

ECONOMIC AND SOCIAL FACTORS AND THE IMPACT OF COVID-19 ON THE SUCCESS AND FAILURE OF WOMEN ENTREPRENEURS: A STUDY OF GOVERNANCE CONTEXT

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Abstract

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The success of Jordanian women entrepreneurs during the COVID-19 pandemic has been affected by a range of non-financial factors. The research aims to understand the impact of economic and social factors on the success and failure of Jordanian women entrepreneurs, with a focus on the effects of the COVID-19 pandemic. On the other hand, this study sheds light on the reasons for the success of the projects of female entrepreneurs in Jordan, so it helps women to know the strengths that help them in the continuity and success of the project, after interviews conducted with 32 female entrepreneurs. The result was that the research confirms that project success goes beyond the financial aspects and involves careful planning and skills acquisition. This holistic perspective means that support programs should include a broader range of training modules, including business planning, project management, and personal skills development. By addressing these multifaceted aspects, women entrepreneurs can build a more resilient foundation for their businesses. In summary, entrepreneurship is not only affected by financial matters, and COVID-19 did not only have a bad effect, but it had a good effect on most women. Therefore, we must take into account that it was a reason for the success of most women in their projects.

Keywords: Economic Factors, Social Factors, COVID-19, Women Entrepreneurs, Jordan, Sustainable Development Goals (SDG)

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1. INTRODUCTION

In today's dynamic global economy, entrepreneurship has become a driving force behind

innovation, economic growth, and job creation. It is increasingly recognized that diverse participation in entrepreneurship, including by women, is essential to achieving sustainable development and promoting inclusive economies. Jordan, like many

other countries, is witnessing a growing wave of female entrepreneurs who are breaking barriers, contributing to their communities, and blazing new paths in various sectors. According to the Global Entrepreneurship Monitor (GEM) report (as cited in AbuKumail & Qanadilo, 2021), Jordan's female-to-male ratio for total entrepreneurship activity went from 0.26 in 2016 to 0.59 in 2019, an improvement of around 127 per cent in only three years.

Jordan's rapidly evolving entrepreneurship landscape sees women entrepreneurs as pivotal contributors to economic development, necessitating a careful understanding of the factors influencing their success for policymakers and aspiring entrepreneurs alike to foster an enabling environment.

The transformation from manual to virtual business transactions represents a learning curve, highlighting the challenges faced by women entrepreneurs, their strategies, and lessons learned during the transition to online dealings amid the COVID-19 pandemic (Afshan et al., 2021).

While the impact of female entrepreneurs is undeniable, it is important to understand the factors that contribute to their success or present challenges to their ventures. Economic factors such as access to financing, market conditions, and industry trends undoubtedly play an important role. At the same time, social factors, including cultural norms, support networks, and balancing family and business responsibilities, are equally influential in shaping their entrepreneurial journey (Abdul Rahim et al., 2017).

There was a strong relationship in many countries between women's position in society and economic development, indicating a relationship between women's empowerment and countries' economic development (Banihani, 2020).

This study delves into the complex relationship between economic, social, and pandemic-related factors affecting the success of Jordanian women entrepreneurs, focusing on the multifaceted nature of their entrepreneurial journeys. Through qualitative interviews with 32 women, the report reveals insights into setting up and managing their businesses, showcasing the importance of resilience, innovation, and efficient use of resources. Despite the importance of funding, the research reveals that success does not depend only on it, as the pandemic's impact on skills development and project continuity has been proven to be positive. This study provides a comprehensive perspective on women's entrepreneurship in Jordan, highlighting diverse paths to success amid difficult circumstances.

The paper is structured as follows. Section 2 provides a literature review related to this study. Section 3 details the research methodology. Section 4 presents the research results. Section 5 offers concluding remarks and some recommendations.

2. LITERATURE REVIEW

Ahmad (2011) explored women entrepreneurs in Arab countries, specifically in Saudi Arabia, to understand their personal characteristics, motivations, challenges, and perceptions of their entrepreneurial behaviours within a patriarchal

context. Thaher et al. (2021a) identified women entrepreneurs, the surrounding environment, and microfinance institutions as pivotal factors that hinder the career stability of Jordanian women in small business management, and calls for integrated strategies to enhance entrepreneurial sustainability and reduce the risk of failure. Banihani (2020) investigated the challenges faced by women entrepreneurs in Jordan, recognizing their critical role in economic development. By identifying and addressing these barriers, the research seeks to pave the way for empowering women entrepreneurs and driving positive socioeconomic change in the country. Through a comprehensive methodology, this study aims to provide actionable policy recommendations tailored to the Jordanian context. Thaher et al. (2021b) investigated the impact of microfinance services on women's entrepreneurship and empowerment in Jordan. Financial service need to include adequate financing and flexible terms, while non-financial services should focus on specialized courses, counselling, incentives, and marketing support. The study highlights the crucial role of microfinance institutions in uplifting women entrepreneurs and reducing gender inequality. Welsh et al. (2021) explored the relationship between enriching business-family interaction and firm performance among female entrepreneurs in Jordan and Sudan, revealing contextual influences on family moral support and highlighting implications for future research and public policy in the Arab world. Tlais (2015) examined the influence of Islamic business ethics on Muslim women entrepreneurs in the Arab world. It contributes to the theory of development regarding the interplay between gender, business ethics, and Muslim values in entrepreneurial contexts. The findings have important implications for academia, multinational corporations, and understanding business practices in Islamic countries. Abuhussein and Koburtay (2021) investigated how money, motherhood, management, the market and the macro/meso environment dimensions (5Ms) may influence women's entrepreneurship in Jordan. Al-Dajani et al. (2018) explored the defiance practices of displaced women operating in the Jordanian patriarchal economy and society and consider how this enabled their nurturing of entrepreneurship. Darwish et al. (2020) sheds light on various aspects of women's contribution in the Arab community and its vital role in harnessing Arab societies, particularly in connection to entrepreneurship. Hattab (2012) focused on the relationship between external environmental factors and the growth of female entrepreneurial projects, evaluating growth factors such as annual increase in projects numbers, development of project activities, and expansion in project size (capital, number of employees, and scale). Bastian et al. (2021) consolidated fragmented research on female entrepreneurship in the Middle East and North Africa (MENA) region, examining obstacles, challenges, motivations, and characteristics at macro, meso, and microanalysis levels. The study identified areas that have been extensively researched and those that require further exploration. Tahir and Raza (2020) explored female entrepreneurship in online businesses in the UAE, investigating motivations, challenges, and impediments faced by female entrepreneurs,

