



Towards Effective Job Performance in an Entrepreneurial Environment

*Hanane Fahem**

*Abdelhamid Ibn Badis University,
Mostaganem, Laboratory of Dialogue of
Civilizations, Cultural Diversity and the
Philosophy of Peace, (Algeria)*

hanane.fahem.etu@univ-mosta.dz

Samira Menad

*Abdelhamid Ibn Badis University,
Mostaganem, Laboratory of Dialogue
of Civilizations, Cultural Diversity and
the Philosophy of Peace, (Algeria)*

samira.menad@univ-mosta.dz

Abstract	Article info
<p><i>The dynamics of power relations, labour division, and actors' strategic orientations can be identified as contributing factors in shaping the employees performance. This article intends to enhance this viewpoint by drawing upon the lens of entrepreneurship sociology. The outcomes highlight that actors often formulate strategies collectively to attain their distinct goals, and the allocation of labour can significantly influence work organisation, thereby bolstering job performance. However, the study concludes by asserting that entrepreneurship offers a fertile environment for cultivating a cultural context that motivates actors towards cooperative participation, consequently leading to an enhancement in job performance.</i></p>	<p>Received 13/08/2023</p> <p>Accepted 08/02/2024</p>
	<p>Keyword:</p> <ul style="list-style-type: none"> ✓ Job Performance ✓ Entrepreneurship ✓ organisation ✓ creativity ✓ Risk- taking

*Hanane Fahem

Introduction:

Describing any subject through scientific study and relying on literature review dedicated to that purpose is an extremely challenging task. This is attributed to the fact that science is vast, and the examination of a specific subject matter may encompass diverse concepts that frequently lack consensus among scholars, especially when discussing the same concepts within different theories and disciplines.

In this article, we delve into the intersection of two critical aspects that shape organizational dynamics and drive economic growth: entrepreneurship and job performance. The scientific interpretation of both phenomena can become complex, as they may be approached from different perspectives. Entrepreneurship, as a concept, still lacks consensus among researchers, but delving into its analysis through multiple readings and various theoretical approaches can be intellectually enriching for the researcher.

The socio-cultural and economic examination of such topics, especially when it comes to decoding entrepreneurial action and its impact on job performance, is deemed one of the significant directions that researchers and scholars focus on. This can be ascribed to the underlying factor that the concept of entrepreneurship, as an action, surpasses the conventional notion of being a mere economic unit aimed at achieving predetermined goals through the division of labour and specialization, as seen in the Classical School. Its essence lies not only in the accumulation and strategic utilization of resources by actors to secure their positions, as emphasized by Michel Crozier (1922, 2013). Instead, entrepreneurship lies in its ability to be both socially and economically oriented, fostering a sense of social belonging among its members and striving towards the attainment of predetermined economic objectives. Ultimately, entrepreneurship is not just about texts, rules, models, and formal structures, as seen by Sainsaulieu (1935-2002), but rather it, on the whole, represents a socio-economic institution with a profound Durkheimian significance.

In the context of this study, we aim to explore entrepreneurship within the context of entrepreneurial action and its effect on both society and economy, particularly how it influences job performance within organizations. We will investigate the dimensions of entrepreneurial endeavours influenced by social structures, cultural norms, institutional frameworks, and economic factors. Moreover, we will examine the strategic orientation, adaptability, and creativity of entrepreneurial organizations compared to the traditional organizations, which were based mainly on the classical school thinking. By understanding the interplay between entrepreneurship and job performance, we hope to shed light on the potential benefits of embracing an entrepreneurial mindset within organizational contexts and its implications for both individuals and the broader economic landscape.

1- About Entrepreneurship

1-1- Definition of Entrepreneurship

“Whilst there is no universally accepted definition of entrepreneurship, it is fair to say that it is multi-dimensional. It involves analyzing people and their actions together with the ways in which they interact with their environments, be these social, economic, or political, and the institutional, policy, and legal frameworks that help define and legitimize human activities”.

