

The impact of entrepreneurship factors on organization behavior and learning at Jordan Orange Telecommunication firm

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ABSTRACT

The purpose of this study was to evaluate the impact of important entrepreneurship variables, notably self-concept, work motivation, and risk-taking, on organizational behavior and learning within the setting of Jordan Orange Telecommunication firm. Notably, the research was intended to look at how these factors affect organizational behavior and learning. To evaluate the hypotheses that were proposed in this research, a sample size of 294 people participated in the study, and their data were evaluated and debated. It was shown that an individual's perception of themselves as entrepreneurs, their level of drive at work, and their willingness to take risks all had an impact on developing organizational behavior and organization learning. It became clear that self-concept was the most important component, and that it included aspects such as self-confidence, self-perception, and self-definition. Closely following behind was the concept of work motivation, which included concepts such as self-motivation, extrinsic motivation, the setting of goals, and concentration. Risk-taking was the third key factor, and within this category were subcategories such as risk tolerance and risk perception, as well as expectations surrounding the consequences. The findings showed the possibility for improving organizational behavior and fostering innovation by assisting employees in comprehending the roles they play in their jobs, boosting job motivation, and encouraging a predilection for risk-taking. This can be accomplished by providing employees with training and development opportunities. The study adds fresh insights to a field that merits additional exploration, particularly considering the connection between workload, compensation, and the structural demands that are placed on organizations. The fact that the research concentrated on Jordan Orange Telecommunication company makes it both innovative and of major importance. This is because it can improve both the business's operations as well as the overall quality of the company's goods and services.

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1. Introduction

Entrepreneurship has a major effect on how businesses operate and how employees learn. First, entrepreneurialism encourages creative problem solving and a flexible mindset (Hasanah et al., 2023). Employees that take on an entrepreneurial mindset are more likely to look for ways to improve the company, question established practices, and try out fresh ideas (Frese & Gielnik, 2023). This kind of initiative can spark the creation of novel approaches and the discovery of new opportunities for growth (Thurik et al., 2023). As a result, the culture of the organization shifts to be more adaptable, flexible, and committed to constant development. By welcoming rather than fighting change, entrepreneurial workers foster an environment where new ideas can flourish (Zucchella et al., 2023). Employees develop a stronger sense of personal investment and accountability when exposed to an entrepreneurial work environment (Bruton et al., 2023). An elevated sense of personal investment in the organization's

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success is a common result of working in an entrepreneurial setting (Stephan et al., 2023). Employees who feel they have a stake in the company's success are more likely to take initiative, accept responsibility for their actions, and take an interest in and contribute to their own professional development (Vedula et al., 2022). They are more open to learning new things, adjusting to new situations, and working with others to reach a common goal (Hasanah et al., 2023). The result of this teamwork is organizational learning, which occurs when workers look for methods to improve their skills and the business (Raed et al., 2023).

Entrepreneurship encourages people to take measured risks; entrepreneurs appreciate the importance of risk-taking in driving growth and new ideas (Zucchella et al., 2023). When this outlook prevails throughout an organization, workers are more likely to take risks on unproven ideas and prospects (Thurik et al., 2023). Taking calculated chances can pay off in the long run because of the lessons one can gain from both their achievements and their setbacks (Frese & Gielnik, 2023). Responsible risk-taking not only makes an organization stronger in the face of adversity, but it also fosters an atmosphere where the lessons learned from any event, good or bad, are treated with equal importance (Hasanah et al., 2023).

Overall, entrepreneurship changes how businesses operate and how employees learn and grow. Innovation, responsibility, and a willingness to take certain risks are fostered in such an environment (Rafiki et al., 2023). Therefore, businesses that hold entrepreneurship as a fundamental principle are more likely to be innovative and responsive, to encourage a culture of lifelong learning, and to succeed in today's competitive market (Rafiki et al., 2023).

