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The Role of Entrepreneurs in Transforming Small Businesses into Large Enterprises in the Dental Supplies Sector in Jordan

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A DISSERTATION

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Declaration

I hereby declare that this dissertation is my own original work, and that all sources and references used have been appropriately acknowledged and cited. I further declare that this work has not been submitted for any other degree or qualification at any other university.

I also confirm that the research conducted has followed the necessary ethical guidelines.

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Dedication

To those who have been the primary source of every step I've taken in my academic journey, to my dear parents, who never hesitated to support and encourage me at every moment of my life. It is through their prayers and sacrifices that this achievement became possible.

To my esteemed professors, who instilled in me a love for knowledge and contributed their invaluable guidance in shaping this research. I would like to especially thank all those who helped me refine my academic thinking and open new horizons of science and knowledge.

To my beloved wife, for your endless patience, understanding, and continuous encouragement. Your support has been the key factor in reaching this great milestone.

To my brother and sisters, who have always been a source of support and strength, providing love and encouragement that were indispensable throughout every stage of my academic journey.

To my dear children, Mira, Adam, and Yusuf, who are my constant source of inspiration. Your smiles and joy always reminded me of the bigger goal and the importance of perseverance, despite the challenges.

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Abstract

This study aimed to explore the role of entrepreneurs in transforming small businesses into large ones in the dental supplies sector in Jordan. The study focused on analyzing the impact of five key entrepreneurial tasks on business growth: innovation and product development, financing, leveraging professional networks, adopting technology, and identifying opportunities. A descriptive-analytical approach was adopted using a quantitative methodology, through the distribution of a questionnaire to measure the impact of these entrepreneurial tasks on key business growth indicators such as revenue increase, profit growth, return on investment, customer base expansion, and market share growth.

The study targeted the population of all companies operating in the import and supply of dental supplies and equipment in Jordan, which is estimated to be around 70 to 80 companies. These companies represented the entire target sample, with the questionnaire being distributed to all companies meeting the study's criteria, taking into account their willingness to participate and accessibility. Thus, the sample in this study was comprehensive and fully represented the target population.

The researcher relied on his deep knowledge of the sector, being an active entrepreneur in the dental supplies field with over 15 years of experience. In addition, he is the founder of a company operating in this sector and a member of the Jordanian Dental Supplies Companies Committee, which enhanced his ability to access the target sample and collect accurate data.

The data were analyzed using statistical tools such as Cronbach's alpha to measure internal consistency, Pearson correlation coefficient to analyze relationships between variables, and

the Chi-Square test to examine associations between categorical variables. The results indicated that the five entrepreneurial tasks played a central role in enhancing the growth of small businesses and transforming them into larger, more competitive entities. The study emphasized the importance of continuous innovation, seeking flexible funding sources, building strong professional networks, adopting technology, and exploiting market opportunities as key factors for achieving sustainable growth.

The results also showed that these tasks can be effectively applied across various demographic groups within the sector. In conclusion, the study provided a set of practical recommendations for entrepreneurs and policymakers in the sector, emphasizing the importance of supporting entrepreneurial tasks to foster sustainable growth. The study also opened avenues for further research in areas such as financing challenges, cross-sector comparative analysis, and the use of diverse research methodologies to gain deeper insights into the role of entrepreneurs in transforming small businesses into large companies.

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Chapter One: Introduction and Background

1. Introduction to Study:

The trade and import of dental devices in Jordan represent an attractive sector for entrepreneurs looking to engage in the medical equipment field. Selling dental devices to clinics, dental centers, and dental departments in hospitals is relatively straightforward, given their larger number compared to other departments like nephrology, sterilization, and surgical operations.

This environment allows entrepreneurs to establish ventures in this field, as they can directly sell to individual dentists, which facilitates building strong marketing relationships. These businesses do not require significant capital investments, unlike sales to large hospitals, which typically necessitate substantial capital and participation in large tenders usually dominated by bigger companies. Instead, dealing with dental devices in this sector involves working with individual dentists, making it easier to market to and persuade them compared to other medical device sectors.

The success of this sector heavily relies on the quality of products and services provided before, during, and after the sale, as well as the credibility of small and medium-sized enterprises. With the increase in technological advancements and the growth and diversification of this sector, coupled with rising market demands, especially following the spread of advanced technologies like 3D radiology imaging machine (CBCT ; Cone beam CT), digital dentistry, 3D dental printing, CAD/CAM machine (CAD/CAM; computer aided design/ computer aided milling), , intraoral scanner, and laser dentistry,…etc. Entrepreneurs in this field must adopt effective growth strategies to ensure their survival and expand their businesses. Many successful entrepreneurs in this field are keen on growing their businesses further, with some desiring to transform their small operations into larger ones that serve bigger markets and more clients, offering a broader range of products. Especially since the dental field encompasses various product lines such as dental chairs, sterilization room supplies, intraoral x-rays, panoramic imaging, CBCT, intraoral sensors, dental lasers, intraoral scanners, CAD/CAM systems, 3D dental printers, medical compressors, suction devices, instruments, materials, disposables, dental clinic furniture, dental implants, nitrous oxide, handpieces, rotary tools, apex locators, and others. Each of these could be a completely separate business line. Therefore, the idea of creating a business that includes all of these lines, instead of just one or a few, while simultaneously expanding into larger market segments by converting a small business into a large one, is a great and valuable idea in this field.

On the other hand, Entrepreneurs play a vital role business growth by transforming small businesses into larger, more successful enterprises through a combination of vision, strategic planning, and innovation. They begin by crafting a clear vision for their business, outlining strategic plans that set achievable goals and identify target markets. This foresight allows them to navigate the complexities of growth effectively. Moreover, entrepreneurs are often at the forefront of innovation, introducing new products, services, or business models that differentiate their companies in competitive markets. Their adaptability to changing customer demands and market trends is essential for sustaining growth. Building strong networks is another key aspect of their role; entrepreneurs actively cultivate relationships with other business leaders, industry experts, and potential partners, which can provide valuable resources and mentorship. Access to capital is often a significant hurdle for small businesses, but entrepreneurs excel in identifying diverse funding sources, such as investors or loans, and in crafting compelling pitches to attract investment.

As effective leaders, entrepreneurs foster a positive company culture and invest in team development, ensuring they have the right talent to drive growth. They are also adept at exploring new markets, employing strategies like geographic expansion and diversifying product lines to increase their customer base. In today's digital landscape, entrepreneurs leverage technology to optimize operations and enhance customer experiences, utilizing tools such as e-commerce platforms and data analytics for informed decision-making. Their persistence and resilience in the face of challenges further enable them to navigate the journey of scaling their businesses, learning from setbacks while remaining focused on long-term goals. Ultimately, by creating value for customers through high-quality products and services, entrepreneurs build brand loyalty that propels sales and positions their businesses for sustained success. In doing so, they not only enhance their own enterprises but also contribute to the broader economy, fostering job creation and inspiring future entrepreneurs in their communities.

Therefore, entrepreneurship is one of the most critical factors contributing to the transformation of small companies into large ones, as entrepreneurs help develop innovative strategies, implement flexible solutions, and steer companies toward growth opportunities. In Jordan, entrepreneurs in the trade and import of dental devices play a central role in this process, potentially becoming essential in transforming companies in this sector from small entities into larger businesses competing in a market full of both challenges and opportunities.

From another perspective, entrepreneurs in the dental supplies field in Jordan face several challenges when attempting to transform their small businesses into larger one, more agile operations. One of the most significant challenges is the fluctuating economic environment that affects the demand for dental supplies. The market may experience volatility in demand, necessitating entrepreneurs to reassess their strategies to align with changing market needs.

Access to financing is another major hurdle. Despite the existence of some institutions supporting small and medium enterprises, obtaining adequate funding to purchase dental equipment or invest in expansion remains difficult. This often requires strong guarantees, which can limit entrepreneurs' ability to take effective steps toward transformation.

The high level of competition in the dental supplies field presents an additional challenge. Numerous companies offer similar products, compelling entrepreneurs to innovate and differentiate themselves to avoid losing market share. This often requires investment in marketing and brand building, which can be complex given limited resources.

Furthermore, regulatory and legal issues surrounding the medical sector can pose another obstacle. The bureaucratic processes can hinder entrepreneurs' ability to register their products or obtain necessary licenses, increasing both time and costs. Entrepreneurs need a thorough understanding of the legal framework and compliance with regulations, which demands significant effort and time.

Cultural challenges also play a role in the market dynamics. New devices or innovations may face resistance from dentists or clinics, necessitating additional efforts from entrepreneurs to communicate effectively and build trust with customers and the medical community.

Despite these challenges, opportunities still exist. Entrepreneurs in the dental devices trade sector must be flexible and innovative in their strategies, leveraging available resources and lessons learned to achieve success in transforming their businesses.

The research problem lies in understanding the role of entrepreneurship and its impact on the success of small companies in this sector, and how to facilitate their transformation into larger enterprises. This concept requires studying the tasks that entrepreneurs contribute to in developing successful growth strategies, despite the challenges that hinder the transition from small to large businesses in this field in Jordan.

This research aims to study the role of entrepreneurs working in the trade and import of dental devices in Jordan in enhancing the success of small businesses and transforming them into larger ones. The research will rely on case studies, interviews with active entrepreneurs in this field, conducting surveys, and analyzing successful practices. It seeks to provide practical recommendations and a clear vision on the possibility of transforming small businesses into larger entities, which could be enriching and beneficial for company owners and entrepreneurs in this sector.

Studying this topic represents a valuable addition to the field of business administration and entrepreneurship, particularly in the sector of medical equipment trade, specifically dental devices. It also contributes to highlighting the overall role of entrepreneurs in transforming small companies into larger enterprises.

2. Problem Statement

The transformation of small dental supply companies into larger enterprises presents a significant challenge in Jordan, particularly within a market characterized by numerous obstacles such as limited access to financing, intensified competition, insufficient market knowledge, weak purchasing power, and market fluctuations. Despite the sector's potential for growth through product diversification and market expansion, many small businesses struggle to overcome these barriers and scale their operations effectively.

Entrepreneurs play a crucial role in addressing these challenges; however, the existing literature lacks a comprehensive understanding of how entrepreneurial roles specifically contribute to the growth and expansion of small dental supply companies in Jordan. Moreover, the impact of external factors such as regulatory frameworks and market dynamics on these companies' ability to transition from small to large enterprises remains underexplored.

This study aims to fill this gap by examining the entrepreneurial role in facilitating growth and transforming small dental supply businesses into larger entities within the Jordanian context. By focusing on key entrepreneurial dimensions—innovation and product development, financing and funding, leveraging networks, adopting technology, and opportunity identification—this research seeks to provide valuable insights to entrepreneurs and small business owners in the dental supplies import and trade sector. These insights will assist them in overcoming growth barriers, achieving sustainable expansion, and enhancing overall business success.

Furthermore, the findings will contribute to the academic discourse on entrepreneurship and economic development in Jordan, highlighting the capacity of small enterprises to drive innovation, create jobs, and strengthen the competitiveness of the dental supplies sector. The study will also offer clear, practical recommendations for policymakers and business leaders, supporting an enabling environment for entrepreneurial growth and enterprise transformation, with potential applicability beyond Jordan's borders to similar emerging markets and industries.

3. Research Objectives

The main objective of this study is to examine the impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

Specifically, the study aims to:

1. To assess the impact of innovation and product development on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.
2. To assess the impact of financing and funding on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.
3. To assess the impact of leveraging networks on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.
4. To assess the impact of leveraging technology on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.
5. To assess the impact of identifying opportunities on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

4. Research Question

In this section we will outline the research question.

Main Research Question:

RQ1: Is there a significant impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?

Sub-Questions:

RQ1a: Does innovation and product development significantly impact the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?

RQ1b: Does financing and funding significantly influence the growth and transformation of small businesses into large enterprises within the dental supplies sector in Jordan?

RQ1c: Do professional relationships and business networks significantly contribute to the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?

RQ1d: Does the adoption of technology and digital transformation significantly affect the growth and performance of small businesses within the dental supplies sector in Jordan?

RQ1e: Does opportunity identification and future vision significantly influence the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?

5. Research Hypothesis

In this section, we present the research hypotheses.

Main Hypothesis H1:

H1: There is a significant positive impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

Sub-Hypotheses:

H1a: Innovation and product development have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

H1b: Financing and funding have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

H1c: Leveraging networks has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

H1d: Leveraging technology has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

H1e: Identifying opportunities has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

6. Significance of the study:

This study is significant in both theoretical and practical dimensions, as it addresses a critical and timely topic: the role of entrepreneurs in transforming small businesses into large enterprises within the dental supplies sector in Jordan—a sector that is experiencing steady growth and increasing competitiveness.

A. Theoretical Significance:

At the theoretical level, this research contributes to the academic literature on entrepreneurship and small business development by examining a specialized context often overlooked in previous studies: the dental supplies industry in a developing economy. By focusing on specific entrepreneurial dimensions—namely innovation and product development, financing and funding, leveraging networks, leveraging technology, and opportunity identification—the study provides a nuanced understanding of how these factors interact to drive business transformation. It enriches the discourse on entrepreneurial strategy and growth, offering a framework that may be applicable not only in Jordan but also in other emerging markets and sectors.

Furthermore, by empirically testing the impact of each of these entrepreneurial factors on business transformation, the study strengthens the theoretical foundations linking entrepreneurial behavior with firm scalability, sustainability, and competitiveness.

B. Practical Significance:

From a practical standpoint, this study seeks to deliver actionable insights for entrepreneurs, small business owners, investors, and policymakers operating within the dental supplies sector. It offers clear evidence on how entrepreneurs can effectively leverage their knowledge, skills, financial resources, technological tools, and business networks to transition from small-scale operations to larger, more competitive enterprises.

The findings will serve as a valuable guide for current and aspiring entrepreneurs in identifying and applying best practices that enable sustainable growth. By understanding the factors that contribute most significantly to successful business transformation, stakeholders will be better equipped to make informed strategic decisions.

Additionally, the study provides policymakers and development agencies with evidence-based recommendations to design targeted interventions, funding programs, and entrepreneurial support systems that can foster innovation, encourage investment, and enhance job creation within this sector.

Ultimately, this research aims to support economic development in Jordan by illustrating how entrepreneurship can be a powerful driver of growth, innovation, and competitiveness. The insights generated by this study not only inform the development of the dental supplies sector, but may also be applicable across other industries and geographic contexts where small businesses aspire to scale up and succeed.

7. Scope and Limitations

A. Scope of the Study:

This study investigates the role of entrepreneurs in transforming small businesses into large enterprises within the dental supplies sector in Jordan. It focuses on analyzing how specific entrepreneurial dimensions influence business development and growth in this sector.

The study specifically examines five key independent variables (entrepreneurial dimensions):

1. Innovation and product development
2. Financing and funding
3. Leveraging networks

4. Leveraging technology
5. Identifying opportunities

These variables are analyzed in relation to their effect on five dependent variables (growth and transformation outcomes):

1. Revenue growth
2. Profitability growth
3. Return on investment (ROI)
4. Customer base expansion
5. Market share expansion

The unit of analysis includes entrepreneurs, business owners, manger positions and decision-makers engaged in the import, trade, and setup of dental supplies in Jordan. The study is geographically confined to Jordan, with data collection conducted during the year [2025].

This research adopts a quantitative methodology using a structured questionnaire. The questionnaire is designed to capture participants' perceptions of the relationships between the entrepreneurial practices (independent variables) and business transformation outcomes (dependent variables). Rather than measuring each variable in isolation, each item in the instrument is constructed to assess how respondents perceive the impact of specific entrepreneurial factors on tangible growth indicators such as revenue, profitability, market share, ROI, and customer expansion.

B. Limitations of the Study

While this study aims to provide valuable insights into the role of entrepreneurial factors in transforming small businesses into large enterprises within the dental supplies sector in Jordan, several limitations should be acknowledged:

1. Sector-Specific Focus:

The study is limited to the dental supplies sector in Jordan. Therefore, the findings may not be fully generalizable to other industries or geographic contexts with different structural, economic, or regulatory conditions.

2. Geographical Limitation:

The research is geographically restricted to businesses operating within the Hashemite Kingdom of Jordan. Differences in market size, entrepreneurial ecosystems, and infrastructure in other countries may lead to different outcomes.

3. Cross-Sectional Design:

The study adopts a cross-sectional approach, collecting data at a single point in time. As a result, it cannot capture dynamic or long-term changes in business growth or causality between entrepreneurial practices and outcomes.

4. Perceptual Data:

The study relies on self-reported data through a structured questionnaire, which reflects the perceptions and subjective evaluations of the respondents. This may introduce response bias or social desirability bias, and limits the objectivity of the measurement.

5. Direct Measurement of Relationships Only:

The questionnaire items were designed to directly assess participants' perceptions of the relationship between entrepreneurial practices and business outcomes, rather than measuring each variable independently. This approach may limit the ability to analyze the individual contribution of each variable in detail. However, the participants in this study are experienced professionals holding senior management positions, including business owners, entrepreneurs, decision-makers, and managers. They operate as agents, distributors, and business owners representing global companies in the dental supplies sector in Jordan. Furthermore, the researcher has over 15 years of practical experience in the field and is the founder and owner of a company that represents more than 20 international brands. This extensive sector knowledge enables the researcher to accurately identify participants and ensure that respondents possess substantial expertise and are key players in the local market. These factors enhance the credibility of the results and support the rigor and accuracy of the analysis in this study.

6. Exclusion of Qualitative Insights:

The study does not include qualitative methods such as interviews or case studies, which could have enriched the understanding of the contextual and strategic factors behind the success or failure of entrepreneurial initiatives.

Despite these limitations, the study provides a focused, sector-specific analysis that makes a meaningful contribution to both academic literature and practical entrepreneurial development in Jordan. Moreover, its findings may be applicable beyond this sector and country.

Chapter Two: Literature Review

1. Entrepreneurship and Entrepreneurs

A. Introduction

Entrepreneurship play vital role in nowadays economics, and it is a fundamental field of research that significantly influences economic development. It involves identifying opportunities, taking risks, and organizing resources to create new ventures that contribute to innovation and economic growth. This literature review synthesizes both classic and contemporary studies on entrepreneurship and entrepreneurs, highlighting key definitions, influencing factors, innovation, challenges, and the economic impacts of entrepreneurship. The review integrates both foundational theories and modern developments to offer a comprehensive understanding of the field.

Definition of the Entrepreneurship and Entrepreneurs: Entrepreneurship is traditionally defined as the process of discovering and exploiting business opportunities to create value through innovation (Schumpeter, 1934). Schumpeter's theory of innovation remains influential, emphasizing the role of entrepreneurs in driving economic progress through new products, services, and processes. Drucker (1985) further extended this idea by noting that entrepreneurship is not confined to new ventures but can also occur within established organizations as a form of innovation and improvement.

Many recent studies have adapted and expanded these definitions in response to changes in the global business environment. For instance, Nambisan and Baron (2020) emphasize how digital transformation and technological disruption have reshaped the entrepreneurial landscape, with digital platforms providing new opportunities for entrepreneurs. Additionally, Zhao and Lounsbury (2021) highlight the increasing institutionalization of entrepreneurship, pointing out that entrepreneurship is now embedded in organizational structures and public policies, making it more institutionalized and less about individual risk-taking alone.

There are many factors Influencing Entrepreneurship: Entrepreneurial success is influenced by a complex interplay of personal, economic, and environmental factors. Traditional theories, such as those proposed by Baumol (1990), focus on the economic environment, which includes the availability of capital, supportive policies, and market opportunities. Furthermore, Shane and Venkataraman (2000) argue that individual traits, including the ability to recognize opportunities and manage risks, are crucial in shaping entrepreneurial outcomes.

Modern research expands on these themes, emphasizing the role of social and human capital. Coleman (1988) discussed the concept of social capital, suggesting that entrepreneurs benefit from networks and social connections that provide access to resources, information, and market opportunities. In line with this, contemporary studies, such as those by Binns and Mostert (2021), explore how social networks and support systems help entrepreneurs overcome challenges and innovate during crises.

Additionally, the economic environment and cultural factors continue to shape entrepreneurial activity. According to Audretsch and Keilbach (2018), entrepreneurial ventures thrive in regions where there is a favorable economic climate and strong institutional support, such as access to funding, education, and training.

Innovation in Entrepreneurship: Innovation remains a core aspect of entrepreneurship. Schumpeter's (1934) view that entrepreneurs act as agents of change is still widely accepted, but modern literature has broadened this view to include technological innovation, business model innovation, and even social innovation. As digital technologies continue to evolve, entrepreneurs now innovate through digital platforms, leveraging the power of the internet to scale their businesses rapidly (Nambisan & Baron, 2020). This shift is particularly prominent in sectors such as e-commerce, fintech, and health tech, where technological advances drive new forms of entrepreneurship.

Research by Morris and Kuratko (2020) further emphasizes how corporations are integrating entrepreneurial thinking to foster innovation within large organizations. The rise of corporate entrepreneurship highlights the importance of fostering an entrepreneurial mindset even in well-established companies, recognizing that innovation is crucial for maintaining competitiveness in the market.

Challenges Faced by Entrepreneurs: Despite the potential for high rewards, entrepreneurship involves numerous challenges that can impede success. Traditional research focused heavily on financial constraints and market competition as the primary barriers (Hisrich, 2005). However, recent studies have introduced new dimensions of challenges, such as the impact of digital disruption and economic uncertainty. For example, Binns and Mostert (2021) examine how entrepreneurs face increased pressure during crises, and how adaptive entrepreneurial behaviors, including flexibility and rapid decision-making, help overcome such challenges.