providing insights into the advantages and obstacles of starting and expanding online businesses in the UAE. Franzke et al. (2022) presented a comprehensive review of female entrepreneurs in Asia, focusing on how they differ from their counterparts in the West, along with four dimensions: female entrepreneurs' unique characteristics, their distinct intentions, their constraints on resources, and their management styles. Minniti (2010) highlighted the higher welfare contribution of female entrepreneurship compared to male entrepreneurship, despite the lower number of women entrepreneurs, discussing the causes of gender differences in entrepreneurial behaviour and their relationship with a country's per-capita gross domestic product (GDP). Ascher (2012) focused on the rise of female entrepreneurship as a global phenomenon, emphasizing the need for understanding its impact on society and economic growth, exploring motivational factors, obstacles, and recommendations for policymakers to support female entrepreneurship in developed and developing countries to achieve equal opportunities for men and women in the entrepreneurial field and foster economic progress. Caputo et al. (2016) examined the opportunities and challenges faced by female entrepreneurs in developing countries, with a specific focus on Jordan, analyzing the support provided by 28 institutions in Jordan for entrepreneurial activities and discussing the implications for female entrepreneurs, highlighting the need for more research and initiatives to support women in their entrepreneurial journey and bridge the gap between theory and practice. Tlaiss (2018) examined the perspectives of Arab women entrepreneurs on career success, challenging cultural norms and highlighting the contextual nature of success, emphasizing the importance of cultural values and contextual understanding in analyzing women's entrepreneurship experiences in Arab societies. Abou-Moghli and Al-Abdallah (2019) reviewed women entrepreneurs in Saudi Arabia over an 18-year period (2005-2019), assessing their opportunities and challenges, identifying cultural factors, social factors, and financial constraints influencing women's participation in entrepreneurship, and highlighting the need for training, support, and a conducive environment to enhance women's success in the entrepreneurial realm in Saudi Arabia. Abdul Rahim et al. (2017) highlighted family support, education, motivation, and access to resources as crucial factors in enabling women entrepreneurs to overcome challenges and succeed in their ventures. Halkias et al. (2011) examined the profiles of 67 women entrepreneurs in Nigeria to identify challenges and patterns of entrepreneurship, aiming to support sustainable economic development and integrate women's businesses into urban projects, expanding understanding and raises awareness of women entrepreneurs in Nigeria. Chinomona and Maziriri (2015) underscored challenges facing women entrepreneurs in Gauteng Province, South Africa, emphasizing the need for collaborative work among would-be entrepreneurs, researchers, and stakeholders to address barriers such as educational gaps, financial barriers, gender bias, and lack of resources, with recommendations for targeted

interventions and future research. Belwal et al. (2014) examined women entrepreneurs in the Al Dhahirah region of the Sultanate of Oman, focusing on their desire to achieve work-life balance and stable employment, highlighting challenges such as limited financial resources and access to external financing, and providing insights to policymakers and stakeholders regarding regional disparities in entrepreneurship. Kyalo et al. (2014) emphasized the role of women's entrepreneurship in driving economic growth through small and medium-sized enterprises in Africa, despite persistent challenges such as demographic factors and limited access to finance, emphasizing the need for targeted support and empowerment initiatives.

3. RESEARCH METHODOLOGY

3.1. Data collection

A survey was prepared and implemented for a sample of 32 Jordanian female entrepreneurs in August 2023 to study economic and social factors and the impact of the COVID-19 on the continuity of their projects. Before conducting the actual survey, a pilot survey was conducted to gain a clear understanding of the context and prepare a customized data collection instrument. The ages of the participants ranged from 23 to 51 years at the time of the interview, and the entrepreneurial activities were distributed between the services sector and the education and training sector. Participants in the survey were selected who owned their own businesses before the COVID-19 pandemic to study the impact of the pandemic on the success of the project and who were nominated by friends. Women who started their projects after the COVID-19 pandemic were targeted, whether the nature of their work was online, on-side, or both. The questionnaire was sent to the required sample who met the study conditions, as it was not random at all. Moral support from family and friends, social and religious barriers, the impact of COVID-19 on developing their skills, financial knowledge, access to finance, and other social and economic factors were also taken into account. Other methodologies were used to analyze this type of research, such as Excel and Power BI.

Women entrepreneurship involves women initiating, managing, and owning businesses, driving innovation and economic empowerment. It tackles gender disparities, fosters diversity, and contributes to overall economic growth. This dynamic process empowers women to lead and succeed in diverse industries (Ascher, 2012).