– (Blackburn, 2011,p. 13)

Entrepreneurship is the process of assessing, identifying, and capitalizing on opportunities to introduce novel products, services, market strategies, organizational methods, and resources. This is achieved through proactive and innovative efforts aimed at creating and developing ventures or initiatives that were previously non-existent (Venkataraman, 1997; Shane & Venkataraman, 2000) .It is also defined as “practice begins with action and creation of new organization” (Barot, 2015).

Entrepreneurship can be understood as the identification of opportunities followed by the establishment of new economic endeavours, often involving the formation of a new organization. (Reynolds, 2005).

According to the aforementioned definitions, one might argue that entrepreneurship is a multifaceted concept that involves analyzing individuals, their actions, and their interactions with social, economic, and political environments. It encompasses the process of identifying, evaluating, and seizing opportunities to introduce novel products, services, market strategies, organizational methods, and resources through proactive and innovative efforts. This includes the creation and development of new ventures or initiatives, often leading to the establishment of new organizations. In essence, entrepreneurship combines the recognition of opportunities with the proactive creation of new economic endeavours, contributing to economic growth and innovation.

1-2- Definition of Entrepreneur

“An entrepreneur can be described as one who creates a new business in the face of risk and uncertainty for the purpose of achieving profit and growth by identifying significant opportunities and assembling the necessary resources to capitalize on them” (Zimmerer & Scarborough, 2008, p. 5). Kirzner (1997) characterizes the entrepreneur as an individual who demonstrates a remarkable ability to identify and seize trade opportunities. They exhibit adeptness in connecting suppliers with customers, effectively serving as intermediaries and capitalizing on the ensuing profits (Deakins & Freel, 2006).

The term "entrepreneur" encompasses a range of interconnected meanings. Defining the concept involves considering various characteristics and elements. Filion (2011) proposed six

components: innovation, opportunity recognition, risk management, action, resource utilization, and added value. Similarly, Bell (2013) identified five characteristics: being opportunistic, having creative genius, exhibiting persistence, connecting the dots, and being willing to take risks. In a broader sense, an entrepreneur can be described as an individual who possesses the drive to achieve economic goals, adapts to social dynamics, and demonstrates flexibility in navigating economic institutions for development and growth (Lowrey, 2003).

Prominent factors that set entrepreneurs apart include their emphasis on innovation, aptitude for identifying opportunities, adeptness in implementing effective business processes, and a strong commitment to business growth and strategic management practices (Carland, Boulton, & Carland, 1984; Watson, 2001).

Combining the aforementioned definitions, entrepreneurship can be interpreted as follows: An entrepreneur is an individual who embraces the challenge of establishing a new business, navigating through uncertainties and taking calculated risks. Their primary objective is to attain profitability and growth by identifying significant opportunities and effectively mobilizing resources to capitalize on them. This endeavour demands traits such as innovation, keen opportunity recognition, efficient business processes, and a strategic management approach. These distinguishing factors enable entrepreneurs to stand out and thrive in the ever-evolving landscape of entrepreneurship, contributing to economic progress and development.

1-3- Definition of the Entrepreneurial Action

Entrepreneurship is centered around taking action based on promising business ideas and aspirations. It involves the creation of new products, services, and organizations by mobilizing resources and hiring employees. The focus is on the behaviour of individuals and the process of developing new ventures. Rather than solely examining specific traits, academic research emphasizes the actions taken by entrepreneurs in creating new organizations. This shift in perspective highlights the importance of understanding the behavioural and process-related aspects of entrepreneurship. Overall, entrepreneurship is driven by proactive actions and the pursuit of new opportunities. (Müller et al, 2023, p. 200-201).