Moreover, competition, regulatory hurdles, and a lack of skilled labor are ongoing challenges. Recent studies have also focused on how global crises, such as the COVID-19 pandemic, have affected entrepreneurs by disrupting supply chains, altering consumer behavior, and exacerbating financial uncertainties. In this context, entrepreneurs are increasingly relying on digital tools and innovation to sustain their businesses during tough times (Zhao & Lounsbury, 2021).

Economic Impact of Entrepreneurship: Entrepreneurship contributes significantly to economic growth by creating jobs, fostering innovation, and enhancing competition. Early scholars like Schumpeter (1934) argued that entrepreneurship leads to economic development by introducing innovations that transform industries. Modern literature continues to support this view, with research indicating that entrepreneurs drive economic resilience and productivity improvements. Acs and Audretsch (2003) show that entrepreneurship plays a crucial role in fostering job creation, economic diversification, and the expansion of markets, particularly in the context of small and medium-sized enterprises (SMEs).

In emerging economies, entrepreneurship is a key factor in addressing unemployment and promoting economic sustainability. Studies such as those by Ihua (2009) highlight how entrepreneurial ventures in developing countries help reduce poverty by creating local jobs and improving access to goods and services. Moreover, the role of entrepreneurship in driving technological adoption and enhancing local innovation ecosystems is increasingly recognized (Acs & Audretsch, 2003).

Entrepreneurship in Developing Countries: Entrepreneurs in developing countries face unique challenges due to limited access to capital, underdeveloped infrastructure, and political instability. However, despite these obstacles, entrepreneurship remains a powerful tool for economic development. Research indicates that small businesses in developing countries contribute significantly to job creation and poverty alleviation. Ihua (2009) discusses how SMEs foster economic resilience and offer alternatives to larger, more established businesses, helping diversify local economies and improve livelihoods.

Moreover, recent studies, such as those by Binns and Mostert (2021), illustrate how entrepreneurs in these regions have adapted to crises by leveraging innovation and digital technologies to overcome limitations and access global markets.

The literature of entrepreneurship has evolved significantly over time, with both classic and modern studies offering valuable insights into the processes, challenges, and impacts of entrepreneurship. While foundational theories emphasize the importance of innovation, risk-taking, and economic opportunity, contemporary research highlights the increasing role of digital platforms, social capital, and institutional support in shaping entrepreneurial outcomes. As the global business environment continues to change, especially with digital transformation and economic crises, the role of entrepreneurs remains crucial in driving economic growth, creating jobs, and fostering innovation. Therefore, understanding the interplay of traditional theories and modern developments is essential for advancing the field of entrepreneurship.

B. Entrepreneurial Tasks

Entrepreneurs play a crucial role in the success and sustainability of their organizations through their tasks and activities, with their tasks significantly influencing the development and continuity of their businesses. These tasks encompass a wide range of critical areas, including building networks, driving growth, leveraging technology, managing teams, strategic planning, marketing, identifying opportunities, and financial management, as well as innovation, risk management, leadership, financing, operations management, and interaction with external stakeholders. These tasks are interconnected, shaping the trajectory of the organization and determining its future direction. Coming sections reviews entrepreneurial tasks.

1. *Innovation and Products Development*

Innovation is a fundamental driver of growth for startups, and entrepreneurs play a crucial role in fostering and managing this innovation. Their responsibilities involve identifying new opportunities, developing novel products, and continuously improving existing offerings. Entrepreneurs lead the innovation process, directly influencing the competitiveness of their organizations. Innovation is key to achieving a sustainable competitive advantage, as highlighted by Schilling (2013). Chesbrough (2003) introduces the concept of "open innovation," emphasizing the importance of external collaborations for driving innovation. Tidd and Bessant (2018) discuss the critical role of innovation in the development of new products and services within startups. Moreover, Lichtenthaler (2011) delves into the evolution of open innovation, addressing past research, current debates, and future directions, while Cohen and Levinthal (1990) present the concept of absorptive capacity, which underscores the importance of an organization's ability to learn and innovate.

2. *Strategic Planning*

Strategic planning is a primary task for entrepreneurs, involving the development of long-term goals, strategies, and business models. Entrepreneurs must analyze market trends, assess internal resources, and define clear objectives to competitively position their organizations in the market. Strategic planning is also essential for responding to fast-paced changes in the competitive environment. According to Porter (1985), the competitive advantage framework helps entrepreneurs define a strategic position in the market, while Mintzberg (1994) emphasizes that strategic planning is critical for adapting to dynamic competitive environments. Additionally, Barney (1991) highlights the importance of internal resources in developing successful strategies.

Furthermore, Grant (2016), in "Contemporary Strategy Analysis," offers modern perspectives on strategic planning, while Johnson, Scholes, and Whittington (2017), in "Exploring Corporate Strategy," provide a contemporary framework for corporate strategy.

3. Risk Management

Entrepreneurs face various risks, including financial, operational, and strategic risks. Effective risk management is crucial for identifying potential risks, assessing their impact, and developing strategies to mitigate them. Entrepreneurs must ensure that their organizations remain resilient in the face of uncertainty. Knight (1921) explores the concept of risk and uncertainty in entrepreneurial ventures, emphasizing the need for entrepreneurs to understand and navigate these challenges. Kahneman and Tversky (1979) present a model that shows how individuals behave when confronted with risks, which directly influences decision-making processes. Miller (1992) provides a comprehensive framework for integrated risk management, particularly in international business contexts. Additionally, Aven (2015) discusses risk analysis methods, while Hwang and Ng (2013) focus on risk management in project settings, offering insights on mitigating risks in complex projects.

4. Leadership, Management and Motivation

Effective leadership is one of the key factors contributing to the success of any entrepreneurial venture. Entrepreneurs must possess strong leadership skills to motivate their teams, inspire innovation, and align organizational efforts toward achieving common goals. Transformational leadership, for example, plays a significant role in driving team performance and fostering a positive work environment (Bass, 1985). In dynamic and ever-changing environments, entrepreneurs need to employ strategies that can adapt and guide teams through change, ensuring continued success (Kotter, 1996).

Modern leadership theories further emphasize the importance of different leadership styles in managing teams effectively. For instance, *Northouse* (2018) explores how entrepreneurs can adopt various leadership approaches based on the needs of their teams and organizations. *Schein* (2010) examines the critical role of organizational culture in shaping leadership and motivation, highlighting how a positive culture can drive team engagement. Additionally, *Yukl* (2013), in "Leadership in Organizations," provides deeper insights into leadership strategies, while *Kotter* (1996), in "Leading Change," focuses on strategies for leading teams through organizational change and transformation.

Strong leadership is crucial not only for guiding teams but also for aligning their efforts with the entrepreneur's vision, ensuring the achievement of long-term business goals.

5. Financing and Funding

Entrepreneurs are responsible for securing the financial resources necessary to launch and operate their ventures. This involves finding investors, securing funding, and developing diverse financing strategies to ensure long-term sustainability. Mason and Harrison (1999) discuss various methods entrepreneurs use to finance their startups, exploring traditional and alternative funding sources. Preece and Sohl (2003) examine the impact of financial backing on the success of entrepreneurial ventures, emphasizing the critical role that funding plays in determining the viability and growth of startups. Baker and Nelson (2005) introduce the concept of "entrepreneurial bricolage," which refers to resource construction through creative problem-solving, enabling entrepreneurs to make the most of limited resources. Additionally, Ang (1991) discusses the unique aspects of small business financial management, while Gompers and Lerner (2001) in "The Money of Invention" explore how venture capital contributes to creating new wealth through investment in innovation.

6. Operations Management

As the organization grows, entrepreneurs must manage daily operations and scale their business. This involves managing human resources, production processes, logistics, and innovating in operations. Efficient operations are critical to supporting business expansion and maintaining a competitive advantage. Teece (2010) discusses how managing operations and scaling the business are directly linked to achieving competitive advantage, with an emphasis on the need for strategic operational decisions. Porter (1985) highlights that operational efficiency enables organizations to outperform competitors by leveraging processes that maximize productivity and reduce costs. Slack, Chambers, and Johnston (2010) in Operations Management explore how organizations can manage operations effectively, focusing on techniques for streamlining processes and improving performance. Additionally, Hill (2001) discusses the strategic role of operations in business success, while Kotter (1996) provides insights into leading operational change within organizations to sustain growth and adaptability.

7. Building and Leveraging External Networks

Entrepreneurs must build a network of relationships with key external stakeholders such as customers, suppliers, investors, and government institutions. These external interactions are crucial for driving business growth and ensuring that the organization remains adaptable to changes in the business environment. Hitt, Ireland, and Hoskisson (2001) discuss the role of networks in business sustainability, emphasizing how strong connections with external parties contribute to long-term success. Granovetter (1985), in Economic Action and Social Structure: The Problem of Embeddedness, introduces the concept of "social embeddedness," showing how social ties can significantly influence business outcomes. Pfeffer and Salancik (2003) in The External Control of Organizations argue that external relationships are vital for organizational decision-making, as they shape and influence strategic choices. Uzzi (1996), in The Sources and Consequences of Embeddedness for the Economic Performance of Organizations, explores how networks and social connections impact organizational performance, particularly in terms of resource access and opportunities.

Furthermore, recent studies emphasize the growing importance of building relationships for entrepreneurial success. Zhao and Arnett (2020) in The Impact of Network Building on Entrepreneurial Success: A Comparative Study examine how network building affects entrepreneurial outcomes, while Liao and Welsch (2005) in Business Networks and Their Role in Entrepreneurship highlight the critical role of business networks in driving innovation, market expansion, and competitive advantage.

8. Leveraging Technology

Entrepreneurs must leverage technology to improve productivity, create innovative products, and gain competitive advantages. The integration of technology into operations is crucial for business survival. Entrepreneurs who effectively use technology as a strategic asset can enhance their competitive edge and drive business success. For instance, leveraging digital technologies is transforming global economies, allowing businesses to optimize their operations, enhance decision-making processes, and create innovative solutions (Teece, 2010). Additionally, information technology can be used as a resource to support business model innovation, particularly for startups seeking to scale quickly (Brynjolfsson & McAfee, 2014). By continuously adopting and integrating new technologies, entrepreneurs can maintain a competitive advantage and position their ventures for long-term growth in a rapidly evolving market (Bharadwaj, 2000; Goes & Han, 2015).

9. Marketing and Market Expansion

Marketing plays a crucial role in understanding customer needs and developing strategies to expand into new markets, ensuring business growth. Effective marketing strategies are key to identifying target audiences, creating value propositions, and positioning products or services in the market (Kotler & Keller, 2016). A strong brand identity is an essential component of marketing, serving as a strategic tool to differentiate a business and build customer loyalty (Aaker, 1996). In addition, modern marketing emphasizes customer equity, focusing on acquiring, retaining, and growing customers to drive long-term success (Rust, Zeithaml, & Lemon, 2000). The increasing importance of digital marketing in today's business landscape also highlights how businesses can expand into new markets and engage with customers more effectively (Lemon & Verhoef, 2016). By leveraging these marketing strategies, entrepreneurs can position their businesses for sustainable growth and competitive advantage.

10. Identifying Opportunities

Identifying opportunities is a crucial entrepreneurial task, where entrepreneurs continually search for gaps in the market and areas for growth and innovation. This process involves recognizing potential market needs and trends that can be transformed into viable business opportunities. Shane (2003) emphasizes that identifying entrepreneurial opportunities requires a deep understanding of the market and a proactive approach to spotting emerging trends. Drucker (1985) further stresses the importance of seizing business opportunities, as it is integral to the growth and success of any entrepreneurial venture. Recent studies, such as those by Ardichvili, Cardozo, and Ray (2003), explore opportunity recognition in emerging markets, highlighting the unique dynamics of identifying opportunities in rapidly developing economies. Additionally, St-Jean (2012) discusses the strategies entrepreneurs use to identify opportunities for growth and innovation, emphasizing the importance of experience and intuition in the opportunity recognition process. By effectively identifying and seizing these opportunities, entrepreneurs can position their businesses for long-term success and competitive advantage.

11. Financial Management

Entrepreneurs must manage the financial resources of their businesses, including securing funds, making financial decisions, and ensuring sustainability. Efficient financial management is crucial for the survival and growth of any entrepreneurial venture. Mason and Harrison (1999) discuss the challenges of securing venture financing, highlighting the various sources of capital available to entrepreneurs and the difficulties they face in accessing funding. Baker and Nelson (2005) introduce the concept of "entrepreneurial bricolage," explaining how entrepreneurs often use available resources creatively to build their businesses despite financial constraints. Recent research by Gompers and Lerner (2001) explores the role of venture capital in creating wealth, focusing on how venture capitalists contribute to the success of high-growth startups. Additionally, Ang (1991) examines the uniqueness of small businesses and how traditional financial management theories need to be adapted to meet the specific needs of these ventures. By effectively managing financial resources, entrepreneurs can navigate funding challenges and ensure the long-term sustainability of their businesses.

12. Sales Strategies

Sales knowledge is considered a crucial responsibility of entrepreneurs, directly contributing to revenue generation and business growth. Entrepreneurs are expected to develop effective sales strategies, establish sustainable customer relationships, and analyze customer needs to provide appropriate solutions. They also play a key role in negotiating deals and achieving business objectives. By utilizing tools like Customer Relationship Management (CRM) systems and digital marketing, entrepreneurs can enhance sales performance and improve business operations (Kotler, 2000; Jabber & Lancaster, 2009; Payne & Frow, 2005).

13. Achieving Growth

Achieving growth is a core task for entrepreneurs, who must seek ways to expand into new markets, develop innovative products, and continuously innovate for long-term business success. Entrepreneurs are tasked with identifying and implementing strategies that drive both short-term gains and long-term sustainability. Porter (1985) discusses competitive growth strategies, emphasizing how firms can position themselves for market leadership through differentiation and cost leadership. Similarly, Barney (1991) highlights the importance of internal resources in sustaining business growth, stressing the need for firms to leverage their capabilities and competencies effectively. In recent studies, Chesbrough (2010) introduces the concept of "open innovation," focusing on how collaboration with external parties can foster growth by providing access to new ideas, technologies, and market opportunities. Grant (2016) further explores the significance of growth strategies across diverse markets, underscoring the need for businesses to adapt their strategies to dynamic market conditions. By adopting these growth strategies, entrepreneurs can achieve scalable success and position their ventures for long-term expansion.

C. Conclusion

In conclusion, the roles of entrepreneurs are fundamental to the overall success and growth of businesses. By identifying opportunities, making strategic decisions, and managing operations efficiently, entrepreneurs contribute to building companies that can expand and adapt to the constantly changing market. The diverse nature of their roles, which includes leading innovation, developing products, and implementing growth strategies, directly impacts a company's ability to face challenges and achieve sustainable growth. Therefore, the roles of entrepreneurs are pivotal not only in establishing businesses but also in ensuring their continuity and expansion in dynamic business environments.

As shown, there are many entrepreneurial tasks, these tasks configure the role of the entrepreneurs, and they play crucial role in the business growth and small business transformation to large one. In the coming sections the study reviews literature of business growth and the relation between entrepreneurial tasks and business growth.

2. Business Growth

A. Introduction to Business Growth

This section reviews the business growth and it includes many aspects related to it such as business growth indicators, its strategies, key factors and main obstacles and challenges. In the previous chapter, the study explored the roles and responsibilities of entrepreneurs. Moving forward in next sections, study will investigate the impact of entrepreneurs, their roles, and their tasks on business growth, highlighting their crucial contribution to the expansion and success of businesses.

Business growth is the process through which companies expand, increase their size, and achieve sustainable revenue growth. This growth involves a variety of strategies, such as geographic expansion, the development of new products, improving operational efficiency, increasing revenue or acquiring other companies. Business growth is one of the primary goals most companies strive to achieve in order to ensure their continued success in competitive markets. This phenomenon has been widely studied in academic literature in fields such as strategic management, marketing, and finance, where it is considered a key driver for the survival and long-term expansion of companies (Penrose, 1959).

When discussing business growth, two main types are recognized: organic and inorganic growth. **Organic growth** refers to expansion that occurs through increasing a company’s sales and achieving internal growth by developing new products or entering new markets without the need for acquisitions or partnerships (Hitt et al., 2009). In contrast, **inorganic growth** involves expansion through acquiring other companies or entering strategic partnerships aimed at rapidly accelerating growth and expanding market share (Teece, 2010).

On the other hand, innovation plays a vital role in driving business growth. Companies that invest in research and development and continuously innovate their products and services are better able to meet market demands and adapt to economic changes (Bremer, 2016). Moreover, sustainable growth is another crucial dimension that ensures companies' long-term viability without jeopardizing their resources or affecting their environmental and financial sustainability (Greenwood, 2004).

The ability of companies to achieve sustainable growth depends on several factors, such as marketing strategies, effective resource management, and improving operational efficiency. Additionally, the ability to retain customers and expand the customer base is a fundamental factor contributing to the enhancement of business growth (Finkelstein & Hambrick, 1996).

B. Transforming small businesses to large corporation

The transformation of small businesses into large enterprises is a complex and multi-faceted process that requires strategic planning, resource management, and a deep understanding of market dynamics. This transformation is not merely about expanding in size but also about scaling operations, diversifying product lines, optimizing organizational structures, and navigating the complexities of larger markets. The literature on this subject reveals various strategies, challenges, and key factors that influence the successful transition from a small business to a larger enterprise.

C. Growth Strategies

Growth strategies are a critical topic in the literature, as companies aim to select the most suitable strategies to expand and maintain their competitive edge in dynamic market environments. These strategies vary depending on the company's objectives, available resources, and market conditions. Among the prominent strategies identified in the literature are organic growth, inorganic growth, and other strategies such as international expansion, diversification, innovation-driven growth, and strategic alliances.

1. Organic Growth

Organic growth refers to expansion achieved by increasing sales, improving operational efficiency, or introducing new products and services without relying on mergers or acquisitions. According to Penrose (1959), organic growth depends on the company's internal resources and capabilities, allowing it to grow steadily over time. Hitt et al. (2009) emphasize that organic growth strategies often involve market penetration, product development, and improvements in customer service. This strategy is characterized by lower financial risk and greater control over the growth process, contributing to long-term sustainability. However, as many researchers note, organic growth is slower compared to inorganic strategies and heavily relies on market conditions and internal capabilities.

2. Inorganic Growth (Mergers & Acquisitions)

Inorganic growth through mergers and acquisitions (M&A) allows companies to expand quickly by acquiring or merging with other businesses. This strategy is particularly beneficial when companies wish to increase their market share or enter new markets rapidly. According to Van Hilden (2006), M&A offers immediate access to new resources, technologies, and customer bases. One of the main advantages of this strategy is faster market penetration and increased competitiveness and market share, as well as access to new technologies and expertise. However, challenges include integration difficulties, cultural and organizational issues, and high financial costs.

3. International Growth

International growth involves expanding a company's operations into new geographic markets. This strategy is common among companies seeking new revenue sources and opportunities beyond their domestic market. Teece (2010) suggests that international expansion helps companies diversify risks and tap into higher-growth markets. International expansion provides exposure to new customer segments and increases revenue potential. However, challenges include regulatory and cultural differences, high entry costs, logistical challenges, and political instability in some regions.

4. Diversification

Diversification involves entering new markets or industries, often unrelated to the company's current operations. According to Greenwood (2004), diversification helps companies reduce risks by spreading investments across different sectors. It can be related diversification (expanding into similar industries) or unrelated diversification (entering completely new industries). The main benefits of diversification include risk reduction, increased revenue streams, and long-term growth potential. However, it also poses challenges, such as complexity in managing multiple business units, a lack of expertise in new industries, and the risk of spreading resources too thin.

5. Innovation-Driven Growth

In the modern business landscape, innovation-driven growth has become a key strategy. Companies continuously innovate their products, services, and processes to maintain a competitive advantage. Bremer (2016) asserts that companies that invest in research and development are better positioned to meet customer needs and adapt to economic changes. Innovation-driven growth enhances competitiveness, helps companies meet changing market demands, and increases customer loyalty. However, the challenges of this strategy include the high costs of research and development, the risk of failure with unproven innovations, and the time-consuming nature of innovation.

6. Strategic Alliances and Partnerships

Strategic alliances are collaborative agreements between companies to pursue mutually beneficial goals. Hitt et al. (2009) highlight that these alliances can accelerate growth by combining resources and capabilities. Strategic partnerships allow companies to access new technologies, markets, and customer segments. The advantages of strategic alliances include access to new markets and resources, shared risks and costs, and increased innovation potential. However, coordination issues, differing business cultures and goals, and the risk of dependency on partners are significant challenges.

7. Geographic Expansion

Geographic expansion refers to the strategy of entering new geographic areas to increase a company's reach. This can involve expanding within the same country (regional expansion) or entering international markets. Geographic expansion allows companies to reach new customers and diversify revenue sources. However, it requires the ability to understand and adapt to local market conditions and may face regulatory, cultural barriers, and high upfront investment costs.

8. Forward and Backward Integration

Forward integration involves acquiring control over distribution channels or retail networks, while backward integration refers to gaining control over the supply chain or production processes. Both strategies allow companies to expand their market reach and improve operational efficiencies. These strategies provide greater control over supply chains and distribution networks, reduce dependency on external suppliers, and improve cost efficiencies. However, they come with challenges, including high capital requirements, complexity in managing expanded operations, and the risk of overextension.

9. Digital Transformation

In today's digital age, digital transformation has become a vital strategy for growth. This strategy involves leveraging digital technologies such as artificial intelligence, big data, and the Internet of Things (IoT) to improve business operations and customer experiences. Teece (2010) argues that companies adopting digital technologies are better positioned to innovate quickly and offer superior customer experiences. Digital transformation improves operational efficiency, enhances customer engagement, and provides greater adaptability in dynamic markets. However, challenges include significant investment in technology and infrastructure, the need for digital skills within the workforce, and potential disruptions during the transition.

