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Title Search

The Influence of Entrepreneurship on the Success of Small Enterprises: A Case Study of the Private Sector in Saudi Arabia

“أثر ريادة الأعمال على نجاح المشاريع الصغيرة”

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حقوق الطباعة

حقوق الطباعة تمتلكها جامعة ميدأوشن. حيث إن جميع المواد والمحتويات الواردة في هذا البحث

هي ملك للجامعة، ولا يجوز استخدامها أو إعادة نشرها أو توزيعها بدون إذن مسبق من جامعة

ميدأوشن.

الباحث

Abstract

This study explores the impact of entrepreneurship on the success of small businesses in Saudi Arabia, focusing on key entrepreneurial traits such as innovation, proactiveness, and risk-taking. The research was conducted on a sample of 100 employees from various small companies in the Kingdom of Saudi Arabia. The results showed a positive relationship between entrepreneurship and the success of small enterprises. Innovation, proactiveness, and risk-taking play important roles in driving small business success. The study also highlights the importance of enhancing entrepreneurial culture within organizations to enhance growth and competitiveness. These findings support the notion that small businesses that rely on entrepreneurial practices, such as innovation and proactiveness, are more likely to achieve sustained

success. This study contributes to understanding how to benefit from entrepreneurship to enhance the performance and competitiveness of small enterprises in the Kingdom of Saudi Arabia.

Keywords: *entrepreneurship, innovation, proactiveness, risk, small enterprise success, small and medium enterprises, Kingdom of Saudi Arabia, Vision 2030.*

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CHAPTER ONE

The Introduction

1.1Introduction:

Entrepreneurship plays a pivotal role in the success of small enterprises by stimulating innovation, enhancing adaptability and improving business performance, Small enterprises contribute well to economic growth, job creation and market competitiveness, making entrepreneurship a key determinant of their sustainability and expansion (Nguyen et al., 2021. In Saudi Arabia, the private sector has recognized the importance of entrepreneurship in developing small businesses, in line with the goals of Vision 2030 to diversify the economy and promote business growth, The success of small enterprises in this context is influenced by multiple entrepreneurial factors including leadership style, flexibility and company characteristics which together shape their ability to navigate competitive environments and achieve long-term sustainability. Entrepreneurial leadership has been recognized as a critical factor in the performance of SMEs. According to Nguyen et al. (2021) and Jing (2024), entrepreneurial leadership influences organizational success through strategic vision, proactive decision-making, and risk-taking. Leaders with entrepreneurial capabilities foster innovation, cultivate a strong organizational culture, and motivate employees to engage in value-added activities, The mediating role of organizational factors, such as team dynamics and strategic alignment, enhances SMEs' performance and growth potential (Norena-Chavez & Romani Torres, 2024). In the private sector in Saudi Arabia, entrepreneurial leadership is essential to overcome market challenges, enhance competitiveness, and ensure business sustainability.

Entrepreneurial flexibility is another key element that contributes to the success of small businesses. Fatoki (2018) highlights that flexibility enables entrepreneurs to overcome challenges such as financial constraints and market competition. Resilient entrepreneurs demonstrate perseverance, adaptability and problem-solving skills which enhance their ability to maintain business operations during economic downturns. Likewise Alfarsi (2020, 2021) emphasizes the importance of entrepreneurial characteristics, such as risk tolerance and creativity in achieving business success in the Saudi Arabia market. The ability to adapt to regulatory changes economic fluctuations and technological advances is crucial for entrepreneurs in Saudi Arabia's evolving business landscape. Moreover firm specific and entrepreneurspecific characteristics play an essential role in shaping the success of small businesses. According to Islam et al. (2011) found that factors such as industry experience, education level and company size influence business performance. Entrepreneurs with higher levels of education and industry experience tend to implement effective strategies, leading to improved financial and operational results. In addition, Oyeku et al. (2014) provide a conceptual framework linking entrepreneurial competencies and SME success, emphasizing the importance of strategic planning and market orientation.

In Saudi Arabia promoting entrepreneurship through policy support, financial incentives and skills development programs is vital to strengthening the private sector. In short entrepreneurship is a driving force behind the success of small businesses with leadership, flexibility and company characteristics being key determinants. The ability of

entrepreneurs to innovate, adapt and manage risks effectively enhances small businesses competitive advantage and long term sustainability, In the context of the private sector in Saudi Arabia entrepreneurship plays a crucial role in economic diversification and business growth, Understanding these entrepreneurial dynamics is essential for policymakers, business owners and researchers seeking to promote small business growth in the region.

1.2 Study problem:

Despite the major role of entrepreneurship in enhancing the success of small projects many small projects in the Kingdom of Saudi Arabia still face challenges that hinder their growth and sustainability, The private sector in the Kingdom of Saudi Arabia is witnessing rapid transformation in light of Vision 2030 which emphasizes economic diversification and increasing entrepreneurial activity, However the extent to which entrepreneurship impacts small business success in this evolving business environment remains unclear, Key entrepreneurial factors such as leadership, flexibility and company characteristics play a crucial role in determining business performance yet there is a limited amount of empirical research examining their specific impact in the context of Saudi Arabia, (Alfarsi, 2021; Nguyen et al., 2021). One of the primary challenges faced by small businesses in Saudi Arabia is the ability to adapt to changing market conditions, regulatory requirements, and technological advancements, Entrepreneurial

leadership has been identified as a critical determinant of business success (Jing, 2024; Norena-Chavez & Romani Torres, 2024), However many small businesses struggle to make strategic decisions and adopt innovation. In addition, entrepreneurial flexibility is essential to overcome financial constraints, competition and operational uncertainties (Fatoki, 2018) but its role in the success of Saudi small businesses requires further exploration.

Moreover, firm specific attributes such as industry experience education level and strategic orientation significantly influence small firms performance (Islam et al., 2011; Oyeku et al., 2014) However there is a gap in understanding how these factors interact with entrepreneurial capabilities to influence the success of small projects in the private sector in Saudi Arabia, Given these challenges, it is necessary to examine the relationship between entrepreneurship and small business success to provide insights that can guide business owners, policy makers and investors in promoting a more sustainable and competitive small business sector, This study aims to fill this gap by analyzing the impact of entrepreneurship on the success of small enterprises in the private sector in the Kingdom of Saudi Arabia, By identifying key entrepreneurial characteristics and strategies that contribute to small business growth, This research will provide valuable recommendations to enhance business performance and ensure long-term sustainability in the region.

1.3 Importance of the study:

This study holds great importance for many stakeholders including entrepreneurs, policy makers and researchers as it explores the impact of

entrepreneurship on the success of small enterprises in the private sector in the Kingdom of Saudi Arabia, Understanding the factors that contribute to the success of SMEs can provide valuable insights into strategies that promote business sustainability and economic diversification in line with the goals of Saudi Vision 2030, For entrepreneurs this study highlights the core qualities and competencies required to drive business success, By examining entrepreneurial leadership, resilience and firm characteristics, the research provides guidance on skills and strategies that enhance competitiveness and adaptability in a dynamic market environment, Entrepreneurs can leverage these insights to improve their business models, implement innovative practices and develop the ability to address economic and operational challenges, From a policy perspective the results of this study can inform government agencies and economic planners in Saudi Arabia about the critical role of entrepreneurship in small enterprise development, Policymakers can leverage these insights to design targeted initiatives that support entrepreneurs such as financial incentives, mentoring programs, and regulatory frameworks that foster an enabling business environment, Promoting entrepreneurship policies can increase small business growth, job creation and overall economic progress, For researchers this study contributes to the current body of knowledge on entrepreneurship and small business success by providing empirical evidence from the Saudi Arabia context.

Given the Kingdoms unique economic and regulatory landscape, The findings can serve as a basis for further studies that explore the role of

entrepreneurship in various sectors and business environments, In addition the research can facilitate comparative studies with other economies enabling a broader understanding of entrepreneurship dynamics across different regions, Overall the study is crucial to strengthening the entrepreneurship ecosystem in Saudi Arabia, providing business owners with practical strategies, guiding policymakers in formulating supportive measures and enhancing academic research on entrepreneurship and small business performance.

1.4 Objectives of the study:

- Study the impact of innovation on the success of small enterprises in the Kingdom of Saudi Arabia.
- Evaluating the initiative's impact on the success of small enterprises in the Kingdom of Saudi Arabia.
- Exploring the role of risk in the success of small enterprises in the Kingdom of Saudi Arabia.
- Identify the main challenges and opportunities that small enterprises in the Kingdom of Saudi Arabia face with regard to entrepreneurship and propose strategies to enhance their success in the market.

1.5 Study questions

- What is the impact of innovation on the success of small enterprises in the Kingdom of Saudi Arabia?

- How does the initiative affect the success of small enterprises in the Kingdom of Saudi Arabia?
- What role does risk play in the success of small projects in the Kingdom of Saudi Arabia?
- What are the main challenges and opportunities that small enterprises in the Kingdom of Saudi Arabia face with regard to entrepreneurship, and what strategies can enhance their success?

1.6 Study hypotheses:

- The first main hypothesis: There is a positive relationship between entrepreneurship and the success of small enterprises in the Kingdom of Saudi Arabia.
- The first sub-hypothesis (**H01-1**): There is a positive relationship between innovation and the success of small enterprises in the Kingdom of Saudi Arabia.
- The second sub-hypothesis (**H02-1**) There is a positive relationship between proactiveness and the success of small enterprises in the Kingdom of Saudi Arabia.
- The third sub-hypothesis (**H03-1**) There is a positive relationship between risk and the success of small enterprises in the Kingdom of Saudi Arabia.