Family moral support is emotional encouragement and understanding exchanged among family members, nurturing well-being and resilience. It builds a sense of belonging and security, essential for facing challenges and making decisions. This support fosters strong bonds and individual growth (Welsh et al., 2021). On the other hand, COVID-19 prompted women entrepreneurs to innovate, adopt digital strategies, and navigate supply disruptions. Lessons included resilience, innovation, and addressing gender-based disparities in resources. Adapting and networking became crucial for survival and growth (Afshan et al., 2021). Therefore, it was important to study

the impact of COVID-19 on the success or failure of female entrepreneurship.

Marital status: Marital status influences women's project success, with some citing spousal support as crucial while others prioritize skills and broader support networks.

Positive impact of COVID-19: The assertion that 66% of women recognize the positive impact of the COVID-19 pandemic on their businesses gains depth through individual stories. For example, one shared, "The pandemic forced me to re-evaluate my project, and surprisingly it led to innovative solutions. I adapted to the changing circumstances and found new ways to succeed" (August 2023, personal communication), and another added, "The corona period was my time to develop my skills and learn new ones" (August 2023, personal communication).

However, it is necessary to realize that not all experiences have been positive. One participant noted, "The pandemic has disrupted my supply chain, and I have faced challenges in adapting. It has been difficult, but I am working on strategies to navigate through it" (August 2023, personal communication).

Overcoming religious or social barriers: While 75% of the women reported facing social or religious barriers, the interviews highlighted instances of resilience. One participant stated, "Yes, there were obstacles, but my determination and the community's support helped me move forward. It's about collectively breaking down barriers" (August 2023, personal communication).

On the other hand, another shared a different experience, saying, "I faced social obstacles, and unfortunately, they negatively affected my project. Overcoming these challenges requires broader societal changes" (August 2023, personal communication).

Primary data were collected from women entrepreneurs via semi-structured questionnaires, supplemented by secondary data from various sources. An audit of the collected data resulted in the exclusion of samples that did not meet the criteria. The analysis used descriptive statistics alongside software tools such as Python and Power BI.

3.2. Defining variables

Marital status (social status): This is a categorical variable which takes a value 0, 1, 2, and 3 for single, married, divorced, and widowed, respectively. According to the study sample, 67% were married, 23% were single, and 10% were divorced.

Religious obstacles or social obstacles: This is a categorical variable which takes a value of 0 or 1, indicating whether there are obstacles or not.

The obstacle can be explained by several entrepreneurship theories, namely, disadvantage, mixed embeddedness, and underlying cultural factors such as beliefs, norms, and traditions (Azmat, 2013).

Financial knowledge: Financial knowledge is a comprehensive understanding of money management, investments, and economic principles. It empowers informed decision-making for personal and business financial success. This knowledge encompasses budgeting, saving, investing, and risk

management (Lladós-Masllorens et al., 2021). This variable was considered in the survey.

The positive impact of marital status on project continuity: This is a categorical variable which takes values 0, 1, and 2, indicating whether the impact of marital status is high, medium, has no effect, respectively.

Family moral support: This is a categorical variable which takes value of 0 or 1, indicating whether the entrepreneur received family moral support or not

Knowledge in obtaining financing to support projects: This is a categorical variable which takes value of 0 or 1, indicating whether the entrepreneur has knowledge of obtaining financing or not.

Source of funding and external grants: This is a categorical variable which takes a value of 0, 1, 2, or 3, indicating whether the entrepreneur received funds from a non-profit organization, banks, other sources, or has no funding source.

Friends moral support: This is a categorical variable which takes a value 0 and 1, indicating whether the entrepreneur got friend moral support or not.

Source of the project capital: This is a categorical variable which takes a value of 0, 1, 2 or 3, indicating whether the source of the project capital was personal savings, family, friends, or other sources.

COVID-19 period and its positive or negative impact on the success of the project: This is a categorical variable which a value of 0 or 1, indicating whether the impact of COVID-19 on project success was positive or negative.

Developing skills during the COVID-19 pandemic: This is a categorical variable which takes a value of 0 and 1, indicating whether the entrepreneur develops their skills during the COVID-19 pandemic or not.

Covering project expenses without the need for external support: This variable indicates if the entrepreneur can cover all expenses of her project without the need for external support, it takes a value of 0 if she cannot and 1 if she can.

Project started: It shows when the project started — before or after COVID-19, it takes a value of 0 if it is started before COVID-19 and 1 if after COVID-19.

4. RESULTS

4.1. Statistic results

4.1.1. Marital status (Social status): The positive impact of marital status on project continuity

Regarding the positive impact of social status on project follow-up and development, the analysis shows that 40.63% of the sample experienced a positive impact of their marital status on the project's follow-up and development.

4.1.2. Religious obstacles or social obstacles

According to the results, it was found that 75% of women face social or religious barriers, while 25% of them do not face any social or religious barriers. Despite the obstacles and challenges, the project is still ongoing. On the other hand, a study was

conducted on the percentage of women who face barriers, yet their projects are still ongoing, which was 23%. Additionally, 65% of them do not face any barriers, and their projects are still ongoing. Meanwhile, 12% of women did not face any barriers, but their projects did not continue.

4.1.3. Knowledge in obtaining financing to support projects (Financial knowledge)

We found that 44% of women have financial knowledge on how to obtain grants and manage finances for their projects, having attended courses to enhance their financial knowledge. On the other hand, 56% do not have financial knowledge and have not attended any financial education courses.

