

STRATEGIC ORGANIZATIONAL CHALLENGES AND SUSTAINABLE MANAGING HUMAN RESOURCES IN JORDAN SME LOGISTICS COMPANIES

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Abstract: *Organizational development is a natural phenomenon in the world of administrative organizations. As it plays a significant role in enhancing the effectiveness and functionality of job performance. The human and organizational side is regarded as one of the most crucial components of a successful renaissance in the life of administration in general and human resources management. However, this paper aims to investigate the impact of strategic organizational challenges on managing human resources in the light of entrepreneurship as a moderate variable in Jordanian SME logistics companies. Smart PLS4 was used to analyze the data that collected via questionnaire. Probability sampling were used. A total of 527 questionnaires were collected from the respondents. The result of missing value analysis showed that there are 193 responses are missing. Moreover, the findings indicate that strategic organizational challenges positively and significantly affect the entrepreneurship capabilities and competitive advantage. In addition, entrepreneurship capabilities positively and significantly affect competitive advantage and human resources performance. Entrepreneurship capabilities have a mediator effect between variables. However, this study contributes to providing decision makers and policy makers; where adopting sustainable HR practices can benefit decision makers in Jordan SME logistics companies by improving employee retention, productivity, efficiency, reputation, and talent acquisition, while mitigating risks associated with legal, regulatory, and ethical issues.*

Keywords: *Strategic Organizational Challenges, Managing Human Resources, Entrepreneurship, Jordanian SME Logistics Companies, Smart PLS4.*

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1. Introduction

The COVID-19 pandemic has changed the work experience for most employees. It has forced companies around the world to adapt how they organize work and design jobs. However, previous studies conducted on strategic human resource management have proven their failure, or their conceptual inability, especially in the Corona pandemic, to include new and contemporary human



resource practices (Collings et al., 2021). Thus, traditional concepts of high-performance work systems or human resource practices need revision in the perspective of COVID-19. Although strategic HRM research must progress to a more precise conceptualization and evaluation of HR activities like flexibility, job design, etc. rather than picking it up under the 'other' category that has been so common in existing research (Boon et al., 2019). The human resources management is considered one of the most important elements of the economic and social development process, the human resources management - like other elements of the development process - faces many challenges with the entry of the third millennium and the rapid trend towards broad globalization prospects (Bisaria and Gaurav, 2013). Strengthened interest in managing change and defending many organizations to adopt the change management strategy to achieve competitive advantage and ensure growth, prosperity, development and continue in work (Struckell et al., 2022).

In the highly competitive global economy, entrepreneurship serves as the economic engine for many countries. Young and elderly, large and small businesses, and companies in all kinds of industries now place a high value on innovation and entrepreneurship. Strategic entrepreneurship, on the other hand, is the practice of operating entrepreneurially while adopting a strategic perspective. More precisely, it comprises creating and implementing business strategies to make money while concurrently participating in pursuits of opportunities and competitive advantages (Mahat et al., 2021). These actions are capable of being taken by both people and companies. Actions like this are essential in the shifting 21st-century environment.

The traditional practices of numerous logistics services do not assure the consistency of these companies and are inadequate to satisfy consumers as a consequence of the growing competition among businesses to acquire market opportunities and provide adaptability and fast reaction to the needs of customers, so it was essential to implement coordinated care and homogeneous tasks in logistics companies (Al-zaqeba et al., 2022; Jarah et al., 2022; Foo and Jalil, 2021). As companies seeking greater market opportunities need to adopt integrated services and homogeneous activities in order to achieve customer satisfaction (Mia and Yassin, 2018). Despite the importance of the variables of the current study, theoretical and field studies and research are still limited in the field of logistics, that is, most organizations face a decrease in the level of application of contemporary administrative concepts at the time of logistics management, to keep pace with developments aimed at achieving excellence in the operations performed by organizations and increasing satisfaction for clients (Jarah et al., 2022).