10. Focus Strategy

A focus strategy involves targeting a specific market segment or niche rather than attempting to appeal to the broad market. Porter (1980) argues that companies that focus on specific customer needs can outperform competitors by offering tailored products or services. This strategy allows for stronger brand recognition in the targeted segment and higher customer loyalty. However, its challenges include a limited market size and the risk of being too narrowly focused.

D. Conclusion of Growth Strategies

The literature shows that growth strategies play a crucial role in helping companies remain competitive in today's fast-paced business environment. Whether through organic or inorganic growth, international expansion, or innovation, each strategy presents unique advantages and challenges. The best approach depends on the company's goals, resources, and the market conditions they face.

E. Small Business Growth Key Factors:

The growth of small businesses is a vital subject in academic literature, as achieving success in growth requires the interaction of various economic, managerial, and organizational factors. Small businesses aim for sustainability and profitability through flexible strategies that contribute to their expansion and market presence. Although many factors influence small business growth, the literature primarily focuses on several key drivers that are essential for the growth process, such as innovation, leadership, access to finance, marketing strategy, and operational efficiency.

1. Innovation and Creativity

Innovation is considered one of the primary factors contributing to small business growth. Companies that invest in research and development and innovate their products or services are more adaptable to market changes and customer demands. Bremer (2016) highlights that innovation enables small businesses to differentiate themselves in the market and expand their market share. Additionally, innovation helps improve operational efficiency and opens up new markets.

2. Leadership and Strategic Management

Leadership plays a pivotal role in the growth of small businesses. Effective management ensures that the right strategic decisions are made, influencing the growth trajectory. Finkelstein & Hambrick (1996) emphasize that strong leadership in small businesses helps set growth objectives, motivate employees, and achieve excellence. Furthermore, the ability to lead change, address challenges, and sustain innovation is critical for fostering growth.

3. Access to Finance

Access to finance is one of the biggest challenges faced by small businesses. Without adequate capital, it is difficult for small businesses to expand operations or invest in innovation and development. Hitt et al. (2009) note that companies that can access funding sources, such as bank loans or venture capital, are more likely to grow rapidly and sustainably. Moreover, effective management of cash flow is crucial for maintaining the financial health of small businesses and supporting their growth.

4. Marketing Strategy and Branding

Small businesses rely on innovative marketing strategies to attract new customers and retain existing ones. Teece (2010) argues that effective marketing of products and services is a key factor contributing to sustainable growth. Digital marketing and online customer engagement are among the most effective ways for small businesses to reach a wider audience at a lower cost compared to traditional methods.

5. Operational Efficiency

Operational efficiency is an essential factor for achieving growth. Small businesses that focus on improving internal processes, reducing costs, and increasing productivity are better positioned to scale their operations without significantly increasing expenses. **Penrose (1959)** explains that small businesses must manage their resources effectively, whether financial or human, to ensure long-term sustainable growth.

6. Geographic Expansion

Some small businesses choose geographic expansion as a growth strategy, either by opening new branches in different regions or by entering new international markets. Greenwood (2004) mentions that geographic expansion can help small businesses increase their market share, but it requires strategic planning and expertise in managing operations across borders.

7. Adaptation to Economic and Technological Changes

The ability of small businesses to adapt to **economic and technological changes** is another critical factor for growth. Companies that keep up with technological and economic trends and adopt new technologies or adjust their business models accordingly are better able to remain competitive. Teece (2010) emphasizes that adapting to technological and economic changes helps small businesses capitalize on new opportunities and sustain growth.

8. Building Strong Networks

Building strong networks with customers, suppliers, and investors is also a vital factor in small business growth. Hitt et al. (2009) argue that businesses that establish strategic relationships with external partners are better able to access new markets and gain additional support during the expansion process. These networks can also enhance the company's reputation and expand its customer base.

9. Risk Management

Effective risk management is another factor contributing to small business growth. Although small businesses may face financial and operational challenges at different stages of their growth, companies that implement strategies to mitigate risks are more likely to expand. Penrose (1959) explains that small businesses need to identify and assess potential risks, whether related to finance, supply chains, or geographic expansion.

10. Hiring and Training Talent

Hiring highly skilled employees and investing in continuous training is essential for enhancing the competitive capacity of small businesses. Human resources are a key asset for growth, as a trained and skilled workforce can improve the overall performance and productivity of the company. Finkelstein & Hambrick (1996) note that a trained and talented workforce is one of the key drivers for small business growth, especially when expanding into new markets or increasing operational scale.

11. Fostering a Culture of Innovation and Entrepreneurship

Having an innovative culture within the company can significantly contribute to growth. Companies that foster an entrepreneurial environment and encourage creative thinking and experimentation among employees are better positioned to explore new opportunities and achieve sustainable transformation. Greenwood (2004) notes that small businesses that develop an entrepreneurial culture within their organization are more likely to grow quickly by leveraging new ideas and innovative solutions.

12. Sustainability and Corporate Social Responsibility (CSR)

As there is an increasing focus on sustainability and corporate social responsibility (CSR), these factors can also influence small business growth. Companies that integrate sustainable practices into their operations and adopt socially responsible strategies may attract more customers and investors. Bremer (2016) highlights that these businesses tend to have a strong reputation, which helps them stand out in the market and expand their market share.

13. Data Utilization and Analytics

Utilizing data and analytics is a modern factor that can help small businesses identify opportunities and optimize operations. Companies that use data analytics to make informed decisions about production, marketing, and product development can better respond to market demands. Teece (2010) states that leveraging data analytics can contribute to improved growth strategies and expansion planning.

F. Conclusion Small Business Growth Key Factors

In addition to the factors mentioned above, many other factors play a significant role in the growth of small businesses. The ability to adapt to economic and technological changes, build strong networks, manage risks effectively, hire and train talent, foster a culture of innovation, and focus on sustainability and CSR are all critical drivers of small business growth. Small businesses that successfully adapt to these factors have the potential for rapid expansion and sustainable success.

G. Challenges of Business Growth

Business growth is a primary objective for most companies aiming for sustainability and expansion. However, many companies face significant challenges when trying to achieve this growth. In the literature surrounding business growth, a number of challenges have been identified that impact a company's ability to grow in a sustainable and effective way. This review highlights some of the key challenges companies face in their pursuit of growth, with relevant references.

1. Lack of Financial Resources

One of the most prominent challenges businesses face when growing is lack of financial resources. The ability to secure funding through loans, investments, or personal funds is crucial to successful growth. According to "Miner" (2003), startups and small businesses often struggle to obtain sufficient financing to support their expansions. Additionally, "Greenwood" (2004) points out that a lack of capital can limit a company's ability to invest in research and development or enter new markets. The challenges wither difficulty in securing adequate financing or dependence on external funding sources, which may be expensive or unavailable.

2. Expanding into New Markets

Expansion into new markets is one of the biggest challenges companies face. This type of growth can involve difficulties related to understanding local markets, regulatory environments, and cultural barriers. "Hitt et al." (2009) emphasize that companies often fail to adapt to the unique characteristics of the target market, leading to less effective expansion strategies. There are many points must be considered such as cultural and regulatory differences, difficulty understanding customer needs and preferences in new markets and high costs associated with market entry.

3. *Managing Rapid Growth*

Rapid growth is another major challenge that companies face. When companies grow too quickly, they often struggle to manage this growth in line with their available resources and capabilities. According to "Penrose" (1959), many companies experience difficulties in managing rapid expansion due to their inability to effectively manage operations and maintain product or service quality. Rapid growth leads to difficulty maintaining quality as the business expands. Moreover, it affects managing employees and human resources and finally it obstacle managing internal operations in line with larger scale.

4. *Continuous Innovation and Adapting to Market Changes*

Innovation is a key factor for business growth, as companies must continuously introduce new products and services to stay competitive. However, the literature indicates that many companies face challenges in sustaining innovation. According to "Bremer" (2016), companies that fail to adapt to technological or economic changes risk falling behind their competitors. The challenges here could be summarized in difficulty in maintaining continuous innovation, high costs associated with research and development and inability to adapt to rapidly changing technologies.

5. *Building a Loyal Customer Base*

One of the major challenges in business growth is retaining existing customers while acquiring new ones. According to "Hitt et al." (2009), acquiring new customers in competitive markets requires strong marketing strategies and effective customer relationship management.

Expanding a customer base also requires greater attention to service and engagement, which can be challenging for businesses expanding at a fast pace.it is difficult to acquire new customers. In addition to that loyal customer need effective customer relationship management. Finally, retaining existing customers it remains challenging.

6. Regulatory and Compliance Challenges

Many companies operate across multiple markets or internationally, requiring compliance with a variety of local and international regulations. According to "Teece" (2010), these regulations can complicate business operations and put additional pressure on companies to stay compliant with changing legal requirements. The challenges are adapting to local and international regulations, high costs associated with legal compliance and need for employee training and awareness regarding new laws.

7. Intense Competition

In most markets, intense competition is a significant threat to business growth. According to "Porter" (1980), companies that fail to maintain their competitive advantages may struggle to grow or maintain their market share. Companies must be able to differentiate themselves from competitors, either through innovation, improved service, or cost reduction. It is very difficult to keep a competitive edge, adapting to competitors' strategies, moreover there is cost for differentiation and innovation.

8. Workforce Challenges and Employee Management

Workforce management is a key challenge during periods of business growth. According to "Finkelstein & Hambrick" (1996), companies that grow quickly may find it difficult to retain talented employees and develop new skills within the organization. There can also be added pressure to expand teams faster than human resources can manage. Business growth require recruiting qualified employees, on the other hand need training and developing employees and finally it is very difficult to maintaining company culture during rapid expansion.

H. Conclusion Challenges of Business Growth

The challenges of business growth represent significant obstacles for companies, whether they are small or large. While companies aim for growth, they must face these challenges with strategic solutions to ensure sustainable expansion. Businesses need to be ready to invest resources, adapt their strategies to changing conditions, and balance innovation with operations to succeed in competitive markets.

I. Growth Indicators

Measuring business growth is a critical aspect in evaluating company performance and achieving sustainable expansion in dynamic market environments. It provides insights into the effectiveness of a company's strategies and helps improve strategic decision-making. This topic has been extensively covered in both classic and modern literature, with various indicators developed to measure business growth across different industries. This review will address some of these important indicators based on previous and recent literature, including revenue, market share, profitability, innovation, and customer base expansion, with a focus on the challenges associated with each.

1. Revenue Growth

Revenue growth is one of the most important traditional indicators for measuring business growth, as it reflects the company’s ability to increase its sales and achieve sustainable growth through improved offerings or expansion into new markets. According to Penrose (1959), revenue growth has long been considered a key measure of success in businesses. In modern times, a study by Gartner (2022) highlighted the significance of revenue in tech companies as a primary indicator of their ability to scale and grow in emerging markets. Key indicators of revenue growth include annual revenue increases and comparing revenue with competitors in the same industry. However, there are challenges associated with revenue growth, such as the fact that it may not reflect true expansion if not accompanied by improvements in operational efficiency, and increased revenue does not always indicate financial sustainability or profitable growth.

2. Market Share

Market share reflects a company's ability to increase its presence in the market relative to its competitors. According to Porter (1980), growth in market share signifies the success of expansion and diversification strategies. In more recent research, such as the work by Grant & Jordan (2021), the importance of market share has been emphasized as a key measure of a company's capacity to dominate markets and grow its share through various strategies, including geographic expansion or continuous innovation. Key indicators of market share growth include the market share growth rate and comparative analysis with competitors. However, there are challenges associated with this indicator, such as the fact that market share can be significantly influenced by economic conditions or the emergence of new technologies, and an excessive focus on increasing market share may neglect other important factors like profitability and operational efficiency.

3. Profitability and Earnings Growth

Profitability is a vital indicator that determines whether increasing revenue results in actual profits. According to Hitt et al. (2009), a company's ability to achieve sustainable profit growth involves not just improving revenue, but also managing costs and enhancing operational efficiency. More recent studies, such as those by Koller et al. (2020), highlight the importance of focusing on metrics like Return on Assets (ROA) and Return on Equity (ROE) as key measures of business health. Key indicators of profitability include an increase in ROA, improvement in ROE, and a higher net profit margin. However, there are challenges linked to profitability, such as the risk that a focus on short-term profits may undermine innovation or sustainable expansion, and the fact that profitability can be influenced by market fluctuations or unsustainable cost-cutting practices.

4. Customer Base Expansion

Expanding the customer base is a powerful indicator of business growth, as it reflects the company's ability to attract new customers while retaining existing ones. Research such as that by Chaudhuri & Holbrook (2022) indicates that companies that effectively grow their customer base often experience increases in both market share and profits. In this context, customer loyalty and the creation of a positive experience are critical factors for success. Key indicators of expanding the customer base include an increase in the number of new customers and high customer retention rates. However, there are challenges associated with this growth, such as the need for significant investments in marketing to attract new customers and the difficulty companies face in maintaining service quality as their customer numbers grow.

5. Innovation and Product Development

Innovation is a crucial driver of business growth, as companies that consistently develop new products or improve services play a pivotal role in increasing their market share. Bremer (2016) highlighted that innovation in products and technologies is an essential element for company growth in the modern era. Additionally, modern literature, such as the OECD (2021), underscores the importance of Research and Development (R&D) as a means of business expansion and gaining a competitive edge. Key indicators of innovation include the number of new products introduced and the company's investment in R&D. However, challenges exist in this area, such as the high cost of R&D, which may not always yield immediate results, and the fact that the success of new products is not guaranteed, with some failing to gain traction in the market.

6. Operational Efficiency

Operational efficiency is a critical measure of sustainable growth, as it reflects how effectively companies utilize their resources to achieve maximum productivity. Davenport (2020) argued that enhancing operational efficiency can boost profit margins and reduce costs, which in turn supports a company’s ability to expand. Key indicators of operational efficiency include increased revenue relative to costs and improvements in internal processes and the supply chain. However, challenges exist, such as the risk that a strong focus on efficiency may hinder innovation, and the fact that smaller companies may struggle to implement efficiency strategies as effectively as larger firms.

J. Conclusion Growth Indicators

Measuring business growth relies on a set of indicators that provide a comprehensive picture of a company's financial and operational performance. These indicators range from revenue and profitability to market share and customer base expansion. While classic literature, such as that referenced by Penrose (1959) and Porter (1980), remains foundational in understanding business growth, modern literature, like the studies by Gartner (2022) and the OECD (2021), introduces new dimensions focused on innovation and operational efficiency. By using these indicators together, companies can make informed strategic decisions that ensure sustainable and effective growth.

3. The Role of Entrepreneurs in Business Growth: A Review of the Literature on the Relationship Between Entrepreneurship and Business Growth

In this chapter, we will review the literature that links the tasks and roles of entrepreneurs with business growth. Numerous studies have addressed this topic from various angles, highlighting the relationship between the tasks and functions carried out by entrepreneurs and how they impact business growth in both the short and long term. We will examine a selection of these studies to clarify how different entrepreneurial tasks, such as strategic decision-making, innovation, and resource management, contribute to business growth and expansion in both local and international markets.

1. Shane & Venkataraman (2000)

This study explores the relationship between entrepreneurship and opportunity discovery. It states that one of the core tasks of entrepreneurs is to identify new business opportunities that can drive growth. The ability to identify these opportunities is considered the key factor contributing to increased revenue and market share expansion. Thus, the success of businesses is directly linked to the entrepreneur's capacity to recognize strategic opportunities.

2. Alvarez & Barney (2007)

This study focuses on the discovery and creation of opportunities, emphasizing that the role of entrepreneurs goes beyond just identifying opportunities to creating new opportunities through innovation. These processes are fundamental to business growth because they allow companies to expand and develop new strategies that were not previously available in the market.

3. Schumpeter (1934)

Schumpeter’s study focuses on the role of innovation in business growth and highlights that innovation and creativity are core tasks of entrepreneurs. According to Schumpeter, innovation leads to significant changes in production processes or the introduction of new products, which drives business growth. Innovation is considered the primary engine for company sustainability and growth in competitive markets.

4. Zahra & Dess (2001)

This study examines the relationship between innovation and business growth. It emphasizes that one of the key tasks of entrepreneurs is to manage innovation within the company, which helps the business respond to market changes and enables sustainable growth. The study also highlights that innovation is not only limited to products but also includes business processes, which improve operational efficiency and profitability.

5. Teece (2010)

This study discusses the relationship between business strategies and sustainable growth. It addresses the tasks of entrepreneurs in developing business models and adopting innovative strategies to expand. Teece argues that innovative strategies help to increase market share and achieve sustainable growth, with entrepreneurs needing to ensure that their strategies respond to rapid changes in the competitive environment.

6. Kotter (1990)

Kotter's study focuses on the role of leadership in business growth and emphasizes that one of the key tasks of entrepreneurs is to lead change and make strategic decisions that drive growth. Effective leadership is critical for success in expansion and growth, as entrepreneurs need to make timely strategic decisions, such as entering new markets or improving products.

7. Hitt et al. (2001)

This study examines the relationship between expansion strategies and business growth. It asserts that strategic leadership is a key task of entrepreneurs, which plays a significant role in making decisions related to expanding the business, such as through acquisitions or market expansion. These strategic decisions contribute to improving profitability and increasing company growth overall.

8. Venture & Etzel (1999)

This study focuses on how financial management impacts business growth. It mentions that one of the primary tasks of entrepreneurs is to manage financial resources effectively, which contributes to sustainable growth. Entrepreneurs are required to make strategic financial decisions, such as choosing appropriate funding sources, to ensure ongoing operations and business expansion.

9. Knight (1921)

Knight's study highlights the role of risk management in business growth. It states that one of the entrepreneur's key tasks is to assess and manage the risks associated with business operations. Effective risk management contributes to sustainable growth, as it helps companies expand with minimal financial or operational risks.

10. Johanson & Vahlne (2009)

This study discusses internationalization and the role of strategic partnerships in business growth. It argues that entrepreneurs who focus on building strong strategic networks with international partners can accelerate business growth in global markets. These partnerships help mitigate risks associated with expansion and speed up market share growth in new international markets.

11. Porter (1985)

Porter's study examines the importance of operational efficiency in achieving growth. It states that improving efficiency in operations is one of the fundamental tasks of entrepreneurs to ensure profitability and long-term growth. Companies with better operational efficiency are more capable of expanding and generating higher profits.

12. Drucker (1985)

Drucker emphasized the importance of entrepreneurial management and how entrepreneurs should focus on achieving business growth through systematic innovation. His study argues that the entrepreneur's role is to strategically manage resources and continuously introduce new processes and products to sustain growth. Entrepreneurs need to create innovative solutions to address market gaps, which directly contributes to the firm's long-term growth.

13. Baron (2007)

Baron’s research focuses on the psychological aspects of entrepreneurship. He highlights how the decision-making and risk-taking abilities of entrepreneurs are crucial for business growth. Entrepreneurs who effectively assess risks and make bold decisions are better positioned to drive business expansion. This study underscores the significance of leadership traits in identifying growth opportunities and navigating the challenges that arise as businesses scale.

14. Katz & Green (2009)

This study discusses how entrepreneurial skills and capabilities influence business growth. The authors argue that successful entrepreneurs need to have strong skills in leadership, market analysis, and financial management, which help them make informed decisions that drive the company’s growth trajectory. According to the study, entrepreneurs who continuously develop these skills can create competitive advantages that foster business expansion.

15. *Gartner (1985)*

Gartner’s research explores how entrepreneurial ventures grow through networking and the importance of relationships for business development. The study suggests that entrepreneurs who effectively build and maintain networks with customers, suppliers, and partners can gain access to new resources and market opportunities, which can significantly boost business growth. It highlights that strategic partnerships play a key role in supporting expansion strategies.

16. McGrath & MacMillan (2000)

This study focuses on how entrepreneurs should manage uncertainty when pursuing growth opportunities. McGrath and MacMillan argue that entrepreneurs must possess the ability to deal with high levels of uncertainty and make informed decisions despite incomplete information. This ability allows them to make calculated bets on growth initiatives, and those who effectively navigate uncertainty are more likely to succeed in scaling their businesses.

17. Christensen (1997)

Christensen's research on disruptive innovation posits that entrepreneurs who focus on disruptive technologies or innovations can experience significant business growth. Entrepreneurs who lead companies through disruptive innovations—by creating new products or services that meet an underserved market demand—are often able to outpace competitors and achieve substantial growth. The study argues that disruptive innovation is a core aspect of achieving both short-term and long-term business growth.

18. Davis & Cobb (2009)

This study examines the importance of strategic agility for entrepreneurs. The authors highlight that one of the key tasks of entrepreneurs is to adapt quickly to changing market conditions. Entrepreneurs who can pivot their business models or strategies in response to shifting trends or customer demands are better equipped to sustain growth and achieve long-term business expansion.

19. Foss & Klein (2012)

Foss and Klein explore the relationship between entrepreneurial opportunities and resource allocation in growing firms. The study suggests that successful entrepreneurs are those who can identify opportunities for growth and efficiently allocate resources to pursue these opportunities. The research emphasizes that resource management is one of the key tasks of an entrepreneur, which can directly impact the growth potential of the business.

20. Lichtenstein & Lyons (2001)

Lichtenstein and Lyons discuss how entrepreneurial networks and social capital contribute to business growth. Entrepreneurs who actively participate in professional networks and build strong relationships with key industry players are able to access critical resources, knowledge, and business opportunities that drive growth. The study suggests that networking is not just a strategy but a necessary task for entrepreneurs to expand their businesses successfully.

