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MSc Business  
Administration  
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2024

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## Research Digest

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# INVESTIGATING THE INFLUENTIAL DRIVES SHAPING CONSUMER CONSCIOUSNESS TOWARD GREEN PRODUCT: A STUDY ON SUSTAINABLE CONSUMER BEHAVIOR IN SAUDI ARABIA

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Alyaa Ali Almeahmadi | Dr.Marina Efthymiou & Dr.Fatma Mabrouk | 2024

### Abstract

#### Purpose

This research study seeks to contribute to the understanding of sustainable consumption behaviour among Generation Z in Saudi Arabia by investigating the factors that influence their choices. The study fills a gap in the literature by being the first to investigate this topic in Saudi Arabia. By focusing on a select group of Generation Z individuals, the study aims to shed light on the role of consumer consciousness in sustainable consumption behaviour, thus contributing valuable insights to the existing literature on sustainable consumer behaviour in Saudi Arabia.

#### Methodology

In this study, a quantitative research methodology was utilised. To collect data, a web-based survey was designed using SurveySparrow. Multiple statistical analysis tools were utilised, including Cronbach's alpha, Pearson correlation coefficients, independent T-test, one-way ANOVA, descriptive statistics, and mean and standard deviation. These tools were employed to assess the scale's quality, identify relationships and provide a comprehensive description of the data. Furthermore, SPSS was used in each phase of the analysis process to serve the diverse requirements of the survey analysis.

#### Research Findings

The data analysis uncovered statistically significant factors that influence consumers' sustainable consciousness and play a role in transforming consumer consumption behaviour. Our investigation revealed ten key factors that garnered a high level of agreement as influential factors in consumer behaviour. Consequently, by focusing on these factors, there is potential for enhancing consumer consumption patterns and considerably boosting green product consumption among Generation Z in Saudi Arabia.



## **Conclusions**

The literature review conducted in this research study and the findings derived from the collected responses emphasise that multiple factors influence consumers' sustainable consciousness, resulting in significant changes in their consumption behaviour. Recognizing the correlation between consumer perception and the adoption of green purchase behaviour is crucial because intention is considered the immediate antecedent of behaviour (Ajzen, 1985). Additionally, this endeavour is expected to enhance sustainable consumption in Saudi Arabia, thereby contributing to the achievement of sustainable development goals within the context of Vision 2030.

## **Literature Review**

Prior studies in the field show that consumer sustainability consciousness plays a crucial role in shaping sustainable consumption behaviour. Studies have shown that individuals with a heightened level of environmental concern are more likely to take proactive measures and show a willingness to change their behaviour. In the literature, a set of psychological factors have been identified as key influencers in promoting sustainable consciousness and consumption among consumers. Our study sought to gain insight into the psychological aspects of sustainable behaviours by looking at their behavioural characteristics, motivating factors, and obstacles (White et al., 2019; De Carvalho et al., 2015; Trudel, 2018), all of which are crucial to fostering consumers' sustainable consciousness and promoting extensive behaviour change.

## **Objective**

The objective of this study was to gain an in-depth understanding of the consciousness of Saudi consumers towards sustainable consumption behaviours. The study identified the motives that incite Saudi consumers to shift their consumption practices towards a more sustainable pattern. By examining these motives, the researchers hope to contribute to a fuller understanding of sustainable consumption in the Saudi context and to provide insights that can inform policy and practices aimed at promoting sustainable consumption behaviours.

## **Methodology**

In this study, a quantitative research methodology was utilised. To collect data, a web-based survey was designed using SurveySparrow. The survey consisted of multiple items categorised based on a five-dimensional construct derived from prior research. Furthermore, the survey was customised to align with the Saudi population. Multiple statistical analysis tools were utilised, including Cronbach's alpha, Pearson correlation coefficients, independent T-test, one-way ANOVA, descriptive statistics, and mean and standard deviation. These tools were employed to assess the scale's quality, identify relationships and provide a comprehensive description of the data. Consequently, the survey demonstrated reliability and validity within the Saudi Arabian context.