In light of the repercussions of the Corona pandemic, logistics companies have become one of the most important sectors that dominate the global economy. The logistics sector companies have started to operate in highly dynamic competitive environments where they are facing competition from multinational companies from advanced economies. In contrast, the study by Al-zaqeba et al. (2022) found that organizations' awareness and capacities grow with each round, enabling them to create the competitive advantages necessary to strengthen their market position. Due to the complexity of the competition, businesses must continuously evaluate information to pinpoint the most important influencing elements and develop the essential competencies and resources needed to swiftly implement business strategies. To improve skills, chase new possibilities, and foresee rival reactions, one must establish a complete perspective of the competition and comprehend how it will change over time. Whereas Jordanian companies operating in the logistics sector compete differently to maintain competitive advantages in their markets, specifically at the global level, where competition is intense. Business organizations are struggling to continue their operations and retain income in the face of this crisis, all while keeping clientele and strengthening their competitiveness by acquiring advantages over the competition and holding onto them for as long as feasible. Organizations may handle this problem in a variety of ways while maintaining their competitive edge (Bukhosh, 2020).

Smaller entrepreneurial firms are frequently better than larger ones in spotting opportunities. Some individuals believe that these companies tend to be more imaginative since they are adaptive and risk-takers. Instead, larger, more established organizations usually have more resources and are better able to take advantage of newly discovered opportunities. Hence, more established



organizations tend to be advantage hunters, whereas younger, entrepreneurial enterprises tend to be opportunity searchers (Shepherd et al., 2015). In the 21st century economy, businesses must identify and grasp opportunities, but they must do so while acquiring and keeping a competitive advantage. So, freshly established companies must learn how to achieve a competitive edge, while more established companies must retrain their eyes to recognize business opportunities.

The concept of strategic entrepreneurship holds that businesses of every type or age may be both creative and strategic. To be entrepreneurial, companies must encourage an entrepreneurial attitude among its management and employees. The development of resources, especially social and human capital, must be a top priority for managers. Given the significance of knowledge in seeing and grabbing opportunities as well as creating and retaining a competitive advantage, firms need to invest in strong human capital (Lu et al., 2022).

Companies that practice strategic entrepreneurship help a country's economy progress. In fact, changing the institutional framework for commercial activity there has resulted in significant economic development for several countries, including Ireland. This may be categorized as institutional entrepreneurship. Parallel to this, organizations that standardize their technology, which is a component of institutional entrepreneurship, are engaging in strategic entrepreneurship since doing so offers them a long-term competitive advantage. Research shows that entrepreneurship is becoming more prevalent internationally as a result of its economic importance and personal incentives (Galdino et al., 2022). Future entrepreneurial activity may also contribute to the prosperity of less developed countries. In any event, firms that practice strategic entrepreneurship are likely to prosper in the twenty-first century.

2. Literature Review

Significant insights into how businesses use their capabilities to generate and capture value are provided by the study of strategic entrepreneurship. Public entities have been defined using the same language as private firms using the entrepreneurship principle (Klein et al., 2010; Short, Moss, and Lumpkin, 2009). Governments, government agencies, nonprofit organizations, social enterprises, and other "nonmarket" decision makers are aware of opportunities for value creation and capture (Alvarez and Barney, 2007; Shepherd, McMullen, and Jennings, 2007; Sleptsov and Anand, 2008; Miller, 2007).

There are many different kinds of entrepreneurs, but there is no one recipe for success. However, there are many of prosperous businesspeople. To aid future businesspeople in their attempts to be successful, it is crucial to understand why some entrepreneurs are successful while others are not. In the highly competitive international market, entrepreneurship is the economic engine powering the economy of many countries. Young and elderly, large and small businesses, and companies in all kinds of industries now place a high value on innovation and entrepreneurship. Entrepreneurial enterprises that were less than two years old created nearly all of the new jobs in the United States in the past.

The COVID-19 epidemic, as well as research by Crane and Matten, has highlighted the consequences of this restricted focus in strategic HRM research that has placed a lot of emphasis on shareholder value as a major finding (2020). Whereas Beer et al. (2015) and Guest et al. (2012) investigate the strategy for human resource management, as well as the basic framework for Beer and colleagues' (1985) on many stakeholders, including labor unions, shareholders, employees, management, and government. In addition, researchers found a wide range of outcomes including economic value, societal benefits, and individual well-being such as Beer et al. (2015) and Guest et al. (2012). However, such views are rare in the strategic human resource management literature.