Entrepreneurial activity is driven by individual traits like the need for achievement and risk-taking, along with non-psychological factors such as education and social networks. Socio-cultural and institutional factors, like social change and exclusion, also influence entrepreneurship. Environmental variables, including culture, legal frameworks, and economic conditions, shape entrepreneurial opportunities. Overall, entrepreneurial activity emerges from individuals' attributes, motivated by economic and environmental factors, and influenced by socio-cultural and institutional dynamics. (Cuervo et al, p.3-4)

From the aforementioned information, we can deduce that the entrepreneurial action encompasses proactive and purposeful behaviour undertaken by individuals to establish new

ventures and realize promising business ideas. Resource mobilization, staff recruiting, and the creation of innovative goods, services, or businesses are characteristics of this action. It is affected by non-psychological variables like education and social networks and driven by individual attributes like the desire for success and a willingness to take risks. The entrepreneurial landscape is also shaped by socio-cultural, institutional, and environmental elements, which present chances for entrepreneurial initiatives. Thus, the entrepreneurial action entails seizing opportunities, embracing innovation, and actively pursuing growth and success within a dynamic and multifaceted context.

1-3-1- About the Conceptual Framework of Entrepreneurial Action Strategy

1-3-1-1- About the Strategy of Risk and Certainty

Successful entrepreneurs possess several key characteristics and traits that contribute to their success. These include high levels of motivation, a strong drive to take initiatives, and a passion for their business. They exhibit a willingness to assume risks, recognizing that risk and rewards are interconnected in entrepreneurial ventures. Additionally, entrepreneurs demonstrate a clear vision for their business and possess mental acuity and creativity. They are able to anticipate change and adjust to it, actively looking for new chances and creative approaches to problems. In general, great entrepreneurs combine drive, willingness to take calculated risks, vision, mental toughness, and innovation to overcome obstacles and realize the full potential of their businesses. (Pahuja, Sanjeev, 2015,p.12).

The strategic project is planned and executed probabilistically rather than deterministically. This observation or rule applies even to economies that heavily rely on the rules of competitive play, as is known and practiced in the free-market economy. Profit and loss are two hypothetical assumptions that go hand in hand in the uncertain venture of an entrepreneur. (Boulares,2019,p.121)

1- 3-1-2- About the Strategy of Bounded Rationality:

The strategic entrepreneur resolves situations with limited but tested rationality. It has been named bounded rationality because it is constrained by environmental factors that require the examination of their influences and the subsequent selection of appropriate decisions. One of the primary attributes of the entrepreneur is related to the notion of intuitive perception or inspiration, which enables certain individuals to observe or anticipate things that others cannot see or predict.

1-4- A Socio-professional Perspective for Entrepreneurship and the Entrepreneurial Actor

In adopting a socio-professional perspective, we delve deeper into the understanding of entrepreneurship and the role of the entrepreneurial actor. This viewpoint emphasizes that entrepreneurship is influenced by a variety of social and professional elements rather than being exclusively an individual undertaking. The socio-professional viewpoint highlights the interaction between the individual entrepreneur and the larger social and professional environment in which they operate. It recognizes that personal characteristics, societal norms, economic conditions, and industry-specific dynamics all influence entrepreneurship.

Within this perspective, the five major categories outlined earlier provide a framework for examining the multifaceted nature of the entrepreneurial phenomenon:

- The first category, which focuses on the contractor's personal history, considers factors such as their birth date, gender, educational background, and prior experiences. These elements contribute to the formation of their entrepreneurial identity and influence their decision-making process.
- The second category, which explores the contractor's preparedness and skills, sheds light on their readiness to engage in entrepreneurial activities. It encompasses their need for security, independence, and recognition, which may arise from personal motivations, aspirations for financial success, or a desire for autonomy in their professional pursuits.
- The third category delves into the contractor's personality traits. Confidence, competitiveness, and adaptability are essential characteristics that enable entrepreneurs to navigate challenges, seize opportunities, and thrive in the dynamic business environment. These traits often shape their risk-taking propensity and their ability to innovate and adapt to changing circumstances.
- The fourth category delves into the contractor's entrepreneurial philosophy and strategies. Here, we examine their vision for the venture and its future, their approach to managing resources, their pursuit of profitability, and their strategies for growth and success. Understanding these elements provides insights into the contractor's long-term aspirations, business objectives, and decision-making processes. (Boulares,2019,p.122)

By analyzing these socio-professional dimensions, we gain a more comprehensive understanding of the entrepreneurial actor and their interaction with the broader socio-cultural and professional context. This viewpoint acknowledges that entrepreneurship is influenced by a complex interaction of personal characteristics, societal expectations, economic considerations, and industry dynamics. It enables us to investigate how entrepreneurs navigate and shape their entrepreneurial journeys while also taking into account the broader social and economic consequences of their actions.