It was revealed that 53% of women do not have financial knowledge, yet their projects are still ongoing. In contrast, 10% of women have financial knowledge, but their projects are halted. Additionally, 34% of women have financial knowledge, and their projects are still ongoing. Finally, 3% of women lack financial knowledge, and their projects have come to a halt.

4.1.4. Family moral support

The analysis indicates that a large percentage of women receive high levels of family support, amounting to 69%. On the other hand, 31% of women do not receive any support.

Of the women who receive family support and still have ongoing projects, they make up 59%, which is a relatively high percentage. Additionally, 28% of women continue their projects despite not receiving family support. This means that family support is not always a determining factor for the success of their projects, indicating that there may be other important factors at play.

Only 10% of women received family support but their projects did not continue, while a mere 3% of women did not receive any support and their projects failed.

These numbers underscore the importance of providing family support to women and suggest that there may be a need to improve the support provided for women's projects to ensure their success and continuity.

4.1.5. Friends moral support

According to the analysis, 59% of women receive support from their friends, while 41% have not received any support from their friends.

These statistics highlight the extent of support provided by female friends to each other. If 59% of women receive support from their friends reflects the significant value that friendships play in women's lives. On the other hand, the fact that 41% of women have not received any support from their friends may indicate the need to improve social networks and enhance solidarity and cooperation among women.

4.1.6. Source of the project capital

Women rely on diverse sources to fund their projects. Women were asked about the source of their capital, whether it was personal, from family, or friends, or received support from an organization

that supports projects. Here is a summary of the results:

- 1) 38% of the sample used their personal savings to fund their projects;
- 2) 34% received financial support from their families;
- 3) 9% received support from their friends;
- 4) 19% received funding from an external organization that supports projects.

The findings underscore the need to provide diverse and accessible financing options to women starting their businesses, along with strengthening support from family, friends, and external organizations to enable women to achieve their business aspirations.

4.1.7. COVID-19 period and its positive or negative impact on the success of the project

The results indicate that 66% of women believe the impact of the COVID-19 pandemic has been positive on their lives and the development of their projects, while 34% perceive it as having a negative impact.

4.1.8. Developing skills during the COVID-19 pandemic

During the COVID-19 pandemic, we found that 66% of women exerted effort in developing and improving their skills. This means they worked diligently to learn new skills or enhance existing ones during this challenging period that the world witnessed.

Thanks to this improvement in skills, these women succeeded and were able to sustain their projects better. Perhaps they had the ability to adapt to the new challenges imposed by the pandemic, or maybe they managed to innovate new ideas and strategies for success under these exceptional circumstances.

On the other hand, 34% of women did not engage in skill development during this period. This implies that they may not have seized the opportunity to enhance their skills, or they might have had circumstances that hindered them from doing so.

Developing skills during the COVID-19 pandemic has enhanced the performance of many women, underscoring the importance of enhancing resilience and continuous learning in difficult times.

4.1.9. Source of funding and external grants

Sources of funding and external grants are diverse and include various institutions that provide support for projects and initiatives. These include:

- 1) *Non-profit organizations*: These include organizations and associations that work to support social and environmental projects and initiatives.
- 2) *Banks*: Banks offer various financing options, including commercial loans and business accounts, to support projects.
- 3) *Small project financing institutions*: These institutions specialize in providing financial support and advice for small and medium-sized projects.
- 4) *Women's loans*: These loans are dedicated to supporting projects managed by women and enhancing the role of women in the business world.

Women were asked about the source of funding for their projects if they received external funding, and the analysis results were as follows:

- 78% did not receive support;
- 13% received support from non-profit organizations;
- 3% received funding through a bank;
- 6% received support from other sources.

The diverse funding sources used by women entrepreneurs emphasize the need to diversify options and tailor support, guiding policymakers and organizations in formulating comprehensive financing programs to meet their distinct needs.

4.1.10. Covering project expenses without the need for external support

According to the analysis results, it was found that 63% of women were able to cover the expenses of their projects on their own without the need for external support. Meanwhile, 37% of women found themselves unable to cover the project costs on their own and were forced to seek external support to help cover these expenses for the continuity of the project.

4.1.11. Project started

According to the analysis, it was concluded that 53% of the projects started before the outbreak of the pandemic are still ongoing. Meanwhile, 13% of these projects came to a halt during the same period. On the other hand, it was found that 34% of the projects that began after the onset of the pandemic are still ongoing up to the present moment. These findings provide insight into how the COVID-19 pandemic has affected the continuity of various projects.

4.2. Results from Python

In Python, correlations and probability values were calculated for 11 independent variables (X) and project continuity (Y), with statistical significance assessed alongside other factors such as effect size, practical importance, and domain knowledge.

Table 1. Correlation and p-value between different variables and project continuity among women entrepreneurs

No.	Variables (X)	Correlation	p-value
1.	Age	0.1291	0.5350
2.	Marital status	0.2601	0.0141
3.	Family moral support	0.0510	0.1002
4.	Religious obstacles or social obstacles	-0.2	0.6080
5.	Friends moral support	0.0721	0.7903
6.	Financial knowledge	-0.2736	0.0498
7.	Source of funding and external grants (non-profit organization, bank, didn't get funding)	-0.0483	0.2268
8.	Covering project expenses without the need for external support	-0.0976	0.4562
9.	Developing skills during the COVID-19 pandemic	0.1243	0.4113
10.	COVID-19 period and its positive or negative impact on the success of the project	0.1243	0.8014
11.	Source of the project capital (saving, fund, family, friend)	-0.0976	0.0542

1) *Age*: The variable *age* has a correlation of approximately 0.1291 with the outcome variable. However, the p-value of 0.5350 indicates that this correlation is not statistically significant at conventional levels. This suggests that, based on this analysis, there isn't strong evidence to conclude that age has a significant linear relationship with the outcome variable.