COVID-19 has elevated employees as primary stakeholders. Where COVID-19 has posed a danger to the health and protection of employees that requires organizations to evaluate employee risks. For instance, some employees have been hurt by companies continued narrow focus on short-term financial results while failing to balance employee needs (Collings et al., 2021). According to Collings et al. (2021) the challenges associated with COVID-19 highlight for HR practitioners, and should for strategic HRM researchers, the need to balance multiple stakeholders' needs. It is



notable that this awakening in strategic HRM parallels recent calls in strategy research to expand the stakeholder perspective (Hitt et al., 2020). Harney and Collings (2021) noted that the HR strategy was developed as a one-time structural intervention, which means that most strategic HRM research is based on narrow, classic descriptions of approach that include pre-determined agreement and a linear sequential development from preparation by inference.

Al-Saeedi (2020) identified sustainability-oriented innovation practices and their function in encouraging environmental creativity through the mediating factor of driving the green transformation in organizations. The findings revealed that the involved institution has a image of sustainability-oriented invention facilitating new skills that aid green invention in the firm as well as the organization to obtain technologies. It operates in an inventive way that respects the environment. The association is continually experimenting with new approaches to comprehend the prospects and needs of its primary investors, but some parts require a deeper comprehension of application performs in relation to PJ using modern management procedures for handling environmental innovation. For instance, the controlling of the organization frequently actively participates in environmental innovativeness in the Mediterranean and invests management. The company invests a fair amount in environmental innovation research and development. Last but not least, management frequently gathers data on environmental innovation trends.

3. Hypotheses Development and Research Model

3.1 The effect of strategic organizational challenges on entrepreneurship capabilities.

Strategic entrepreneurship is a field that offers important insights into how businesses use their strengths to generate and capture value. Public enterprises have been defined using entrepreneurship theory terms, exactly as private firms (Klein et al., 2010; Short et al., 2009). Governments, government agencies, nonprofit organizations, social businesses, and other "nonmarket" decision-makers are aware of opportunities to create and capture value and are on the lookout for them (Alvarez and Barney, 2007; Shepherd et al., 2007; Sleptsov and Anand, 2008). These decision-makers apply judgement while mobilizing and deploying resources in the face of uncertainty, solicit user feedback, implement organizational and technology innovations, and create creative strategies (Felin and Zenger, 2009; Klein, 2008; Shahand Tripsas, 2007; Van de Ven, Sapienza, and Villanueva, 2007). However, a crucial aspect of public organizations that hasn't been thoroughly explored is the development, stewardship, use, and dynamics of capabilities in the ostensible pursuit of public objectives. The strategic entrepreneurship field emphasizes the close connection between underlying capabilities and value creation and capture, Entrepreneurship is the putting together and repurposing of new resource bundles in an unpredictable environment. It is believed that organizations are unique collections of relational, cultural, and institutional capabilities (Dacin et al., 2010; Foss and Klein, 2012), therefore, the following is hypothesized:

H1: Strategic Organizational Challenges positively and significantly affect the entrepreneurship capabilities.

3.2 The effect of strategic organizational challenges on competitive advantage

According to Haseeb et al. (2019) sustainable business performance is vital to success in a competitive environment. Technology and social problems have been crucial in fostering sustainable corporate performance and competitive advantage. However, the favourable effects of social and technological determinants on sustained competitive advantage were reversed in large part due to strategic alignment. "Albrecht et al. (2015) draw the conclusion that HRM practitioners must go beyond the routine administration of annual engagement surveys and must embed engagement in HRM policies and practices like personnel selection, socialization, performance management, and training and development" that work to overcome obstacles and enhance competitive advantage. On the other hand, He (2012) indicated that strategic management has moved to an innovation-based source of competitive advantage. This implies that corporations place a lot of importance on strategic flexibility, which measures a company's capacity to reallocate and restructure its organizational resources. Strategic directors must constantly deal

with the complexities and ambiguity of organizational transformation in the twenty-first century. Therefore, the following is hypothesized:

H2: Strategic Organizational Challenges positively and significantly affect competitive advantage.

3.3 The effect of entrepreneurship capabilities on competitive advantage

Strategic entrepreneurship renews companies to achieve a competitive advantage in current markets according to Ziyae & Sadeghi (2021). That corporate entrepreneurship and strategic entrepreneurship are positively related to company performance. It also reveals the mediating effect of strategic entrepreneurship on the relationship between entrepreneurship and corporate performance in support of competitive advantage. The results of Wirda & Rivai (2019) show that entrepreneurship efficiency has a positive and significant impact on business performance, entrepreneurship efficiency has a positive and significant impact on competitive advantage, competitive advantage has a positive and significant impact on business performance and competitive advantage is the mediating effect of entrepreneurial efficiency and business performance. Abdullah (2017) results show that entrepreneurship is linked to competitive advantage.