1.7 Study model: The research model was prepared by the researcher based on a review of literature and applied studies related to the study, the most important of which are:

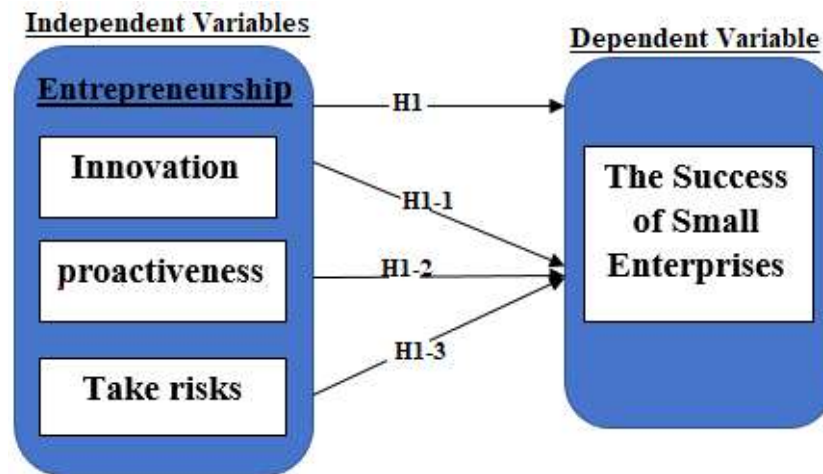


Figure (1): Study model

1.8 Research limitations:

- **Spatial field:** This study was applied to small companies in the Kingdom of Saudi Arabia
- **The human field:** This study was conducted on a random sample of male and female employees in small companies in the Kingdom of Saudi Arabia.
- **Time domain:** This study was conducted during the period from January to March 2025.
- **Objective area:** This study was limited to the impact of entrepreneurship (innovation, proactiveness, risk-taking) on the success of small projects in the Kingdom of Saudi Arabia.

1.9 summary:

In this chapter, a general presentation of the research was presented, in which a general idea of the chosen topic and the reasons for choosing it were presented. The research problem was also identified and the questions that the research seeks to answer were raised. In addition, the importance of the research and the goals it aims to achieve were clarified, along with the hypotheses that the research attempts to prove.

CHAPTER TWO

Theoretical framework and previous studies

2.1 introduction:

This chapter will address the theoretical framework of the research, where the variables of the study will be reviewed, namely entrepreneurship in its three dimensions: innovation, proactiveness, and risk, and its impact on the success of small projects in the Kingdom of Saudi Arabia. We will also discuss

previous relevant studies, the ways to benefit from them, in addition to what distinguishes this study from others.

2.2 Theoretical framework:

In this chapter, we will review the main variables of the study, as we will begin by clarifying the concept of entrepreneurship and its importance in enhancing the success of small projects. We will discuss each dimension of entrepreneurship separately, starting with innovation and its role in providing creative solutions and achieving competitive advantage, then proactiveness and its impact on anticipating opportunities and responding to changes, and finally risk and its impact on decision-making in the business environment. We will also highlight the relationship between these dimensions and the success of small projects, with a focus on the Saudi experience in light of Vision 2030, which supports the growth of entrepreneurship as a primary driver of the national economy.

2.3 Corporate entrepreneurship

Corporate entrepreneurship is a process used to develop new products, services, or businesses within an existing organization in order to provide value and generate new types of income. This action creates the foundation for the organization to increase sales and innovation. Corporate entrepreneurship provides an accurate idea of the resources and settings needed to encourage and inspire. Moreover, it can inspire business owners to take the necessary steps and lead their company to the desired results. The primary goal of this technique is to develop disruptive ideas rather than to make minor modifications. Additionally, it fosters an environment where company employees drive ideas rather than management. (Phan, Wright,

Ucbasaran, & Tan, 2009)

2.4 Creating an entrepreneurship environment for companies

According to Donald F. Kuratko (2014) there are five specific factors that are critical in determining whether the environment is supportive of entrepreneurial behavior: (1) top management support, (2) work recognition/autonomy, (3) reward system, (4) time availability, and (5) organizational levels. If a company is serious about creating an internal environment that supports entrepreneurial activity, it must seek ways to evaluate the specific characteristics of an innovative workplace. However, creating a culture that supports corporate entrepreneurship is one of the most challenging jobs that can be achieved in a competitive business. Promoting this culture requires a lot of ingenuity and is therefore not a simple task. Following procedures makes it easier to move the company along a broader path to achieving goals. As a result, it is necessary to periodically define the work in order to collect any new information.

Changing the work environment or creating new rules to achieve better results are two examples. The most important action in this case is routine evaluation because the strategy needs to move in the right direction. (Grabara, Hussain, & Szajt, 2020).

2.5 The main types of corporate entrepreneurship

Business ventures, in which a new business is started within an existing company, represent the majority of this type of entrepreneurship. For example, Reliance initially operated as a textile company before branching out into the food sector. In this case, this is a corporate venture where the company has leveraged its existing resources. In other words, it just

involves entering a new market or creating new products for an already existing industry. (Jafari-Sadeghi, 2020). There are many types of entrepreneurship in companies, which are:

2.5.1 Intrapreneurship

The process of intrapreneurship involves imagining, starting, growing and managing a new business different from the one the organization already runs while leveraging its channels, assets, skills and other resources. In other words, it is a tool that business owners use to build innovative businesses. The goal of intrapreneurship is to influence employees' thoughts and actions in order to foster a creative workplace culture. (Prada, 2018)

2.5.2. Organizational transformation

Organizational transformation refers to the extended development of an organization and its business, where the basic pattern is modified to achieve better economic performance. Therefore, the main goal of this change is to increase the company's performance. The best examples of this type are: reducing administrative layers, cutting costs, and reducing the size of the workforce. (Pekkola, 2020).

2.5.3. Changing industry rules

Very few companies try to create new opportunities by making small changes in the sector. Therefore, this method is referred to as “industry bending,” and aims to change regulations in the business environment. Because the adoption of this rule affects the entire industry, it is also called a “frame-breaking change.” However, this type of standard opens a wide scope for development and innovation. Through proper compliance with regulations, an organization can achieve great success. (Jacqueline Kirtley,

2020).

2.5.4 Institutional entrepreneurship and its sub-dimensions

In the theoretical field, corporate entrepreneurship refers to a process through which an organization innovates, develops new businesses, and enhances itself by changing its business domain or key strategic

The operational definition of institutional mechanisms (Boone et al., 2019) entrepreneurship includes the integration of venturing behavior within the organization, such as institutional venture capital investments, mergers and acquisitions, the formation of alliances, a commitment to developing new products and services, and a willingness to strategically redefine its mission (Boone et al., 2019)

2.5.4.1 Innovation

In the theoretical field innovation refers to creative skills and capabilities that work to renew and expand the range of products, services and related markets in addition to developing new technologies for production, supply and distribution (Omerzel, 2015), As for the operational definition of innovation it is the introduction of changes in management, work structure and working conditions for human resources (Omerzel, 2015).)

2.5.4.2 Proactivity

In the theoretical field proactivity refers to the ability of individuals to act in advance and focus on achieving intended future outcomes (Kiss, Cortes, & Herrmann, 2022) The operational definition relates to the vital role of a set

of behaviors that individuals engage in, such as seeking feedback, building networks and solving problems (Kiss et al., 2022).

2.5.4.3 Taking risks

In the theoretical field, risk taking behavior refers to the tendency to engage in activities that may have a negative impact (Kilianova, 2020). The operational definition of risk taking behavior in the business world is related to the willingness to allocate greater resources to projects in which the risk of failure may be high (Tipu, 2017). In the modern business environment, risk taking behavior must be monitored to ensure the company's success.

4.6.2 Success of small projects:

The success of small and medium enterprises (SMEs) is affected by several factors, as indicated by many studies. Okreglicka (2015) conducted a literature review that identified the main factors influencing the success of small businesses. The study emphasized internal factors such as entrepreneurial skills, business strategy, innovation and financial management, along with external factors such as market conditions, competition, and regulatory frameworks.

The research concluded that successful small businesses are those that adapt to market changes and benefit from strategic planning to maintain growth. Lolesio, Srivastava and Vakhariya (2024) conducted a study on micro and small enterprises (MSEs) in Fiji and identified critical factors that influence their success. The results highlighted the importance of access to finance, government support, administrative efficiency and market dynamics. The study also emphasized the role of entrepreneurial flexibility

in overcoming challenges such as economic fluctuations and scarcity of resources, In addition researchers highlighted the impact of digital transformation in enhancing business performance and increasing competitiveness in the modern economy.

Likewise Chittithaworn et al. (2011) analyzed the factors influencing the success of SMEs in Thailand, Their study divided these factors into six main dimensions: characteristics of the entrepreneur, management and planning, products and services, relationships with customers, financial resources and the external environment , The results showed that good business planning, strong customer relationships and effective financial management are key factors for achieving sustainable success, Government policies and market conditions also play a crucial role in shaping the performance of SMEs, Overall these studies show that the success of SMEs depends on a combination of internal competencies and external environmental factors.