21. Venkataraman (1997)

Venkataraman's study explores how the entrepreneurial ecosystem influences growth. It highlights the fact that entrepreneurs must interact with a variety of stakeholders, including investors, partners, and customers, to sustain growth. Entrepreneurs who leverage the entrepreneurial ecosystem and align their growth strategies with external trends and conditions are more likely to expand their firms successfully.

22. Wiklund & Shepherd (2005)

This study examines how entrepreneurial orientation influences business growth. It concludes that entrepreneurs who demonstrate a high level of innovative behavior, risk-taking, and proactiveness are more likely to experience greater growth. The study finds that entrepreneurial orientation is directly linked to strategic decision-making, which in turn shapes the success of business expansion.

23. Lucas (2009)

Lucas' study (2009) examined the relationship between innovation and leadership in small business growth. The study emphasized that continuous innovation in products and services is a key factor in transforming small businesses into large ones. The research also pointed out that the role of the entrepreneur extends beyond daily management and involves motivating innovation and making strategic decisions that enhance competitiveness.

24. Hayes & Dickinson (2013)

Hayes and Dickinson's study (2013) explored the role of strategic planning and financing in business growth. The study revealed that proper financing is crucial for expanding small businesses and transforming them into large enterprises. Entrepreneurs who focus on risk management and allocate financial resources effectively are more likely to achieve rapid growth and sustainable success.

25. Baron (2007)

Baron's research (2007) focused on the psychological aspects of entrepreneurship, particularly how decision-making and risk-taking abilities influence business growth. The study concluded that entrepreneurs who make bold, calculated decisions and effectively assess risks are better positioned to drive their businesses toward expansion. This research highlights the entrepreneur's ability to identify growth opportunities and navigate challenges while scaling the business.

26. Chao & Bi (2015)

Chao and Bi (2015) explored how adaptability and strategic orientation contribute to business growth. The study found that businesses that succeed in expansion are those that can adapt to changing market conditions. Entrepreneurs who can implement growth strategies such as geographical expansion or product diversification were more likely to scale their small businesses into larger enterprises.

27. Field & Carter (2014)

Field and Carter's study (2014) focused on the importance of entrepreneurial networks and strategic partnerships in business growth. The research concluded that entrepreneurs who effectively build and maintain relationships with key partners, suppliers, and customers gain access to critical resources, market opportunities, and knowledge, all of which contribute significantly to business expansion.

28. Stevenson (2018)

Stevenson (2018) emphasized the role of entrepreneurial orientation and innovation in business growth. The study argued that entrepreneurs who focus on technological advancements and research and development are more likely to expand their businesses successfully. By aligning innovation strategies with market demands, entrepreneurs can transform small businesses into large, competitive firms.

29. Murray & Harris (2016)

Murray and Harris (2016) discussed the role of strategic leadership in small business growth. The study revealed that businesses led by entrepreneurs with strong leadership skills—particularly in managing teams and organizing processes—are more likely to scale up. Effective human resource management and leadership were found to be key drivers of sustainable business growth.

30. Campbell & Sanderson (2020)

Campbell and Sanderson (2020) studied expansion strategies and their role in business growth. The research highlighted that entrepreneurs who pursue mergers and acquisitions or international expansion strategies are more successful in transforming their small businesses into larger enterprises. By leveraging these expansion strategies, businesses can tap into new markets and accelerate their growth.

31. Schumpeter (2013)

Schumpeter (2013) discussed the role of innovation in business growth. The study revealed that entrepreneurs who introduce new products, services, or innovative ways of delivering value are more likely to achieve significant business growth. Innovation was identified as a key driver in enhancing competitiveness and expanding market reach.

32. Grant (2019)

Grant (2019) discussed the impact of strategic planning on entrepreneurial success. The study revealed that entrepreneurs who effectively identify market opportunities and make long-term strategic decisions are more likely to achieve sustainable growth. Strategic planning was found to be a crucial factor in fostering business expansion and long-term success.

33. Zhang et al. (2020)

Zhang et al. (2020) discussed the role of leadership in business growth. The study revealed that an entrepreneur's ability to manage teams, motivate employees, and make strategic decisions directly influences business expansion. Leadership skills were found to be a critical factor in driving the growth and development of a business.

34. Cavusgil et al. (2019)

Cavusgil et al. (2019) discussed how entrepreneurs contribute to international business expansion. The study revealed that entrepreneurs play a crucial role in identifying new markets, establishing international partnerships, and adapting to different business environments. These tasks were found to be essential for the successful internationalization of businesses

35. Baker & Nelson (2020)

Baker and Nelson (2020) discussed the role of financing in entrepreneurial growth. The study revealed that entrepreneurs who effectively raise capital and manage financing tasks are better positioned to scale their businesses. Access to the right type of funding was found to be critical for achieving sustained business growth.

36. Kuratko (2021)

Kuratko (2021) examined how entrepreneurs adapt to both global and local economic changes. The study highlighted that entrepreneurs' ability to manage economic change influences business sustainability and growth, with flexible strategies allowing businesses to thrive in fluctuating environments.

37. Nambisan et al. (2021)

Nambisan et al. (2021) explored the role of digital transformation in driving entrepreneurial growth. The study revealed that entrepreneurs who adopt digital tools and technologies can significantly improve business efficiency, open new markets, and drive growth through technological advancements.

38. Aldrich & Zimmer (2019)

Aldrich and Zimmer (2019) focused on the impact of networking on business expansion. The study found that entrepreneurs who build strong networks of relationships significantly enhance business growth. These networks offer opportunities for financing, strategic partnerships, and access to new markets.

39. McKelvie & Wiklund (2018)

McKelvie and Wiklund (2018) examined the importance of risk management in business growth. The study revealed that entrepreneurs who effectively manage financial and operational risks are better able to navigate challenges and foster sustainable growth.

40. Edmondson & Nembhard (2019)

Edmondson and Nembhard (2019) discussed the role of team management in organizational innovation. The study found that entrepreneurs who manage creative teams effectively drive innovation, which in turn fuels business growth and expansion.

41. Avolio & Bass (2020)

Avolio and Bass (2020) explored the relationship between leadership and organizational growth. The study revealed that entrepreneurs who demonstrate transformational leadership can inspire teams, foster innovation, and create a culture conducive to business scaling.

42. Miller & Le Breton-Miller (2021)

Miller and Le Breton-Miller (2021) focused on the importance of strategic vision in small business growth. The study highlighted that entrepreneurs who set clear long-term goals and adapt their strategies to market changes are better positioned to scale their businesses.

43. Baker & Nelson (2020)

Baker and Nelson (2020) investigated the role of financial management in small business scaling. The study revealed that entrepreneurs who effectively manage finances—through proper capital allocation, budgeting, and funding strategies—are more likely to successfully scale their businesses.

44. Chesbrough (2020)

Chesbrough (2020) emphasized the importance of innovation in small business growth. The study found that entrepreneurs who prioritize product and process innovation can differentiate their businesses in competitive markets, unlocking significant growth opportunities.

45. De Clercq & Sapienza (2019)

De Clercq and Sapienza (2019) discussed the impact of human capital on startup growth. The study revealed that businesses with strong human capital foundations—through the skills, experience, and networks of entrepreneurs and employees—are better equipped to achieve sustainable growth and scaling.

46. Nambisan et al. (2021)

Nambisan et al. (2021) explored the role of digital transformation in small business growth. The study emphasized that entrepreneurs leveraging digital tools for marketing, sales, and operations can enhance business efficiency and expand their reach, facilitating business growth.

47. Aldrich & Zimmer (2019)

Aldrich and Zimmer (2019) examined how networking impacts market expansion for small businesses. The study revealed that entrepreneurs who build strong networks with suppliers, customers, and other entrepreneurs can open doors to new resources, partnerships, and market opportunities.

48. McKelvie & Wiklund (2018)

McKelvie and Wiklund (2018) discussed the importance of risk management in scaling businesses. The study highlighted that entrepreneurs who effectively assess and mitigate risks—such as market fluctuations and financial instability—are better positioned for scalable business growth.

49. Schein (2020)

Schein (2020) explored the role of organizational culture in the growth of small businesses. The study revealed that entrepreneurs who create and sustain a strong organizational culture that fosters innovation, teamwork, and customer focus are more likely to transform small businesses into large-scale enterprises.

50. Cavusgil & Knight (2021)

Cavusgil and Knight (2021) examined how globalization drives business growth. The study revealed that entrepreneurs who pursue international opportunities—by expanding into foreign markets—can access larger customer bases and higher revenue potential, significantly contributing to business scaling.

51. Kotler et al. (2021)

Kotler et al. (2021) discussed the importance of marketing strategies and creativity in fostering the growth of small businesses. The study revealed that entrepreneurs who innovate marketing solutions and adopt sustainable digital marketing approaches are more likely to achieve larger market expansion and growth.

52. Teece (2020)

Teece (2020) explored the significance of expansion strategies that focus on flexibility and the ability to quickly adapt to market changes. The study found that entrepreneurs with the capacity to adjust their strategies rapidly have a greater chance of successfully scaling their businesses.

53. Chesbrough (2021)

Chesbrough (2021) highlighted the role of open innovation in transforming small businesses. The study revealed that integrating external ideas and resources through open innovation allows entrepreneurs to accelerate growth and improve their competitiveness in the market.

54. Avolio et al. (2021)

Avolio et al. (2021) examined the role of digital leadership in small business scaling. The study emphasized that leaders who embrace digital technologies in their strategies are better equipped to navigate complex business environments, ultimately aiding in the growth and expansion of their companies.

55. Belleflamme et al. (2021)

Belleflamme et al. (2021) discussed the effectiveness of crowdfunding as a tool for small businesses to raise capital. The study revealed that crowdfunding provides entrepreneurs with access to a diverse group of investors, thereby facilitating the capital needed for business expansion and growth.

56. Porter (2021)

Porter (2021) focused on the importance of strategic analysis in identifying growth opportunities and potential threats to small businesses. The study suggested that analytical models, such as Porter's Five Forces, can assist entrepreneurs in making strategic decisions that support business scaling.

57. Johanson & Vahlne (2020)

Johanson and Vahlne (2020) explored the role of globalization in small business growth. The study revealed that entrepreneurs who seek international opportunities can access larger markets, increasing revenue streams and supporting long-term business growth.

58. Uzzi & Dunlap (2020)

Uzzi and Dunlap (2020) examined the role of social networks in small business growth. The study revealed that strong social connections and effective communication with various stakeholders facilitate resource access and open new growth opportunities for entrepreneurs.

59. Schaltegger & Wagner (2021)

Schaltegger and Wagner (2021) discussed how environmental innovation and sustainability contribute to small business growth. The study found that small businesses that integrate sustainability into their strategies can expand in a more sustainable way, enhancing their competitiveness in the long run.

60. Davis et al. (2020)

Davis et al. (2020) explored the role of technology in accelerating small business growth. The study suggested that adopting advanced technological tools in production, sales, and operations helps small businesses improve efficiency, ultimately aiding in scalability and business expansion.

4. Conclusion of the previous Studies

All the studies reviewed emphasize that the tasks of entrepreneurs are closely linked to business growth. From identifying opportunities and making strategic decisions to innovating and managing risks, entrepreneurs play a critical role in driving business success. These studies highlight that entrepreneurs' tasks are multifaceted and integrated, leading to both short-term and long-term business growth in dynamic markets.

Additionally, the studies underline those various entrepreneurial tasks, such as innovation, risk-taking, strategic leadership, network-building, and resource allocation, are essential in transforming small businesses into large enterprises. Entrepreneurs who focus on these tasks can enhance competitiveness, expand into new markets, and ensure sustainable growth for their businesses.

In conclusion, all the studies agree on the pivotal role entrepreneurs' tasks play in achieving business growth. Whether it is discovering new opportunities, managing innovation, building networks, or navigating uncertainty, entrepreneurs' actions significantly impact the success and scalability of businesses. These tasks, along with strategic decision-making, leadership, and resource management, all contribute to business growth, from local markets to global expansion.

5. Research Gap

Based on the review of previous literature, several aspects of the research gap have not been clearly and adequately addressed in studies related to the role of entrepreneurs in transforming small businesses into large ones in the dental equipment sector in Jordan. Below, we outline the gap that this research aims to address:

The research gap lies in the fact that many studies have explored the role of entrepreneurs in driving economic growth in general, in addition to studies that examined their tasks and roles in the growth of small and medium enterprises. However, there is a lack of sufficient studies that specifically focus on how the tasks of entrepreneurs influence the transformation of small businesses into large ones, in general, and particularly in specialized medical sectors such as dental equipment, where studies in this field are almost nonexistent. There is no scientific research focusing on the role of entrepreneurs in transforming small businesses into large ones in this sector, a topic that remains largely unexplored.

Furthermore, there are no such studies on the Jordanian market, whether in the dental equipment sector or any other sector, indicating a significant gap in the available knowledge regarding the role of entrepreneurs in structural transformations of businesses in Jordan. Therefore, it is necessary to conduct an in-depth academic study that highlights this gap and contributes to enriching both the scientific and practical literature in this field, offering new insights into the role of entrepreneurs in driving the growth of small businesses and transforming them into large ones within the Jordanian context.

Moreover, this study may contribute to supporting entrepreneurs in the Jordanian market in general in transforming their small businesses into larger ones, particularly in this sector. It could also be beneficial for entrepreneurs in other markets and sectors, thus contributing to strengthening the business environment overall and achieving sustainable growth.

Chapter Three: Conceptual Framework

1. Introduction:

After reviewing previous studies and analyzing the literature related to the role of entrepreneurs in enhancing business growth and transforming small businesses into large ones, it is evident that there are various tasks carried out by entrepreneurs that directly affect business growth and expansion. Additionally, many indicators are used to measure the extent of business growth, such as market expansion, increased revenues, and improved competitiveness. Based on this literature, the current research aims to study the impact of entrepreneurs' tasks on business growth and their transformation from small to large, with a particular focus on the dental equipment sector in Jordan. In this context, the research will analyze the relationship between the independent variables, which are the tasks of entrepreneurs influencing business growth and transformation, and the dependent variables that represent the growth indicators measuring the transition from small to large businesses.

Accordingly, the research will examine the role of innovation and product development, financing and funding, leveraging networks, leveraging technology, and identifying opportunities as independent variables, and their impact on dependent variables such as revenue growth, profitability growth, return on investment (ROI), customer base expansion, and market share expansion. This research aims to provide new insights into the role of entrepreneurs in transforming their businesses from small to large in this sector, while also offering solutions that can be applied to other sectors and markets. Additionally, it will contribute to fostering sustainable growth for small businesses in the dental equipment sector in Jordan and provide practical recommendations to support entrepreneurs in the Jordanian market.

2. Research Variables:

A. Independent Variables (Entrepreneurial Tasks Influencing Business Growth)

1. Innovation and Product Development:
2. Financing and Funding
3. Leveraging Networks
4. Leveraging Technology
5. Identifying Opportunities

B. Dependent Variables (Business Growth Indicators)

1. Revenue Growth
2. Profitability Growth
3. Return on Investment (ROI)
4. Customer Base Expansion
5. Market Share Expansion

3. Research Terminology Definitions

1. Entrepreneurs

Entrepreneurs: is an individual who establishes and manages a business venture, characterized by the ability to bear the financial risks associated with it in order to achieve financial profits. The entrepreneur is considered a key player in innovation and change, contributing to the discovery of new opportunities and providing creative solutions to meet market needs. Entrepreneurs are distinguished by traits such as initiative, the ability to make tough decisions, flexibility, and a willingness to invest time and financial resources to achieve success in a competitive business environment.

In this research, we refer to entrepreneurs as those individuals holding leadership positions, such as CEOs, owners, or general managers, who make key strategic decisions and are the "leading figure" in companies operating in the field of dental equipment**.**

2. Entrepreneurs' roles

Entrepreneurs' roles: The role of the entrepreneur consists of a set of activities and tasks that the entrepreneur undertakes at various stages of establishing and managing their business venture. These roles encompass numerous responsibilities, starting from discovering business opportunities and innovation to managing daily operations and making strategic decisions. The entrepreneur is considered the primary driver of economic growth, playing a significant role in the success and growth of businesses. They contribute to developing new products or services, expanding into markets, managing financial and operational risks, and achieving growth in sales, revenues, and company markets.

Additionally, their role requires effective leadership and the ability to motivate the team, as well as contributing to improving institutional performance and adapting to market changes. Overall, the entrepreneur is seen as the person who strikes a balance between innovation and management to achieve sustainable success.

In this research, the role of entrepreneurs is considered through the following tasks, with the study being limited to these tasks only: innovation and product development, financing and funding, leveraging networks, leveraging technology, and identifying opportunities.

3. Business growth

Business growth: Business growth is the process by which a company or organization expands in terms of operational scale, revenue, or market share, with the goal of achieving long-term sustainability. This growth includes increases in productivity, expansion into geographical or sectorial markets, or the development of products and services. Business growth can be achieved through various strategies such as internal expansion, acquisitions and mergers, or continuous improvement of operations. Business growth focuses on increasing added value by enhancing efficiency, innovation, and expanding the scope of operations to achieve greater profitability and sustainability.

There are several indicators of business growth, including revenue growth, profit growth, market share, market expansion, product diversification, customer base growth, innovation and technological improvement, and financial sustainability. However, the study will rely on the following business growth indicators only: revenue growth, profitability growth, return on investment (ROI), customer base expansion, and market share expansion.

4. Small Businesses

Small Businesses: are companies that are characterized by a limited size in terms of the number of employees, annual revenue, or capital, and operate within a local or sectorial scope compared to larger companies. These businesses are typically owned and managed by an individual or a small group. Small businesses constitute a significant part of the economy, as they contribute to job creation and enhance economic diversity.

5. Large Business

Large Business: are companies that are characterized by a large size in terms of the number of employees, annual revenue, and capital, and operate on a broad scale, whether locally or internationally. These companies have a significant ability to influence the markets they operate in and often have complex organizational structures and extensive operational processes. Large businesses rely on diverse strategies for growth and expansion, including geographic expansion, product and service diversification, and mergers and acquisitions. These companies are considered key drivers of the economy, contributing to the creation of a large number of job opportunities, fostering innovation, increasing productivity, and generating substantial profits.

6. Dental supplies companies

Dental supplies companies: are companies specialize in manufacturing, distributing, and selling dental products used in dental clinics, centers, and dental departments of hospitals. These companies offer a wide range of products, including surgical instruments, dental unit equipment, sterilization devices such as autoclaves, dental lasers, laughing gas (nitrous oxide), dental implants, dental radiology equipment (intraoral X-rays, sensors, panoramic X-rays, cone beam CT), materials used in dental procedures, and other related products.

These companies contribute to supporting dentists and dental specialists by providing high-quality medical products and services to clinics, dental centers, and dentists, thereby enhancing the delivery of effective healthcare services to patients. They also play a significant role in innovation and the development of dental care technologies. The success of dental supply companies relies on their ability to innovate and offer solutions and products that meet market needs, in addition to adhering to the required health and regulatory standards in the field.

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4. Independent Variables Definitions

1. Innovation and Product Development

Innovation and Product Development: Innovation refers to the ability of entrepreneurs to introduce new ideas or improvements to existing products and services, which helps businesses differentiate themselves from competitors. Product development involves introducing enhancements or modifications to existing products to better meet market needs, thus boosting competitiveness and contributing to sustainable business growth. Innovation is a crucial factor in transforming small businesses into large ones, as it helps expand market share and increase revenues.

2. Financing and Funding

Financing and Funding: Financing is a core component of business expansion. It involves securing capital from various sources, such as loans, investments, or venture capital, to support growth or market expansion. Financing enables businesses to invest in human resources, equipment, and technology, which enhances productivity and facilitates the successful transformation of small businesses into large enterprises.

3. Leveraging Networks

Leveraging Networks: This refers to the ability of entrepreneurs to build strong business relationships with partners, investors, and supporting organizations. Such networks can lead to new business opportunities, expansion of the customer base, and increased access to new markets. Building strategic networks is essential in transforming small businesses into large ones, as they provide access to vital resources such as funding, market insights, and talent.

4. Leveraging Technology

Leveraging Technology: Leveraging technology involves utilizing technological tools and solutions to enhance business processes, increase efficiency, and reduce costs. Technological advancements help improve the business's ability to scale and grow, enabling automation of processes, better customer engagement, and expanding market reach. Adopting technology is a key factor in fostering business growth and transitioning from small to large businesses.

5. Identifying Opportunities

Identifying Opportunities: Identifying opportunities refers to an entrepreneur's ability to recognize new business prospects in the market, whether through product expansion or entering new markets. These opportunities may be economic, technological, or social, and recognizing them allows businesses to make strategic decisions that drive growth and innovation. Opportunity identification is a critical skill for entrepreneurs, as it leads to decisions that contribute to sustainable growth and transformation.

5. Dependent Variables Definition

1. Revenue Growth Revenue Growth

Revenue Growth Revenue Growth: Refers to the increase in financial revenue resulting from the sale of products or provision of services. Revenue growth is one of the key indicators of business success in achieving expansion and the transition from a small company to a large one. This growth is linked to expanding the customer base, improving offerings, and increasing market share.

2. Profitability Growth

Profitability Growth: Refers to the increase in net profits that the company achieves after deducting costs. Profitability growth is an important indicator of operational efficiency and sustainable expansion. When profitability grows, the company becomes more capable of reinvesting in future growth, thus enhancing its ability to transition into a larger, more sustainable business.

3. Return on Investment (ROI)

Return on Investment (ROI): Measures the return generated from capital investment compared to the cost of the investment. ROI is a key measure of the success of the investment strategies followed by entrepreneurs, as it reflects the company's ability to achieve a good financial return relative to the invested amounts. Improving ROI is a key factor in transforming small businesses into larger ones.