The result of Ramezanpoor et al. (2017) showed a positive and significant effect of intellectual capital on technology entrepreneurship and competitive advantage, and on the other hand, the indirect effect of intellectual capital on competitive advantage through technology entrepreneurship. According to Vijaya et al. (2015) there are six components of entrepreneurial competencies that significantly influence competitive advantage. These elements are knowledge of strategic management, knowledge of business management, planning skills, implementation skills, interpersonal skills, and response skills, therefore, the following is hypothesized:

H3: Entrepreneurship Capabilities positively affects the competitive advantage in Jordanian SME logistics companies.

3.4 The effect of Entrepreneurship Capabilities on performance of Human Resources

By boosting organizational competitiveness, boosting worker morale, and boosting output through difficulties and challenges in new fields and new ways, entrepreneurship lays the groundwork for raising organizational performance (Petuskiene & Glinskiene, 2011). The risk tolerance, innovation, and advancement of entrepreneurship has a major impact on the financial success of organizational performance (Jeon, 2018). Additionally, the innovation, risk-taking, and progressiveness of entrepreneurship had a direct positive impact on market orientation, which is a measure of non-financial performance, and market share, which is a measure of financial success, as well as on the growth of sales of new items (Cheng et al., 2014). Entrepreneurship was proposed as a key factor influencing organizational enactment in the association between entrepreneurship and organizational performance for domestic enterprises (Kim, 2018). However, entrepreneurship has a significant influence on the execution of a firm's management approach through management actions, such as several activities that manage organizational growth and risk. It is also a key aspect in organizational achievement, including administrative survival, productivity, progress, and enhancement (Richard & Thomas, 2005). To put it another way, entrepreneurship serves as a catalyst for technical advancement and serves as the foundation for differentiating business strategies that enable organizations to develop new values through durable competitive advantages (Petuskiene & Glinskiene, 2011). The management strategy is a means of enhancing organizational competitiveness since it is influenced by the distinctive capitals and capabilities of the company from diverse resource-based viewpoints within the firm.

From diverse resource-based views within the company, the management policy is identified by the distinctive properties and abilities of the organization, and it was a basis of enhancing organizational keenness (Kim, 2020). By splitting the foreign subsidiaries of Korean enterprises into four tactical groups and evaluating the difference in organizational performance, it was determined that the kind of strategy was linked to the enactment change (Kim, 2017). The administration approach of upscale lodging had a favorable impact on organizational enactment (Kim, 2020). Additionally, Orakwue & Iguisi (2020) indicate that entrepreneurship and the role of the

entrepreneur becomes a critical management function in the selection of human resource competencies and their personal development. Therefore, organizations are encouraged to imbibe the role of entrepreneurship in human resource management in order to drive innovation, drive change, and make continuous improvements. If more attention is paid to human resource management practices, entrepreneurship in companies will be improved accordingly (Salamzadeh et al., 2019). Razavi & Talebpour (2018) explained that human resource development strategies have a major impact on organizational entrepreneurship and enhancement. Employees have been a successful factor in encouraging organisational growth, according to those elements impacting human resource development and organisational entrepreneurship. Strategic Human Resource Management (SHRM) is seen as essential for innovation and entrepreneurship; therefore, the following is hypothesized:

H4: Entrepreneurship Capabilities positively affects the performance of human resources in Jordanian SME logistics companies.