2) *Marital status*: The variable *marital status* has a correlation of approximately 0.2601 with the outcome variable. The p-value of 0.0141 suggests that the correlation is statistically significant at the 0.05 level. Therefore, based on this analysis, there is evidence to suggest that marital status has a significant linear relationship with the outcome variable.

3) *Family moral support*: The variable *family moral support* has a very low correlation of approximately 0.0510 with the outcome variable. Additionally, the p-value (0.1002) is greater than 0.05, indicating that this correlation is not statistically significant. While this correlation may not be statistically significant, it doesn't necessarily mean that family moral support is not important or relevant in other contexts or analyses.

4) *Religious obstacles or social obstacles*: The variable *religious obstacles or social obstacles* has a correlation of -0.2 with the outcome variable. However, the p-value of 0.6080 suggests that this correlation is not statistically significant at conventional levels (e.g., alpha = 0.05). This means that, based on this analysis, there isn't strong evidence to conclude that the *religious obstacles or social obstacles* have a significant linear relationship with the outcome variable.

5) *Friends moral support*: The variable *friends moral support* has a very low correlation of approximately 0.0721 with the outcome variable. Additionally, the p-value (0.7903) is much higher than 0.05, indicating that this correlation is not statistically significant.

6) *Financial knowledge*: The correlation coefficient between the variable *financial knowledge* and the outcome variable is approximately -0.2736. This negative correlation suggests a moderate inverse relationship between financial knowledge and the outcome variable. The associated p-value is 0.0498. This p-value is below the commonly used significance level of 0.05, indicating that the correlation observed is statistically significant at the 0.05 level. Therefore, based on this analysis, there is evidence to suggest that financial knowledge has a significant linear relationship with the outcome variable.

7) *Source of funding and external grants*: The variable *source of funding and external grants* has a correlation of approximately -0.0483 with the outcome variable. The p-value of 0.2268 is greater than the commonly used significance level of 0.05. This suggests that the correlation observed is not statistically significant at the 0.05 level.

8) *Covering project expenses without the need for external support*: The variable *covering project expenses without the need for external support* has a correlation of approximately -0.0976 with the outcome variable. The p-value of 0.4562 is greater than the commonly used significance level of 0.05. This suggests that the correlation observed is not statistically significant at the 0.05 level.

9) *Developing skills during the COVID-19 pandemic*: The variable *developing skills during*

the COVID-19 pandemic has a correlation of approximately 0.1243 with the outcome variable. The p-value of 0.4113 is greater than the commonly used significance level of 0.05. This suggests that the correlation observed is not statistically significant at the 0.05 level.

10) COVID-19 period and its positive or negative impact on the success of the project: The variable COVID-19 and its positive or negative impact on the success of the project has a correlation of approximately 0.1243 with the outcome variable. The p-value of 0.8014 is much higher than

the commonly used significance level of 0.05. This indicates that the correlation observed is not statistically significant at the 0.05 level. Based on this analysis, there isn't strong evidence to conclude that COVID-19 and its positive or negative impact on the success of the project has a significant linear relationship with the outcome variable.

11) Source of the project capital: The variable source of the project has a correlation of approximately -0.0976 with the outcome variable. The p-value of 0.0542 is just slightly above the commonly used significance level of 0.05.