Fundamental characteristics of an entrepreneur's mindset, including self-concept, job motivation, and risk-taking, have a substantial impact on organizational behavior and learning in a commercial setting (Chang et al., 2022). To begin, an entrepreneur's self-concept is how they see themselves in terms of their own entrepreneurial tendencies and character (Gomes et al., 2022). Employees that have an entrepreneurial mindset tend to be more proactive and creative, which benefits the company as a whole (Yuan et al., 2022). These people are more likely to try new things, think outside the box, and come up with original solutions to issues because they are more open to change and eager to try new approaches, an entrepreneurial attitude can help to cultivate these qualities throughout the company (Troise et al., 2022). The organization may become more responsive to changing market conditions and innovative prospects as a result (Islam et al., 2022).

The intrinsic motivation at work is a major factor in shaping the culture of a business and fostering its capacity for growth. Motivated workers are more likely to excel at their jobs and show dedication to the company (Chang et al., 2022). Motivated workers in an entrepreneurial setting are more likely to accept responsibility for their work, look for ways to enhance it, and take part in the training and development of their colleagues (Hasanah et al., 2023). Individuals can be motivated to set and work toward lofty objectives, which can propel the company forward through increased creativity and productivity (Frese & Gielnik, 2023). Additionally, firms can increase motivation and foster a more harmonious conduct in the workplace when they give workers the opportunity to integrate their own ambitions with the company's aims (Troise et al., 2022).

Finally, risk-taking is fundamental to entrepreneurship and has far-reaching effects on business practices and education (Zucchella et al., 2023). Organizational learning and innovation are typically sparked by a culture that encourages and rewards the taking of measured risks (Yuan et al., 2022). Employees are more likely to try new things out when they know they can trust the people around them. Although not all gambles pay off immediately, the insights gleaned from setbacks can help foster a culture of constant development and flexibility (Gomes et al., 2022). Companies with a culture that encourages calculated risks are more adaptable and better able to deal with the challenges posed by rapid change (Hasanah et al., 2023). Additionally, there is a strong relationship between an individual's sense of self-efficacy as an entrepreneur, their level of intrinsic drive at work, and their willingness to take risks (Frese & Gielnik, 2023). High levels of motivation can increase engagement and goal attainment, while encouraging an entrepreneurial attitude in workers can boost creativity and flexibility (Bruton et al., 2023).

Furthermore, a culture that promotes moderate risk-taking can result in enhanced organizational adaptability and useful learning opportunities (Zucchella et al., 2023). When all of these elements come together, they can produce a successful workplace where people are not just invested in their work but also help to advance the company (Islam et al., 2022). In the following section of this post, I am going to talk about previous studies. The methodology of study and the collecting of data are the subject of the third and last portion of this debate. The discussion of the findings and research interpretations can be found in Section 5, which follows Section 4.

2. Literature Reviews

2.1 Entrepreneurship Indicators

The entrepreneur's self-concept, the level of work motivation, and the willingness to take risks are three of the most important aspects that influence behavior and outcomes within the sphere of business and entrepreneurship (Hasanah et al., 2023). These ideas lie at the foundation of what motivates individuals to engage in entrepreneurial endeavors, how their actions day-to-day are shaped by those ideas, and what, in the end, determines the level of success and expansion that their businesses achieve (Satyanarayana et al., 2022). Initially and most importantly, the term "entrepreneurship self-concept" refers to an individual's

perception of themselves as business owners and operators (Frese & Gielnik, 2023). It encompasses their views, attitudes, and the self-assurance they have in their capabilities as business owners. Individuals who have a robust self-concept of entrepreneurship are more likely to be motivated to think creatively, take prudent risks, and seize chances (Thurik et al., 2023). It lays the groundwork for the underlying mindset that propels them to innovate, disrupt industries, and build businesses (Zucchella et al., 2023). The second reason is that work motivation is the driving force that motivates business owners to put their time, energy, and resources into their businesses (Bruton et al., 2023). Motivation provides the fuel for the enthusiasm and commitment that is necessary to conquer obstacles, maintain resilience in the face of failures, and persevere in the pursuit of one's entrepreneurial goals (Stephan et al., 2023). Last but not least, the desire to embrace uncertainty and go out into uncharted terrain is a requirement of risk-taking, which is an essential element of entrepreneurship (Vedula et al., 2022). Entrepreneurs find new opportunities, develop from their mistakes, and ultimately are the driving force behind innovation and expansion in the business world when they take risks in a controlled manner and learn from their experiences (; Rafiki et al., 2023). When brought together, these three factors have a significant influence on the actions of entrepreneurs, the processes through which they make decisions, and the general course that commercial undertakings take (Chang et al., 2022).

