية في الأردن

رقم	السؤال	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
	المتغيرات المستقلة:					
	الحاجة إلى الإنجاز					
1	أسعى للقيام بالمهمات الصعبة لإنجاز الأهداف المرجوة.	1	2	3	4	5
2	أثابر حتى أحقق الأهداف الصعبة.	1	2	3	4	5
3	أخصص وقتا للتفكير بكيفية إنجاز الأعمال.	1	2	3	4	5
4	لدي القدرة على تحويل الأفكار الجديدة إلى نتائج واقعية.	1	2	3	4	5
5	استثمر الموارد المتاحة لدي من أجل تحقيق الأهداف.	1	2	3	4	5
	الثقة بالنفس					
6	عندما أقتنع بفكرة أرى نفسي على صواب وإن خالفني الآخرون الرأي.	1	2	3	4	5
7	أقول رأيي بكل صراحة عندما أكون مقتنع به.	1	2	3	4	5
8	أعمل ما أعتقد أنه هو الصواب لمصلحة العمل.	1	2	3	4	5
9	أعتقد أنني قادر على تحقيق النجاح في الأعمال التي أقوم بها.	1	2	3	4	5
10	أعتقد أني أمتلك المهارات المطلوبة لإنجاح العمل	1	2	3	4	5
	اتخاذ المبادرة					
11	دائما اسعي للحصول على كل ما هو جديد لكي أجعل العمل يسير بطريقة أفضل.	1	2	3	4	5
12	أبحث عن التكنولوجيا الجديدة لاستخدامها في إنجاز أعمالي.	1	2	3	4	5
13	أسعى لإيجاد حلول ابتكارية لتجاوز التحديات.	1	2	3	4	5
14	أقوم باستثمار الفرص الجديدة في عملي.	1	2	3	4	5
15	أقدم منتجات جديدة إلى السوق.	1	2	3	4	5
	الاستقلالية وتحمل المسؤولية					
16	أتخذ القرارات التي أراها مناسبة عند اختلاف وجهات النظر.	1	2	3	4	5
17	أتخذ القرارات المناسبة بكل حرية دون التأثر بضغوط الآخرين.	1	2	3	4	5
18	لدي حرية كافية لتطبيق القرارات التي أقتنع بها.	1	2	3	4	5
19	قادر على مواجهة التحديات بكل استقلالية.	1	2	3	4	5
20	أقوم بجدولة أعمالي وفق ما يناسبني ويخدم الشركة.	1	2	3	4	5

رقم	السؤال	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
21	أتحمل كامل المسؤولية عن النتائج المترتبة عن القرارات التي أتخذها.	1	2	3	4	5
22	أتحمل المسؤولية عندما اتخذ قرارات خاطئة تكون نتائجها غير مرغوبة.	1	2	3	4	5
23	لا أحاول إيجاد أعذار إذا اتخذت قرارات غير مناسبة بتحميل الأسباب للظروف أو الآخرين.	1	2	3	4	5
	الاستعداد المخاطرة					
24	مستعد دائما لتحمل المخاطرة المحسوبة لتحقيق الأهداف.	1	2	3	4	5
25	أقوم باستغلال الفرص المتاحة حتى مع عدم وضوح نتائجها.	1	2	3	4	5
26	أستثمر الموارد المتاحة في مشاريع أعتقد أنها ناجحة رغم عدم وجود معلومات كافية.	1	2	3	4	5
27	أقوم بالأعمال التي تؤدي إلى النجاح حتى وإن كان هناك حالة عدم تأكد من النجاح.	1	2	3	4	5
28	أعمل بحماس في الحالات التي تتصف بمخاطرة مرتفعة.	1	2	3	4	5
	الخبرة					
29	أمتلك خبرة مناسبة في مجال عملي.	1	2	3	4	5
30	أسخر خبرتي للقيام بعملي على أكمل وجه.	1	2	3	4	5
31	أستفيد من خبرتي في تطوير العمل.	1	2	3	4	5
32	أعتقد أن خبرتي تؤثر على إنتاجية الشركة.	1	2	3	4	5
33	أمتلك خبرة متراكمة في بناء علاقات مع الزبائن استثمرها لنجاح العمل.	1	2	3	4	5
	المتغيرات التابعة:					
	زيادة المبيعات					
34	نستطيع الوصول إلى أهداف للمبيعات.	1	2	3	4	5
35	تزداد المبيعات بشكل مستمر.	1	2	3	4	5
36	تنمو الحصة السوقية لشركتنا باستمرار.	1	2	3	4	5
37	عدد موظفين المبيعات يزداد مع زيادة عمر الشركة.	1	2	3	4	5
38	تحقق الشركة معدل نمو مبيعات أعلى من المنافسين.	1	2	3	4	5
	نمو الربح الإجمالي					
39	الربح الإجمالي للشركة يصل إلى الأهداف الموضوعة.	1	2	3	4	5
40	ينمو الربح الإجمالي من سنة إلى أخرى.	1	2	3	4	5
41	يتناسب معدل الربح الإجمالي لشركتنا مع الشركات المنافسة.	1	2	3	4	5
42	الربح الإجمالي لشركتنا يتناسب مع توقعاتنا.	1	2	3	4	5
43	يتناسب معدل الربح الإجمالي مع معدل الأرباح للشركات العاملة في الأردن.	1	2	3	4	5
	نمو رأس المال (من خلال الأرباح)					
44	يزداد رأس المال حسب الخطط الموضوعة.	1	2	3	4	5
45	يزداد العائد على رأس المال من سنة إلى أخرى.	1	2	3	4	5
46	رأس المال يزداد بنسبة أعلى من المنافسين.	1	2	3	4	5
47	أصول الشركة تزداد مع زيادة عمر الشركة.	1	2	3	4	5
48	يتطور رأس مال الشركة من خلال تراكم الأرباح.	1	2	3	4	5

التوسع بالعمل						
49	يزداد عدد الموظفين باستمرار مع زيادة حجم العمل.	1	2	3	4	5
50	يزداد عدد المنتجات التي نقدمها للزبائن باستمرار.	1	2	3	4	5
51	يتم التوسع في العمل من خلال دخول أسوق جديدة.	1	2	3	4	5
52	يتم استقطاب زبائن جدد باستمرار.	1	2	3	4	5
53	يتم إضافة أقسام جديدة بما يتناسب مع التوسع بالعمل.	1	2	3	4	5