Furthermore, SPSS was used in each phase of the analysis process to serve the diverse requirements of the survey analysis.

### **Analysis And Findings**

The data analysis uncovered statistically significant factors that influence sustainable consumer consciousness and play a role in transforming consumer consumption behaviour. We conducted additional explorations to examine any statistically significant associations between consumer characteristics and the level of agreement. The findings of the study successfully address the research question and validate the study's objective. Our investigation revealed that, generally, the participants in our study exhibited diverse perspectives regarding the factors influencing their behaviour towards consuming green products. However, the data revealed ten key factors that garnered a high level of agreement as influential factors in consumer behaviour. Consequently, by focusing on these factors, there is potential for enhancing consumer consumption patterns and considerably boosting green product consumption among Generation Z in Saudi Arabia. The research also identified a statistically significant difference in consumer consciousness based on characteristics such as income level.

### **Conclusions**

In pursuit of the research objective, we identified the most influential factors in consumer sustainability consciousness and behaviour. Several factors significantly impact Generation Z and influence their perception of green product consumption, leading to increased demand for and consumption of green products. This, in turn, affects business dynamics and improves quality of life. By implementing this study in different age groups, social institutions will be able to evaluate the extent of environmental consciousness among the population, gaining valuable insights and contributing to the enhancement of local data. Companies can also use our research to identify the potential reasons behind the dynamics of green products in the Saudi market and act accordingly.

## Research Digest

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### MARKET VIABILITY AND CONSUMER PERCEPTION OF CHILLED READY MEALS IN THE EVOLVING SAUDI ARABIAN FOOD LANDSCAPE

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Deema Sulaiman AlObaid | Dr. Marina Efthymiou | 2024

#### Abstract

This study sought to assess the market viability and consumer perception of chilled ready meals in the evolving Saudi Arabian food landscape. The main objectives were to establish the existence of demand, factors that drive demand, and consumer preferences and perceptions regarding chilled ready meals within this market, and suggest recommendations that could be used to establish or improve operations in this market. The study collected data through a survey questionnaire based on a five-point Likert Scale where the respondents were asked how strongly they agreed or disagreed with a series of statements. A structured model was used to retrieve data, which would be used to convert the qualitative responses provided by the respondents into quantitative data that can be tested using statistical software. Random sampling was used to target 350 food consumers in Saudi Arabia to provide their opinions regarding the research topic. The regression analysis showed significant statistical evidence there is a significant demand for chilled ready meals in Saudi Arabia. The results concurred with previous studies that have been conducted on the same topic, highlighting factors such as convenience, perception of quality and healthiness, and price as key determinants of demand in the chilled ready meals market. It was also established that cultural and religious factors are essential for marketers as they deliberate on appealing to the chilled ready-meal customers in Saudi Arabia. The study recommends that marketers should focus their campaign for chilled ready meals on convenience, food health benefits, and price-competitive chilled ready meals when deliberating on entering the Saudi Arabian market. This study was limited by the number of respondents assessed and the use of cross-sectional data. Further research ought to be conducted controlling for these limitations for a more causal result.

#### Literature Review

Baker and Friel (2014) found that the decline in cooking skills encouraged the purchase and consumption of chilled ready meals by consumers. From another point of view, Daelman et al. (2013) found that the preservation of chilled must represent the freshness of the food and inhibit the infiltration of contaminations. Coorey et al. (2018) established that consumers perceive chilled ready-to-eat foods as healthier, nourishing, and delicious. According to Baker and Friel (2014), chilled-ready foods are considered healthier if they contain health claims. Olsen et al. (2012) found that demand for adventurous food products has stirred innovation in the development of food-



related products. Overall, the studies illustrate the need for further research on consumer perceptions and attitude on chilled foods in KSA local market.