Entrepreneurial skills, strategic planning, financial management and adaptability are essential to sustain growth while market conditions, government policies and access to financial resources significantly impact business performance, These insights provide valuable insights for policymakers and entrepreneurs who want to enhance the sustainability of SMEs and increase their competitiveness.

2.5.5 Previous Studies:

1. Nagham Nimah, & Hamza Al-Ward. (2020). The results showed that entrepreneurial orientation plays an important role in the success of small and medium enterprises in both Jordan and Malaysia as it was found that innovation, risk tolerance, exploitation of opportunities and proactiveness are among the main factors affecting the achievement of growth and sustainability for these projects, The study also showed that the supportive environment, such as government legislation, financing and institutional support, directly affects the performance of small and medium enterprises, The study emphasized the importance of strengthening entrepreneurial thinking among project owners through continuous training, benefiting from modern technology and strategic planning to ensure the continuity of projects in light of economic challenges, The study recommended the need to provide a supportive environment for entrepreneurship by facilitating government procedures improving access to financing sources and increasing awareness of the culture of entrepreneurship to ensure the success and sustainability of small and medium enterprises.

2. Abbas Kamel Al-Shall, Nabila, Ahmed Al-Zuhairi, Amira, Youssef Muhammad, & Somaya. (2022). The results showed that entrepreneurship positively affects the innovative performance of workers in small and medium enterprises in Egypt as it was shown that encouraging innovation, providing a stimulating work environment and supporting entrepreneurial ideas contribute significantly to enhancing the creativity of workers and improving the overall performance of institutions, The study also indicated

that entrepreneurial leadership plays a pivotal role in motivating employees to develop new solutions and enhancing the culture of innovation within companies, The study emphasized the importance of adopting flexible management methods that contribute to creating an environment supportive of innovation, in addition to the necessity of providing continuous training and developing the leadership skills of employees to enhance their innovative performance The study recommended the need to support small and medium enterprises through government policies that promote entrepreneurship, increase investment in training and development programs in addition to encouraging a culture of innovation within the work environment to ensure competitiveness and sustainability in the market.

3.Abu Khwait, Najim Muhammad, Al-Amari, & Khaled Muhammad. (2023). The results showed that small business entrepreneurship plays a fundamental role in achieving sustainable development by promoting innovation, creating job opportunities and stimulating economic growth,The study also showed that small projects have high flexibility that enables them to adapt to economic and environmental changes which contributes to achieving the economic, social and environmental dimensions of sustainable development, The study confirmed that the success of these projects depends on providing a supportive regulatory environment which includes financing appropriate legislation and support for innovation and entrepreneurship,The study emphasized the necessity of encouraging a culture of entrepreneurship among young people and

entrepreneurs by providing financial incentives and continuous training to enhance their entrepreneurial skills in addition to the importance of adopting environmentally friendly practices to ensure the sustainability of these projects in the long term, The study recommended the need to activate the role of government and private institutions in supporting small projects by providing financing facilities and advisory programs and strengthening partnerships between the public and private sectors to achieve sustainable economic development.

4Al-Juhaimi & Noura. (2023). The results showed that the application of entrepreneurship contributes significantly to improving production and the success of small projects in the Kingdom of Saudi Arabia, The study showed that adopting entrepreneurial practices such as innovation, strategic planning, and risk management helps enhance production efficiency and increase the competitiveness of these projects. The results also indicated that government support, providing financing and facilitating administrative procedures are among the basic factors that contribute to the sustainability of small projects and their achievement of economic growth.

The study emphasized the importance of enhancing the culture of entrepreneurship among small business owners through continuous training and developing their administrative and innovative skills, in addition to encouraging the use of modern technology to improve production processes and enhance the quality of products and services, The study recommended the need to increase government and financial support for small projects, develop policies and legislation that enhance the

entrepreneurship environment in addition to providing business incubators and guidance programs that contribute to raising the level of efficiency of these projects and ensuring their success in the Saudi market.

5. Alfarsi, Y. (2020): The Alfarsi (2020) study examined the impact of entrepreneurs characteristics on the success of small and medium sized companies in the Saudi market as it identified a group of entrepreneurial factors that contribute to improving performance and sustainability. The results showed that innovation in developing products and services taking risks in making bold decisions being proactive in adapting to market conditions and effective leadership and management skills all play a crucial role in enhancing the success of companies, The study also pointed out the importance of external factors such as government support financing, and competition in determining growth and continuity opportunities for these companies.

6 Norena-Chavez, D., & Romani Torres, R. (2024) : Norena-Chavez and Romani Torres (2024) studied improving the success of IT projects through entrepreneurial leadership focusing on the mediating roles of several factors within the team such as team reflexivity team innovation culture and team entrepreneurial passion, The study showed that entrepreneurial leadership plays a crucial role in enhancing performance and success in IT projects through its direct influence on these mediating factors, The results showed that collective flexibility, which means the teams ability to adapt, self criticize and analyze performance, contributes significantly to improving the culture of innovation within the team, In turn, the culture of innovation and collective entrepreneurial keenness enhances the teams ability to face

challenges and achieve innovative and effective results, The study also indicated that entrepreneurial leadership affects project success by activating these factors within teams which contributes to enhancing the performance and positive results of information technology projects.

7.Islam, M. A., Khan, M. A., Obaidullah, A. Z. M., & Alam, M. S. (2011). Islam et al. (2011) study examined the influence of entrepreneurs characteristics and firm characteristics on business success in small and medium enterprises (SMEs) in Bangladesh, The study aimed to analyze the entrepreneurial and personal factors that contribute to improving the performance of these companies, The results showed that entrepreneurs' personal traits such as risk tolerance, innovation, and strategic planning play a crucial role in the success of SMEs. The study also showed that practical experience and the ability to manage financial resources positively affect performance and growth, As for corporate characteristics, the study indicated that good management strategic planning, and access to markets are considered factors that enhance corporate sustainability, The study also highlighted the importance of financing as a critical external factor affecting the competitiveness of SMEs in Bangladesh, In conclusion the study emphasized the need to improve the skills of entrepreneurs in the areas of leadership and planning in addition to providing an appropriate environment that supports financing and growth to achieve sustainable success for these companies.

8Ajani, A. O., Adekanmbi, O., & Akanmu, P. M. (2017). Findings indicate that effective entrepreneurial practices including innovation, strategic planning, risk management and financial management, contribute

significantly to the growth and sustainability of small and medium enterprises (SMEs).The study highlights that entrepreneurial skills and proactive business strategies enhance competitiveness and productivity among small businesses, Moreover access to finance, government policies and market conditions play a crucial role in shaping the performance of SMEs, The study also emphasizes the importance of enhancing entrepreneurial thinking among owners of small and medium sized companies and calls for continuous training skills development and adoption of technology to improve efficiency.It also emphasizes that business networks and mentorship programs are essential in strengthening the business environment for SMEs, The study recommends that policymakers create a more supportive regulatory framework facilitate access to finance and provide capacity building programs for entrepreneurs, In addition, SME owners must focus on strategic management and innovation to ensure long term success and sustainability in the competitive market.

9 . Fajarika, D., Trapsilawati, F., & Sopha, B. M. (2024) : The study by Fajarika, Trapsilawati, and Sopha (2024) conducted a systematic literature review to identify the key factors influencing the growth of small and medium enterprises (SMEs) in developed and developing countries, The study followed a structured analytical approach, integrating findings from multiple academic sources to provide a comprehensive understanding of the factors influencing SME growth. The results indicate that SME growth is influenced by several interconnected factors including access to finance, entrepreneurial competencies, government policies, market dynamics and technology adoption. In developed countries, technological innovations,

strong financial infrastructure and supportive regulatory frameworks play a crucial role in the expansion of SMEs, In contrast, in developing countries, challenges such as limited access to credit, weak institutional support, and inadequate infrastructure hinder growth, despite the presence of entrepreneurial potential, The study emphasizes the importance of enhancing the business environment that includes access to finance, capacity building programs and digital transformation strategies to improve the sustainability and competitiveness of SMEs, It also emphasizes the importance of government interventions and policy reform designed to meet the needs of SMEs in different economic contexts, The study recommends that policymakers in both developed and developing countries implement targeted support mechanisms, such as facilitating access to finance, improving ease of regulation, and promoting innovation through technology adoption.

10.Ilmafa'ati, R. (2021) :Ilmafa'ati (2021) study explores the impact of entrepreneurship, creativity and business location on business success, The study used a quantitative approach where questionnaires and statistical analysis were used to collect and analyze data, The study findings emphasize the interconnectedness between entrepreneurship and creativity as key factors for business success,Entrepreneurs who are innovative, proactive and able to adapt to changes in market conditions have higher success rates, Creativity in business practices, product offerings and marketing strategies also contributes significantly to distinguishing a business from its competitors, leading to increased customer satisfaction and market share, The study also highlights the role of business location as a critical factor in determining business success. Proximity to target

markets, ease of access, and competition are important considerations when choosing a business location, The results indicate that companies located in areas with high traffic, strong customer bases and favorable economic conditions have a greater chance of success, The study concludes that a combination of entrepreneurial skills creative business strategies and strategic location can significantly enhance business performance, The study recommends that entrepreneurs focus on developing innovative solutions, carefully selecting locations, and constantly seeking opportunities to improve creativity to ensure long term sustainability and success.