3.5 The effect of competitive advantage on performance of human resources

Ahmad et al. (2021) indicated that there is a statistically significant effect of human resource activities on competitive advantage. Jarrah et al. (2019) explained that different HRM processes depend on acquisition, hiring, training, performance appraisal, and promotion. There was strong interest in competition to achieve the highest sustainable competitive advantage. According to Albaz (2019) the approach should be to adopt human resource planning in companies to achieve sustainable competitive advantage. As the dimensions of human resources planning have a strategic role in increasing the rates of innovation, development and added value that achieve a sustainable competitive advantage. On the other hand, Mathur (2015) argues that employees are human assets that create better service and better product if used appropriately. Employees are a valuable source of sustainable competitive advantage. It also understands the employee's behavior towards the organization. Successful alignment of HR strategy and business strategy leads to the success of the organization. The results of Shammot (2014) showed that there is a significant relationship between factors such as; Raining, motivating, attracting, hiring and evaluating employees, determining salaries, fees and bonuses for employees and workers, and achieving competitiveness among business organizations; therefore, the following is hypothesized:

H5: Competitive advantage positively affects the performance of human resources in Jordanian SME logistics companies.

3.6 Mediation Effect

Based on the chapter two, there is a wealth of literature that supports HRM strategies and their beneficial effects on organizational outcomes and business performance. In this way, HRMP can be categorized according to how they affect employee skills, abilities, motivation, and work structure (Ulasi, 2011). Compensation, career development, performance reviews, job security, training programmes, organizational commitment, job satisfaction, employee involvement in decision-making, teamwork, HR planning, and staffing practices are just a few of the aspects of HRMP. However, this study examines the mediating factor between strategic organizational challenges and the performance of human resources in Jordanian SME logistics companies. However, Zehir et al. (2016) indicated that entrepreneurial orientation is the mediator in the relationship between strategic human resource management and company performance (both financial and employee performance). Besides, it is clear that there is a mediating role for the selected variables, However, the following hypotheses are proposed:

H6: Organizational strategic issues and the effectiveness of human skills in Jordanian SME enterprises are mediated by competitive advantage.

H7: Strategic organizational issues and the effectiveness of human skills in Jordanian SME enterprises are mediated by entrepreneurial qualities..

Based on the discussion literature review, the conceptual framework of this study is developed. However, Figure (1) shows the conceptual framework of the study.

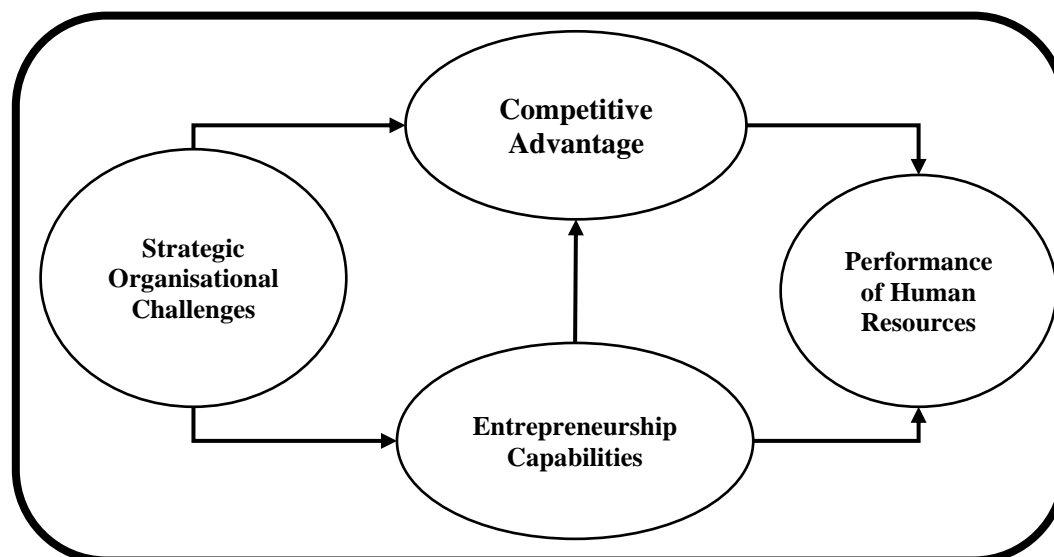


Figure (1): Conceptual Framework.