According to Nisula and Olander (2023), the word "entrepreneurship self-concept" refers to an individual's self-perception in the context of entrepreneurship. This self-perception encompasses the individual's belief in their capacity to participate in entrepreneurial endeavors. This idea incorporates both self-confidence in one's talents as well as the bravery to actively seek goals (Ismail & US, 2022). According to Palenzuela et al.'s research from 2022, a healthy self-concept in the realm of entrepreneurship is characterized by a high level of self-confidence, a positive attitude toward the taking of risks, and the ability to recognize and capitalize on possibilities. This self-concept is extremely important for prospective business owners because it determines their propensity to explore unfamiliar area, remain resilient in the face of adversity, and actively seek inventive solutions to problems (Geary & Xu, 2022). According to Perinrlli et al. (2022), it is a crucial aspect not only for the success of the individuals involved, but also for the success of the endeavors that they embark upon. According to Bruton et al.'s research from 2023, individuals who have a robust self-concept of entrepreneurship are more likely to set lofty goals for themselves, continue to work tirelessly toward achieving those goals, and quickly recover from failure. They maintain a positive attitude in the face of adversity and regard setbacks and mistakes as important opportunities for growth (Stephan et al., 2023). Furthermore, having a strong self-concept of entrepreneurship improves an entrepreneur's ability to network, collaborate, and attract resources. This is because an entrepreneur's self-confidence and excitement are contagious, motivating others to join them on their path as an entrepreneur (Weking et al., 2023). Additionally, this self-concept can be a distinguishing characteristic that differentiates successful business owners from those that struggle to build their companies (Chandra, 2022).

According to Marcieva (2022) both the formation of an entrepreneurial self-concept and its continued cultivation are ongoing processes. According to Perinrlli et al. (2022), it is possible to develop it through participating actively in entrepreneurial activities, receiving mentoring, and receiving an education. According to Geary and Xu (2022), individuals who participate in educational programs that have an emphasis on problem-solving, innovative thinking, and risk-taking may find it easier to evaluate their potential as future business owners. Similarly, getting advice and inspiration from more seasoned businesspeople who volunteer their time as mentors can be extremely useful (Palenzuela et al., 2022). In addition, participation in entrepreneurial activities such as startup competitions or innovation projects gives participants the opportunity to gain hands-on experience and allows them to observe the real application of their ideas (Ismail & US, 2022). According to Nisula and Olander (2023), when individuals acknowledge the relevance of a positive self-concept of entrepreneurship and actively work to build it, they gain the ability to follow their entrepreneurial objectives with a greater degree of self-assurance and drive.

According to Sugiarti (2023), an entrepreneur's level of success can be directly and significantly impacted by the degree of motivation they bring to their business. When individuals enter the treacherous world of entrepreneurship, they frequently come up against a plethora of challenges and uncertainties (Lis et al., 2022). Their intrinsic motivation, which is fueled by their deeply seated passion and a profound sense of purpose, is what allows them to remain steady and resilient in the face of these problems (Wahyudi, 2022). This is what allows them to maintain their ability to be firm and resilient in the face of these challenges. This motivation is what drives entrepreneurs, propelling them to establish high goals, constantly work towards them, and persevere in the face of disappointments (Widarko & Anwarodin, 2022). Authentic entrepreneurial motivation is not simply the wish to have a meaningful impact, to innovate, and to achieve personal fulfillment through one's ventures; rather, it is driven by the necessity to have a meaningful impact, to innovate, and to realize personal fulfillment through one's entrepreneurial endeavors (Hajjali et al., 2022).

According to Megawaty et al.'s research from 2022, the context of entrepreneurial endeavors is one in which both intrinsic and extrinsic kinds of motivation play a role. According to Lis et al. (2022), the concept of intrinsic motivation refers to the internal impulses that motivate individuals to engage in entrepreneurial activities because they perceive those activities to be fundamentally pleasurable. According to Widarko and Anwarodin (2022), this category encompasses a true love for the task itself, a sense of autonomy, and the joy obtained from creating something new. On the other hand, extrinsic motivation is affected by elements that are not inside the individual, such as monetary rewards or recognition (Hanandeh et al., 2023). Research reveals that intrinsic motivation often plays a more major part in entrepreneurial success than extrinsic motivation does (Hanandeh et al., 2023). While both intrinsic and extrinsic drive can be beneficial, research also suggests that intrinsic motivation typically plays a more substantial role. Entrepreneurs who are motivated by their intrinsic interests are more likely to innovate, accept

risks that are within their control, and persevere in their undertakings, which eventually results in enterprises that are more sustainable and have a higher effect (Megawaty et al., 2022).