### **Objective**

The study sought to:

1. To conduct a comprehensive literature review on the consumer perception and choice of chilled food in KSA local market.
2. To test key factors that influence consumer preferences and perceptions of chilled ready meals in the KSA local market.
3. To identify and analyze consumer preferences and perceptions of chilled ready meals in the KSA local market.
4. To provide recommendations on how businesses can introduce chilled-ready food into Saudi Arabia's food industry based on consumer preferences and perceptions.

### **Methodology**

The research dispatched 22 questions to respondents for the various themes relating to the study hypotheses. The study collected data through a survey questionnaire designed based on a five-point Likert Scale.

The research questions were created online using the Qualtrics tool and then shared within WhatsApp groups. 461 responses were gained, from which 23 were excluded because of non-Saudi population, resulting to 438 usable sample.

A structured model was used to retrieve data, then converted the qualitative responses provided by the respondents into quantitative data that can be tested using SPSS software. Descriptive statistics, correlation analysis, and regression analysis were used to analyze the data collected.

### **Analysis and Findings**

- The data analyzed for the perception of chilled ready meals among the consumers revealed a significant positive correlation, suggesting a strong prevalence of demand in Saudi Arabia.
- Consumers are more influenced by the quality when they purchase chilled ready meals, which creates a ready demand for the meals within Saudi Arabia.
- The perception of health and healthy meals is another significant factor influencing the demand for chilled ready meals.
- Food price significantly influences the acceptance and adoption of chilled ready meals in Saudi Arabia.
- Marketers must recognize cultural factors when introducing chilled ready meals in the Saudi Arabian food market.



## **Conclusions**

There is evidence of demand for chilled ready meals in Saudi Arabia. Convenience, perception of quality and healthiness, and price are key determinants of demand. Cultural factors should be considered when targeting the chilled ready-meal customers in KSA.

Marketers should focus on convenience, food health benefits, and price-competitive chilled ready meals when deliberating on entering the market.

Further research should focus on a bigger number of respondents and the use of cross-sectional data to establish causality.





## Research Digest

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### **ENTREPRENEURIAL INTENTIONS AMONG BUSINESS SCHOOL STUDENTS IN SAUDI ARABIA: EXAMINING THE ROLE OF EDUCATION, PERSONALITY TRAITS, AND FAMILY ROLE FACTORS**

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Hind A. Aldawood | Dr. Gavin D. Brown | 2024

#### **Abstract**

This research aims to investigate the factors influencing entrepreneurial intentions among business school students at Princess Nourah University (PNU) in Riyadh, Saudi Arabia. The study focuses on the roles of education, personality traits, and family role in shaping entrepreneurial intentions, addressing a gap in the existing literature. The research question is ‘What factors influence PNU business school students’ intentions to pursue entrepreneurship?’ A deductive research approach is employed, and quantitative data are collected through a cross-sectional survey of 242 participants. Statistical analysis using SPSS is employed including the Cronbach Alpha reliability test for each variable, descriptive statistics, and multiple linear regression analysis for examining the impact of independent variables (education, personality traits, family role) on students’ entrepreneurial intentions as the dependent variable.

The findings indicate that students' entrepreneurial intentions exhibit varying degrees, with the majority expressing mixed feelings about starting a new business. However, a notable percentage of respondents consider entrepreneurship as a viable career option after graduation. The study highlights the significance of entrepreneurial education, with students recognizing the value of entrepreneurship-focused courses in equipping them with essential skills and knowledge. While participants demonstrate entrepreneurial-related personality traits, the study reveals that these traits alone do not significantly impact entrepreneurial intentions. Mixed opinions are observed regarding the family's role in entrepreneurial aspirations. Moreover, the study identifies other motivational factors, such as financial independence, personal fulfilment, and self-employment, influencing students' entrepreneurial intentions. The overall statistical analysis indicates that education, personality traits, and family role do not have statistically significant effects on entrepreneurial intentions within this study. These findings underscore the importance of fostering an entrepreneurial ecosystem that offers a comprehensive support and targeted education to empower aspiring entrepreneurs. The research contributes to understanding the influence of entrepreneurship education, personality traits, and family dynamics on students' entrepreneurial aspirations, facilitating the development of future



entrepreneurship support programmes and policies.