4. METHODOLOGY

This paper aims to examine the effect of strategic organizational challenges on managing human resources in the light of entrepreneurship as a moderate variable in Jordanian SME logistics companies. The instrument of this study is a structured close-ended questionnaire. Data were collected from “1500 respondents within the given timeframe. This is because despite only 383 respondents are required (as explained in Section 3.5.4 Sample Size), more questionnaires need to be distributed to increase the response rate”. Some studies indicate low response rate [see for example, Abdul Hamid (2014), Mohd Isa (2012), Yahaya (2015), Nugent (2013), Chatto Padhyay and Das Etiqueta (2012) and Lignier and Evans (2012)]. This study sent the questionnaires to the all employees in the Jordan SME Companies registered in the Jordanian ministry of industry and trade. The questionnaire is prepared in Arabic and English to provide better understanding. A total of 1500 questionnaire was either sent via email or handed out to respondents. The respondents were given adequate time to answer the questionnaire. A follow up procedure was conducted after the first month from distributing the questionnaire to ensure that a high response rate is obtained. As a result, a total of 527 questionnaires were collected via online and paper-based questionnaires.

The population of this study focuses on employees of in Jordanian SME logistics companies. However, the researcher was carrying out field research on the study domain which encompass 500 companies existing Jordanian market the selected company size is vary from small to medium size based on the company capital and the number of the employee. There is a 1254 of administrators and 6010 of employees, which means the whole population consist of 7264 employees at in Jordanian SME logistics companies (Jordanian Ministry of Labor, 2022). However, probability sampling supported by statistical technique and suitable for a specific population, thus, the use of probability sampling is justifiable move. However, Cronbach’s Alpha is described as a reliability coefficient that indicates the extent to which items in a set are positively correlated to one another. Figure (1) shows the reliability analysis. It shows that all the variables have acceptable Cronbach’s Alpha level greater than 0.70.