4. Customer Base Expansion

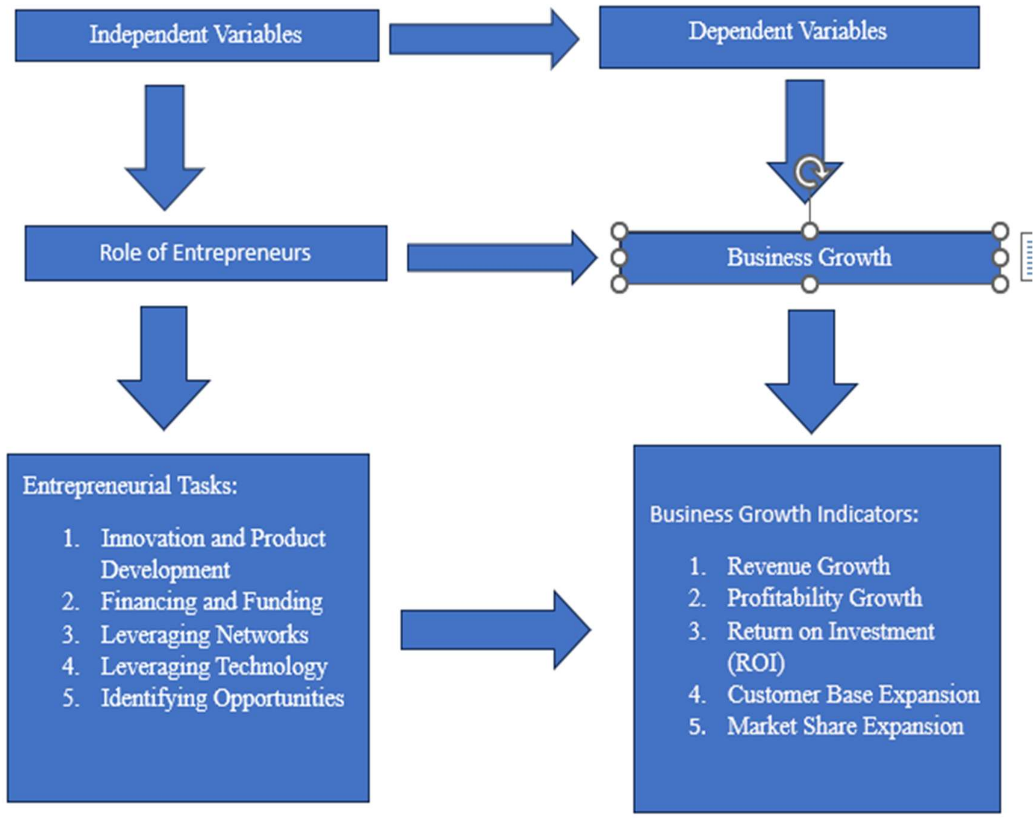
Customer Base Expansion: Refers to the increase in the number of customers engaging with the company. An expanded customer base is one of the key indicators of business growth and its transition from small to large, reflecting the success of marketing and expansion efforts in reaching new customer segments.

5. Market Share Expansion

Market Share Expansion: Refers to the increase in the company's market share compared to its competitors. Expanding market share is one of the most important objectives entrepreneurs pursue to achieve sustainable growth, as increasing market share is typically associated with business expansion and enhancing its competitive ability.

The independent variables in this research represent various entrepreneurial tasks and activities believed to play a crucial role in driving business growth and facilitating the transformation from small to large enterprises. The dependent variables are the indicators used to measure this growth and transformation, and they help evaluate the impact of these entrepreneurial tasks on the business's progression.

6. Research Model



Chapter Four: Research Methodology

1. Introduction

This chapter outlines the methodology adopted to investigate the role of entrepreneurs in transforming small businesses into larger enterprises within the dental supplies sector in Jordan. It provides a comprehensive explanation of the research approach, data collection tools, sampling methods, procedures for collecting data, and the statistical techniques employed for analysis.

Given the nature of the study, which aims to examine the direct impact of entrepreneurial role on business growth, a quantitative research design was deemed most appropriate. The study utilizes a structured questionnaire to collect data from a purposively selected sample of entrepreneurs and business leaders operating in the dental supplies sector.

The questionnaire is designed to assess the perceived relationship between specific entrepreneurial task—namely innovation and product development, financing and funding, leveraging networks, leveraging technology, and opportunity identification—and business growth indicators such as revenue growth, profitability, return on investment (ROI), customer base expansion, and market share expansion.

This methodological framework enables the researcher to test the proposed hypotheses and address the research questions in a structured, measurable, and reliable manner. By engaging a sample of experienced industry professionals, including owners, decision-makers, manager levels people and representatives of international dental brands, the study ensures the validity and credibility of the collected data and the subsequent analysis.

2. Research Type

This study adopts a descriptive-analytical approach using a quantitative methodology, aiming to examine the direct relationship between entrepreneurial tasks (independent variables) and business growth indicators (dependent variables) within the dental supplies sector in Jordan. The survey was specifically designed to ask participants about the direct impact of each entrepreneurial task on business growth outcomes, rather than measuring each variable separately. This approach provides an integrated understanding of how entrepreneurial roles influence business transformation.

3. Data Collection Tools

The main data collection tool in this study is a structured questionnaire, specifically designed to assess the direct relationship between the independent variables (entrepreneurial dimensions: innovation and product development, financing and funding, leveraging networks, leveraging technology, and opportunity identification) and the dependent variables (business growth indicators: revenue growth, profitability growth, return on investment, customer base expansion, and market share expansion).

The questionnaire includes items aimed at capturing participants' perceptions on the direct influence of each entrepreneurial dimension on specific growth indicators. The questionnaire will be distributed either manually or electronically, depending on feasibility and circumstances, to ensure maximum and high-quality response rates.

4. Questionnaire Design

The questionnaire used in this study was carefully designed to measure the direct relationship between the independent variables (entrepreneurial dimensions: innovation and product development, financing and funding, leveraging networks, leveraging technology, and opportunity identification) and the dependent variables (business growth indicators: revenue growth, profit growth, return on investment, customer base expansion, and market share expansion).

Rather than measuring each variable separately, the questionnaire directly asks respondents for their views on how each entrepreneurial factor influences specific business growth outcomes. This approach aims to provide a more integrated and realistic understanding of the entrepreneurial impact on the transformation of small businesses into larger enterprises within the dental supplies sector.

Notably, the study participants are experienced professionals and senior decision-makers in the sector, including company owners, entrepreneurs, managers, agents, and distributors representing global brands in Jordan. These individuals are among the key players in the industry, and their opinions reflect actual market practices. The questionnaire design takes this into account, relying on their informed insights to evaluate entrepreneurial impact from a practical and sector-specific perspective.

Furthermore, the researcher is an active entrepreneur in the dental equipment sector, with over 15 years of experience and deep familiarity with the participants and the sector’s dynamics. He is also a founding member and elected representative of the Jordanian Dental

Companies Committee. This insider knowledge allows for precise targeting of qualified respondents and strengthens the credibility of the data collected.

This level of expertise and access enhances the validity and reliability of the questionnaire and supports the rigor of the analysis and conclusions drawn from the study.

5. Sample

The research population consists of approximately 120 companies operating in the dental supplies and equipment sector in Jordan, based on precise data. These companies are connected through an official WhatsApp group where each company is represented by a single member. Each company in the group has a commercial registration with the Jordanian Ministry of Industry and Trade. The researcher is an elected member of the Jordanian Dental Companies Committee and a participant in this group, which provides an accurate understanding of the research community. Most, if not all, of these companies participate in the Jordan Dental Supplies Exhibition, making the research population well-defined and precise.

However, not all registered companies are active in the dental supplies sector. Some are registered for other commercial purposes but do not operate in this field. Therefore, companies providing services such as IT solutions, consulting, decoration, dental lab organisations, dental drug stores or companies dealing with patient medications marketed through dentists have been excluded. The research population targeted in this study includes only companies that import, supply, or trade dental equipment, supplies, and tools, estimated to be between 70 and 80 companies.

The sample in this study represents the entire defined research population, encompassing these 70–80 companies that meet the study criteria. The survey will be distributed to all members of this population, subject to their willingness to participate and accessibility, making the sample a comprehensive purposive sample aimed at fully representing the population.

6. Data Collection Procedure

The questionnaire will be distributed at the Jordanian Dental Show 2025 (JDS 2025) to ensure the presence of most, if not all, of the research population and to leverage the researcher's professional relationships for direct questionnaire completion. For participants who do not have time to complete the questionnaire during the show, follow-up will be conducted later either electronically or face-to-face to maximize response rates. Participants will be informed about the expected time to complete the questionnaire and will be given sufficient time to provide accurate responses. Confidentiality of the data will be strictly maintained and used solely for research purposes.

7. Analysis Methods

The data collected through the questionnaire were analyzed using a combination of descriptive and inferential statistical methods.

To ensure the reliability of the research instrument, Cronbach's Alpha was used to assess the internal consistency of the questionnaire items. Furthermore, the internal validity was tested using Pearson's correlation coefficient to examine the relationship between each item and its corresponding dimension, as well as the relationship between dimensions and the total score.

For the demographic and professional variables, descriptive statistics (frequency and percentage) were used to describe the sample characteristics. In addition, mean and standard deviation were calculated to explore general trends in responses across all research variables.

To analyze the impact of entrepreneurial dimensions on the transformation of small businesses, the study employed the Chi-square test to determine the significance of relationships between categorical variables. Additionally, where appropriate, ANOVA and the Kruskal-Wallis test were conducted to examine differences among groups based on demographic characteristics.

All statistical analyses were performed using SPSS software, and the level of statistical significance was set at $P < 0.05$.

8. Expected Challenges and How to Address Them

Several challenges may arise during data collection, including:

A. Business Confidentiality

The researcher may face difficulties accessing sensitive information, as companies in this sector often deal with "business secrets" such as financial data or trade secrets. Given that the researcher is involved in the sector and owns a leading company, accessing such data may be challenging. To overcome this, participants will be reassured that the survey is for academic research purposes only and that the goal is to provide a study that benefits both the academic and professional communities.

B. Variation in Knowledge and Experience

There may be differences in knowledge and experience among survey participants, given the diversity of products in the sector, such as dental devices, dental materials, and companies offering solutions for dental implants. Despite this variation, the diversity of the sample will be beneficial as it will cover various aspects of the sector. Additionally, the survey will be designed with flexible questions that allow participants to respond based on their individual experiences.

C. Inaccuracy or Incompleteness of Data

The researcher may encounter difficulties in obtaining accurate or complete data due to low response rates from some participants or a lack of knowledge about certain questions. To minimize this challenge, the surveys will be designed to be clear and easy to understand, ensuring that questions are specific and avoiding any ambiguity that could lead to multiple interpretations.

9. Ethical Considerations

This study adheres to ethical standards at all stages:

A. Informed Consent

Informed consent will be obtained from all participants prior to data collection. The purpose of the research and the way in which the data will be used will be explained to the participants.

B. Confidentiality and Privacy

The confidentiality of personal and business information of all participants will be ensured. Data will be handled with strict confidentiality and will not be published or used outside the scope of this research.

C. Data Usage

The data will only be used for academic research purposes and will not be shared with any external entities.

10. Summary

Chapter three lays the foundation for this study. By using quantitative tools, the research will provide a comprehensive analysis of the role of entrepreneurs in transforming small businesses into large ones in the dental equipment sector in Jordan. The results will help in understanding the tasks of entrepreneurs that influence the success and growth of these companies, as well as their transformation from small businesses to large ones. This will provide practical insights for the sector and help entrepreneurs in leveraging their roles to foster business growth, which will positively impact the sector as a whole. In the future, this study could be extended to other sectors and countries.

Chapter Five: Results and Findings

1. Introduction:

This chapter presents the findings and results of the study, based on the data collected from the survey conducted `among small dental supply businesses in Jordan. The purpose of this chapter is to provide a clear and organized presentation of the empirical evidence related to the entrepreneurial roles and their impact on the transformation of small businesses into large enterprises. The results are structured around the key research objectives and hypotheses outlined in the previous chapters. Descriptive statistics are first presented to summarize the characteristics of the sample, followed by detailed analyses addressing each research question and hypothesis. The chapter concludes with a summary of the main findings, highlighting significant patterns and insights derived from the data.

2. Questionnaire Reliability:

To ensure the reliability of the research tool, the researcher utilized Cronbach's Alpha coefficient to assess the internal consistency of the questionnaire. The results are presented in the Table (5.1).

The results indicate that the reliability coefficients range between 0.70 and 0.83 for individual dimensions, and the overall reliability for all items is 0.89, suggesting a high degree of internal consistency and reliability of the questionnaire.

3. Internal Validity of the Questionnaires

The internal validity of the questionnaire items was assessed using the Pearson correlation coefficient between each item and the total score of the corresponding dimension. The results are shown in the Table (5.2).

Table (5.1): Cronbach Alpha

Reliability coefficient	Reliability Value	N of Items
Innovation & Product Development and its Impact on Growth	0.80	5
Financing and its Impact on Growth	0.70	5
Networking and its Impact on Growth	0.73	5
Technology and its Impact on Growth	0.83	5
Opportunity Recognition and its Impact on Growth	0.80	5
All Items	0.89	25

Table (5.2) shows that all item correlations with their respective dimensions and with the total score are statistically significant at the 0.01 level, with correlation coefficients ranging between 0.434 and 0.860 for dimension correlations and between 0.331 and 0.711 for total score correlations. This indicates satisfactory internal validity of the questionnaire.

4. Internal Validity of the Dimensions:

The correlations between the different dimensions of the questionnaire and their total scores are presented in the Table (5.3).

The results demonstrate significant positive correlations between the various dimensions and the total score, with correlation coefficients ranging from 0.620 to 0.844, further supporting the validity of the questionnaire dimensions.

Table (5.2): The internal Validity of the Questioners

Item	Item correlation with the dimension	Correlation with total score	Item	Item correlation with the dimension	Correlation with total score
1	0.732**	0.564**	14	0.689**	0.331**
2	0.860**	0.585**	15	0.725**	0.489**
3	0.768**	0.619**	16	0.700**	0.588**
4	0.653**	0.437**	17	0.714**	0.411**
5	0.725**	0.424**	18	0.767**	0.601**
6	0.719**	0.482**	19	0.848**	0.711**
7	0.620**	0.335**	20	0.827**	0.705**
8	0.792**	0.548**	21	0.766**	0.684**
9	0.627**	0.489**	22	0.655**	0.536**
10	0.595**	0.571**	23	0.813**	0.648**
11	0.434**	0.447**	24	0.799**	0.681**
12	0.811**	0.469**	25	0.693**	0.592**
13	0.762**	0.460**			

** Sig at $\alpha \leq 0.01$ **Note: $p \leq 0.01$**

5. Summary of Reliability and Validity

Overall, the reliability and validity analyses confirm that the questionnaire used in this study is both reliable and valid for measuring the entrepreneurial roles impacting the transformation of small dental supply businesses in Jordan. The high Cronbach's Alpha coefficients reflect strong internal consistency, while the significant Pearson correlations provide evidence of good construct validity for both items and dimensions.

Table (5.3): The internal Validity of the Dimensions

Variable	Financing and its Impact on Growth	Networking and its Impact on Growth	Technology and its Impact on Growth	Opportunity Recognition and its Impact on Growth	Total Score
Innovation & Product Development and its Impact on Growth	0.307*	0.295*	0.443**	0.560**	0.701**
Financing and its Impact on Growth		0.331**	0.420**	0.564**	0.714**
Networking and its Impact on Growth			0.323*	0.335**	0.620**
Technology and its Impact on Growth				0.624**	0.782**
Opportunity Recognition and its Impact on Growth					0.844**

Note: *$p \leq 0.05$, *$p \leq 0.01$

6. Demographic and Professional Characteristics of the Respondents

To better understand the characteristics of the participants, this section presents the distribution of the sample according to several demographic and professional variables. Table (5.4) summarizes the frequency and percentage distribution of the respondents based on gender, age, education level, professional experience, job position, number of agencies (brands) they work with, company size (in terms of number of employees and annual revenue), and international market presence.

This section presents and analyzes the demographic and professional characteristics of the study sample, which consists of 61 respondents working in the dental supplies sector in Jordan. Understanding the background of the participants is essential for interpreting their perspectives on entrepreneurial roles and business transformation, which are central to this study.

The demographic profile shows that the vast majority of participants were female (96.7%), suggesting that the dental supply sector in Jordan may be predominantly influenced by women, particularly in leadership roles. In terms of age, the most represented group was 45–54 years (32.8%), followed by 35–44 years (26.2%) and 55 years and above (21.3%), indicating that most participants are in mid- to late-career stages with substantial experience. Regarding education, 82.0% held a bachelor’s degree or less, while 18.0% had a master’s degree or higher, pointing to a potential need for further educational development in entrepreneurship and business management.

Table (5.4) Distribution of the participants by variable groups

Variable	Category	Questioner	
		Frequency	Percent %
Gender	Male	59	96.7
	Female	2	3.3
Total		61	100
Age	25–34 years	12	19.7
	35–44 years	16	26.2
	45–54 years	20	32.8
	55 years and above	13	21.3
Total		61	100
Education Level	Bachelor's degree or less	50	82.0
	Master's degree or higher	11	18.0
Total		61	100
Professional experience in the dental supplies sector	Less than 10 Years	12	19.7
	10 - 14 Years	13	21.3
	15 Years and above	36	59.0
Total		61	100
Current job position	Owner/Entrepreneur / Partner/CEO/General Manager	45	73.8
	Sales Manager/Department Manager/Other	16	26.2

Total		61	100
Number of agencies (Brands) you work with	Less than 5 brands	19	31.1
	5 - 9 brands	24	39.3
	10 - 14 brands	9	14.8
	15 brands and more	9	14.8
Total		61	100
Company size (number of employees)	Less than 10 employees	34	55.7
	10–19 employees	16	26.2
	20 -29 employees	6	9.8
	30 employees and above	5	8.2
Total		61	100
Company size based on annual revenue	Less than 1 million JOD	40	65.6
	More than 1 million JOD	11	18.0
	I prefer not to disclose	10	16.4
Total		61	100
Does your company have agencies in international markets?	Yes	22	36.1
	No	39	63.9
Total		61	100

A significant portion (59.0%) of the respondents had more than 15 years of experience in the dental supplies field, and 73.8% held senior positions such as Owner, Entrepreneur, CEO, or General Manager—indicating a mature and experienced participant group. In terms of brand representation, most companies (39.3%) worked with 5–9 brands, and 31.1% with fewer than 5, reflecting moderate levels of business diversification.

Regarding company size, 55.7% of firms had fewer than 10 employees, and only 8.2% had 30 employees or more, confirming that most businesses surveyed are small enterprises. Financially, 65.6% reported an annual revenue of less than 1 million JOD, while 18.0% exceeded that threshold and 16.4% chose not to disclose revenue data. Finally, only 36.1% of companies reported having agencies in international markets, highlighting opportunities for further expansion beyond local operations.

These characteristics provide valuable context for understanding the entrepreneurial dynamics explored in the subsequent sections and serve as a foundation for interpreting how innovation, financing, networking, technology adoption, and opportunity recognition contribute to business transformation in the dental supply industry in Jordan.

7. Results Presentation and Hypotheses Testing Based on the Research Questions

To address the study's main and sub-research questions and main hypothesis and sub-Hypothesizes, a series of statistical analyses were conducted, including calculations of the mean, standard deviation (SD), and Chi-square test (Chi) for each variable. The following sections present the findings corresponding to each sub-question, highlighting the respondents' perceptions of how various entrepreneurial dimensions influence the transformation of small businesses into large enterprises within the dental supplies sector in Jordan. Each subsection focuses on a specific entrepreneurial factor, supported by quantitative data and statistical significance.

- *RQ1a: Does innovation and product development significantly impact the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?*

To answer this question, mean and SD were calculated, and a chi test and Table (5.5) show the result.

Table (5.5): means SD, and the chi test result of RQ1a

Item	Mean	SD	Chi	P.value
Product innovation has contributed to increased company revenue	4.23	0.90	69.738	0.000
Developing new products has led to higher profits.	3.98	0.87	17.098	0.001
Diversifying innovative products has helped attract new customers.	4.48	0.57	25.016	0.000
Continuously updating products has enhanced market share.	4.21	0.73	41.23	0.000
Offering new solutions has improved return on investment.	4.20	0.73	69.738	0.000
Average	4.22	0.76		

Table (5.5) presents statistical results on the perceived impact of product innovation on various business outcomes. Respondents rated five statements, all showing high agreement (means ranging from 3.98 to 4.48 on a 5-point scale), indicating that strong innovation and product development significantly impact the transformation of small businesses into large enterprises within the dental supplies sector in Jordan. The standard deviations (SD) are relatively low (0.57 to 0.90), suggesting consistency in responses. All Chi-square (Chi) values are statistically significant ($P < 0.05$), confirming that the observed patterns are unlikely due to chance. The overall average mean score of 4.22.

- *Testing Sub-Hypothesis H1a:*

Sub-hypothesis H1a states that "Innovation and product development have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan."

Based on the statistical analysis, the high mean scores (ranging from 3.98 to 4.48) and the low standard deviations (ranging from 0.57 to 0.90) indicate strong agreement among respondents regarding the positive role of innovation and product development in business transformation. Furthermore, all Chi-square (Chi) values are statistically significant at ($P < 0.05$), confirming that the observed results are not due to chance.

Therefore, sub-hypothesis H1a is accepted, and the null hypothesis is rejected, indicating that innovation and product development have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

- *RQ1b: Does financing and funding significantly influence the growth and transformation of small businesses into large enterprises within the dental supplies sector in Jordan?*

To answer this question, mean and SD were calculated, and a chi test and Table (5.6) show the result.