**Keywords:** entrepreneurial intentions, business school students, education, personality traits, family roles, Saudi Arabia, Princess Nourah University (PNU)

### **Literature review**

Intention is vital to understanding entrepreneurial behaviours (Autio et al., 2001; Liñán and Fayolle, 2015). There are numerous factors influencing entrepreneurial intention which include macro and micro factors (Cardella et al., 2020; Shapero and Sokol, 1982; Yukongdi and Lopa, 2017). Firstly, early exposure to entrepreneurial education is influential (Keat et al., 2011), enhancing knowledge and skills (Liñán, 2004). Customized programmes and practical aspects improve effectiveness (European Commission, 2012; Murad et al., 2021). Second, personality traits also impact intentions (Smith and Beasley, 2011; Herdjiono et al., 2017; Anjum et al., 2021), but its effects vary and should be considered alongside other factors (Turker and Sonmez Selcuk, 2009). Third, family plays a significant role through role modelling and support (Tong et al., 2011; Cardella et al., 2020). Exposure to entrepreneurial role models and parental support aid intention formation (Smith and Beasley, 2011; Cardella et al., 2020). However, family background may restrict intentions, especially with the business failure (Rodriguez et al., 1999; Zahra, 2005; Turker and Sonmez Selcuk, 2009).

### **Objective**

The primary objective of this study is to examine the elements that impact the aspirations of business school students at PNU to engage in entrepreneurial activities. The research specifically explores the significance of education, personality traits, and family influence in shaping these entrepreneurial intentions. By addressing a research gap in the existing literature, this study aims to contribute valuable insights into the factors that drive entrepreneurial aspirations among university students.

### **Methodology**

The research followed a structured approach, including a literature review, operationalization of variables, and a research design based on the Saunders' Onion Model (Saunders, Lewis and Thornhill, 2019). A positivist research philosophy was adopted to ensure objectivity, and a deductive approach was used for theory development. A mono-method approach with quantitative data collection through surveys was employed.

The survey targeted 242 business students from PNU. It covered demographic characteristics, entrepreneurial intention, education, personality traits, and parental support. The questionnaire included both Likert scale, binary (yes/no), and open-ended questions. The questionnaire was distributed through online platforms like email, WhatsApp, and Telegram. The data was



analysed using SPSS software, including data preparation, reliability assessment, descriptive statistics, and statistical tests (linear regression).

### **Analysis And Findings**

The study found that PNU business students had varying levels of comfort in starting a new business. More students considered starting their own business after graduation compared to before, indicating a preference for a preparatory journey through entrepreneurship-focused courses during their studies.

Access to entrepreneurship-focused courses was confirmed by many participants, who recognized their value in equipping them with necessary skills. Moreover, students showed a strong inclination towards perceiving alignment between their characteristics and entrepreneurship, including confidence, desire for high achievement, and risk-taking propensity. The study also found that family support was perceived as important. However, the regression analysis showed no statistically significant effect of education, personality traits, or family role on entrepreneurial intention.

### **Conclusions**

The study examined the relationship between entrepreneurial intention and education, personality traits, and family role. Findings indicated that students preferred starting businesses after graduation and recognized the value of entrepreneurship courses. Access to support and resources was identified as crucial for pursuing entrepreneurship. These findings have implications for educators and policymakers in fostering an entrepreneurial mindset among students. Future research on entrepreneurial intention should consider several important directions, such as targeting diverse populations, and conducting a multidimensional approach and qualitative methods.