According to Hajjali et al. (2022), entrepreneurs must make it a priority to keep their passion for work at a high level. Entrepreneurs need to participate in activities such as creating clear goals, participating in self-reflection, and pulling inspiration from their personal values and vision in order to maintain their drive. (Widarko & Anwarodin, 2022) The creation of a strong support network that includes mentors, peers, and advisers can be of tremendous assistance to entrepreneurs in maintaining their motivation by providing them with feedback, a sense of accountability, and opportunities for encouragement. In order to avoid burnout and keep one's motivation intact, it is critical to strike a good balance between one's work life and one's personal life, to take breaks when they are needed, and to engage in activities that promote one's own health and well-being (Wahyudi, 2022). According to Lis et al. (2022), one of the most important factors in determining the success of an entrepreneur is the degree to which the entrepreneur understands and actively manages the dynamics of work motivation. This helps the entrepreneur maintain their motivation and keep their attention on their long-term goals. Understanding the complexities of work motivation and taking measures to proactively manage it can have a big impact on an entrepreneur's path to success (Sugiarti, 2023).

2.2 *Entrepreneurship risk taking*

Although entrepreneurs need to be comfortable with ambiguity, research has shown that individuals who achieve long-term success rarely take risks that aren't absolutely essential (Tian et al., 2022). Instead, they are strategic gamblers who consider the upsides and downsides of each prospective action before making a decision (Almamary & Alshallaqi, 2022). This allows them to increase their chances of being successful. The concept of "effectual reasoning," which was initially introduced in a study carried out by Hammouri et al. (2023), suggests that entrepreneurs usually move backwards from their resources in order to uncover opportunities. According to Lou et al. (2022), this approach to risk management takes use of resources that are already in place and builds upon knowledge that was obtained in the past. Entrepreneurs boost their odds of being successful while minimizing the potential fallout that could result from taking prudent risks. There is a clear correlation between an entrepreneur's risk tolerance and the amount of risk they are ready to take on (Schwerter, 2023; Almamary & Alshallaqi, 2022; Almamary & Alshallaqi, 2022). According to Hanandeh et al.'s research from 2023, entrepreneurs who have a higher risk tolerance are more likely to investigate various opportunities. This propensity toward taking risks can throw open the door to possibilities that have a good likelihood of yielding a substantial reward (Adomeit, 2022). However, it is also important to make a distinction between the act of taking risks and acting irresponsibly (Schwerter, 2023). According to Schwerter (2023), successful risk-takers strike a balance between their willingness to accept risks and their awareness of the various outcomes that may result from those risks. This allows them to protect their investments and undertakings. Taking unnecessary risks in business can lead to failure, yet failures can be leveraged into opportunities for future success (Marcelin et al., 2022). The research conducted by Ahmad et al. (2021) demonstrates that business owners who face challenges head-on and view them as chances for expansion have a greater chance of bouncing back and achieving success in the tasks that come after them. When things don't go as planned, successful risk takers display this kind of resilience (Lou et al., 2022). It emphasizes the significance of having an open mind and being willing to take chances in order to learn and develop as an entrepreneur (Almamary & Alshallaqi, 2022). According to Tian et al.'s research from 2022, business owners that are receptive to feedback have a greater likelihood of learning from their experiences and taking risks that are beneficial to their companies.