11. Al Farisi, Y. (2020). His doctoral thesis by Al-Farsi (2020) explores the impact of entrepreneurial characteristics on the success of SMEs in the Saudi market, The study adopts a quantitative research approach where questionnaires and statistical tools were used to collect and analyze data from owners and managers of small and medium sized companies in Saudi Arabia, The dissertation findings highlight that some entrepreneurial characteristics, such as risk taking, innovation, proactive decision making and leadership capabilities, significantly influence the success of SMEs, Entrepreneurs who possess these qualities are better equipped to deal with challenges, overcome competition and exploit opportunities, The study emphasizes that strong leadership and a clear vision are crucial to setting strategic goals and steering a business toward long term growth, In addition, the study reveals that market knowledge and the ability to adapt to local cultural and economic conditions play a vital role in determining the success of SMEs in Saudi Arabia, Entrepreneurs who understand the details of the local market, customer preferences and regulatory environment are more likely to succeed in a highly dynamic business environment, Al-Farsis

research concludes that developing basic entrepreneurial characteristics and enhancing business acumen are essential to the success of SMEs in Saudi Arabia. The research recommends implementing training programs and workshops focusing on leadership, innovation and risk management to support the growth and sustainability of SMEs in the region. Furthermore, policy interventions that promote entrepreneurship such as improving access to finance and regulatory support, are crucial to creating an enabling environment for SME success.

2.6 Theoretical principles of the study:

The theoretical framework of this study is based on the intersection of the characteristics of entrepreneurship and small enterprise success drawing on several major theories of entrepreneurship, innovation and business performance. Entrepreneurship theory suggests that entrepreneurs are agents of change, driving innovation and creating opportunities for business growth. This framework highlights the critical role of entrepreneurial traits, such as innovation, proactiveness and risk taking in influencing business outcomes. Innovation theory asserts that companies that introduce new ideas or processes are more likely to succeed in competitive markets. In addition the dimensions of entrepreneurial orientation risk taking and proactiveness are essential for small organizations to overcome uncertainty, seize opportunities and outperform competitors. The Business Performance Model explains that success in small organizations can be measured through financial and non financial metrics including profitability, market share and growth. Furthermore the resource based view of the firm emphasizes that

business success depends on the unique resources and capabilities that the entrepreneur brings to his or her business suggesting that the characteristics of the entrepreneur directly influence the resources he or she uses to promote business success, Together these theories provide a solid foundation for understanding how entrepreneurial traits contribute to the success of small enterprises, especially in the context of Saudi Arabia.

Previous studies show that the success of SMEs depends on a set of internal and external factors that contribute to enhancing their growth and sustainability, First entrepreneurial characteristics such as risktaking, innovation and proactive decision-making are key factors that influence the success of SMEs. Entrepreneurs who have the ability to make bold decisions and adapt to changing conditions in the market can outperform their competitors and achieve sustainable success, In addition creativity in business, services and products contributes to improving companies competitive advantage and enhances their ability to expand and attract customers, Other factors that influence the success of SMEs include strategic planning and effective financial management which are essential elements for achieving sustainable growth, Companies that rely on solid strategies and careful financial planning find themselves better able to adapt to economic challenges and achieve their long term goals, Geographic location also plays a crucial role in determining the success of small businesses, Companies that are located in areas close to their target markets or that have easy access to resources and human resources increase their chances of success and growth, In addition government

support and access to finance are factors that greatly contribute to increasing the efficiency of SMEs, Ultimately the importance of continuous training, skills development, and the use of technology to develop competencies and achieve excellence is highlighted. Therefore, SME owners should focus on investing in these aspects to ensure their sustainability and growth in competitive economic environments.

2.7 What distinguishes this study from previous studies:

What distinguishes this study from previous studies is its focus on the direct relationship between entrepreneurial characteristics such as innovation, proactiveness and risktaking and their direct impact on the success of small projects, While many previous studies address these factors separately or focus on specific aspects of entrepreneurship this study combines these entrepreneurial characteristics and demonstrates how they can contribute to the success of small enterprises holistically, First the study provides an in-depth understanding of how innovation, proactiveness and risk-taking interact in an integrated manner helping to explain how entrepreneurs address challenges and opportunities in competitive markets, In many previous studies these factors are analyzed in isolation from each other but this study focuses on how they interact and integrate to achieve the overall success of the project, Second the proactive orientation in the study highlights how entrepreneurs can identify future opportunities before they become apparent which helps achieve long term competitive advantage, This approach distinguishes the study from others that may focus only on

traditional entrepreneurial strategies, Third, attention to the element of risk in small business success is central to this study, which discusses how taking calculated risks can open up new opportunities for growth. While some studies focus on risk-taking in general, this study provides a specific perspective on how risk-taking can be used as a tool to achieve sustainable success. Overall, this study integrates several important aspects of entrepreneurship into an integrated framework, which contributes to providing practical and entrepreneurial recommendations for small business owners to achieve success in the competitive business environment.

2.8 Chapter summary

This chapter dealt with the theoretical framework for studying "the impact of entrepreneurship (innovation, proactiveness, risk-taking) on the success of small projects." At the beginning of the chapter, the main study variables related to entrepreneurship and how they affect the success of small projects were reviewed. These variables included innovation, as the importance of providing new and effective solutions that contribute to improving performance and competitiveness was emphasized, in addition to proactiveness, which relates to the ability of entrepreneurs to anticipate future opportunities and challenges and adapt to them. As well as the risk that is associated with the ability of pioneers to make unconventional decisions that may lead to large gains or losses, but they are necessary to achieve expansion and growth.

CHAPTER THREE

Methodology and research methods

3.1 Introduction

In this chapter, the methodology and procedures followed in the research will be clarified, which include determining the methodology, the population and the sample targeted in the study, the data collection tools in terms of preparation and methods of verifying validity and reliability, and the statistical tools and procedures that will be used in data analysis as follows:

3.2 Study Population and Sample

In this study, the population consists of small enterprises within the private sector in Saudi Arabia, such as (Lucidya, Tamara, Zid, Nana, ...), which operate in a variety of industries. These small enterprises are selected based on their importance in the Saudi market and their role in contributing to the economy as part of the private sector within the framework of Vision 2030. The study targets entrepreneurs, business owners, managers, and employees who are directly involved in the daily operations of these small enterprises. The sample for this study will be selected from a representative group of small enterprises in Saudi Arabia. The **simple random sampling method** will be used to ensure that the sample represents the various business sectors within the company. The sample size will be determined using **Morgan's Table**, taking into account the required confidence level and margin of error to achieve statistically significant and reliable results. The sample will consist of approximately **100–150 participants**, including entrepreneurs, managers, and key decision-makers in small enterprises. This diverse sample ensures the collection of insights from a wide range of

perspectives, contributing to a comprehensive understanding of the impact of entrepreneurship on business success. Through this sampling approach, the study aims to gather rich and diverse insights into how entrepreneurial characteristics—such as **innovation**, **proactiveness**, and **risk-taking**—affect the success of small enterprises in Saudi Arabia.

Table (3–1): Distribution of the sample according to demographic characteristics (gender – age – Education Degree-Years of Experience (

Variables		freq.	%
Gender	Female	55	55
	male	45	45
Age	25-35 and over	10	10
	36-45 years and over	41	41
	46-55 years	7	7
	Less than 25 years old	13	13
	more 55 years	29	29
Education Degree	Bachelor	52	52
	diploma	26	26
	Ph.D	8	8
	Master's	14	14
Years Of Experience	more 10 years	45	45
	Less than 5-10 years	26	26
	Less than 5 years	29	29
	the total	100	100

Table (1-3) presents the demographic distribution of the study sample according to gender, age, educational qualification, and years of experience. It is evident that the percentage of females reached 55%, while males constituted 45% of the total sample, indicating a balanced gender

representation with a slight predominance of females. Regarding age groups, the largest proportion of participants were those over 45 years old, representing 41%, while those under 35 years made up 29%, and those under 25 years constituted 13%. In terms of educational qualification, the majority of participants held a bachelor's degree, accounting for 52%, followed by diploma holders at 26%, while 14% held a master's degree, and 8% held a Ph.D. As for years of experience, the data showed that 45% of participants had 15 years or more of experience, while 29% had less than 5 years, and 26% had less than 10 years, indicating a diversity of experience levels within the sample.

3.3 Study Tools:

A survey method will be followed to collect data for this study. The data collection tool will be a questionnaire, which will be adopted by the researcher in this study, modified, and distributed to the study population. Using a questionnaire can be an effective tool for collecting data and understanding people's opinions and experiences in a specific field. The use of a questionnaire provides the following benefits:

- **Providing diverse perspectives:** Surveys help collect various opinions from different people and stakeholders in your field.
- **Identifying key issues:** You can use surveys to identify key issues and areas for improvement in the area.
- **Quantitative data analysis:** Statistical analysis tools can be used to understand your data quantitatively and gain deeper and more accurate

insights.

- **Providing comparable data:** The data collected from surveys can be compared with previous studies and international standards to assess compliance with good manufacturing practices.
- **Communicating with key respondents:** The questionnaire can be used to communicate with key stakeholders in the industry and understand their opinions and expectations.

3.4. Steps for Preparing the Research Tool:

Step 1: Define the Research Objective

The researcher defined the primary objective of the study, which is to identify the impact of entrepreneurship on the success of small enterprises, focusing on the various dimensions that affect this success. The research questions were formulated to highlight factors that may be related to the performance of small businesses in the local market.