Figure 1. Correlation with project continuity

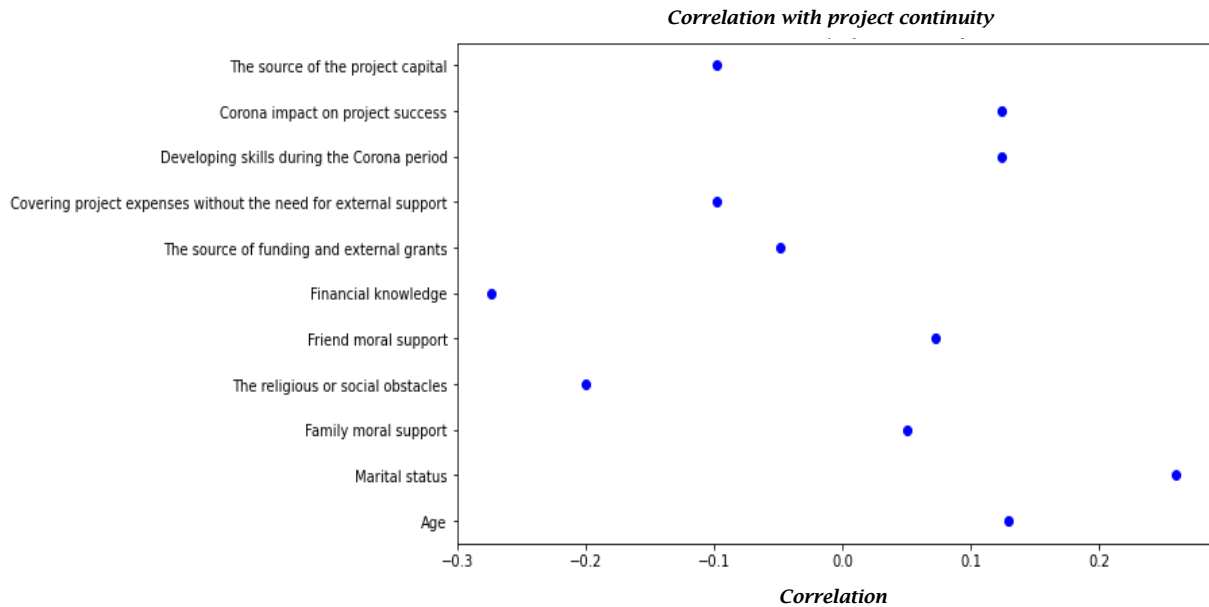
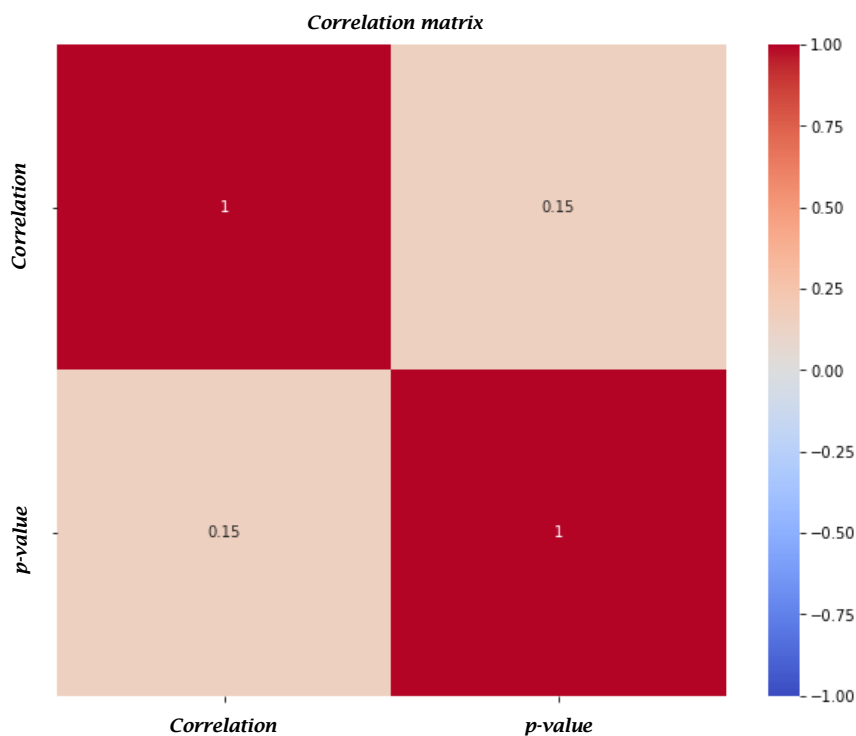


Figure 2. Correlation matrices



A correlation matrix is a table that displays the correlation coefficients between multiple variables. Each cell in the matrix represents the correlation between two variables, and it helps in understanding the relationships and patterns within the dataset.

Correlation analysis:

- *Age:* Not statistically significant.
- *Marital status:* A statistically significant positive correlation.
- *Financial knowledge:* Statistically significant moderate inverse correlation.
- *Other factors:* Not statistically significant.

General effects:

- *Diversity of factors:* Multiple factors contribute to the success of the project. No single factor guarantees success.
- *The need for comprehensive support:* Calls for comprehensive support, including financial literacy, support from family and friends, and overcoming social or religious obstacles.
- *Adaptability:* Highlighting the importance of the ability to adapt, continuous learning, and diverse sources of funding.

The importance for women business owners in Jordan and abroad:

1) *The influence of marital status:*

- *Jordan:* Understanding the positive relationship between social status and project continuity is crucial to designing support programs that take into account community dynamics in Jordan.
- *Abroad:* At the global level, recognizing the impact of social status can guide policies and initiatives that acknowledge diverse social contexts.

2) *Social and religious obstacles:*

- *Jordan:* Addressing social and religious obstacles is vital to empowering women entrepreneurs in Jordan, where cultural norms may pose challenges.

- *Abroad:* Ideas about overcoming barriers can be transferred globally, helping to develop inclusive support structures.

3) *Financial knowledge:*

- *Jordan:* Realizing the importance of financial education is essential to enable businesswomen in Jordan to effectively manage the financial affairs of projects.

- *Abroad:* Financial literacy programs globally can benefit from understanding the impact of financial literacy on project continuity.

4) *Support from family and friends:*

- *Jordan:* Recognizing the importance of support from family and friends in Jordan is essential for designing targeted interventions.

- *Abroad:* Understanding the precise role of social support is critical to developing support systems that meet the diverse needs of women entrepreneurs globally.

5) *Funding source:*

- *Jordan:* Diverse sources of financing are critical for women entrepreneurs in Jordan, underscoring the need for flexible and tailored support.

- *Abroad:* Global policymakers can draw insights to design financial support programs that accommodate diverse financing preferences.

6) *Impact of COVID-19:*

- *Jordan:* Recognizing the positive impact of COVID-19 and the role of skills development is vital to enhancing resilience among women entrepreneurs in Jordan;

- *Abroad:* The global community can learn from these findings to encourage skills development during crises and take advantage of opportunities for sustainable project success.

5. CONCLUSION

Based on the research findings, it is evident that the resilience and determination of female entrepreneurs in Jordan have played a significant role in the success and continuity of their projects. The data reveals that a substantial portion, approximately 38%, of female entrepreneurs in the region rely on personal savings to fund their ventures, while 34% receive crucial support from their families. This suggests that external financial support may not be the primary driver of project success.