2.3 *Organizational Behavior*

Organizational behavior, sometimes known as OB, is a multidisciplinary field that investigates the ways in which individuals and groups within an organization interact with one another and carry out their functions (Putra & Ali, 2022). It is the study of organization behavior, attitudes, and performance in the workplace, with the goal of understanding and improving the dynamics that determine an organization's culture, effectiveness, and overall success (Muliana et al., 2022). It encompasses the study of organization behavior, attitudes, and performance in the workplace (Aguinis et al., 2022). The investigation of employees' actions while on the job is a crucial component of organizational behavior that should not be overlooked (Gervasi et al., 2022). This includes researching themes like what motivates people, how job happiness may be increased, and characteristics of personality (Griffin & Phillips, 2023). Organizations are better able to build environments in which people can prosper and positively contribute to the organization's goals when they have a better understanding of what motivates individuals to perform in their professions, how they can be effectively motivated, and how the personalities of their employees influence their behavior at work (Dennerlein & Kirkman, 2022).

Teams and departments are the building blocks of organizations, and the dynamics of how these parts work together can have a large bearing on how effectively the organization functions as a whole (Gravina et al., 2023). Researchers in the field of organizational behavior investigate issues within teams such as group cohesion, conflict resolution, leadership, and decision-making (Wang et al., 2022). When businesses fully comprehend these dynamics, they are better equipped to support successful cooperation, communication, and problem-solving, which ultimately lead to improved results (Brethower et al., 2022). Another essential area of concentration in OB is that of organizational culture (Tang et al., 2022). The values, beliefs, and standards that are held in common by members of an organization are what are referred to as the organizational culture (Zonghua et al., 2023).

Culture has a role in determining how employees act inside an organization (Brewer et al., 2023). Staff morale, work satisfaction, and dedication can all be significantly boosted by an organization with a robust and pleasant culture, which in turn can contribute to higher productivity and staff retention (Lian et al., 2022). On the other hand, a culture that is poisonous or negative can have a negative impact not only on individual performance but also on organizational performance (Lian et al., 2022). Research in organizational behavior investigates methods that can be used to create and preserve a positive culture inside a company (Hammouri et al., 2023).

OB also investigates the influence that leadership has on the behavior of organizations (Brewer et al., 2023). To successfully guide and motivate personnel toward the accomplishment of corporate goals, effective leadership is vital (Zonghua et al., 2023). Researchers in the field of organizational behavior explore leadership paradigms, personality characteristics, and behaviors, in addition to the impact of leadership on employee motivation, work satisfaction, and overall performance (Tang et al., 2022). The cultivation of a culture of effective leadership throughout an organization can be aided by gaining an understanding of the principles of effective leadership, which helps organizations build strong leadership teams (Brethower et al., 2022). In conclusion, the study of organizational behavior is intricately connected to the processes of organizational development and change (Wang et al., 2022). It is absolutely necessary for a company to be able to adjust to its surroundings and continue to develop in order to achieve sustained success (Gravina et al., 2023). Researchers in the field of organizational behavior investigate the processes and tactics involved in managing organizational change (Dennerlein & Kirkman, 2022). This includes studying resistance to change, employee reactions, as well as the implementation of new policies and practices (Griffin & Phillips, 2023). Organizations are able to handle change more effectively and maintain their competitive edge if they have a grasp of how people react to transitions and how to successfully assist transitions (Gervasi et al., 2022).

In a nutshell, organizational behavior is a multidisciplinary study that studies the dynamics of change, leadership, organizational culture, and individual and group behavior within organizations (Aguinis et al., 2022). Organizations can acquire insights about how to build a happy and productive work environment, increase teamwork and collaboration, and adapt to the always changing business landscape by examining these elements (Muliana et al., 2022). To be successful over the long run and remain competitive in today's fast-paced and ever-changing corporate environment, it is necessary to have a solid understanding of organizational behavior (Outra & Ali, 2022).