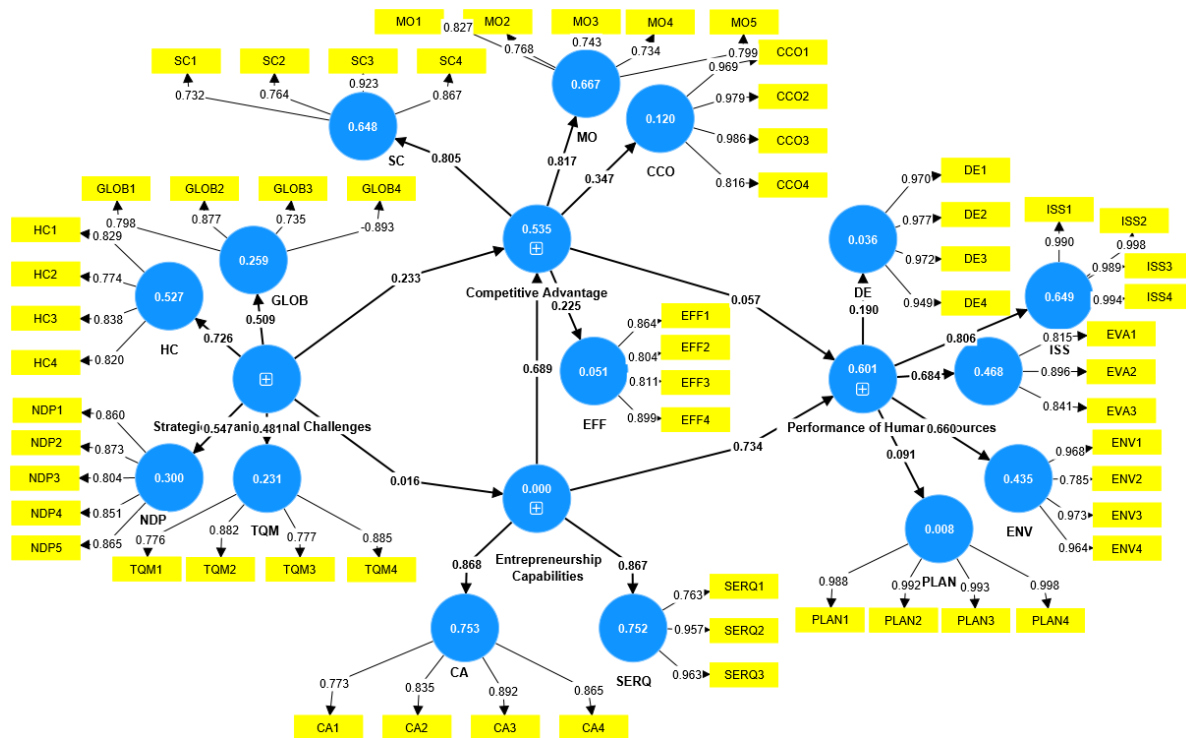


Figure (2): Reliability Analysis

“A total of 527 questionnaires were collected from the respondents”. The paper-based questionnaires were transferred into electronic form by keying in the data manually. Data were coded first and then entered to an excel sheet. To ensure that the data is complete and usable, missing value and outliers are examined. The outcome of missing value investigation presented that there are 193 responses are missing more than 15% of the answers. A decision was made to remove these responses due to high percentage of missing value. Among the three groups in this study, lower management were the highly missing value with 116 of the responses are missing more than 15% of the questions. This is followed by middle management with 18 missing responses and 11 missing responses from top management. Table 4.1 shows the missing responses based on management level. Accordingly, these responses were removed. 336 comprehensive and useful answers were obtained as a consequence. In addition, the majority of the respondents (53.6%) are in the age group of 41 to 50 years. This is followed by 112 of the respondents are older than 40 and younger than 30 years. A total of 13.8% or 78 of the respondents are older than 30 years and 10.3% or 20 of the respondents are older than 50 years.

5. FINDINGS

The evaluation of the structural model and the measurement model. While utilising Partial Least Square, Hair et al. (2011) and Lowry and Gaskin (2014) recommended evaluating the measurement model and structural model (PLS). However, this study has developed direct, and mediating hypotheses. “P-values less than 0.05 are used to establish the path coefficient (B) result”. Hair et al. (2011;2014;2017) suggested that the result of hypotheses testing should be obtained after running a bootstrapping of at least 5000 re-samplings. Following this suggestion, all the hypotheses were tested with 5000 re-sampling. In the next sections, the hypotheses are discussed.

Figure (3) shows “the result of direct effect hypotheses testing”. The figure shows the effect of the Strategic Organizational Challenges on entrepreneurship capabilities, competitive advantage, and the effect of entrepreneurship capabilities on competitive advantage, lastly, the effect of competitive advantage on performance of human resources. Values given in brackets refers to the p-values of the path.

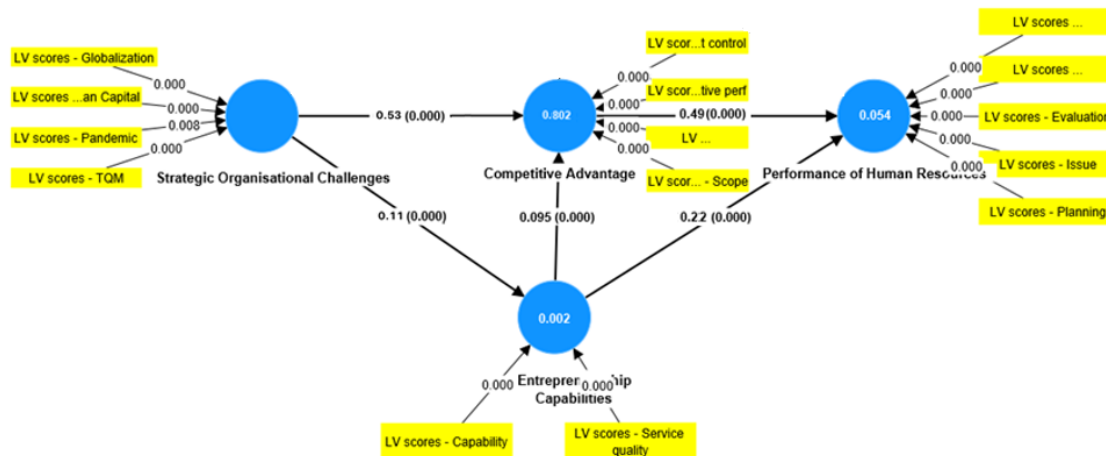


Figure (3): Direct and Mediating Hypotheses

This study developed eight direct effect hypotheses. The outcome of direct impact hypotheses is shown in Table (1). The table displays the standard deviation (STDEV), T-values, P-values, and the path of the hypothesis together with its path coefficient (B).