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## Research Digest

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### EXPLORING THE EXTENT OF COMMITMENT TO CORPORATE CORE VALUES OF FINANCIALLY HEALTHY COMPANIES: A SELECT SAMPLE FROM SAUDI ARABIA

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Sarah Albaadi, Amal Alfayrooz, Rawan Alzahrani, Malak Alshammari

Dr. Raja Clouse | Industry: Arrowad Group | 2024

#### Abstract

This study provides a systematic exploration of the communication strategies used by financially healthy corporations in Saudi Arabia to express their commitment to core values through digital and print media. Analyzing corporate websites and annual reports, the research identifies a formal and robust commitment to core values, as evidenced by the frequent discussion of themes such as strategic initiatives, governance, and compliance. However, despite the prevalence of these themes in corporate communications, the findings challenge the assumption that mere frequency of communication correlates with deeper organizational commitment or enhanced transparency. Instead, the results reveal minimal impact of financial health or industry type on the depth of commitment to core value, suggesting that internal factors such as corporate culture and leadership ethics play a more significant role in genuine transparency and ethical conduct. This study contributes to the understanding of corporate value communication in a major Middle Eastern economy and offers insights for companies aiming to align their communication strategies with stakeholder expectations and ethical standards.

**Keywords:** Corporate Communication, Core Values, Financial Health, Transparency, Saudi Corporations, Content Analysis

#### Literature review

A focused review of literature situates the study within the field's existing research, predominantly drawing on works addressing transparent reporting and communications and core values communicated. Aligning with theories on stakeholder engagement and ethical governance. Research identified positive relationship between the frequency of core value statements and overall firm performance, suggesting that more frequent communication in the banking sector could lead to better corporate outcomes. Companies with values of health and wellness show higher financial performance. Effective corporate governance and CSR practices were found to be mediating the relationship between financial health and corporate value. Literature showed CSR



had a positive impact on financial performance, however, there are studies that point out the risks associated with over-reliance on financial strategies that can lead to strategic vulnerabilities, emphasizing the need for a balanced approach to financial management and ethical commitments.

### **Objective**

The objective of this study is to discern the relationship between the financial health of corporations in Saudi Arabia and their commitment to core values as communicated to stakeholders through official media. To reach the study objective, we embarked on resolving the following research questions:

1. Do financially healthy companies in Saudi Arabia show commitment to their core values?
2. What are the predominant themes of commitment to core values communicated by financially healthy companies?
3. What is the depth of commitment represented in transparency these companies show in communicating their core values?
4. Does the number of values, the level of financial health or the industry sector influence the depth of commitment to core values?

### **Methodology**

This study was conducted on 30 companies obtained from the Saudi Stock Exchange (TADAWUL), which adheres to stringent regulations set by the Saudi Capital Market Authority. Top companies were selected with a Net Profit Margin exceeding 25%, a figure considered above average and indicative of efficient operational sustainability. All selected companies were communicating their core values online and publishing annual reports. The methodology incorporates a blend of quantitative content analysis for core value mentions and qualitative analysis to understand themes of commitment through context in websites and annual reports. The approach leverages descriptive analysis to assess transparency (depth of commitment), and relationship between commitment and different variables such as number of core values, industry, and financial health. Transparency of communication was assessed by developing Likert scale based on the literature which involve: 1. The participation: included statements about involvement, feedback, detailed information, and the ease in finding the information. 2. The substantial information: included statements about the relevance, clarity, completeness, accuracy.

### **Analysis And Findings**

Companies showed commitment to core values at the communication level, evidenced by the frequent discussion of commitment themes. The most common themes of commitment to core





values are: Strategic initiatives (36), Governance & compliance (30), Partnership & collaboration (24), and Recognition and awards (23). The frequency of keywords had negative correlations with the transparency scores (-0.5) using Regression Analysis, which indicates that mentioning the core values more frequently does not lead to more transparency. Financial health and industry type do not significantly influence the level of commitment to core values using ANOVA. The analysis uncovers no substantial correlation between the frequency of value communication and actual transparency or financial health, challenging assumptions about the role of communication frequency in demonstrating corporate commitment to core values.