2.4 Organizational Learning

Learning within an organization is an essential process that makes it possible for firms to evolve, expand, and prosper in an environment that is always changing (Do et al., 2022). It is the ability of an organization to improve its overall performance through acquiring, creating, retaining, and transferring knowledge within its workforce (Sancho et al., 2022). This ability is referred to as "knowledge management". The establishment of a culture conducive to learning is one of the most important aspects of organizational learning (Blaique et al., 2023). Within this culture, employees should be incentivized to seek out and exchange information, explore novel concepts, and strive to continuously improve their abilities and procedures (Gomes et al., 2022). The introduction of new technology and digital resources into the workplace is one of the most important factors driving organizational learning (Balasubramanian & Xu, 2022). As a result of the rapid development of technology, businesses are rapidly embracing the utilization of digital learning platforms, artificial intelligence, and data analytics in order to improve their educational procedures (Ivaldi et al., 2022). The use of these tools gives workers access to a great amount of information as well as individualized learning experiences, which makes it simpler for them to acquire new skills and information (Du & Wu, 2022). Data analytics can also assist businesses in tracking and measuring learning outcomes, which paves the way for more targeted interventions and overall improvements in the learning process (Bianchi et al., 2022). It is likely that the function that technology plays in organizational learning will become even more fundamental as it continues to improve in the future, which will help firms stay inventive and competitive (Farrell et al., 2022). In addition, the idea of "learning organizations" has been increasingly common in recent years, which is a positive development (Balasubramanian & Xu, 2022). A learning organization is an organization that actively supports and facilitates continuous learning at all levels, from frontline staff to top executives (Gomes et al., 2022). This type of learning occurs at all levels of the organization. Open lines of communication, a willingness to try new things, and a culture that places a high priority on learning from both achievements and setbacks are the defining characteristics of learning businesses (Blaique et al., 2023). These types of businesses are typically more flexible and adaptable, better prepared to react to shifts in the market, and more imaginative in the ways that they approach finding solutions to problems (Sancho et al., 2022). Enterprises can better position themselves for long-term success in today's dynamic and knowledge-driven market by cultivating a culture of learning within their organizations (Do et al., 2022). This will allow the enterprises to develop a sustainable competitive advantage and better position themselves for long-term success (Farrell et al., 2022).

3. Research Methodology

The purpose of this study is to explore the influence that organizational pressures, including workload, compensation, and structural pressures, have on the performance and business results of Jordan's private institutions. Participants used a Likert scale with responses ranging from 1 (very strongly disagree) to 5 (very strongly agree) to evaluate important research ideas that were posted on Google Drive. In order to test our hypothesis, we utilized a technique known as Partial Least Squares (PLS). Following the completion of the data cleaning process, we discovered that 269 participant responses fulfilled the

requirements for analysis and discussion in connection with our study hypotheses. Notably, the data that were obtained were significantly more accurate than the required estimations; in fact, they were more accurate by a factor of ten to one.

4. Research Results

We carried out a series of trials in order to investigate the precision and accuracy of the measuring strategy. Cronbach's alpha was used to measure the internal consistency and dependability of the survey, and 0.70 was chosen as our cutoff point in accordance with the suggestions made by Hair et al. (2006). In Table 1, the Cronbach's alpha values for the scale's subscales are offered for examination. Every number on the subscale is more than the threshold value of 0.70. When evaluating the convergent validity of a test, Fornell and Larcker recommend using a value of 0.70 or higher for the CR test and a value of 0.50 or higher for the AVE test. However, neither the component failure rates, nor the average failure rates presented in Table 1 satisfy these conditions. All of the indicators for each component had path loadings that were larger than 0.50 and the results of the assessment of the validity of the hypothesis in the context of the study paradigm are shown in the table that follows.

Table 1
Reliability and validity test

Code	Variable	Factor's Loading	VIF
Entrepreneurship Self-Concept (ESC)	(Cronbach's Alpha: 0.227, CR: 0.342, AVE: 0.421)		
ESC1	Self-confidence	0.126	0.122
ESC2	Self-perception	0.211	0.312
ESC3	Self-definition	0.344	0.213
Entrepreneurship Work Motivation (EWM)	(Cronbach's Alpha: 0.412, CR: 0.422, AVE: 0.541)		
EWM1	Internal Motivation	0.431	0.447
EWM2	External Motivation	0.442	0.398
EWM3	Objective Establishment and Focus	0.365	0.296
Entrepreneurship Risk Taking (ERT)	(Cronbach's Alpha: 0.365, CR: 0.426, AVE: 0.211)		
ERT1	Risk Threshold	0.388	0.498
ERT2	Risk Perception	0.271	0.175
ERT3	Expectations of Results	0.436	0.126
Organizational Behavior	(Cronbach's Alpha: 0.240, CR: 0.644, AVE: 0.436)		
OB1	Job Satisfaction	0.261	0.631
OB2	Leadership Style	0.250	0.542
OB3	Organizational Culture	0.211	0.234
Organizational Learning	(Cronbach's Alpha: 0.370, CR: 0.631, AVE: 0.581)		
OL1	Knowledge Acquisition	0.331	0.341
OL2	Knowledge Transfer and Sharing	0.188	0.567
OL3	Learning Culture	0.593	0.611

Based on the previous table which showed that the research model assessment was good, we can now continue discussing the research hypotheses.