Table (1): Results of Direct Hypotheses

Path	B	STDEV	T-values	P Values
Strategic Organizational Challenges -> Entrepreneurship Capabilities	0.11	0.04	2.62	0.00
Strategic Organizational Challenges -> Competitive Advantage	0.53	0.05	11.50	0.00
Entrepreneurship capabilities-> competitive advantage	0.32	0.03	9.29	0.00
Entrepreneurship capabilities -> Performance of Human resources	0.51	0.04	12.47	0.00
Competitive advantage -> Performance of Human resources	0.49	0.04	11.68	0.00
Results of Mediation Testing				
Strategic Organizational Challenges -> Competitive Advantage→ performance of human resources	0.13	0.05	2.15	0.00
Strategic Organizational Challenges -> entrepreneurship capabilities → performance of human resources	0.18	0.04	4.53	0.00

For H6, Competitive advantage has a “mediator effect in the relationship between strategic organizational challenges and the performance of human resources”. This is because the indirect effect as shown in Table (1) (Strategic Organizational Challenges -> Competitive Advantage→ performance of human resources) is significant (B=0.13, T>1.96, P<0.05). Thus, H6 is supported.

For H7, entrepreneurship capabilities have a “mediator effect in the relationship between strategic organizational challenges and the performance of human resources”. This is because the indirect effect as shown in Table (1) (Strategic Organizational Challenges -> entrepreneurship capabilities → performance of human resources) is significant (B=0.18, T>1.96, P<0.05). Thus, H7 is supported.



6. DISCUSSION

This work targets to identify the consequence of Strategic Organizational challenges on Managing Human Resources in the light of entrepreneurship as a moderate variable in Jordanian SME logistics companies, and to assess the moderating role of the Entrepreneurship. However, this study found that strategic organizational challenges positively and significantly affect entrepreneurial capabilities. According to Klein et al. (2010) and Short et al. (2009), the discipline of strategic entrepreneurship provides important insights into how companies use their capabilities to create and benefit from value (Alvarez and Barney, 2007; Shepherd et al., 2007; Sleptsov and Anand, 2008). Strategic organizational challenges positively and significantly affect entrepreneurial capabilities. The finding has been supported by Haseeb et al. (2019), According to Albrecht et al. (2015), HRM professionals need to go beyond administering yearly engagement surveys on a normal basis and include engagement into HRM processes including hiring, socialising, performance appraisal, and development and training. The finding also supported by Songling et al. (2018), Pergelova & Angulo-Ruiz (2014), Musambayi (2018), Lim and Chang (2018), Ziyae & Sadeghi (2021) pointed out that strategic entrepreneurship renews companies to achieve a competitive advantage in current markets (Wirde & Rivai, 2019). In addition, Kim (2020) indicated that from the various perspectives based on resources within the company. However, entrepreneurship has been proposed as a major factor affecting organizational performance in the link between entrepreneurship and organizational performance of local enterprises (Kim, 2018; Ahmed et al., 2021; Jarrah et al., 2019).

7. CONCLUSION

The conclusion was drawn from the results of the study, which proved that there is a significant positive effect for all study hypotheses. The study concluded that quality management and customer follow-up are the most influential variables in competitive advantage. The study also concluded that the study recommends reviewing and redesigning the current processes in order to overcome the challenges they face. Besides, competitive advantage can be improved by paying attention to entrepreneurship factors that help improve business performance and ensure its survival and continuity. Ultimately, managers and stakeholders in logistics companies need to be aware of the factors that influence entrepreneurial competitive advantage and use it in the best possible way.


In conclusion, Jordan SME logistics companies face numerous strategic organizational challenges when it comes to managing their human resources sustainably. These challenges include the need for effective talent management, employee retention, development of a positive organizational culture, and enhancing employee engagement. Despite these challenges, it is crucial for these companies to prioritize sustainable human resource management practices, as this will ultimately lead to increased productivity, profitability, and long-term success. To address these challenges, SME logistics companies in Jordan can adopt various strategies, such as investing in employee training and development, offering competitive compensation packages, promoting work-life balance, and creating a culture of open communication and collaboration. Overall, by implementing sustainable human resource management practices, Jordan SME logistics companies can not only overcome their organizational challenges but also create a more engaged and productive workforce, which will ultimately drive their growth and success in the long run.


Sustainable HR practices can help SME logistics companies to attract and retain top talent in the industry, which can be a valuable asset in a highly competitive market. This can lead to improved innovation, creativity, and a competitive advantage over other companies. By adopting sustainable HR practices, SME logistics companies can mitigate risks such as legal, regulatory, and ethical issues. This can protect the company's reputation, brand image, and financial stability.

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