1-5- The Role of Entrepreneurs in Economic Development

Entrepreneurship plays a crucial role in economic development by achieving objectives such as industrial development, balanced regional growth, and job creation. Entrepreneurs contribute to the economy through various means: improving per capita income and wealth generation, generating employment opportunities, inspiring others to venture into entrepreneurship, promoting balanced regional development, enhancing the number of enterprises, fostering diversity in firms, facilitating economic independence, combining economic factors for value creation, ensuring market efficiency, and accepting risks on behalf of others. (Workie et al,2019,p.6-8)

According to McFadzean et al Entrepreneurship holds great significance both within organizations and in the broader macroeconomic context. The integration of strategic management and entrepreneurship highlights key aspects one among is that Entrepreneurship plays a vital role in strategic development, innovation, and economic growth. It serves as a mechanism for strategic change and renewal, optimizing the use of resources and developing new methods. Entrepreneurial organizations challenge bureaucracy, foster creativity, and stimulate innovation by identifying and exploiting new opportunities. They exhibit diverse attitudes and actions that embrace risk and seize opportunities. Entrepreneurship has a deep positive effect on economy and society, promoting growth, competitive advantage, profit generation, and the provision of valuable services. Overall, entrepreneurship is of great importance for driving strategic development, fostering innovation, and creating a positive impact on organizations, economies, and communities. (Hussein, 2013, p.392)

In conclusion, entrepreneurship has a variety of effects on the economy. It stimulates innovation, balances regional development, improves market effectiveness, and encourages economic independence. It also supports economic growth.

2-About Job Performance

2-1- Job Performance Definition

Through the literature review researchers consistently argue that job performance is a multidimensional concept that lacks a unified definition. Yet, a considerable number of various interpretations in the performance literature share the idea that job performance is related mainly to two terms: effectiveness as an indicator of the degree of goal attainment and efficiency as an indicator of the resources used to achieve the degree of goal attainment. (Atta, Chafik, & Elalami, 2016, pp. 3-4) .

Job performance can be defined as “behaviours or activities that are performed towards accomplishing the organization’s objectives.”(Younes, Abu Daud, Zohara, & Jamilah, 2013, p. 100). Also it is defined as “ the result of work of a person or group in an organization at a particular time which reflects how well the person or group reach the qualification of a job in a mission of organization’s goal achievement.” (Khaled & Haneen, 2017, p. 15544). It refers to the “level of success that an employee performs in line with all his/her efforts to do the given job. If the employee is rewarded when he/she reaches his/her job goal, his/her job satisfaction level increases and affects the effort and success level of the work which will be given to the employee later.” (Alpaslan, 2021, p. 134) .Job performance is a key factor to meet the organizational goals and to achieve competitive advantage.

When conceptualizing performance one has to take into consideration that it has two different aspects. The first one is related to the actions aspect which refers to the individual’s behaviours within the organization that have to meet the organizational goals and which can be scaled and measured. The second aspect refers to the result of the individual’s behaviour which depends on other factors of the organizational environment and not only on the

individual's behaviour. (Sabine & Michael, 2002, p. 6). The best example to explain the last idea is that a teacher may try their best to achieve the planned goals however not all learners reach the same level of understanding and acquisition because of individual differences.