### **Conclusions**

This study explores how financially healthy corporations in Saudi Arabia communicate their commitment to core values through digital and print media. The findings suggest a robust formal commitment to core values at the communication level, evidenced by the frequent discussion of themes such as strategic initiatives, governance, and compliance. However, the study challenges the assumption that mere frequency of communication equates to deeper organizational commitment or transparency in practice. This study reveals that while themes such as strategic initiatives, governance, and compliance are frequently mentioned in corporate communications, the depth and authenticity of commitment to these core values remain questionable. There is no strong evidence linking the frequency of these communications to genuine corporate practice of these values, which suggests that other internal factors may play a more significant role in determining the extent of commitment to core values.



## Research Digest

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### HOW TO ATTRACT FEMALES IN SAUDI ARABIA TO WORK AT AIRPORTS

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Dana Alharbi, Albandari Alsubaie, Lama Alzoman, Reeman Alhamdan

Dr. Marina Efthymiou & Dr. Fadhila Hamza | Industry: DAAi | 2024

#### Abstract

The focus of the research on luring Saudi women into the aviation sector is KSA, though it is not exclusive to them. We aimed to investigate the fundamental issues, rationales, incentives, and constraints that women might encounter only if they ever thought about working primarily in airports rather than on aircraft. We developed a survey targeted at Saudi Arabian women to find out more about their interest in, reasons for entering, and reasons not to enter the aviation industry. This will help us better understand why women are drawn to this field. All in all, we have included chapters which are the literature review, methodology, data analysis and findings last but not least is the recommendation.

#### Literature review

The literature review chapter involved several main points that we have managed to discuss; it explores over the role of Saudi women in the aviation sector and industry. Furthermore, This paper examines the changing role of Saudi women in aviation, a sector that is becoming more and more important to the country's aspirations to become a major player in the global economy. This analysis illuminates the transformative effect of Vision 2030 on women's employment in Saudi Arabia's aviation sector by exploring workplace dynamics at Saudi airports, the difficulties of integrating women into this high-stakes environment, and the wider implications for gender inclusivity. In addition, the main points that are included in this report are “Vision 2030 and the transformation of women’s employment in Saudi Arabia’s aviation sector”, “Enhancing female participation in Saudi Arabia airports”, Challenges in aviation education and gender roles in Saudi Arabia”, “Best practice in improving the gender gap male dominated industry”, “Women in technology in Saudi Arabia: Lessons for the aviation industry”, and “Women in the aviation industry”.

#### Objective

The goal of the study is to determine the factors that would motivate Saudi Arabian women to pursue careers in aviation and how to best encourage them to do so. Women may benefit greatly



from this research and have their eyes opened to new career options in aviation, particularly in airports. Since not only men travel, airline companies stand to gain from this research's understanding of why aviation could be a great industry in addition to women.

### **Methodology**

In this study, we investigate the dynamics of female employment in Saudi Arabia's aviation industry, specifically in airport operations, using a layered methodological approach. Our method aims to analyze the complex relationship between gender representation and this historically male-dominated field, focusing on opportunities and obstacles to greater female participation. This research offers a strong foundation for a nuanced understanding of the current landscape and possible transformational paths by combining primary and secondary data sources. Basically in included the “Research Approach”, “Data Analysis”, “Ethical Considerations” and “Sampling”.

### **Analysis And Findings**

According to this chapter, data analysis refers to information utilized as a base of discussion, reasoning and calculation. Therefore, In this study, questionnaires are used to collect quantitative data for statistical analysis from the selected sample. It is possible to extrapolate the results to a larger population. When presenting quantitative data, data analysis techniques should be used to meaningfully present the raw information. This data is evaluated in order to investigate supporting evidence that facilitates the research process. Measurement scales like interval, ordinal, nominal, and statistics d ratio are associated with data analysis. This step is crucial to putting the information in the right order. Excel sheets are used to enter data and organize it in a specific format. After that, data and descriptive statistics are connected. Moreover, a survey was distributed through social media and anonymous people have participated to answer a variety of questions. We managed to collect information and the usage of the data were explored and studied.