Step 2: Identify Measurement Areas for the Research Tool

The measurement areas for the tool were determined based on the key factors that influence entrepreneurship and the success of small businesses:

- **Demographic Characteristics:** Includes gender, age, educational level, years of experience, employer, and type of client.
- **Study Dimensions:** The dimensions affecting the success of small businesses were defined through the following:

Dimension 1: Innovation – consisting of 5 statements.

Dimension 2: Proactiveness – consisting of 5 statements.

Dimension 3: Risk-taking – consisting of 5 statements.

Dimension 4: Business Success of Small Enterprises – consisting of 7 statements.

Step 3: Formulate the Preliminary Statements for the Research Tool

The statements for the research tool were formulated based on the theoretical framework adopted in similar previous tools. These included questions related to innovation, proactiveness, and risk-taking, along with statements that measure the success of small businesses, such as increased sales, reduced costs, increased profits, and other indicators that reflect the success of small businesses.

Step 4: Gradation of Responses for Main Dimensions

A five-point Likert scale was used to grade the responses to questions related to the various dimensions of the target areas. The scale ranges from "Strongly Agree" to "Strongly Disagree," with the corresponding scores being (5, 4, 3, 2, 1), respectively.

Step 5: Formulating the Instructions for the Research Tool

The instructions for the questionnaire were formulated in a simple and clear manner to inform participants about the research objectives and the importance of the questionnaire. Emphasis was placed on the confidentiality of the information being collected, and respondents were encouraged to answer accurately and honestly.

Step 6: Finalizing and Implementing the Questionnaire

The questionnaire was converted into an electronic form using "Google

Drive" and then the electronic link was sent to the target sample through social media applications. This approach facilitated access to participants and ensured effective data collection.

5.3 Validity of the Study Tool Items:

(1) The researcher followed up on the observations and recommendations provided by the reviewers and made the agreed-upon modifications by the majority. As a result, the initial questionnaire was modified and finalized, with the final version included in the appendix list.

(2) Internal Consistency Validity of the Study Tool: The internal consistency validity of the study tool was measured using Pearson's correlation coefficient for each dimension. This was done by calculating the correlation between each item and the total score of its corresponding dimension. The tool was applied to a pilot sample of 30 entrepreneurs, managers, and key decision-makers in small enterprises. The results are shown in the table below:

Table (2-3): Internal Consistency Validity of the Study Dimensions

Innovation	Total score	Risk	Total score
Innovation1	**898.	Risk 1	**756.
Innovation2	**842.	Risk 2	**810.
Innovation3	**701.	Risk 3	**822.
Innovation4	**871.	Risk 4	**857.
Innovation5	**785.	Risk 5	**776.
Proactiveness	Total score	Commercial success of small projects	Total score
Proactive1	**777.	Success 1	**789.
Proactive2	**862.	Success 2	**836.
Proactive3	**792.	Success 3	**571.
Proactive4	**840.	Success 4	**880.

Proactive5	**816.	Success 5	**850.
		Success 6	**878.
		Success 7	**653.

3.5 Reliability:

To verify the stability of the research tool, Cronbach's alpha coefficients were used by applying it to a survey sample. The survey included 30 entrepreneurs, managers, and key decision makers in small enterprises in Saudi Arabia, and the results were as follows:

Table (3-3): Cronbach's alpha reliability coefficients for the questionnaire axes and for the tool as a whole

Variables	Cronbach alpha	Number of items
Innovation	0.886	5
Proactiveness	0.876	5
Risk	0.862	5
Entrepreneurship	0.945	15
Commercial success of small projects	0.895	7
all	0.953	22

3.6 Correction standard:

The range of each category in the five-point scale was determined based on the difference between the lowest and highest values of the scale (5 - 1 = 4), which was divided equally by the number of five categories, according to the following steps:

- Scale range = maximum value - minimum value = 5 - 1 = 4
- Number of categories = 5
- The size of each category is $4 \div 5 = 0.8$

Accordingly, the scale of each category extends over a range of 0.8 points, ensuring an equal distribution of scores according to the five-point scale, with each category reflecting a certain level of agreement or disagreement with the statements presented. As shown in the following table:

Table (3-4): Answer weights according to the five-point scale

The value of mean	The result
From 1 to less than 1.80	Strongly disagree
From 1.80 to less than 2.60	Disagree
From 2.60 to less than 3.40	neutral
From 3.40 to less than 4.20	agree
From 4.20 to 5	Strongly agree

3.7 Statistical Analysis and Tools Used:

- **Mean:** A measure of central tendency that summarizes the average value of a data set. It is used to describe the typical outcome in the data.
- **Standard Deviation:** A measure of variation that defines the amount of spread of data points around the mean. It is essential for understanding the distribution of data.
- **Frequencies and Percentages:** Descriptive statistical methods used for categorical data analysis. Frequencies count the occurrences, while percentages express these as proportions of the total sample.

- **Pearson's Correlation Coefficient:** A statistical method used to measure the strength and direction of a linear relationship between two related variables. It is useful for determining correlations between variables.
- **Cronbach's Alpha:** A method for analyzing reliability, used to assess the internal consistency of a scale or questionnaire. It ensures that the items measure the same underlying construct.
- **Normality Test Using Skewness and Kurtosis:** A diagnostic tool to check if data follow a normal distribution. Skewness measures asymmetry, and kurtosis measures the peak of the distribution. For normal data, values should range between -3 and +3.
- **Variance Inflation Factor (VIF) and Tolerance:** Used to detect multicollinearity in regression analysis. VIF values less than 3 and tolerance values greater than 0.1 indicate no severe multicollinearity.
- **Multiple Linear Regression Analysis:** A statistical method for examining the relationship between one dependent variable (DV) and multiple independent variables (IVs). It provides insights into how entrepreneurship affects the success of small businesses.

Chapter Four

results

4.1 Introduction:

This chapter reviews the results drawn from the statistical analysis of the

data collected through the questionnaire. This is to answer the questions raised in the study. It also reviews the testing of research hypotheses. It also reviews a number of results and provides some recommendations and proposals.

4.2 Descriptive statistics for independent variables (entrepreneurship)

To accurately show the research results, the standard deviation (SD) and arithmetic mean were calculated for each variable. Table No. (1-4) displays the arithmetic mean, standard deviation, ranking, and the importance of entrepreneurship.

Table (1-4): Arithmetic means, standard deviations and rank, importance for the entrepreneurship variable

number	paragraphs	mean	SD	rank	Importance
1	The company is ready to implement new ideas.	3.87	0.83	2	agree
2	The company is willing to embrace new projects.	3.88	0.85	1	agree
3	The company has effective methods for identifying customer needs and desires.	3.72	0.91	3	agree
4	The company has a suitable budget to support creative ideas.	3.6	0.99	5	agree
5	The company offers training courses on innovation to enhance creativity.	3.62	0.95	4	agree
	Innovative	3.74	0.77		agree
6	The company has a higher ability to identify new opportunities.	3.64	0.91	3	agree
7	The company makes an effort to take early action on every innovation opportunity.	3.59	0.86	5	agree
8	The company uses teamwork as a key tool to anticipate future problems and pursue new entrepreneurial opportunities.	3.75	0.85	1	agree
9	The company responds quickly to changes in the environment.	3.66	0.9	2	agree
10	The company benefits from customer suggestions for continuous improvement and anticipates new innovative ideas.	3.61	0.9	4	agree
	Proactive	3.65	0.73		agree
11	The company has a higher inclination to take risks and invest in entrepreneurial projects.	3.35	1	5	agree

12	The company trains employees on the necessary skills to face challenges, especially those related to new entrepreneurial ideas.	3.67	0.85	2	agree
13	The company values employees' feedback on knowledge and risk assessment.	3.6	0.9	4	agree
14	By facing entrepreneurial risks, the company is determined to create a positive work environment free from fear and accountability.	3.62	0.97	3	agree
15	Employees use collective efforts to solve problems and improve their ability to face risks.	3.7	0.83	1	agree
	Risk-taking	3.59	0.73		neutral

Innovation:

The results in the table show that companies adopt innovation to a good degree, with an overall mean of 3.74 (0.77), indicating that participants agree that their companies support new ideas. The statement "The company is willing to embrace new projects" had the highest mean of 3.88 (0.85), followed by "The company is willing to apply new ideas" with 3.87 (0.83), reflecting the openness of companies to development and change. On the other hand, the statement "The company has an adequate budget to support creative ideas" had the lowest mean of 3.60 (0.99), which may indicate some financial constraints that could hinder the implementation of innovative ideas.

Proactivity:

The results indicate a good level of proactivity in companies, with an overall mean of 3.65 (0.73), reflecting the companies' efforts to anticipate opportunities and make early decisions. The statement "The company uses teamwork as a key tool to anticipate future problems and follow up on new

entrepreneurial opportunities" had the highest mean of 3.75 (0.85), indicating that companies rely on teamwork to enhance proactivity. However, the statement "The company makes efforts to take early action on every opportunity for innovation" received the lowest rating of 3.59 (0.86), suggesting the need for more efforts to ensure a quicker response to future opportunities.