2-2- Types of Job Performance

Borman and Motowidlo (1993) identify two types of the individual behaviour within the organization: task performance and contextual performance. The first type of performance is primarily associated with the activities determined by the organization that has to do with the organization's technical core. The second type of performance is represented by actions of cooperation, help, self discipline and hard working, which create a catalyst environmental atmosphere that drives the performance of the employee. Although contextual performance is not formally considered as part of the job, it is of great interest to increase the organization's outputs. (Korkaew & Suthinee, 2012, pp. 116-117)

2-3- What Affects Job performance? (Variables of Job Performance)

Job performance can be determined through various factors namely opportunity, capacity and willingness:

- Opportunity refers to the resources the organization provides to its employees to perform their tasks and reach the organizational goals including tools, materials, supplies, salary, time and work conditions as they include the policies and the leadership type. (Arik, 2018, pp. 2-3). In their study, Angeles, Paula and Lara (2021) claim that transformational leadership, empowerment, task significance, social support have all together a positive impact on the employee performance. (M. Angeles L'opez, Paula, & Lara, 2021, p. 7).
- Capacity refers to the intellectual and individual skills that the individual's abilities are made of such as skill, intelligence, motor skills educational and energy levels.
- Willingness represents the various types of motivation, job satisfaction, ego-involvement, self image, values, perceptions and sense of justice.

These factors play a great role in affecting the level of the individual's performance to attain the organizational goals. (Arik, 2018, p. 3)

In conclusion, job performance is a multidimensional concept characterized by the effectiveness and efficiency in achieving organizational goals. It is influenced by various factors, including opportunity, capacity, and willingness of employees. These factors encompass the resources provided by the organization, individual skills and abilities, and motivation, job satisfaction, and values. One has to take into consideration that understanding the determinants of job performance is crucial for organizations to meet their goals and gain a competitive advantage. Factors such as transformational leadership, empowerment, task significance, and social support are essential in fostering employee performance. Emphasizing an entrepreneurial mindset within organizations can enhance job performance, leading to improved overall outcomes

3- *Towards Effective Job Performance in an Entrepreneurial Environment*

Entrepreneurial organisations and traditional organisations represent two distinct approaches to business management. A comparison between these two organizational types reveals notable differences in their structures, strategies, and approaches to innovation. The differences occurring at the level of each type of organization can be best illustrated through the following table, which provides a comprehensive overview of the contrasting characteristics and attributes of entrepreneurial organizations and traditional organizations.

Table 01: Comparison between Entrepreneurial Organization and Traditional Organisation

Organizational Characteristics	Traditional Organization	Entrepreneurial Organization
Strategy	<ul style="list-style-type: none"> Defensive Achieving change and diversity through integration and acquisition 	<ul style="list-style-type: none"> Constantly seeking new projects Maintaining current market share through market adaptation
Environmental Scanning	Conducting an analysis of the external environment to identify threats.	Scanning both the external and internal environment to identify new opportunities.
Risks	Something that should be mitigated or minimized.	A means for growth, adaptation, and improvement if effectively managed and utilized.
Organizational Culture	<ul style="list-style-type: none"> Objective and analytical. Aims at maintaining the current state. 	Organizational culture aims to foster and nurture innovation and adaptability.
Structure and Communication	The importance of formal lines of authority and formal communication channels.	The influence of informal structures and horizontal communications on behaviours and decisions.
individuals	They are seen as abundant resources that are easily obtainable and changeable.	They are considered as key resources that need to be preserved and effectively utilized
Creativity Capability	It is something that should be avoided.	It is something that should be supported, developed, and encouraged

1- Source: Djef, S., Qahiri, F., & Djef, A ,2020, p.36.

The comparative analysis presented in the table examines the distinguishing characteristics of entrepreneurial organizations and traditional organisations across multiple dimensions. We may better comprehend the differences between the two types of organisations by examining these dimensions.

Entrepreneurial organisations are characterized by a proactive and innovative strategic orientation. They actively seek out opportunities for growth and change, often through integration and acquisition. These organisations are not content with maintaining the status quo but continuously explore new projects and ventures while striving to retain their market share. Their strategic mindset emphasizes adaptability and a willingness to embrace diversity.