The positive impact of the COVID-19 pandemic on skills development among women entrepreneurs underscores the enduring importance of the ability to adapt and diversify skills beyond their unique circumstances.

This paper on female entrepreneurship in Jordan holds significant importance for future research due to its multifaceted insights into the dynamics, challenges, and successes of women-led ventures. It underscores that often meticulous planning and skill acquisition are in linchpins of a project's success. This knowledge provides invaluable insights into the factors that underpin the continuity of entrepreneurial ventures.

The research's small sample size limits its generalizability, reduces statistical power, and challenges drawing conclusive inferences, impacting the representation of women entrepreneurs in Jordan. This highlights the need for caution in interpreting findings and underscores the importance of future studies with larger, more diverse samples.

In moving forward, it is imperative to maintain a commitment to skill enhancement and to offer unwavering support to friends and family who have always been reliable pillars of strength. By doing so, we not only fortify our own endeavours but also contribute to the broader landscape of entrepreneurial success.

In light of the factors studied, the following policy recommendations are proposed:

Utilization of financial resources: The research underscores that personal saving and family support are critical to the sustainability of women-led enterprises. It calls for prioritizing financial literacy programmes and proposes tailored support mechanisms from financial institutions. This challenges traditional views of external financing and promotes inclusive approaches such as tailored financial products and strengthens community partnerships to effectively empower women entrepreneurs.

Adaptability and skills development: The positive impact of the pandemic on the skills of women entrepreneurs highlights the importance of adaptability. Policymakers can benefit from this

insight to design training programs that enhance continuous skills development, enabling women to innovate and overcome challenges effectively.

Community networks and social support: The vital role of family and friends in project continuity emphasizes the importance of strengthening community networks and social support through initiatives designed specifically for women entrepreneurs.

Global collaboration and knowledge sharing: This research inspires local Jordanian communities and women entrepreneurs globally, urging increased international cooperation and knowledge-sharing platforms to foster a resilient global community of empowered women entrepreneurs.

The research emphasizes that venture success requires comprehensive planning and skills

acquisition, calling for support programs to include diverse training modules that promote resilience among women entrepreneurs.

This research is a testament to women's resilience and determination, providing inspiration around the world by demonstrating that transformative change is achievable, and sending a powerful message to all women: Believe in your potential because you have the power to make a big difference.

In conclusion, this research underscores the potential of women's entrepreneurship in Jordan and globally, highlighting women's capacity as catalysts for transformative change through dedication, self-confidence, and continued growth.

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APPENDIX A

Table A.1. Comparing research with similar studies related to women's entrepreneurship (Part 1)

No.	Author	Country of study	Main factors	Methodology used
1.	Abdul Rahim et al. (2017)	Malaysia	1) Family support 2) Family background 3) Interest, education	Literature review
2.	Abou-Moghli and Al-Abdallah (2019)	Saudi Arabia	1) Cultural factors 2) Social factors 3) Financial constraints	Restricted research protocol
3.	Abuhussein and Koburtay (2021)	Jordan	1) Motherhood 2) The market, management 3) Money	Qualitative research
4.	Afshan et al. (2021)	Pakistan	1) COVID-19 impact on knowledge 2) Challenges faced by women entrepreneurs 3) The importance of technical skills in managing business	Qualitative research
5.	Ahmad (2011)	Saudi Arabia	1) Personality traits. 2) Educational backgrounds 3) The manner in which they acquired entrepreneurial skills	Qualitative research
6.	Al-Dajani et al. (2018)	Jordan	The defiance practices of displaced women operating in the Jordanian patriarchal economy	Snowballing strategies
7.	Ascher (2012)	The developed and developing countries	1) Obstacles that face women entrepreneurs 2) The factors that determinants of the differences between women and men	Literature review
8.	Azmat (2013)	Asian countries	1) Personal motivation factors 2) Socio-economic factors	Literature review
9.	Banihani (2020)	Jordan	Women entrepreneurs challenges in Jordan	Qualitative research
10.	Belwal et al. (2014)	Al-Dhahira region, Oman	1) Main motivators: (balance the work and family life, a search for stable work, and an intention to take advantage of a discovered market niche) 2) The major difficulties faced by entrepreneurs	Questionnaire
11.	Bastian et al. (2021)	MENA	Culture and religion and organizational level variables	Narrative review
12.	Caputo et al. (2016)	Jordan	Internal challenges facing female entrepreneurs	Qualitative research
13.	Chinomona and Maziriri (2015)	Gauteng Province of South Africa	1) Lack of education and training 2) Lack of access to finance, gender discrimination 3) Negative attitudes 4) Inadequate resources	Qualitative research
14.	Darwish et al. (2020)	Jordan	Social factors	Social survey methodology
15.	Franzke et al. (2022)	Asia	1) Entrepreneurial characteristics 2) Entrepreneurial intentions 3) Resource constraints 4) Management styles	Literature review
16.	Della-Giusta and Phillips (2006)	Gambia	The institutional framework	Literature review
17.	Halkias et al. (2011)	Nigeria	Challenges and patterns of entrepreneurship	Survey
18.	Hattab (2012)	Jordan	Technological environment	Survey
19.	Kyalo et al. (2014)	Kenyan	Demographic factors, social networks and access to finance	Questionnaires
20.	Lladós-Masllorens et al. (2021)	Spain	Financial and numerical skills	Clustering and logistic regression analyses
21.	Minniti (2010)	Argentina, Australia, Belgium, Brazil, Canada, Croatia, Denmark, Ecuador, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Jordan, New Zealand, Norway, Peru, Poland, Portugal, Singapore, Slovenia, South Africa, Spain, Sweden, the Netherlands, Uganda, the United Kingdom and the United States	Individual demographic and economic conditions	GEM project