Table (5.6): means SD and the chi test result of RQ1b

Item	Mean	SD	Chi	P.value
Availability of financing has helped expand the customer base.	4.05	0.92	38.098	0.000
Loans or investments have contributed to increased sales.	3.16	1.11	13.508	0.009
Financial support has enabled market expansion.	4.03	0.80	61.541	0.000
Adequate financing has improved return on investment.	3.90	0.77	67.115	0.000
Access to capital has helped improve company profitability.	4.13	0.90	44.492	0.000
Average	3.86	0.90		

Table (5.6) summarizes the perceived impact of financing on business outcomes. Overall, respondents showed agreement (average mean = 3.86), with individual item means ranging from 3.16 to 4.13, indicating varying perceptions of financial influence. The highest agreement was with the role of capital in improving profitability (mean = 4.13), while the lowest was for loans increasing sales (mean = 3.16). Standard deviations (SD) suggest moderate variability in responses. All Chi-square (Chi) values are statistically significant ($P < 0.05$), confirming the responses are not due to chance. These results highlight the critical role of Financing and its Impact on Growth

- *Testing Sub-Hypothesis H1b:*

Sub-hypothesis H1b states that "Financing and funding have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan."

The statistical analysis indicates general agreement among respondents regarding the role of financing, with an overall average mean of 3.86. Item means ranged from 3.16 to 4.13, reflecting varying perceptions of financial influence, with the strongest agreement related to the role of capital in improving profitability (mean = 4.13). Although there was some variability (as shown by moderate standard deviations), all Chi-square values were statistically significant ($P < 0.05$), indicating that the observed responses are not due to random chance. Accordingly, sub-hypothesis H1b is accepted, and the null hypothesis is rejected. This confirms that financing and funding have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

- *RQ1c: Do professional relationships and business networks significantly contribute to the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?*

To answer this question, mean and SD were calculated, and a chi test and Table (5.7) show the result.

Table (5.7): means SD and the chi test result of RQ1c

Item	Mean	SD	Chi	P.value
Professional relationships have helped increase the customer base.	4.62	0.52	35.541	0.000
Collaborating with other companies has led to revenue growth.	3.64	1.00	26.951	0.000
Networking contributed to an increased return on investment	4.23	0.86	56.623	0.000
Supplier relationships have improved profitability.	4.10	0.89	45.475	0.000
Partnerships have increased market share.	3.62	0.97	39.738	0.000
Average	4.04	0.85		

The Table (5.7) show the result (average mean = 4.04), with the strongest consensus on the role of professional relationships in expanding the customer base (mean = 4.62). Items related to partnerships and collaboration scored lower (means = 3.62 and 3.64), indicating relatively less perceived impact in those areas. Standard deviations (SD) range from 0.52 to 1.00, reflecting moderate variability in opinions. All Chi-square values are statistically significant ($P < 0.05$), confirming the reliability of the results. Overall, Networking and its Impact on Growth is significant.

- *Testing Sub-Hypothesis H1c:*

Sub-hypothesis H1c states that "Leveraging networks has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan."

The statistical analysis reveals an overall average mean of 4.04, indicating a general agreement among respondents regarding the importance of professional relationships and business networks. The highest agreement was observed for the role of professional relationships in increasing the customer base (mean = 4.62), while relatively lower means were recorded for partnerships and collaboration (means = 3.62 and 3.64, respectively). Standard deviations ranged from 0.52 to 1.00, suggesting moderate variability in responses. Importantly, all Chi-square values were statistically significant ($P < 0.05$), confirming that the observed responses are not due to chance.

Therefore, sub-hypothesis H1c is accepted, and the null hypothesis is rejected. This confirms that professional relationships and business networks have a significant positive impact on the transformation of small businesses into large enterprises in the dental supplies sector in Jordan.

- *RQ1d: Does the adoption of technology and digital transformation significantly affect the growth and performance of small businesses within the dental supplies sector in Jordan?*

To answer this question, mean and SD were calculated, and a chi test and Table (5.8) show the result.

Table (5.8): means SD and the chi test result of RQ1d

Item	Mean	SD	Chi	P.value
Using technology has improved service quality and increased customer.	4.11	0.71	37.033	0.000
Automating processes has reduced costs and increased profits.	3.79	0.88	41.541	0.000
Digital platforms have contributed to higher revenues.	3.89	0.88	40.557	0.000
Technological solutions have improved return on investment.	3.70	0.90	36.623	0.000
Digital transformation has enhanced the company's market share.	3.62	0.97	46.295	0.000
Average	3.82	0.87		

Table (5.8) presents perceptions of technology's impact on growth. The overall agreement is moderately strong (average mean = 3.82), with the highest rating for technology improving service quality and customer growth (mean = 4.11). Other items, such as cost reduction, revenue growth, and ROI, received slightly lower ratings (means between 3.62–3.89). Standard deviations (SD) range from 0.71 to 0.97, suggesting moderate variability. All Chi-square values are statistically significant ($P < 0.05$), confirming the findings are meaningful. These results indicate that while technology is seen as beneficial, perceptions vary across different areas of its impact.

- *Testing Sub-Hypothesis H1d:*

Sub-hypothesis H1d states that "Leveraging technology has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan."

The analysis shows a moderately strong overall agreement among respondents regarding the positive impact of technology and digital transformation, with an average mean score of 3.82. The highest agreement was recorded for the role of technology in improving service quality and customer growth (mean = 4.11), while other areas such as cost reduction, revenue growth, and return on investment received slightly lower ratings (means between 3.62 and 3.89). The standard deviations (0.71 to 0.97) indicate moderate variability in responses. All Chi-square values are statistically significant ($P < 0.05$), confirming the results are not due to chance.

Accordingly, sub-hypothesis H1d is accepted, and the null hypothesis is rejected. This supports the conclusion that adopting technology and digital transformation has a significant positive impact on the growth and performance of small businesses in the dental supplies sector in Jordan.

- *RQ1e: Does opportunity identification and future vision significantly influence the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?*

To answer this question, mean and SD were calculated, and a chi test and table (5.9) show the result.

Table (5.9): means SD and the chi test result of RQ1e

Item	Mean	SD	Chi	P.value
Identifying new opportunities has helped increase sales.	3.87	0.83	25.23	0.000
Exploiting market opportunities has expanded the customer base.	3.97	0.73	46.213	0.000
Proactively seizing opportunities has increased profits.	3.79	0.86	55.148	0.000
Opportunity-based planning has improved return on investment.	3.97	0.86	49.082	0.000
Future vision has contributed to increased market share.	4.02	0.85	53.672	0.000
Average	3.92	0.82		

Table (5.9) displays the perceived impact of opportunity-driven strategies on business growth. Respondents expressed overall agreement (average mean = 3.92), with the highest score for future vision increasing market share (mean = 4.02) and the lowest for seizing opportunities increasing profits (mean = 3.79). Standard deviations (SD) are relatively low (0.73 to 0.86), indicating consistent responses. All Chi-square values are statistically significant ($P < 0.05$), confirming the reliability of the findings. These results suggest that identifying, planning, and acting on opportunities are seen as key drivers of growth in sales, customer base, ROI, and market share.

- *Testing Sub-Hypothesis H1e:*

Sub-hypothesis H1e states that "Identifying opportunities has a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan."

The statistical results show a general agreement among respondents regarding the importance of opportunity identification and future vision in driving business growth, with an overall average mean of 3.92. The highest-rated item was the impact of future vision on increasing market share (mean = 4.02), while the lowest was the role of seizing opportunities in increasing profits (mean = 3.79). The standard deviations (ranging from 0.73 to 0.86) suggest consistent responses across participants. All Chi-square values are statistically significant ($P < 0.05$), confirming that the results are not due to chance. Therefore, sub-hypothesis H1e is accepted, and the null hypothesis is rejected. These findings confirm that opportunity identification and future vision have a significant positive impact on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

- *Answer to the Main Research Question (RQ1):*

The main research question asked: "Is there a significant impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?"

The results of the study clearly indicate that the entrepreneurial role has a significant and positive impact on the transformation process. Across all examined dimensions—such as innovation and product development, financing and funding, professional relationships and networks, technological adoption, and opportunity identification—respondents expressed strong agreement on their contribution to business growth and expansion. All statistical analyses, including means, standard deviations, and Chi-square tests, support this conclusion, with all results being statistically significant at the ($P < 0.05$) level. Therefore, the findings provide a comprehensive answer to the main research question: Yes, the entrepreneurial role significantly influences the transformation of small businesses into large enterprises within the dental supplies sector in Jordan.

- *Testing Main Hypothesis H1:*

The main hypothesis H1 states that "There is a significant positive impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan." Based on the results of the sub-hypotheses (H1a through H1e), all dimensions of the entrepreneurial role — including innovation and product development, financing and funding, professional relationships and business networks, adoption of technology, and opportunity identification with future vision — were found to have statistically significant positive impacts on business growth and transformation. The mean values across all variables indicated a high level of agreement among respondents, and all Chi-square tests yielded statistically significant results ($P < 0.05$), confirming the reliability and validity of the findings.

Accordingly, the main hypothesis H1 is accepted, and the null hypothesis is rejected. This confirms that the entrepreneurial role plays a critical and significant role in transforming small businesses into large enterprises in the dental supplies sector in Jordan.

Section Summery

The findings presented in this section provide clear evidence of the significant influence of key entrepreneurial dimensions—namely innovation and product development, financing, networking, technology adoption, and opportunity recognition—on the transformation and growth of small businesses in the dental supplies sector in Jordan. The statistical analyses confirmed the reliability and consistency of respondents' perceptions, with all variables demonstrating meaningful contributions to business outcomes such as increased revenue, profitability, market expansion, and return on investment. These insights lay a solid foundation for further discussion in the subsequent chapter, where the implications of these results will be explored in relation to existing literature and the study's objectives.

8. Demographic Variables:

This section examines how various demographic characteristics of entrepreneurs, including educational level, years of experience, and current job position, affect their perceptions regarding key factors that drive business growth. Understanding these relationships helps to reveal whether personal and professional backgrounds shape entrepreneurs' viewpoints on innovation, financing, networking, technology, and opportunity recognition within the dental supplies industry. Statistical analyses were employed to identify any significant differences in perceptions across demographic groups.

A. Age Variable Analysis

Table (5.10) presents the means and standard deviations for the Age variable across different dimensions related to business growth factors.

assess whether the observed differences in means among age groups are statistically significant, an ANOVA test was conducted. The results are summarized in Table (5.11).

Table(5.10): mean and SD of the Age variable

Dimension	Age Variable	Mean	Std. Deviation
Innovation & Product Development and its Impact on Growth	25–34 years	20.50	4.64
	35–44 years	21.06	2.35
	45–54 years	20.70	2.08
	55 years and above	22.31	2.18
Financing and its Impact on Growth	25–34 years	19.33	2.35
	35–44 years	19.75	2.84
	45–54 years	18.95	2.67
	55 years and above	19.15	4.26
Networking and its Impact on Growth	25–34 years	21.17	2.13
	35–44 years	19.63	3.26
	45–54 years	20.20	2.17
	55 years and above	20.08	4.37
Technology and its Impact on Growth	25–34 years	18.25	4.67
	35–44 years	19.63	2.87
	45–54 years	19.20	2.55
	55 years and above	19.15	3.85
Opportunity Recognition and its Impact on Growth	25–34 years	19.58	4.06
	35–44 years	19.06	2.52
	45–54 years	19.85	2.21
	55 years and above	19.92	4.01
Total	25–34 years	98.83	14.59
	35–44 years	99.13	9.67
	45–54 years	98.90	7.20
	55 years and above	100.62	15.30

Table (5.11): ANOVA test Result of the Age variable

Dimension	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
Innovation & Product Development and its Impact on Growth	Between Groups	26.50	3.00	8.83	1.10	0.36
	Within Groups	458.91	57.00	8.05		
	Total	485.41	60.00			
Financing and its Impact on Growth	Between Groups	5.95	3.00	1.98	0.21	0.89
	Within Groups	534.31	57.00	9.37		
	Total	540.26	60.00			
Networking and its Impact on Growth	Between Groups	16.69	3.00	5.56	0.60	0.62
	Within Groups	527.54	57.00	9.26		
	Total	544.23	60.00			
Technology and its Impact on Growth	Between Groups	13.30	3.00	4.44	0.38	0.77
	Within Groups	664.89	57.00	11.67		
	Total	678.20	60.00			
Opportunity Recognition and its Impact on Growth	Between Groups	7.23	3.00	2.41	0.25	0.87
	Within Groups	561.33	57.00	9.85		
	Total	568.56	60.00			
Total	Between Groups	28.79	3.00	9.60	0.07	0.97
	Within Groups	7536.294	57	132.216		
	Total	7565.082	60			

Interpretation:

1. Innovation & Product Development: No significant differences exist across age groups regarding the perceived impact on business growth (F = 1.10, p = 0.36). Entrepreneurs

of all ages similarly acknowledge innovation's role in expanding dental supply businesses.

2. Financing: The ANOVA results show no significant variation among age groups (F = 0.21, p = 0.89), indicating consistent views on financing's influence irrespective of age.
3. Networking: Perceptions of networking's importance do not significantly differ by age (F = 0.60, p = 0.62), suggesting a shared appreciation for professional connections across age brackets.
4. Technology: No statistically significant age-related differences were found in how technology impacts growth (F = 0.38, p = 0.77).
5. Opportunity Recognition: Age groups do not differ significantly in recognizing growth opportunities (F = 0.25, p = 0.87).

Total score; Overall: The combined analysis across all dimensions confirms no significant differences by age (F = 0.07, p = 0.97), which is far above the common threshold of 0.05. This implies that age does not influence entrepreneurs' overall perceptions of the factors driving growth in the dental supplies sector.

B. Education Level Variable Analysis:

This section examines whether the educational attainment of entrepreneurs influences their perceptions of key factors driving business growth in the dental supplies sector. The analysis compares two groups: those holding a bachelor's degree or less, and those with a master's degree or higher. Means, standard deviations, and t-test results are presented for dimensions including innovation and product development, financing, networking, technology, and opportunity recognition.

Table(5.12): mean and SD and t test result for the Education Level variable

Dimension	Education Level	Mean	Std. Deviation	t value	df	P.value
Innovation & Product Development and its Impact on Growth	Bachelor's degree or less	20.84	2.92	1.53	59	0.13
	Master's degree or higher	22.27	2.24	1.81		
Financing and its Impact on Growth	Bachelor's degree or less	19.30	3.07	0.12	59	0.91
	Master's degree or higher	19.18	2.82	0.12		
Networking and its Impact on Growth	Bachelor's degree or less	20.16	3.01	0.29	59	0.77
	Master's degree or higher	20.45	3.17	0.28		
Technology and its Impact on Growth	Bachelor's degree or less	19.10	3.50	0.07	59	0.94
	Master's degree or higher	19.18	2.79	0.08		
Opportunity Recognition and its Impact on Growth	Bachelor's degree or less	19.38	3.16	1.23	59	0.22
	Master's degree or higher	20.64	2.54	1.42		
Total	Bachelor's degree or less	98.78	11.68	0.79	59	0.44
	Master's degree or higher	101.73	8.96	0.93		

Interpretation:

1. Innovation & Product Development: Although entrepreneurs with a master's degree or higher scored slightly higher (mean = 22.27) than those with a bachelor's degree or less (mean = 20.84), this difference is not statistically significant (t = 1.53, p = 0.13). Thus, education level does not significantly affect perceptions of innovation's role in growth.

2. Financing: Mean scores are nearly identical (19.30 vs. 19.18) with a high p-value (0.91), indicating no meaningful difference between education levels regarding financing's impact.
3. Networking: Both educational groups show similar appreciation for networking in business growth (means 20.16 and 20.45), with no significant difference (p = 0.77).
4. Technology: Perceptions of technology's impact are also consistent across education levels (means 19.10 vs. 19.18, p = 0.94).
5. Opportunity Recognition: Graduates scored slightly higher (20.64 vs. 19.38), but this difference is not statistically significant (p = 0.22), indicating comparable views on the importance of opportunity recognition.

Total Score: Overall, entrepreneurs with higher education had a marginally higher total mean (101.73) than those with a bachelor's degree or less (98.78), yet this difference is not significant (p = 0.44). This suggests that education level does not significantly influence overall perceptions of business growth drivers.

C. Professional Experience Variable:

This section investigates whether the length of professional experience in the dental supplies sector affects entrepreneurs' perceptions of key factors contributing to business growth. Participants are grouped into three categories based on their experience: less than 10 years, 10 to 14 years, and 15 years or more. The analysis includes mean scores, standard deviations, and ANOVA test results for dimensions such as innovation and product development, financing, networking, technology, and opportunity recognition.

From Table (5.13) show differences between means and to determine if their significant differences. ANOVA Test was used, and the Table (5.14) shows the result:

Table (5.13): Mean and SD for the Professional Experience in the Dental Supplies Sector:

Dimension	Experience	Mean	Std. Deviation
Innovation & Product Development and its Impact on Growth	Less than 10 Years	21.08	3.03
	10 - 14 Years	20.92	4.19
	15 Years and above	21.17	2.22
Financing and its Impact on Growth	Less than 10 Years	18.50	3.73
	10 - 14 Years	19.08	3.15
	15 Years and above	19.61	2.71
Networking and its Impact on Growth	Less than 10 Years	19.75	3.25
	10 - 14 Years	20.54	2.73
	15 Years and above	20.25	3.09
Technology and its Impact on Growth	Less than 10 Years	17.08	4.42
	10 - 14 Years	19.31	4.15
	15 Years and above	19.72	2.35
Opportunity Recognition and its Impact on Growth	Less than 10 Years	18.33	3.53
	10 - 14 Years	19.62	4.13
	15 Years and above	20.03	2.40
Total	Less than 10 Years	94.75	14.48
	10 - 14 Years	99.46	14.67
	15 Years and above	100.78	8.19

Table (5.14): ANOVA test result of the Professional Expeience in Dental Supplies Sector

Dimension	Source of variance	Sum of Squares	df	Mean Square	F	Sig.
Innovation & Product Development and its Impact on Growth	Between Groups	0.57	2.00	0.29	0.03	0.97
	Within Groups	484.84	58.00	8.36		
	Total	485.41	60.00			
Financing and its Impact on Growth	Between Groups	11.78	2.00	5.89	0.65	0.53
	Within Groups	528.48	58.00	9.11		
	Total	540.26	60.00			
Networking and its Impact on Growth	Between Groups	4.00	2.00	2.00	0.21	0.81
	Within Groups	540.23	58.00	9.31		
	Total	544.23	60.00			
Technology and its Impact on Growth	Between Groups	63.29	2.00	31.64	2.98	0.06
	Within Groups	614.91	58.00	10.60		
	Total	678.20	60.00			
Opportunity Recognition and its Impact on Growth	Between Groups	25.84	2.00	12.92	1.38	0.26
	Within Groups	542.72	58.00	9.36		
	Total	568.56	60.00			
Total	Between Groups	327.38	2.00	163.69	1.31	0.28
	Within Groups	7237.70	58.00	124.79		
	Total	7565.08	60.00			

Interpretation:

1. Innovation & Product Development: The very low F-value (0.03) and a high significance level ($p = 0.97$) indicate no significant difference in perceptions across experience groups.
2. Financing: No significant difference is observed ($F = 0.65$, $p = 0.53$), suggesting similar views on financing's impact regardless of experience.

3. Networking: The F-value of 0.21 and p-value of 0.81 confirm no significant variance between groups.
4. Technology: This dimension approaches significance ($F = 2.98$, $p = 0.06$), hinting at a possible difference in perceptions by experience level, although it remains statistically non-significant.
5. Opportunity Recognition: The F-value (1.38) and p-value (0.26) show no significant difference among groups.

Total Score: The overall ANOVA ($F = 1.31$, $p = 0.28$) confirms no significant difference in the total perceptions of business growth factors based on professional experience in the sector.

D. Current Job position Variable:

This section examines whether the current job position of participants—categorized as Owner/Entrepreneur/Partner/CEO/General Manager versus Sales Manager/Department Manager/Other—affects their perceptions of various factors influencing business growth. Mean scores, standard deviations, and t-test results are presented for each dimension.

Table (5.15): Means and SD and t test Results of the Current Job Position

Dimension	Current Job	Mean	Std. Deviation	t value	df	P.value
Innovation & Product Development and its Impact on Growth	Owner/Entrepreneur / Partner/CEO/General Manager	21.11	2.682	0.06	59	0.95
	Sales Manager/Department Manager/Other	21.06	3.356	0.05		
Financing and its Impact on Growth	Owner/Entrepreneur / Partner/CEO/General Manager	19.56	2.417	1.21	59	0.23
	Sales Manager/Department Manager/Other	18.50	4.243	0.94		
Networking and its Impact on Growth	Owner/Entrepreneur / Partner/CEO/General Manager	20.51	2.582	1.30	59	0.20
	Sales Manager/Department Manager/Other	19.38	3.964	1.07		
Technology and its Impact on Growth	Owner/Entrepreneur / Partner/CEO/General Manager	19.22	2.938	0.42	59	0.68
	Sales Manager/Department Manager/Other	18.81	4.446	0.34		
Opportunity Recognition and its Impact on Growth	Owner/Entrepreneur / Partner/CEO/General Manager	19.80	2.212	0.82	59	0.42
	Sales Manager/Department Manager/Other	19.06	4.809	0.59		
Total	Owner/Entrepreneur / Partner/CEO/General Manager	100.20	8.281	1.04	59	0.30
	Sales Manager/Department Manager/Other	96.81	17.151	0.76		

Interpretation:

1. Innovation & Product Development: The mean scores for owners/entrepreneurs (21.11) and managers/sales (21.06) are almost identical, with a negligible t-value (0.06) and a high p-value (0.95), indicating no statistically significant difference in perceptions.
2. Financing: Although owners/entrepreneurs had a slightly higher mean score (19.56) compared to managers/sales (18.50), this difference is not significant ($p = 0.23$). Both groups similarly recognize the role of financing in business growth.
3. Networking: Owners/entrepreneurs scored higher (20.51) than managers/sales (19.38), but the difference is not statistically significant ($p = 0.20$), suggesting comparable valuation of networking across job roles.
4. Technology: Mean scores are close (19.22 vs. 18.81) with a non-significant p-value (0.68), indicating similar perceptions regarding technology's impact.
5. Opportunity Recognition: Scores differ slightly (19.80 vs. 19.06) but the p-value (0.42) shows no significant difference between groups in perceiving opportunity recognition as a growth factor.
6. Total Score: Owners/entrepreneurs have a marginally higher total mean (100.20) compared to managers/sales (96.81), yet this difference is not statistically significant ($p = 0.30$).