Risk-taking:

The results show that companies adopt risk-taking to a lesser degree compared to the previous two dimensions, with an overall mean of 3.59 (0.73), reflecting a relative hesitation in making high-risk investment decisions. The statement "Employees make comprehensive efforts to solve problems to improve their ability to face risks" had the highest mean of 3.70 (0.83), indicating that employees make significant efforts to face challenges. In contrast, the statement "The company has a higher tendency to take risks and invest in entrepreneurial projects" had the lowest mean of 3.35 (1.00), reflecting a more cautious approach in adopting entrepreneurial projects.

Descriptive Statistics for Independent Variables (Small Business Success)

Table (4-2): Mean, Standard Deviation, Rank, and Significance for the Small Business Success Variable

number	paragraphs	mean	SD	rank	Importance
16	The company expanded its business	3.61	0.9	2	agree
17	The company's sales increased	3.57	1	3	agree
18	The company has reduced its costs	3.64	0.83	1	agree

19	My earnings have increased compared to the previous year	3.38	1.01	6	neutral
20	My capital has increased compared to the previous year	3.4	0.96	4	neutral
21	The size of your organization's assets has increased compared to the previous year.	3.36	0.99	7	neutral
22	My company has hired more employees than the previous year	3.39	0.98	5	neutral
	Small business success	3.48	0.75		neutral

Table (2-4) presents the means and standard deviations for the small business success variable. The results indicate that cost reduction and business expansion were the most influential factors according to the participants' opinions. The statement "The company has reduced its costs" received the highest mean score (3.64), reflecting a broad consensus among respondents regarding its importance. On the other hand, other statements such as "My profits have increased compared to the previous year" and "The assets of my company have increased compared to the previous year" had lower levels of agreement, suggesting variability in views on the impact of these factors on small business success.

4.4 Normality Test

The study must assess the normal distribution of all items measuring the variables before building the structural model and conducting Structural Equation Modeling (SEM). Since SEM uses a parametric statistical approach, it is essential to evaluate the normal distribution of all items related to the concerned variables. According to Awang (2015) et al., normal distribution in the study can be confirmed if the skewness values for all items fall within

the acceptable range (-2 to 2), indicating that the data distribution is approximately symmetrical and suitable for further statistical analyses. This range suggests that the data does not significantly deviate from a normal distribution, ensuring its suitability for subsequent statistical analysis.

): Evaluation of Normal Distribution for All Components3-4Table (

	kurtosis		skewness	
	statistic	Standard error	statistic	Standard error
Innovation1	0.351	0.478	-0.871	0.241
Innovation2	1.389	0.478	-1.071	0.241
Innovation3	0.521	0.478	-0.861	0.241
Innovation4	0.062	0.478	-0.689	0.241
Innovation5	0.728	0.478	-0.92	0.241
Innovation	0.025	0.478	-0.669	0.241
Proactive1	0.251	0.478	-0.706	0.241
Proactive2	-0.549	0.478	-0.361	0.241
Proactive3	0.846	0.478	-0.813	0.241
Proactive4	-0.678	0.478	-0.433	0.241
Proactive5	-0.077	0.478	-0.499	0.241
Proactiveness	-0.218	0.478	-0.344	0.241
Risk 1	-0.298	0.478	-0.487	0.241
Risk 2	0.044	0.478	-0.657	0.241
Risk 3	0.16	0.478	-0.635	0.241
Risk 4	0.991	0.478	-0.985	0.241
Risk 5	-0.181	0.478	-0.543	0.241
Risk	-0.179	0.478	-0.355	0.241
Success 1	-0.469	0.478	-0.499	0.241
Success 2	-0.303	0.478	-0.657	0.241
Success 3	-0.558	0.478	-0.325	0.241
Success 4	-0.671	0.478	-0.386	0.241
Success 5	-0.406	0.478	-0.414	0.241
Success 6	-0.626	0.478	-0.297	0.241
Success 7	-0.918	0.478	-0.254	0.241
Commercial success of small projects	-0.607	0.478	-0.101	0.241

4.5 Multicollinearity Test

Multicollinearity occurs when the independent variables are highly correlated, which can lead to distorted estimates of regression coefficients and undermine the reliability of statistical significance tests (Henseler et al., 2014). According to Tabachnick and Fidell (2013), multicollinearity can also increase the standard error of the coefficients, making them statistically insignificant. To assess the potential presence of multicollinearity in this study, the correlation matrix, along with the Variance Inflation Factor (VIF) and Tolerance values for the independent variables, were examined to ensure there were no excessively high correlations or VIF values indicating problematic multicollinearity. Hair et al. (2011) suggest that multicollinearity becomes a concern when the VIF exceeds 3 and the Tolerance value falls below 0.20. The Tolerance and VIF values for the latent variables are presented in Table (4-4).

Table (4-4): Tolerance and Variance Inflation Factor (VIF) for Latent Variables

Independent variables	Tolerance	VIF
Innovation	.414	2.415
Proactiveness	.231	4.338
Risk	.295	3.390

4.6 Hypothesis testing

This section reviews the results of the path coefficient analysis used to test the research hypotheses. The direct effects of the hypotheses (H1, H1-1, H1-2, H1-3) were analyzed, and Table 5-4 shows these results in detail.

4.6.1 The first main hypothesis: There is a positive relationship between

entrepreneurship and the success of small enterprises in the Kingdom of Saudi Arabia.

Table (4-5): Model Summary)

model	(R)	((R ²	Adjusted (R ²	Std. Error of the) (Estimate)
1	0.693	0.48	0.475	0.542

Table (4-6): (ANOVA)

Model	Sum of Squares	Degrees of Freedom (df)	Mean Squares	F Value	Sig.
Regression	26.573	1	26.573	90.458	0.00
residual	28.789	98	0.294		
Total	55.362	99			

): Coefficients table7-4Table (

model	Unstandardized (coefficients model B	Standard Std.)error (Error	Standardized coefficients ((Beta	t value	Probability value (Sig.)
The constant	0.76	0.322	-	2.362	0.02
Entrepreneurship	0.762	0.08	0.693	9.511	0

Interpretation of Statistical Results for the First Main Hypothesis

Model Summary (Table 5-4):

This table shows the goodness of fit of the predictive model for the data. It shows that the correlation coefficient (R) is 0.693, indicating a strong relationship between the independent variable and the dependent variable. The coefficient of determination (R²) is 0.48, meaning that 48% of the variance in the dependent variable can be explained by the independent variable. After adjusting the R² value, the adjusted R² remains 0.475, indicating the stability of the model when generalized to the statistical population. Finally, the standard error of estimate (0.542) indicates the

degree of dispersion of the actual values around the regression line.

ANOVA Analysis (Table 6-4):

The ANOVA test is used to check the statistical significance of the model. The results in the table show that the F value is 90.458, which is high, indicating that the model as a whole is statistically significant. The p-value (Sig.) is less than 0.001, confirming that the model is statistically significant at the 0.05 significance level.

Coefficients Table (Table 7-4):

The table shows the regression coefficients that reflect the impact of the independent variable on the dependent variable. The unstandardized coefficient (B) for the entrepreneurship variable is 0.762, meaning that each unit increase in entrepreneurship leads to a 0.762 increase in the dependent variable. The t-value is 9.511, indicating that the effect is significant, as the p-value (Sig.) is less than 0.001, confirming a substantial effect of entrepreneurship on the dependent variable.

4.6.2 Sub-Hypotheses (First, Second, and Third):

) : Model Summary8-4Table (

model	(R)	((R ²	Adjusted (R ²)	Std. Error of the) (Estimate
1	0.705	0.497	0.481	0.538

Table (4-9): (ANOVA)

Model	Sum of Squares	Degrees of Freedom (df)	Mean Squares	F Value	.Sig
Regression	27.496	3	9.165	31.575	0
residual	27.866	96	0.29		

Total	55.362	99			
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Table (4-10): Coefficients table

.hyp	model	Unstandardized coefficients model B	Standard error Std.) (Error	Standardized coefficients Beta	t value	Probability (.Sig)value	decision
	constant	0.768	0.32	-	2.399	0.018	
H1-1	innovation	0.12	0.11	0.063	2.004	0.018	accepted
H1-2	proactive	0.269	0.155	0.112	2.403	0.044	accepted
H1-3	risk	0.439	0.136	0.43	3.223	0.002	accepted

2.6. 4. Interpretation of Statistical Results for the Sub-Hypotheses (First, Second, and Third):

Model Summary (Table 8-4):

This table shows how efficiently the predictive model explains the variance in the dependent variable. The correlation coefficient (R) is 0.705, indicating a strong relationship between the independent variables and the dependent variable. The coefficient of determination (R^2) is 0.497, meaning that 49.7% of the variance in the dependent variable can be explained through innovation, proactiveness, and risk-taking. After adjustment, the adjusted coefficient of determination (Adjusted R^2) remains at 0.481, reflecting the model's stability when applied to other samples. Finally, the standard error of estimate (0.538) indicates the degree of dispersion of the actual values around the regression line.

ANOVA Analysis (Table 9-4):

The analysis of variance (ANOVA) tests the overall significance of the model. The results indicate that the F value is 31.575, which is high, suggesting that the model is statistically significant. The significance value (Sig.) is less than

0.001, which reinforces the statistical significance of the model at the 0.05 significance level.

Coefficients Table (Table 10-4):

This table shows the effect of innovation, proactiveness, and risk-taking on the dependent variable:

Innovation (H1-1): The unstandardized coefficient (B) is 0.12, indicating that each one-unit increase in innovation leads to an increase of 0.12 in the dependent variable. The t-value is 2.004, and the significance value (0.018) is less than 0.05, which means the effect of innovation is significant; therefore, the hypothesis is accepted.