Table A.1. Comparing research with similar studies related to women's entrepreneurship (Part 2)

<i>No.</i>	<i>Author</i>	<i>Country of study</i>	<i>Main factors</i>	<i>Methodology used</i>
22.	Orser et al. (2006)	Canada	Gender differences	Statistics Canada Data
23.	Shastri et al. (2019)	Jaipur city of Rajasthan, India	Creativity, innovation, self-identity and independence, and to serve the society	Qualitative research
24.	Tahir and Raza (2020)	The UAE	1) Personal independence 2) Professional segregation 3) Personality traits	Qualitative research
25.	Thaher et al. (2021a)	Jordan	1) Factor on the failure of women' micro- and small-sized enterprises 2) Hardships for women in their entrepreneurship	1) Purposive sampling technique 2) Open semi-structured interviews
26.	Thaher et al. (2021b)	Jordan	1) Financial services 2) Non-financial services	Qualitative research
27.	Tlaiss (2015)	The UAE, Lebanon, Kuwait, Oman	The influence of Islamic business ethics on Muslim women entrepreneurs in the Arab world	Qualitative research
28.	Tlaiss (2018)	Lebanon	1) Political systems and economic climates 2) The role of Islam and Islamic teachings	1) Semi-structured interviews 2) Face-to-face
29.	Welsh et al. (2021)	Jordan, Sudan	The relationship between business-family interface enrichment and firm performance for women entrepreneurs in Jordan and Sudan	Qualitative research
30.	Setyaningrum et al. (2023)	Indonesia	Absorptive capacity and entrepreneurial competencies in strengthening women's leadership toward success	Quantitative approach
31.	Arvind and Ranjith (2023)	India	Challenges faced by women in entrepreneurship	Literature reviews, convenience sampling of women entrepreneurs
32.	Naguib (2024)	Morocco	The drawbacks of entrepreneurship and gender gaps	Qualitative research
33.	Fauzi et al. (2023)	Developing and emerging countries	The cognitive architecture based on existing literature on women entrepreneurship	Bibliometric analysis
34.	Blanco-Gonzalez-Tejero and Cano-Marin (2023)	Asia	Understanding of the role of women in entrepreneurship and family businesses	Quantitative and qualitative perspective

APPENDIX B

Table B.1. The questionnaire of study

No.	Questions	
1.	Agree to be interviewed: Do you agree to conduct the interview with you, provided that your information is not shared with any party other than the researcher and for purposes other than the study intended to be completed for the project entitled: " <i>Economic and social factors and the impact of COVID-19 on the success and failure of women entrepreneurs</i> ".	<ul style="list-style-type: none"> ▪ Yes ▪ No
2.	Age	
3.	City of the project?	
4.	Date of the start your project?	
5.	Marital status?	<ul style="list-style-type: none"> ▪ Married ▪ Single ▪ Discovered
6.	Type of project?	<ul style="list-style-type: none"> ▪ Educational ▪ Services ▪ other
7.	Location of the work?	<ul style="list-style-type: none"> ▪ On site ▪ Online ▪ Both of them
8.	Number of employees?	
Social challenges		
9.	Was there family moral support?	<ul style="list-style-type: none"> ▪ There is no support ▪ High support ▪ Medium support
10.	Were there any family, ideological, religious or social impediments that prevented you from performing your work?	<ul style="list-style-type: none"> ▪ Yes ▪ No
11.	Was there moral support from friends?	<ul style="list-style-type: none"> ▪ There is no support ▪ High support ▪ Medium support
12.	To what extent does your marital status affect the success of the project financially?	<ul style="list-style-type: none"> ▪ It has no effect ▪ High effect ▪ Medium effect
Economic challenges		
13.	Do you know how to obtain financing to support projects?	<ul style="list-style-type: none"> ▪ Yes ▪ No
14.	Have you ever attended any guidance courses or seminars that help you start your own project, or anything related to knowledge related to starting a project, especially financial knowledge?	<ul style="list-style-type: none"> ▪ Yes ▪ No
15.	If you obtained funding for the project, what is the source of this funding?	<ul style="list-style-type: none"> ▪ I did not get funding ▪ Non-profit organization ▪ Bank ▪ Other
16.	Was the project able to cover its expenses without the need for an external source?	<ul style="list-style-type: none"> ▪ Yes ▪ No
COVID-19's impact on the project		
17.	Did the project start before or after the COVID-19 period?	<ul style="list-style-type: none"> ▪ Before ▪ After
18.	Did the lockdown period in COVID-19 help you develop your skills to use them in your entrepreneurial project?	<ul style="list-style-type: none"> ▪ Yes ▪ No
19.	Did the COVID-19 period have a positive or negative impact on the success of the project?	<ul style="list-style-type: none"> ▪ Positive impact ▪ Negative impact
20.	In case you did not get support for the project, what is the source of the project capital?	<ul style="list-style-type: none"> ▪ Personal (savings) ▪ Family ▪ Friends ▪ I got funding
21.	Is the project still ongoing?	<ul style="list-style-type: none"> ▪ Yes ▪ No