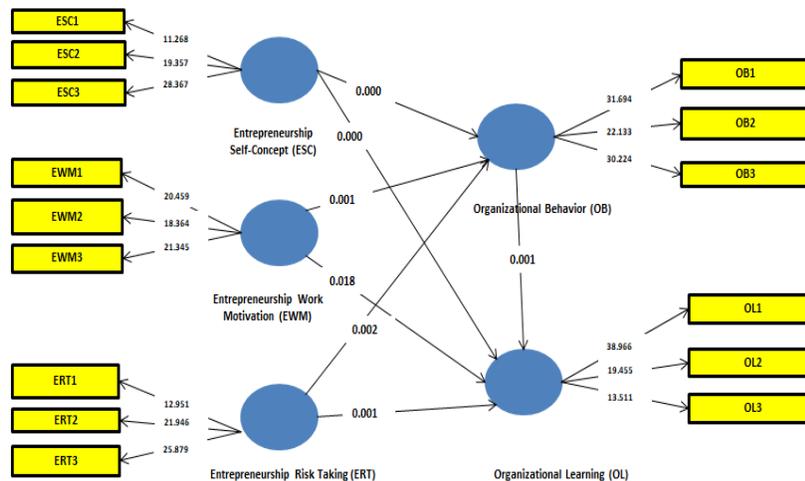


Fig. 2. Research bootstrapping results

The figure above represented the direct impact of relationships between research variables, and it is explained that the research hypotheses are fully accepted.

Table 2
Discriminant Validity

Construct	ESC	EWM	ERT	OB	OL
ESC	0.199				
EWM	0.142	0.249			
ERT	0.233	0.212	0.181		
OB	0.369	0.334	0.423	0.377	
OL	0.187	0.172	0.599	0.311	0.340

To establish discriminant validity, the Fornell-Larcker criterion was used. When the correlations between the components are fewer than the average variance (AVE) extracted from those components, this criterion is met. The square roots of AVEs (highlighted in bold) are smaller than component correlations, proving the validity of discriminant analysis.

Following approval of the measurement model, the structural model was examined, providing an R^2 value of 50.1%. This R^2 is greater than the 25% threshold established by Hair et al. Table 3 also shows low p-values, demonstrating agreement with all hypotheses. We find that self-concept has a significant influence on organizational behavior ($\beta = 0.369$, $p = 0.05$) and organizational learning ($\beta = 0.312$, $p = 0.05$), supporting Hypotheses 1 and 2. Similarly, when individuals demonstrate higher attention to their responsibilities, both organizational behavior and learning improve ($\beta = 0.317$, $p = 0.05$) and ($\beta = 0.349$, $p = 0.05$), corroborating Hypotheses 3 and 4. Finally, we discover that calculated risk-taking has a significant and beneficial impact on organizational behavior ($\beta = 0.349$, $p = 0.05$) and organizational learning ($\beta = 0.183$, $p = 0.05$), supporting Hypotheses 5 and 6. Additionally, the evidence confirms H7, suggesting that organizational behavior has a positive and statistically significant effect on organizational learning ($\beta = 0.131$, $p = 0.05$).

Table 3
Research Hypotheses Test

Research Hypotheses Test		Beta	P-Value	Results
H1	Self-Concept → Organizational Behavior	0.369	0.000	Supported
H2	Self-Concept → Organizational Learning	0.312	0.000	Supported
H3	Work Motivation → Organizational Behavior	0.317	0.001	Supported
H4	Work Motivation → Organizational Learning	0.268	0.018	Supported
H5	Risk Taking → Organizational Behavior	0.349	0.002	Supported
H6	Risk Taking → Organizational Learning	0.183	0.001	Supported
H7	Organizational Behavior → Organizational Learning	0.131	0.001	Supported

5. Future Research and limitations

Future research should investigate the effects of self-concept, job motivation, and risk-taking on organizational behavior and learning in a variety of enterprises and industries. It should be noted, however, that the Jordan Orange Telecommunications Firm was the primary focus of this investigation. Given the breadth of these notions, it is critical to investigate their implications across a diverse range of sectors and markets.