E. Number of Agencies (Brands) Variable:

This section examines whether the number of agencies (brands) a business works with affects entrepreneurs' perceptions of various factors impacting business growth. Mean scores, standard deviations, and Kruskal-Wallis test results are presented.

From Table (5.16) show differences between means and to determine if their significant differences. Kruskal-Wallis Test was used, and Table (5.17) shows the result.

Table (5.16) Mean and SD for the Number of Agencies (Brands) you work with

Dimension	Number of agencies (Brands) you work with	Mean	Std. Deviation
Innovation & Product Development and its Impact on Growth	Less than 5 brands	20.74	2.92
	5 - 9 brands	21.25	2.64
	10 - 14 brands	22.56	1.94
	15 brands and more	20.00	3.67
Financing and its Impact on Growth	Less than 5 brands	18.63	2.22
	5 - 9 brands	20.25	2.11
	10 - 14 brands	19.00	5.50
	15 brands and more	18.33	2.92
Networking and its Impact on Growth	Less than 5 brands	19.42	2.71
	5 - 9 brands	20.13	2.95
	10 - 14 brands	21.78	3.96
	15 brands and more	20.56	2.51
Technology and its Impact on Growth	Less than 5 brands	18.68	2.40
	5 - 9 brands	19.63	3.50
	10 - 14 brands	19.56	4.80
	15 brands and more	18.22	3.35
Opportunity Recognition and its Impact on Growth	Less than 5 brands	19.32	1.83
	5 - 9 brands	19.79	2.73
	10 - 14 brands	20.11	4.59
	15 brands and more	19.22	4.49
Total	Less than 5 brands	96.79	7.80
	5 - 9 brands	101.04	9.00
	10 - 14 brands	103.00	18.14
	15 brands and more	96.33	14.04

Table (5.17): **Kruskal-Wallis Test** result the Number of agencies (Brands) you work with

Dimension	Number of agencies (Brands) you work with	Mean Rank	Kruskal-Wallis	df	P.value
Innovation & Product Development and its Impact on Growth	Less than 5 brands	28.45	3.624	3	0.305
	5 - 9 brands	31.46			
	10 - 14 brands	40.22			
	15 brands and more	25.94			
Financing and its Impact on Growth	Less than 5 brands		8.331	3	0.040
	5 - 9 brands	24.71			
	10 - 14 brands	37.50			
	15 brands and more	35.28			
Networking and its Impact on Growth	Less than 5 brands	22.67	4.684	3	0.196
	5 - 9 brands				
	10 - 14 brands	25.89			
	15 brands and more	31.33			
Technology and its Impact on Growth	Less than 5 brands	41.22	2.637	3	0.451
	5 - 9 brands	30.67			
	10 - 14 brands				
	15 brands and more	27.63			
Opportunity Recognition and its Impact on Growth	Less than 5 brands	34.48	2.364	3	0.500
	5 - 9 brands	33.94			
	10 - 14 brands	25.89			
	15 brands and more				
Total	Less than 5 brands	27.13	5.598	3	0.133
	5 - 9 brands	30.88			
	10 - 14 brands	37.89			
	15 brands and more	32.61			

Interpretation:

1. Innovation & Product Development: The Kruskal-Wallis test (H = 3.624, p = 0.305) indicates no statistically significant difference between groups based on the number

of brands worked with. Although the highest mean rank is for the "10–14 brands" group (40.22), differences are not significant.

2. Financing: This dimension shows a statistically significant difference (H = 8.331, p = 0.040). Businesses working with "10–14 brands" and "15 brands and more" have higher mean ranks (37.50 and 35.28 respectively) compared to those working with fewer brands, suggesting that perceptions of financing’s impact on growth vary significantly with the number of brands.
3. Networking: No significant difference was found (H = 4.684, p = 0.196). While the "15 brands and more" group has the highest mean rank (31.33), variations across groups are not statistically meaningful.
4. Technology: The test (H = 2.637, p = 0.451) also reveals no significant difference between groups. The "Less than 5 brands" group has the highest mean rank (41.22), but this is not statistically significant.
5. Opportunity Recognition: The result (H = 2.364, p = 0.500) shows no significant effect of number of brands on this dimension.

Total Score: The overall Kruskal-Wallis test (H = 5.598, p = 0.133) suggests no significant difference in total growth perception scores by number of brands worked with, though the "10–14 brands" group shows the highest mean rank (37.89).

F. Company size (number of employees)

Table (5.18) presents the mean and standard deviation for each dimension of business growth across four company size categories, along with the Kruskal-Wallis test results used to identify statistically significant differences.

From the Table (5.18) show differences between means and to determine if their significant differences. Kruskal-Wallis Test was used, and Table (5.19) shows the result.

Table (5.18): Mean and SD for the Company Size (Number of Employees)

Dimension	Company size	Mean	Std. Deviation
Innovation & Product Development and its Impact on Growth	Less than 10 employees	21.32	2.70
	10–19 employees	20.38	3.20
	20 -29 employees	22.00	2.83
	30 employees and above	20.80	2.95
Financing and its Impact on Growth	Less than 10 employees	19.26	2.65
	10–19 employees	18.69	4.08
	20 -29 employees	19.67	1.63
	30 employees and above	20.80	2.59
Networking and its Impact on Growth	Less than 10 employees	20.50	2.79
	10–19 employees	19.63	3.86
	20 -29 employees	19.67	2.42
	30 employees and above	20.80	2.39
Technology and its Impact on Growth	Less than 10 employees	19.29	2.76
	10–19 employees	19.19	4.20
	20 -29 employees	18.67	1.37
	30 employees and above	18.20	6.06
Opportunity Recognition and its Impact on Growth	Less than 10 employees	19.68	2.14
	10–19 employees	19.31	4.57
	20 -29 employees	19.33	2.34
	30 employees and above	20.40	4.22
Total	Less than 10 employees	100.06	8.86
	10–19 employees	97.19	16.03
	20 -29 employees	99.33	6.44
	30 employees and above	101.00	14.21

Table (5.19): Kruskal- Walls Test Result of Company Size (Number of the)

Dimension	Company size (Number of Employes)	Mean Rank	Kruskal-Wallis	df	P.value
Innovation & Product Development and its Impact on Growth	Less than 10 employees	32.43	1.769	3	0.622
	10–19 employees	26.81			
	20 -29 employees	36.25			
	30 employees and above	28.40			
Financing and its Impact on Growth	Less than 10 employees		0.892	3	0.827
	10–19 employees	30.24			
	20 -29 employees	30.16			
	30 employees and above	31.83			
Networking and its Impact on Growth	Less than 10 employees	37.90	1.066	3	0.785
	10–19 employees				
	20 -29 employees	32.31			
	30 employees and above	30.63			
Technology and its Impact on Growth	Less than 10 employees	24.33	0.710	3	0.871
	10–19 employees	31.30			
	20 -29 employees				
	30 employees and above	31.00			
Opportunity Recognition and its Impact on Growth	Less than 10 employees	33.16	0.924	3	0.820
	10–19 employees	26.17			
	20 -29 employees	29.90			
	30 employees and above				
Total	Less than 10 employees	30.00	0.214	3	0.975
	10–19 employees	33.19			
	20 -29 employees	27.25			
	30 employees and above	35.30			

Interpretation:

1. Innovation & Product Development and its Impact on Growth The Kruskal-Wallis test result ($H = 1.769$, $p = 0.622$) indicates no statistically significant difference among the groups based on company size. Although companies with 20–29 employees have the highest mean rank (36.25), and those with 10–19 employees the lowest (26.81), these differences are not meaningful statistically.
2. Financing and its Impact on Growth With an H-value of 0.892 and p-value of 0.827, this dimension also shows no significant difference. All company size groups report similar mean ranks, suggesting that perceptions of financing's influence on business growth are consistent regardless of company size.
3. Networking and its Impact on Growth The result ($H = 1.066$, $p = 0.785$) confirms there is no significant difference between company sizes. While businesses with fewer than 10 employees show the highest mean rank (37.90), and those with 30 or more employees have lower ranks (30.63), these variations are not statistically significant.
4. Technology and its Impact on Growth The Kruskal-Wallis test ($H = 0.710$, $p = 0.871$) shows no meaningful difference across the company size categories. Despite minor variations in mean ranks, company size does not significantly affect perceptions of technology's role in business growth.
5. Opportunity Recognition and its Impact on Growth This dimension also shows no statistically significant difference ($H = 0.924$, $p = 0.820$). Mean ranks range modestly from 26.17 to 33.16 across company sizes, with no evidence of meaningful disparity in how opportunity recognition is viewed.

Total Score The overall Kruskal-Wallis test result (H = 0.214, p = 0.975) strongly confirms no statistically significant difference in total scores across different company sizes. Perceptions of all dimensions combined—innovation, financing, networking, technology, and opportunity recognition—are consistent regardless of company size.

G. Company Size (Based on Annual Revenue)

Table (5.20) shows the mean and standard deviation for each business growth dimension across three categories of annual revenue, alongside the Kruskal-Wallis test used to determine statistically significant differences.

From Table (5.20) show differences between means and to determine if their significant differences. Kruskal-Wallis Test was used, and Table (5.21) shows the result

Table (5.20): Company Size (Based on Annual Revenue) Means and Sd

Dimension	Company size based on Annual Revenue:	Mean	Std. Deviation
Innovation & Product Development and its Impact on Growth	Less than 1 million JOD	21.00	3.04
	More than 1 million JOD	21.82	2.40
	I prefer not to disclose	20.70	2.58
Financing and its Impact on Growth	Less than 1 million JOD	18.95	3.23
	More than 1 million JOD	20.00	2.76
	I prefer not to disclose	19.80	2.25
Networking and its Impact on Growth	Less than 1 million JOD	19.90	3.31
	More than 1 million JOD	20.55	2.30
	I prefer not to disclose	21.10	2.38
Technology and its Impact on Growth	Less than 1 million JOD	18.80	3.24
	More than 1 million JOD	20.00	2.57
	I prefer not to disclose	19.40	4.60
Opportunity Recognition and its Impact on Growth	Less than 1 million JOD	19.28	3.20
	More than 1 million JOD	20.00	2.79
	I prefer not to disclose	20.50	2.92
Total	Less than 1 million JOD	97.93	11.74
	More than 1 million JOD	102.36	7.75
	I prefer not to disclose	101.50	12.30

Table (5.21): Kruskal- Walls Test Result of Company Size (based on Anuual Revenue)

Dimension	Company Size	Mean Rank	Kruskal-Wallis	df	P.value
Innovation & Product Development and its Impact on Growth	Less than 1 million JOD	30.89	1.098	2	0.578
	More than 1 million JOD	35.05			
	I prefer not to disclose	27.00			
Financing and its Impact on Growth	Less than 1 million JOD		1.230	2	0.541
	More than 1 million JOD	29.33			
	I prefer not to disclose	35.68			
Networking and its Impact on Growth	Less than 1 million JOD	32.55	1.185	2	0.553
	More than 1 million JOD				
	I prefer not to disclose	29.51			
Technology and its Impact on Growth	Less than 1 million JOD	31.68	1.148	2	0.563
	More than 1 million JOD	36.20			
	I prefer not to disclose				
Opportunity Recognition and its Impact on Growth	Less than 1 million JOD	29.26	0.936	2	0.626
	More than 1 million JOD	34.82			
	I prefer not to disclose	33.75			
Total	Less than 1 million JOD		1.307	2	0.520
	More than 1 million JOD	29.59			
	I prefer not to disclose	32.09			

Interpretation:

1. Innovation & Product Development and its Impact on Growth Companies with annual revenue above 1 million JOD had the highest mean score (21.82), followed by those earning less than 1 million JOD (21.00) and those who preferred not to disclose (20.70). However, the Kruskal-Wallis test result (H = 1.098, p = 0.578) indicates no statistically significant difference between the groups.
2. Financing and its Impact on Growth The highest mean score was reported by companies that preferred not to disclose their revenue (19.80), followed by those earning more than 1 million JOD (20.00), and less than 1 million JOD (18.95). Despite these differences, the Kruskal-Wallis test (H = 1.230, p = 0.541) confirms that there is no significant difference between the groups.
3. Networking and its Impact on Growth Companies that preferred not to disclose their revenue reported the highest mean (21.10), while those with less than 1 million JOD

reported the lowest (19.90). Still, the Kruskal-Wallis test (H = 1.185, p = 0.553) shows no significant difference among the groups.

4. Technology and its Impact on Growth The highest mean was observed in the group with more than 1 million JOD (20.00), compared to 18.80 for those earning less, and 19.40 for those who did not disclose. The Kruskal-Wallis result (H = 1.148, p = 0.563) confirms that the differences are not statistically significant.
5. Opportunity Recognition and its Impact on Growth Mean scores were relatively close across the groups: 20.50 (prefer not to disclose), 20.00 (more than 1 million JOD), and 19.28 (less than 1 million JOD). The Kruskal-Wallis test (H = 0.936, p = 0.626) shows no statistically significant difference.

Total Score Across All Dimensions Total mean scores were highest for companies with more than 1 million JOD (102.36), followed by those who preferred not to disclose (101.50), and those earning less than 1 million JOD (97.93).

Despite this order, the Kruskal-Wallis test (H = 1.307, p = 0.520) indicates that the differences are not statistically significant.

H. Does your company have agencies in international markets? Variable

Table (5.22) presents the means, standard deviations, and results of independent samples t-tests comparing companies with and without international market agencies across five dimensions related to growth:

Table (5.22): Means and Sd, and t-test Result of International Market

Dimension	International Markets	Mean	Std. Deviation	t value	df	P.value
Innovation & Product Development and its Impact on Growth	Yes	21.68	3.12	1.21	59	0.23
	No	20.77	2.66	1.15		
Financing and its Impact on Growth	Yes	18.86	4.06	0.81	59	0.42
	No	19.51	2.22	0.69		
Networking and its Impact on Growth	Yes	20.77	2.96	1.09	59	0.28
	No	19.90	3.03	1.10		
Technology and its Impact on Growth	Yes	18.86	3.66	0.44	59	0.67
	No	19.26	3.23	0.42		
Opportunity Recognition and its Impact on Growth	Yes	19.05	4.33	1.07	59	0.29
	No	19.92	2.08	0.89		
Total	Yes	99.23	14.48	0.04	59	0.97
	No	99.36	9.12	1.21		

Interpretation:

1. Innovation & Product Development: The mean score is slightly higher for international market companies (21.68) than for non-international ones (20.77). However, the t-value (1.21) and p-value (0.23) suggest that the difference is not statistically significant.
2. Financing: Companies with international operations had a slightly lower mean (18.86) compared to those without (19.51). The t-test (t = 0.81, p = 0.42) indicates no significant difference.
3. Networking: Firms operating internationally reported a mean of 20.77, while others scored 19.90. Despite the numerical difference, the p-value (0.28) confirms no significant variation.
4. Technology: The scores were nearly identical (18.86 for international vs. 19.26 for non-international), and the high p-value (0.67) suggests no meaningful difference.

5. Opportunity Recognition: The mean score was slightly lower for international companies (19.05) than for others (19.92), but the difference is not statistically significant ($t = 1.07$, $p = 0.29$).

Total Score: The overall scores are almost identical (99.23 vs. 99.36). The t-test result ($t = 0.04$, $p = 0.97$) strongly indicates no significant difference in the combined dimensions of growth between the two groups.

9. Result and Findings Summery

This chapter presented and analyzed the empirical results of the study based on the main and sub-research questions. The findings, derived from statistical analyses including means, standard deviations, and Chi-square tests, revealed significant positive impacts of entrepreneurial dimensions—such as innovation, financing, networking, technology adoption, and opportunity identification—on the transformation and growth of small businesses in the dental supplies sector in Jordan. Each sub-hypothesis was supported by the data, leading to the acceptance of the main research hypothesis. These results provide a strong foundation for the upcoming chapter, which will discuss the implications of these findings in relation to the existing literature and theoretical framework.

Chapter six: Discussion

1. Introduction

This discussion aims to interpret and analyze the study's findings within the framework of existing literature and entrepreneurial theory, focusing on how the five entrepreneurial dimensions contribute to transforming small businesses into large enterprises in Jordan's dental supplies sector. The results revealed that innovation, financing, professional networks, technology adoption, and opportunity recognition play pivotal roles in this transformation. These findings largely align with previous research, though certain contextual differences warrant further exploration.

The study confirmed the main hypothesis, which posits a statistically significant positive impact of entrepreneurial roles on the growth and transformation of small businesses. This outcome supports existing literature that highlights the critical influence of entrepreneurial characteristics—such as innovation adoption, network-building capability, and opportunity exploitation—on business growth and sustainability (Covin & Slevin, 1989; Hitt, Ireland, Camp, & Sexton, 2001).

Moreover, the reliability and validity tests for the survey instrument demonstrated strong internal consistency (Cronbach's Alpha ranging from 0.70 to 0.83 for individual dimensions and 0.89 overall), and internal validity was confirmed through significant Pearson correlations ($p < 0.01$). This affirms that the questionnaire is a robust tool for measuring entrepreneurial roles in this context.

Demographically, the sample was predominantly female (96.7%), with most participants aged between 35 and 54 years, holding leadership positions and possessing over 15 years of experience. Despite the high level of expertise, there was limited international market presence (only 36.1%), signaling potential for expansion. These factors contribute essential context to understanding the perceptions and behaviors influencing business growth in this sector.

This chapter discusses each entrepreneurial dimension separately, linking the findings with relevant literature and exploring agreements and divergences. Additionally, the analysis of demographic variables showed no significant differences in perceptions across age, education level, experience, job position, company size, revenues, or international presence. This uniformity suggests a shared understanding among entrepreneurs regarding the key factors driving business growth in the Jordanian dental supplies sector.

2. Discussion of Findings

A. Quality of the Research Instrument (Reliability and Validity)

The questionnaire used in this study demonstrated high reliability, with Cronbach's alpha values ranging from 0.70 to 0.83 for the individual dimensions, and an overall reliability coefficient of 0.89, indicating strong internal consistency of the instrument. Additionally, Pearson correlation coefficients between the items and their respective dimensions, as well as the total score, were statistically significant at the 0.01 level, further supporting the validity and suitability of the instrument for measuring entrepreneurial roles in transforming small businesses into large enterprises in the dental supplies sector in Jordan.

B. The Impact of Demographic Variables

Statistical analyses (ANOVA and Kruskal-Wallis) indicated that demographic variables (age, educational level, professional experience, and job title) as well as company size (number of employees, annual revenue, and international market presence) do not have a statistically significant effect on entrepreneurs' perceptions of entrepreneurial growth factors. The only exception was the effect of the number of brands the business deals with on the perceived importance of funding ($p = 0.04$), where businesses with greater brand diversity assign higher importance to financing.

C. Research Questions

Discussing the study results is a crucial step to assess how effectively the research objectives have been met and to answer the main research question: **RQ1: Is there a significant impact of the entrepreneurial role on the transformation of small businesses into large enterprises within the dental supplies sector in Jordan?** This chapter delves into the detailed analysis of findings related to each sub-question, linking them to existing literature and theories. It highlights the vital role of entrepreneurial dimensions in fostering growth and institutional expansion while addressing key enablers and challenges faced by entrepreneurs in this specific sector.

1. Innovation and Product Development

The results revealed that innovation and product development hold a pivotal position in the process of transforming small businesses into large enterprises. The average ratings of innovation-related items were high, ranging from 3.98 to 4.48 out of 5, with an overall mean of 4.22. All results were statistically significant ($P < 0.05$).

In response to the first research question (RQ1a), these findings confirm that innovation and product development have a positive and direct impact on the growth and transformation of small businesses in the dental supplies sector in Jordan.

This is attributed to entrepreneurs' ability to offer advanced products that meet changing market needs, thereby contributing to an increased market share and improved financial performance. Accordingly, policymakers are recommended to enhance research and development programs within this sector, consistent with the literature that identifies innovation as a fundamental driver of institutional growth and competitive advantage.

2. *Financing and Funding*

Financing proved to play a critical role in the growth of small businesses, with an overall average rating of 3.86. There was variation among participants regarding agreement on sources of financing; a strong consensus was observed on the importance of capital in improving profitability (mean = 4.13), while there was less agreement on the impact of loans in increasing sales (mean = 3.16).

In relation to the second research question (RQ1b), financing emerges as a fundamental and influential factor in the growth and transformation of companies from small to large, considering the differences in the effects of various financing types. These differences reflect the diverse experiences of entrepreneurs with different financing forms, yet overall affirm the positive role of financing in institutional transformation.

3. *Leveraging Networks*

The study confirms that professional networks play a positive and effective role in company growth, with participants highlighting the importance of relationships in expanding the customer base (mean = 4.62). Items related to partnership cooperation received lower ratings (around 3.62).