On the other hand, traditional organisations typically exhibit a reactive and conservative approach. They are often hesitant to embrace change and may be more risk-averse. Instead of actively pursuing new opportunities, traditional organizations tend to focus on preserving their current position and stability. Risk-taking is viewed cautiously, and there is often a preference for maintaining the existing state of affairs.

The organizational culture within entrepreneurial organisations promotes objectivity and analytical thinking. These organisations value critical analysis and data-driven decision-making processes. They also promote and support their employees' inventive and creative thinking. The organization makes attempts to foster and promote creativity since it sees it as a valued asset.

In contrast, traditional organisations may prioritize maintaining the existing structure and practices. Their culture may be more resistant to change and less inclined to embrace creative ideas. Creativity is often overlooked or undervalued, as the focus is primarily on upholding established norms and procedures.

By examining these dimensions, including strategic orientation, adaptability, project focus, risk perception, cultural orientation, and attitude towards creativity, we gain insight into the contrasting approaches and values of entrepreneurial organisations and traditional organisations. This analysis underscores the fundamental differences between the two types of organizations and highlights the unique characteristics that define each.

In conclusion, it has become evident through this endeavour that entrepreneurial action is closely linked to the characteristics and willingness of the actor to embark on a new idea, which is embodied through a strategically calculated project. Taking into account the uncertainties and risks imposed by the unpredictable nature of the external environment and competition, entrepreneurial work necessitates strategic awareness, caution, and specific qualities possessed by the actors within this field. These qualities enable them to navigate challenges, capitalize on opportunities, and ultimately enhance entrepreneurship, creating added value for any economy.

4- Discussion

Approaching the examination of job performance in a broader context from a scientific viewpoint necessitates adopting a sociological perspective. This perspective, in turn, calls for

a reassessment of diverse organisational theories. This methodological approach entails the careful selection of a conceptual framework that underpins the foundation of the research.

However, when narrowing our focus to investigating job performance within the context of entrepreneurship, our discourse suffices to succinctly and cautiously address the contributions of Frederick Taylor's scientific management(1911) and Michel Crozier's strategic analysis (1980). These paradigms have generated novel insights and prompted additional inquiries, as exemplified by the works of Renaud Sainsalieu (1987) and Philippe Perrenoud(1995) in the realm of institutional sociology, entrepreneurship, and entrepreneurial behaviour.

The term 'authority' remains a pivotal concept through which the intricate relationships impacting performance are elucidated. Crozier's emphasis on the strategies adopted by actors within an organisation to determine their performance underscores their proclivity for creating zones of uncertainty, often circumventing rules and regulations through legal loopholes. In contrast, Taylor's perspective confines organisational dynamics to the authority of work division and material incentives.

This theoretical void, as articulated by scholars aiming to transcend the traditional organisational outlook, represents a shift from viewing organisations solely as economic entities to recognising them as social entities governed by social ties rather than strictly strategic constructs. This perspective instils innovative and creative organisational cultures within entrepreneurial entities, motivating individuals to fully engage in tasks, work collaboratively, and embrace calculated risks as fundamental components of their job performance.

Furthermore, the enhancement of contextual performance, which encompasses cooperation and self-discipline, can cultivate a work environment where individuals collaborate to improve organisational performance holistically. In this context, affiliations manifest not merely as terms, but as actions wherein characteristics and values converge. These affiliations reveal dynamic and multifaceted relationships that significantly influence organisations and their workforce.

Employees within these entities recognise that behaviour within entrepreneurial environments is inherently proactive and directed towards creating and developing novel projects, products, or services. Independence, empowerment, and enhanced internal motivation result when organisations provide a sense of agency and ownership over one's work. Higher levels of job satisfaction and performance are attainable through intrinsic motivation, which is fostered by genuine dedication to the task itself.

Empowered employees are more inclined to take initiative, innovate, and exceed assigned duties. This enhancement in task performance is observable in individuals willing to undertake risks, adapt to changing circumstances, solve problems, and successfully manage challenges, leading to improved performance and a heightened sense of recognition. Entrepreneurship transcends classical theories with its holistic view of the work environment as a realm of cultural production and identity cultivation.

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