Individual characteristics such as self-concept, job motivation, and willingness to take risks can all have a substantial impact on organizational behavior and learning. Researchers should regularly monitor these qualities, as stated by Qasaimeh et al. (2022), to assess the sustainability of projected benefits over time and to detect any fluctuations in their effects. While the relationship between self-concept, job motivation, risk-taking, organizational behavior, organizational learning, and firm outcomes may appear complex, mediating and moderating variables can provide important insights into these dynamics. It is critical to note that the scope of this research does not include any other Jordanian telecommunications businesses. The impact of an organization's size, nature, and culture on organizational behavior and learning cannot be predicted with precision. The small number of research participants and the study's narrow emphasis raise concerns about the findings' broader relevance. As a result, additional research is required to determine whether the study's conclusions are applicable across multiple fields and places. This study can help businesses and organizations determine whether characteristics like self-concept, job motivation, and risk-taking have an impact on organizational behavior and learning. Researchers can use mediators and moderators to acquire a better understanding of the complex relationships between self-concept, job motivation, and risk-taking.

6. Research Conclusion and Implication

This study's primary objective is to investigate the impact of three crucial aspects of entrepreneurship—self-concept, job motivation, and risk-taking—within the framework of improving organizational behavior and organizational learning. In addition to this, the research intends to accumulate extensive data in order to demonstrate how unique ideas have contributed to the enhancement of organizational behavior and organizational learning.

Hypotheses 1, 3, and 5 indicate the primary influence that self-concept, work motivation, and risk-taking have on organizational behavior, while hypotheses 2, 4, and 6 reflect the primary influence that these factors have on organizational learning. The research data were analyzed, and the results showed that there is a strong and positive association that has major

implications on both organizational behavior and learning.

The findings highlight how important it is to conduct additional research on the impact of self-concept, job motivation, and risk-taking on organizational behavior and learning, particularly within the framework of the Jordan Orange Telecommunication Firm. These kinds of research endeavors might add to the nation's attempts to enhance its scientific sector. In addition, the findings of this research are consistent with those of previous research investigations, as shown by the findings of Do et al. (2022), Sancho et al. (2022), Blaique et al. (2023), and Gomes et al. (2022).

The research investigated a wide range of facets of self-concept, such as self-esteem, self-image, and self-identity, amongst others. The findings of this inquiry offer support to the hypothesis that high levels of individual self-concept have a positive impact on the behavior and learning inside organizations. This is consistent with the findings of other investigations carried out by Hasanah et al. (2023), Frese & Gielnik (2023), Thurik et al. (2023), Zucchella et al. (2023), Bruton et al. (2023), Stephan et al. (2023), Vedula et al. (2022), and Rafiki et al. (2023).

The study also investigated several dimensions of job motivation, including goal planning, orientation, extrinsic motivation, and intrinsic motivation. The findings of this study lend credence to the hypothesis that an increase in employee motivation has a beneficial impact on workplace productivity. Specifically, the findings lend credence to the hypothesis that an increase in employee motivation favorably affects workplace productivity by encouraging an increased focus on tasks that directly impact organizational behavior and learning. These findings are consistent with comparable findings found in other research carried out by Chang et al. (2022), Gomes et al. (2022), Yuan et al. (2022), Troise et al. (2022), Islam et al. (2022), and Satyanarayana et al. (2022).

The amount of risk that participants were willing to take was evaluated in this study using three different variables: their risk tolerance, their perception of risk, and the outcomes they anticipated. The outcomes of this study provide credence to the idea that businesses can improve the organizational behavior and learning of their employees by encouraging people to acquire new skills and embrace innovative practices. These results are in line with those found in other studies, such as those conducted by Outra and Ali (2022), Muliana et al. (2022), Aguinis et al. (2022), Gervasi et al. (2022), Griffin and Phillips (2023), and Dennerlein and Kirkman (2022).

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