Proactiveness (H2-1): The unstandardized coefficient (B) is 0.269, indicating that each one-unit increase in proactiveness leads to an increase of 0.269 in the dependent variable. The t-value is 2.403, and the significance value (0.044) is less than 0.05, indicating that the effect is significant; therefore, the hypothesis is accepted.

Risk-taking (H3-1): Risk-taking shows the greatest effect, with an unstandardized coefficient (B) of 0.439, meaning that each one-unit increase in risk-taking leads to an increase of 0.439 in the dependent variable. The t-value is 3.223, and the significance value (0.002) is less than 0.05, confirming the significance of the effect; therefore, the hypothesis is accepted.

Chapter Five

Discussion and conclusion

5.1 Introduction

This chapter aims to discuss and analyze the results obtained through statistical tests in order to evaluate the validity of the hypotheses proposed in the study. The study highlights the impact of entrepreneurship on the success of small enterprises in the Kingdom of Saudi Arabia, focusing on three main dimensions of entrepreneurship: innovation, proactiveness, and risk-taking, as key factors influencing the success of small businesses. The main hypothesis, which posits a positive relationship between entrepreneurship and small business success, was tested through regression analysis and divided into three sub-hypotheses measuring the effect of each dimension—innovation, proactiveness, and risk-taking—individually. The results revealed a significant impact for all three dimensions, indicating that small businesses that adopt entrepreneurial strategies based on product

and service innovation, demonstrate proactiveness in exploring opportunities, and possess the ability to take risks, achieve higher levels of success and sustainability. This chapter will discuss the extent to which these findings align with previous studies, in addition to analyzing the key conclusions and recommendations derived from the research. It will also address the challenges that small businesses may face in implementing entrepreneurial practices and propose mechanisms to enhance their positive impact on growth and competitiveness.

5.2 Discussion of Research Findings

Main Hypothesis 1: There is a positive relationship between entrepreneurship and the success of small enterprises in the Kingdom of Saudi Arabia.

The results of the study indicate a positive relationship between entrepreneurship and the success of small businesses. This finding is consistent with previous studies that highlighted the importance of an entrepreneurial orientation in enhancing performance and increasing the competitiveness of small and medium-sized enterprises. For instance, the study by Nagham Ne'ma and Hamza Al-Ward (2020) confirmed that innovation, proactiveness, and risk-taking contribute to the growth of small projects. Similarly, the study by Abbas Kamel Al-Shal et al. (2022) demonstrated that adopting an entrepreneurial culture enhances innovation and increases the success of projects. Moreover, the research

conducted by Abukhwait and Al-Amari (2023) showed that entrepreneurship contributes to sustainable development by improving productivity and creating job opportunities. In the Saudi context, Al-Juhaimi (2023) found that the application of entrepreneurship in small enterprises fosters growth under Vision 2030. Based on these findings, the literature emphasizes that an entrepreneurial orientation—through promoting innovation and calculated risk-taking—helps improve the success of small enterprises. It also reflects the importance of government policies in supporting a stimulating entrepreneurial environment

- **Sub-Hypothesis 1 (H01-1):** There is a positive relationship between innovation and the success of small enterprises in the Kingdom of Saudi Arabia.

Sub-hypothesis 1 (H1-01) suggests a positive relationship between innovation and the success of small enterprises in Saudi Arabia—an issue extensively addressed in academic literature that emphasizes the crucial role of innovation in enhancing the success of small businesses. When comparing this hypothesis with the findings of the following studies: Study by Norena-Chavez and Romani Torres (2024): This study explored the role of entrepreneurial leadership in promoting the success of IT projects. It confirmed that entrepreneurial leadership contributes to fostering innovation within teams, which in turn enhances project success. The study demonstrated that a culture of innovation within teams and the ability to think creatively as a group play a pivotal role in achieving success. These

findings align with sub-hypothesis 1, which indicates that innovation directly contributes to the success of small enterprises in Saudi Arabia, particularly by highlighting the significance of fostering innovation in teams and the workplace environment. Study by Ilmafa'ati (2021): This research focused on the impact of entrepreneurship, creativity, and business location on project success. It revealed that creativity and innovation in the workplace are critical factors positively influencing the success of small businesses. The study also showed that projects that promote innovation and creativity are more likely to succeed and grow in dynamic business environments. This is consistent with sub-hypothesis 1, affirming that innovation is a fundamental factor in the success of small projects, especially in environments characterized by continuous challenges and change. Overall, the aforementioned studies affirm the importance of innovation as a key factor in enhancing the success of small enterprises, which is consistent with Sub-Hypothesis 1, indicating a positive relationship between innovation and the success of small enterprises in the Kingdom of Saudi Arabia.

- **Sub-Hypothesis 2 (H02-1):** There is a positive relationship between proactiveness and the success of small enterprises in the Kingdom of Saudi Arabia. The study results revealed a positive relationship between proactiveness and the success of small enterprises in Saudi Arabia. It was found that businesses adopting proactive strategies—such as continuously seeking new opportunities and responding swiftly to market changes—achieve better performance compared to those lacking such characteristics.

This highlights the importance of taking strategic initiatives and adapting quickly to dynamic business environments to enhance the success of small projects.

In comparison with previous studies, this is supported by the findings of Wanjau et al. (2015), which emphasized the critical role of proactiveness in improving the performance of small and medium-sized enterprises in the agri-processing sector in Kenya. The study found that companies adopting proactive practices—such as anticipating market needs and taking preemptive steps to address opportunities and challenges—achieved greater success than companies that followed a reactive approach. These findings are consistent with the current study's results, indicating that proactiveness is a fundamental element in the success of small enterprises, regardless of sector or country. The study by Hossain et al. (2022) examined the impact of proactiveness—alongside innovation and risk-taking—on export performance in developing countries. It found that firms adopting a proactive approach—by expanding into new markets and developing flexible strategies to address global competition—achieve higher success rates in export operations. These results align with those of the current study, affirming that proactiveness not only contributes to the local success of small enterprises but also enhances their competitiveness on the international level.

- **Sub-Hypothesis 3 (H03-1):** There is a positive relationship between risk-

taking and the success of small enterprises in the Kingdom of Saudi Arabia.

The study results revealed a positive relationship between risk-taking and the success of small enterprises in Saudi Arabia. It was found that businesses adopting strategies involving a calculated level of risk tend to achieve higher success rates compared to those that follow a conservative approach. The findings indicate that taking well-assessed risks helps seize new opportunities, fosters innovation, and contributes to gaining a competitive edge in dynamic markets. In comparison with the results of previous studies, the study by Killianova (2020) confirmed that risk-taking is a fundamental element in the success of entrepreneurial ventures, as it showed that entrepreneurs who make decisions involving a degree of risk are more capable of achieving growth and sustainability. The study indicated that risk-taking is not merely a positive factor, but also requires strategic planning and effective resource management. These findings are consistent with the results of the current study, which confirm that calculated, not random, risk-taking enhances the success of small enterprises. The study by Tipu (2017) examined the relationship between risk tolerance and the performance of entrepreneurial ventures, noting that risk plays a major role in business development, especially in unstable environments. The study found that entrepreneurs who make bold but calculated decisions have better chances for growth, particularly if they possess risk management strategies. These results align with the current study, as they illustrate that smart risk-taking can yield significant benefits for small businesses, especially in rapidly changing markets such as the

Saudi market.

5.3 Study Limitations

Despite this study's contribution to understanding the impact of entrepreneurship on the success of small enterprises in the Kingdom of Saudi Arabia, there are several limitations that must be considered:

- **Geographical Limitations:**

The study was conducted on small businesses in the Kingdom of Saudi Arabia, providing valuable insights. However, the results may not be generalizable to other sectors or regions with different economic and commercial environmental conditions.

- **Sample Limitations:**

The study relied on a random sample of male and female employees within the company, which reflects internal perspectives but does not include entrepreneurs, small business owners, or external stakeholders who may have different views on entrepreneurship.

- **Time Limitations:**

The study was conducted during the period from January to March 2025, offering a snapshot of the relationship between entrepreneurship and small business success during that time. However, changes in market conditions, economic policies, or the business environment after this time frame may affect the results.

- **Subject Matter Limitations:**

The study focused on only three dimensions of entrepreneurship: innovation, proactiveness, and risk-taking. It did not address other influential factors such as networking, access to financial resources, and government support, which may limit the comprehensiveness of the findings.

- **Methodological Limitations:**

The study primarily relied on quantitative methods, which provide statistical accuracy but may not reflect entrepreneurial experiences in sufficient depth. A mixed-method approach combining quantitative and qualitative methods could have provided a broader and more comprehensive understanding of the topic.

4.5 Recommendations

Based on the results concerning entrepreneurship and the success of small enterprises, the following recommendations can be proposed:

- **Enhancing Innovation:**

Although the company shows readiness to implement new ideas and embrace innovative projects, financial and material support for creative ideas must be strengthened. Workshops and training programs should be organized to promote a culture of innovation and more accurately identify customer needs.

- **Supporting Proactiveness:**

The results indicate an acceptable level of proactiveness, with some items

highlighting the ability to anticipate problems and embrace entrepreneurial opportunities. Therefore, it is recommended to develop mechanisms for regularly monitoring market opportunities and environmental changes, and to strengthen teamwork in transforming these opportunities into practical initiatives.