Answering the third research question (RQ1c), professional relationships and business networks are crucial elements in supporting company growth and transformation, especially in expanding markets and increasing the customer base.

This indicates opportunities to develop collaboration among companies and improve the utilization of partnerships, which can contribute to enhanced institutional expansion.

4. *Leveraging Technology*

Results showed that technology adoption and digital transformation have a significant positive impact on company growth, with an average rating of 3.82. The highest rating was for the impact of technology on improving service quality and increasing customers (mean = 4.11), with all values statistically significant ($P < 0.05$).

In light of the fourth research question (RQ1d), investment in technology and digital transformation clearly contributes to improving operational performance and enhancing company competitiveness.

This supports the importance of digitization in improving operational efficiency and reducing costs, especially in a sector that demands high quality and precision such as dental supplies.

5. *Identifying Opportunities*

The study confirmed that the ability to exploit opportunities and establish a clear future vision contributes to company growth and transformation, with an average rating of 3.92. The highest rating was for future vision's role in increasing market share (mean = 4.02), while the lowest was for the impact of opportunity capture on profits (mean = 3.79).

Regarding the fifth research question (RQ1e), a clear future vision and early identification of opportunities are essential factors determining the success of transforming small companies into large institutions.

This affirms that a clear vision plays a strategic role in shaping the future growth trajectory of organizations, aligning with previous studies that emphasize the importance of strategic planning.

D. Hypotheses and Testing the Main Hypothesis

All the sub-hypotheses (H1a – H1e) were confirmed through statistically significant results from the Chi-square analysis, supporting the main hypothesis (H1) which posits that the five entrepreneurial dimensions have a significant positive effect on transforming small businesses into large enterprises in the dental supplies sector in Jordan.

Accordingly, the study provides a positive answer to the main research question (RQ1) and confirms the critical role of entrepreneurship and its various dimensions in promoting institutional growth and expansion.

E. Discussion of Results and Comparison with Previous Studies

1. Comparison of Sub-Questions and Sub-Hypotheses: Entrepreneurial Task Dimensions in Business Growth and Transformation from Small to Large Enterprises

1. Innovation and product development (RQ1a,H1a)

The findings of this study highlight the critical importance of innovation and product development as a primary driver for the growth and transformation of small businesses into larger enterprises in the dental supplies sector in Jordan. This aligns with Schumpeter's (1934) perspective, which identified innovation as the fundamental engine of economic growth and institutional development. It also concurs with the OECD report (2017), which emphasized the need to invest in research and development to support the growth of small and medium-sized enterprises (SMEs). Furthermore, the results support Rosenbusch et al. (2011), who found that innovation enhances financial performance and expands market share. This is consistent with Drucker's (1985) assertion that innovation is a continuous process essential for organizational sustainability, and with Teece's (1986) view that dynamic capabilities and the ability to renew are sources of sustainable competitive advantage. Therefore, a company's focus on developing new products and responding to changing market needs can significantly improve its growth and success prospects.

2. <u>Financing and Fundinngs (RQ1b,H1b)</u>

Regarding financing, the study confirms that access to funding is a vital factor in the growth of small enterprises, though perceptions of different funding sources varied. This is consistent with Beck et al. (2005), who argued that limited access to capital hinders business expansion. It also aligns with Cowling et al. (2012), who demonstrated how loan conditions affect business performance across various environments, and with Berger and Udell (1998), who highlighted the differentiated impact of multiple financing forms. From a theoretical standpoint, Stiglitz and Weiss (1981) pointed out the risks faced by financial institutions when issuing loans, which may explain discrepancies in how funding sources are perceived. Moreover, Karlan and Zinman (2009) showed the potential of microloans in supporting business growth, emphasizing that their effectiveness depends on the firm's context and its relationship with financial institutions.

3. <u>Leveraging Network (RQ1c,H1c)</u>

As for the role of professional networks and business relationships, this study confirmed their effectiveness in supporting business growth and expanding customer bases. These findings support Granovetter's (1973) theory on the strength of social ties and their economic implications. They are also in line with Hoang and Antoncic (2003), who emphasized the value of professional relationships in building social capital, and with Zaheer and Bell (2005), who discussed the role of networks in generating competitive advantage. Uzzi (1996) further demonstrated the positive impact of business relationships on economic performance, while Burt (1992) highlighted how social networks facilitate the flow of critical resources and information. However, the variation in the evaluation of partnerships suggests differences in organizational capabilities and corporate culture, a challenge also noted by Zaheer and Bell (2005), who discussed the difficulties of collaboration in environments marked by competition and limited trust.

4. <u>Leveraging Technology (RQ1d,H1d)</u>

In terms of technology adoption and digital transformation, the results indicate a positive impact on operational performance and service quality. This supports Brynjolfsson and McAfee (2014), who explored the strong link between digital transformation and economic growth. It is also consistent with Lichtenthaler (2016), who examined the impact of digital technologies on SMEs, as well as Porter and Heppelmann (2014), who highlighted how digital technology creates sustainable competitive value. Vial (2019) also pointed to the deep impact of digital transformation on business models and organizational agility, consistent with Fichman et al. (2014), who investigated technology adoption in small firms.

5. Identifying Opportunities (RQ1e,H1e)

Finally, the study found that the ability to identify opportunities and develop a clear future vision is a crucial factor in business growth and transformation. This supports Mintzberg (1994), who stressed the importance of strategic planning and vision in organizational success. The results also align with Zahra et al. (1999), who emphasized the role of entrepreneurial vision in achieving competitive advantage, and Hitt et al. (2001), who underlined the significance of opportunity exploitation in business expansion. Similarly, Covin and Slevin (1989) found a strong link between strategic vision and entrepreneurial performance. Eisenhardt and Martin (2000) also emphasized that rapid adaptation to emerging opportunities and changes is key to sustainable growth, supporting the findings of this study regarding the importance of visionary leadership in successful organizational transformation.

2. Comparison of the Main Research Question and Hypothesis: Impact of Entrepreneurial Role on Business Growth and Transformation from Small to Large Enterprises (RQ1,H1)

The core finding of this study underscores the pivotal role of entrepreneurship in driving the growth and transformation of small businesses into larger firms, particularly in the context of the dental supplies sector in Jordan. This aligns closely with the foundational work of Shane and Venkataraman (2000), who conceptualized entrepreneurship as the dynamic process of opportunity recognition and exploitation, leading to firm creation and expansion. Their perspective stresses that entrepreneurial activity is the engine behind economic development and firm growth, as entrepreneurs mobilize resources, innovate, and take calculated risks to scale their businesses.

Similarly, Davidsson and Wiklund (2001) provide empirical support showing that entrepreneurial orientation—characterized by innovativeness, proactiveness, and risk-taking—positively correlates with firm growth and performance outcomes. Their research emphasizes that entrepreneurial firms are more likely to adapt, seize market opportunities, and outperform competitors, which supports the findings of the current study that highlight innovation and proactive leadership as key drivers of growth.

However, contrasting perspectives exist within the literature regarding the uniformity of entrepreneurship's positive effects. Wiklund, Davidsson, and Delmar (2003) argue that the relationship between entrepreneurship and growth is contingent upon various contextual factors, including market volatility, resource availability, and institutional frameworks. Their findings suggest that the effectiveness of entrepreneurial efforts can be moderated by external environmental conditions, leading to heterogeneity in growth outcomes. This nuanced view offers a partial divergence from the current study's results, which demonstrate a more direct and consistent influence of entrepreneurship on business transformation, possibly reflecting unique local market characteristics and entrepreneurial ecosystems in Jordan.

Further complexity is introduced by Baum, Locke, and Smith (2001), who investigate how entrepreneurial leadership styles and strategic decision-making impact business growth trajectories. They highlight that while entrepreneurial vision and drive are essential, misalignment between leadership actions and market demands or internal firm capabilities can constrain growth potential. This cautionary insight complements the current findings by suggesting that entrepreneurial success is not automatic but dependent on the quality of management and strategic fit, aspects that may warrant more attention in future research within similar industrial contexts.

Moreover, recent studies extend the understanding of entrepreneurship's role by incorporating social and human capital dimensions. For example, Aldrich and Cliff (2003) emphasize the importance of entrepreneurs' social networks, experience, and knowledge in overcoming resource constraints and navigating complex market environments. This aligns with the current study's findings on the significance of professional networks and relationships in fostering growth and scaling. Additionally, Rauch et al. (2009) conducted a meta-analysis confirming that entrepreneurial orientation significantly predicts firm performance but also cautioned that the size and stage of the firm moderate this relationship, highlighting the dynamic nature of entrepreneurial impact over time.

In emerging and developing markets, such as Jordan, the entrepreneurial process often encounters unique challenges and opportunities. Studies by Bruton, Ahlstrom, and Li (2010) emphasize that institutional voids and resource scarcity can both hinder and motivate entrepreneurial innovation and growth strategies. This perspective supports the current study's emphasis on the importance of contextualizing entrepreneurial impact within local market conditions, suggesting that entrepreneurial success is intertwined with the ability to navigate institutional and infrastructural constraints effectively.

Despite the broad alignment with existing literature, this study uniquely sheds light on the specific characteristics of the dental supplies market in Jordan. Notably, it identified the influence of the number of brands a company deals with on the perceived importance of financing—a relatively unexplored dimension in prior research. This finding opens the door for future studies to explore how local contextual factors affect business growth. In summary, the broader literature generally supports the conclusion that entrepreneurship is a crucial catalyst for the growth and transformation of small enterprises. Nonetheless, it also highlights variability in the strength and nature of this impact depending on internal factors such as leadership quality and strategic management, as well as external factors including market conditions, institutional environment, and resource availability. The present study's findings corroborate the central role of entrepreneurial activity while contributing novel insights regarding the specific dynamics within the dental supplies sector in Jordan, encouraging further investigation into contextual moderators of entrepreneurial success in similar emerging market settings.

F. Unexpected Result

Although all the sub-hypotheses (H1a – H1e) were confirmed, indicating a positive impact on the transformation of small businesses into large enterprises in Jordan's dental supplies sector, some noteworthy and unexpected findings emerged. For instance, despite the overall importance of financing for business growth, there was noticeable variation in how participants rated the role of loans in increasing sales, with this item receiving the lowest average score (3.16) among the financing-related aspects. Similarly, while professional networks and business relationships showed a strong positive influence, agreement was lower on items related to partnerships and collaboration compared to expanding the customer base, suggesting differences in participants' experiences or challenges in these areas.

Regarding demographic and professional variables, age, education level, professional experience, job position, company size, and annual revenues did not show statistically significant effects on entrepreneurs' perceptions of growth factors. This finding was somewhat unexpected, as such variables are often assumed to influence viewpoints and experiences.

Additionally, the number of brands managed by a business affected only the perceived importance of financing, with businesses handling more brands assigning greater significance to financing for growth.

These results highlight the need for deeper investigation into the factors influencing certain entrepreneurial dimensions and how to better leverage them to support business growth, particularly concerning challenges related to loans and partnerships.

G. Practical Implications

The findings of this study have significant practical implications for small business owners, policymakers, and stakeholders within the dental supplies sector in Jordan. The confirmed positive impact of the five entrepreneurial dimensions—innovation, financing, professional networks, technology adoption, and opportunity recognition—highlights critical areas for targeted support and investment.

Entrepreneurs should prioritize continuous innovation and product development as a core strategy to drive business growth and transformation. Access to adequate financing remains essential, particularly for businesses managing multiple brands, where financial resources directly influence expansion capabilities. Additionally, variation in participants' responses to specific financing aspects, such as the perceived impact of loans, reflects challenges or inconsistent experiences that warrant further exploration and more tailored financial solutions.

Moreover, building and maintaining professional networks can enhance market reach and customer base, which are crucial for scaling operations. However, lower evaluations of collaboration-related items suggest room for improving partnership strategies and inter-business cooperation, which could be strengthened through targeted training and support.

The positive role of technology adoption emphasizes the need for digital transformation initiatives that improve service quality and operational efficiency. Likewise, fostering an entrepreneurial mindset that actively seeks new opportunities and anticipates future market trends can further accelerate growth.

Importantly, the absence of statistically significant demographic differences (across age, education, experience, and job roles) suggests that entrepreneurial support programs can be broadly applicable and effective across diverse entrepreneur groups without the need for heavy customization.

Finally, the limited international expansion observed among small businesses highlights untapped potential for growth through export activities and entry into foreign markets. Supporting internationalization efforts—through financial incentives, marketing training, and export facilitation programs—could have a substantial impact on business scale and sustainability.

H. Theoretical Implications

The study contributes to the existing literature on entrepreneurship by empirically confirming the significant positive impact of the five entrepreneurial dimensions—innovation, financing, professional networks, technology adoption, and opportunity recognition—on the growth and transformation of small businesses into large enterprises within the dental supplies sector in Jordan. These findings reinforce and extend theoretical frameworks that emphasize the multidimensional nature of entrepreneurial roles in business development.

Moreover, the study highlights the consistency of entrepreneurial impact across different demographic variables such as age, education, and experience, suggesting that the theoretical models can be applied broadly without significant modifications for these factors. This supports the universality of entrepreneurial dimensions in driving business growth, regardless of individual differences.

Finally, by demonstrating the importance of integrating technological adoption and digital transformation alongside traditional entrepreneurial factors, the research encourages a more holistic theoretical approach that incorporates contemporary trends in entrepreneurship studies.

I. Conclusion of the Discussion Chapter

This chapter concluded with a comprehensive interpretation of the findings in light of existing literature and theoretical frameworks in entrepreneurship. The study confirmed that the five entrepreneurial dimensions—**innovation, financing, professional networks, technology adoption, and opportunity recognition**—play a critical role in transforming small businesses into larger enterprises within Jordan's dental supplies sector. The results statistically supported all sub-hypotheses and the main hypothesis, affirming the significant positive impact of entrepreneurial roles on business growth and transformation.

Broad alignment was observed with prior research emphasizing the strategic value of entrepreneurial orientation in fostering innovation, seizing market opportunities, and building competitive advantages. At the same time, the study contributed unique insights specific to the Jordanian context, such as the notable influence of brand diversity on financing perceptions—an aspect not deeply addressed in earlier literature.

Furthermore, demographic and firm-related variables showed no significant effect on perceptions of entrepreneurial impact, suggesting a shared understanding across different entrepreneurial profiles in the sector. However, some unexpected findings—such as the relatively low rating of the impact of loans on sales and the limited consensus around collaborative partnerships—highlight areas that warrant further qualitative investigation.

In sum, this chapter demonstrated how entrepreneurial dimensions function as key enablers of business transformation. It also illuminated the contextual dynamics of the local market, offering a grounded interpretation of how entrepreneurs navigate growth opportunities and challenges. These insights pave the way for the final chapter, which will provide the overall conclusion of the study, along with practical recommendations and directions for future research.

Chapter Seven: Conclusion and Recommendation

1. Introduction

This chapter presents the final reflections and conclusions drawn from the research on the role of entrepreneurial dimensions in transforming small businesses into large enterprises within Jordan's dental supplies sector. Building on the extensive analysis and discussion of findings, this chapter summarizes the key results, draws conclusions, and offers practical recommendations to enhance entrepreneurial practices and policy frameworks. Additionally, it addresses the study's limitations and proposes directions for future research. The aim is to provide a comprehensive closure to the study while highlighting its contributions to both academic knowledge and practical applications in the field of entrepreneurship and business growth.

2. Summary of Findings

The study confirmed the significant positive impact of five key entrepreneurial dimensions—innovation, financing, professional networks, technology adoption, and opportunity recognition—on the transformation of small businesses into large enterprises in the dental supplies sector in Jordan. Innovation emerged as a critical driver, enabling companies to develop advanced products that meet evolving market demands and enhance competitiveness. Financing was identified as essential for business expansion, with variations in perceptions regarding different funding sources, particularly loans. Professional networks played a pivotal role in expanding customer bases, although collaboration among companies showed room for improvement. Technology adoption positively influenced operational efficiency and service quality, while the ability to identify and exploit new opportunities reinforced strategic growth and long-term vision. Notably, demographic variables such as age, education, and experience did not significantly affect entrepreneurs' perceptions, indicating a shared understanding across diverse groups.

3. Conclusions

The findings of this study underscore the critical role of entrepreneurial dimensions in facilitating the growth and transformation of small enterprises into larger, more competitive firms within Jordan's dental supplies sector. Innovation serves as a cornerstone for sustainable development, while adequate financing provides the necessary resources to support expansion. The importance of professional networks highlights the social capital required to access new markets and customers, whereas technology adoption drives operational excellence and enhances service delivery. Furthermore, the strategic capability to recognize and seize opportunities emerges as a vital element in ensuring long-term business success. The uniformity of perceptions across demographic groups suggests that entrepreneurial strategies and support mechanisms can be broadly applied without the need for extensive customization. These insights contribute both to theoretical understanding and practical approaches aimed at fostering entrepreneurship and business growth in emerging market contexts.

4. Practical Recommendations

Based on the findings of this study, several practical recommendations are proposed to support the growth and transformation of small and medium-sized enterprises (SMEs) within Jordan's dental supplies sector.

A. Recommendations for Small and Medium Business Owners:

Entrepreneurs are encouraged to prioritize continuous innovation and product development as key strategies to remain competitive and meet evolving market demands. They should actively seek diverse financing options to support expansion efforts, especially for businesses managing multiple brands. Building and nurturing professional networks is crucial for market growth; therefore, entrepreneurs should invest in cultivating strong relationships with suppliers, customers, and industry peers. Additionally, embracing digital technologies and integrating them into daily operations will enhance service quality, operational efficiency, and customer engagement.

B. Recommendations for Policymakers and Stakeholders:

Authorities and policymakers should focus on improving financing conditions for SMEs, including offering more flexible loan terms and tailored financial products to address the unique needs of businesses in the dental supplies sector. Encouraging innovation through grants, subsidies, and research and development initiatives can significantly boost competitiveness. Moreover, policies aimed at strengthening professional networks and collaboration platforms—such as industry associations, business forums, and trade fairs—will facilitate knowledge exchange and partnership opportunities.

C. Recommendations for Enhancing Digitalization and Technology Adoption:

Promoting digital transformation should be a priority at both organizational and sectoral levels. Initiatives to raise awareness about the benefits of technology adoption, coupled with training programs to build digital skills among entrepreneurs and employees, will accelerate modernization. Facilitating access to affordable digital tools and infrastructure will further support SMEs in leveraging technology for improved market reach and operational excellence.

Implementing these recommendations holistically will foster a conducive environment for sustainable growth, innovation, and competitiveness in Jordan's dental supplies sector.

5. Recommendations for Future Research

Based on the limitations encountered in the current study and the unexpected findings revealed, several directions for future research are proposed to deepen the understanding of entrepreneurial roles in the growth and transformation of small businesses:

Firstly, future studies should explore additional research questions related to the challenges of financing, especially the varying perceptions of loan effectiveness, and the dynamics of business partnerships and collaborations within the dental supplies sector. Investigating these aspects qualitatively may provide richer insights into underlying factors influencing entrepreneurial success.

Secondly, employing alternative research methodologies, such as qualitative or mixed-methods approaches, could complement the quantitative findings and offer a more nuanced understanding of entrepreneurs' experiences and decision-making processes. This methodological diversification may uncover contextual and behavioral factors that are not easily captured through surveys alone.

Furthermore, expanding the scope of research to include other sectors beyond dental supplies, or comparative studies across different industries and countries, would enhance the generalizability of the findings and highlight sector-specific or regional entrepreneurial dynamics. Cross-country studies, in particular, could illuminate the influence of institutional environments and market conditions on business growth trajectories.

Lastly, longitudinal research designs are recommended to track entrepreneurial growth and transformation over time, which would help identify causal relationships and the evolution of entrepreneurial dimensions in dynamic market contexts.

These future research avenues are crucial for advancing theoretical development and providing practical guidance to entrepreneurs and policymakers aiming to foster sustainable business growth.

6. Limitations

Despite the valuable insights provided by this study, several limitations must be acknowledged. First, the research was confined to the dental supplies sector in Jordan, which may limit the generalizability of the findings to other industries or geographic regions with different market dynamics and entrepreneurial ecosystems. Second, the cross-sectional design of the study restricts the ability to establish causal relationships or examine changes in entrepreneurial roles and business growth over time. Third, the reliance on self-reported data through questionnaires may introduce response bias, as participants might have overestimated or underestimated certain aspects of their entrepreneurial practices. Additionally, the predominantly male sample (96.7%) could affect the representativeness of the findings, potentially limiting the applicability to more gender-diverse entrepreneurial populations. Lastly, certain contextual factors such as macroeconomic conditions, regulatory frameworks, and cultural influences were not extensively examined, which may also impact the entrepreneurial processes studied. Addressing these limitations in future research would enhance the robustness and applicability of the findings.

7. Conclusion

This study significantly contributes to the understanding of the entrepreneurial dimensions that drive the transformation of small businesses into large enterprises within Jordan's dental supplies sector. By highlighting the critical roles of innovation, financing, professional networks, technology adoption, and opportunity recognition, the research provides a comprehensive framework that can guide both practitioners and policymakers in fostering sustainable business growth. The findings underscore the dynamic nature of entrepreneurship as a catalyst for economic development and institutional expansion in emerging markets. Looking forward, the study opens avenues for further investigation into contextual factors and entrepreneurial strategies that can enhance business scalability. Continued research in this field is essential to deepen insights, refine theoretical models, and support the evolving needs of entrepreneurs in diverse sectors and regions.

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I ask that this research be accepted as a sincere effort and that it serves a beneficial purpose in both academic and practical fields. May it be a source of insight, growth, and continued pursuit of truth.

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