- **Promoting a Culture of Calculated Risk-Taking:**

Although the assessment of the risk component shows alignment, some items—such as the tendency to take risks and invest in entrepreneurial projects—require reinforcement. It is advisable to adopt incentive policies for calculated risk-taking, along with administrative and technical support to assess and mitigate potential risks.

- **Improving Financial and Operational Performance:**

Regarding the variable of small business success, some items (such as business expansion, increasing sales, and reducing costs) show acceptable performance. Therefore, operational procedures should be improved, and financial strategies updated to increase profits and expand the capital and asset base.

- **Activating Feedback Mechanisms:**

Utilizing feedback from customers and employees is one of the essential factors in enhancing success. A periodic system should be established to collect and analyze suggestions from all parties and use this data to modify operational and marketing strategies in line with market

requirements.

These recommendations aim to improve the entrepreneurial, financial, and operational aspects of the company, contributing to raising the success level of small enterprises and enhancing their competitiveness in the local market.

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Appendix A Survey

Section 1: Demographic and Occupational Data

Please place an (X) in front of each statement that applies to you.

- **Gender:**
Male
Female
- **Age Group:**
Under 25 years
25 years - under 35 years
35 years - under 45 years
45 years and older

- **Educational Qualification:**

Diploma
Bachelor's
Master's
Doctorate

- **Years of Work Experience:**

Less than 5 years
5 - less than 10 years
10 - less than 15 years
15 years and more

Section 2: Questionnaire

First: Independent Variable (Entrepreneurship) and Dependent Variable (Small Business Success)

No.		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: Innovation						
1	The company is willing to apply new ideas.					
2	The company is willing to embrace new projects.					
3	The company has effective methods to identify customer needs and desires.					
4	The company has an adequate budget to support creative ideas.					
5	The company offers training courses on innovation to enhance creativity.					
Second: Proactivity						
6	The company has a higher ability to identify new opportunities.					
7	The company makes an effort to take early action on every innovation opportunity.					

8	The company uses teamwork as a key tool to anticipate future problems and track new entrepreneurial opportunities.					
9	The company responds quickly to changes in the environment.					
10	The company benefits from customer suggestions for continuous improvement and anticipating new innovative ideas.					
Third: Risk-Taking						
11	The company has a higher tendency to take risks and invest in entrepreneurial projects.					
12	The company trains employees on the necessary skills to face challenges, especially new entrepreneurial ideas.					
13	The company pays attention to employees' feedback on knowledge and risk assessment.					
14	By facing entrepreneurial risks, the company is determined to create a positive work environment that is not based on fear and accountability.					
15	Employees make comprehensive efforts to solve problems to improve their ability to face risks.					
fourth: Dependent Variable (Small Business Success)						
16	The company has expanded its business.					
17	The company's sales have increased.					

18	The company has reduced its costs.					
19	My profits have increased compared to the previous year.					
20	The size of my capital has increased compared to the previous year.					
21	The size of my company's assets has increased compared to the previous year.					
22	My company has hired more employees compared to the previous year.					

Appendix B

SPSS results

Pearson correlation coefficient

risk		innovation	
.756**	risk1	.898**	Innovation1
.810**	risk2	.842**	Innovation2
.822**	risk3	.701**	Innovation3
.857**	risk4	.871**	Innovation4
.776**	risk5	.785**	Innovation5
success		proactive	
.789**	Success1	.777**	Proactive1
.836**	Success2	.862**	Proactive2
.571**	Success3	.792**	Proactive3
.880**	Success4	.840**	Proactive4
.850**	Success5	.816**	Proactive5
.878**	Success6		
.653**	Success7		

Cronbach's alpha

Reliability Statistics Innovation	
Cronbach's Alpha	N of Items
	5

Reliability Statistics Proactiveness	
Cronbach's Alpha	N of Items
.876	5

Reliability Statistics Risks	
Cronbach's Alpha	N of Items
.862	5

Reliability Statistics Small business success	
Cronbach's Alpha	N of Items
.895	7

Reliability Statistics Entrepreneurship	
Cronbach's Alpha	N of Items
.945	15

Reliability Statistics Everyone	
Cronbach's Alpha	N of Items
.953	22

Statistical description of questionnaire items

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Innovation1	100	2.00	5.00	3.87	.82945	-.871	.241	.351	.478
Innovation2	100	1.00	5.00	3.88	.84543	-1.071	.241	1.389	.478
Innovation3	100	1.00	5.00	3.72	.90988	-.861	.241	.521	.478
Innovation4	100	1.00	5.00	3.60	.98985	-.689	.241	.062	.478
Innovation5	100	1.00	5.00	3.62	.95007	-.920	.241	.728	.478
innovation	100	1.75	5.00	3.74	.76628	-.669	.241	.025	.478
Proactive1	100	1.00	5.00	3.64	.90810	-.706	.241	.251	.478
Proactive2	100	2.00	5.00	3.59	.86334	-.361	.241	-.549	.478
Proactive3	100	1.00	5.00	3.75	.84537	-.813	.241	.846	.478
Proactive4	100	2.00	5.00	3.66	.89803	-.433	.241	-.678	.478
Proactive5	100	1.00	5.00	3.61	.90000	-.499	.241	-.077	.478
proactive	100	1.80	5.00	3.65	.72829	-.344	.241	-.218	.478
risk1	100	1.00	5.00	3.35	.99874	-.487	.241	-.298	.478

risk2	100	2.00	5.00	3.67	.84632	-.657	.241	.044	.478
risk3	100	1.00	5.00	3.60	.90453	-.635	.241	.160	.478
risk4	100	1.00	5.00	3.62	.97110	-.985	.241	.991	.478
risk5	100	2.00	5.00	3.70	.82878	-.543	.241	-.181	.478
risk	100	2.00	5.00	3.59	.73216	-.355	.241	-.179	.478
Success1	100	2.00	5.00	3.61	.90000	-.499	.241	-.469	.478
Success2	100	1.00	5.00	3.57	1.00156	-.657	.241	-.303	.478
Success3	100	2.00	5.00	3.64	.82658	-.325	.241	-.558	.478
Success4	100	1.00	5.00	3.38	1.01384	-.386	.241	-.671	.478
Success5	100	1.00	5.00	3.40	.95874	-.414	.241	-.406	.478
Success6	100	1.00	5.00	3.36	.98699	-.297	.241	-.626	.478
Success7	100	2.00	5.00	3.39	.98160	-.254	.241	-.918	.478
success	100	2.00	5.00	3.48	.74781	-.101	.241	-.607	.478
Valid N (listwise)	100								

Regression analysis of the main and subsidiary hypotheses

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.480	.475	.54200
a. Predictors: (Constant), allind				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.573	1	26.573	90.458	.000 ^b
	Residual	28.789	98	.294		
	Total	55.362	99			

a. Dependent Variable: success
b. Predictors: (Constant), allind

Coefficients ^a										
Model		Unstandardized Coefficients			Standardized Coefficients		t	Sig.	Collinearity Statistics	
					Coefficients				Tolerance	VIF
		B	Std. Error	Beta						
1	(Constant)	.760	.322		2.362	.020				
	allind	.762	.080	.693	9.511	.000	1.000	1.000		
a. Dependent Variable: success										

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.497	.481	.53877
a. Predictors: (Constant), risk, innovation, proactive				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.496	3	9.165	31.575	.000 ^b
	Residual	27.866	96	.290		
	Total	55.362	99			
a. Dependent Variable: success						
b. Predictors: (Constant), risk, innovation, proactive						

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	Sig.

1	(Constant)	0.768	0.32		2.399	0.018
	innovation	0.12	0.11	0.063	2.004	0.018
	proactive	0.269	0.155	0.112	2.403	0.064
	risk	0.439	0.136	0.43	3.223	0.002
a. Dependent Variable: success						

خلاصة

تستكشف هذه الدراسة تأثير ريادة الأعمال على نجاح المؤسسات الصغيرة في المملكة العربية السعودية، مع التركيز على السمات الريادية الرئيسية مثل الابتكار والاستباقية والمجازفة. وقد تم إجراء البحث على عينة مكونة من 100 موظف من شركة عبد اللطيف جميل في المملكة العربية السعودية. وتشير النتائج إلى وجود علاقة إيجابية بين ريادة الأعمال ونجاح المشاريع الصغيرة. يلعب الابتكار والاستباقية والمجازفة أدواراً مهمة في دفع نجاح الشركات الصغيرة. كما تسلط الدراسة الضوء على أهمية تعزيز ثقافة ريادة الأعمال داخل المنظمات لتعزيز النمو والقدرة التنافسية. وتدعم هذه النتائج فكرة أن الشركات الصغيرة التي تتبنى ممارسات ريادة الأعمال، مثل الابتكار والاستباقية، من الأرجح أن تحقق نجاحاً مستداماً. يساهم هذا البحث في فهم كيفية

الاستفادة من ريادة الأعمال لتعزيز الأداء والقدرة التنافسية للمؤسسات الصغيرة في المملكة العربية السعودية.

الكلمات المفتاحية: ريادة الأعمال، الابتكار، الاستباقية، المخاطر، نجاح المؤسسات الصغيرة، المؤسسات الصغيرة والمتوسطة، المملكة العربية السعودية، رؤية 2030.