### **Conclusions**

Improving gender diversity in the workplace is important for social equity in today's world, but it's also a key to the success of organizations. As vital centers of international trade and interaction, airports are a reflection of a historically male-dominated labor force. In leadership and operational roles, this gender gap is more noticeable. But as the advantages of having a diverse workforce become more widely acknowledged, employment practices across a range of industries, including aviation, are being reassessed. The goal of this essay is to examine practical methods for encouraging more women to pursue jobs at airports. It talks specifically about empowering women to hold leadership roles in airport management and improving work environments to better meet the needs of women.



## Research Digest

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### INVESTIGATING THE ATTRIBUTES OF SUCCESSFUL INCUBATION OF SAUDI-BRANDED BUSINESSES: A MULTI-STAKEHOLDERS' PERSPECTIVES

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Hawazen Almuraibid, Lama Almuhaiteef, Arwa AlShabanah, Rand Alzaben

Dr. Raja Clouse & Dr. Norah Albishri | Industry: Diriyah Development Gate | 2024

#### Abstract

This study investigates Saudi-branded business incubation, exploring the challenges and success factors for incubating these brands. Existing literature on incubating Saudi brands is limited. Addressing this knowledge gap can inform policymakers and governmental entities. The research aims to identify what Saudi businesses need for effective incubation and explore factors influencing investor decisions. Implementing a qualitative approach, this study utilizes semi-structured interviews with diverse stakeholders to capture rich and lived experiences. Meticulously crafted interview questions addressed research gaps and ensured data clarity, facilitating a thematic analysis that identifies key themes for fostering successful business incubation strategies

The research devotes an inductive approach to thematic analysis, drawing data from three distinct segments: Saudi-branded businesses, investors, and incubator program participants. The findings highlight critical themes around challenges, industry-specific hurdles, and limitations. It seeks to identify best practices that can foster profound development within the incubation of Saudi-branded businesses. In addition, Theme intersections reveal three themes which are exit strategy, challenges, and collaboration providing insights into the strategic alignment opportunities that can lead to effective incubation programs. The proposed solutions: First, solve current challenges by strengthening core business capabilities through financial education, operational efficiency, and market research assistance. Second, attract investors by developing robust business models, prioritizing transparent exit strategies, and equipping businesses with threat assessment tools. Third, addressing industry-specific problems by proposing solutions, focusing on regulatory assistance, supply chain optimization, and support for local production initiatives. Finally, leverage Saudi culture to differentiate products, foster brand collaboration, and address critical manufacturing infrastructure gaps to maximize Saudi businesses' market potential. The study emphasizes the need for continuous adaptation and further research for a better understanding.



**Keywords:** Saudi-branded Businesses, Business Incubation, Tailored Incubation Programs, Effective Incubation, Market Potential

## Literature Review

Drawing on existing literature, this review explores the multifaceted role business incubators play in nurturing startup success and driving regional economic growth. Studies consistently show that incubators provide crucial support services, network access, and valuable guidance, ultimately enhancing the sustainability of startups (Mian et al., 2016; Leitão et al., 2022). The review further delves into the diverse models adopted by incubators, each tailored to address specific industry needs, underscoring their adaptability within dynamic business ecosystems (Aernoudt, 2020). Interestingly, research also highlights the evolution of incubation from a focus on providing physical space to a broader approach that offers a thorough set of resources fostering growth and collaboration (Al-Sahili et al., 2023) This review highlights the gap in the effectiveness of this model for locally branded businesses remains under-investigated. Current research prioritizes generic models, overlooking the distinct needs of Saudi startups within the Kingdom's specific economic and cultural environment.

## Objective

The objectives of the research project are to investigate the complex landscape of business incubation for Saudi- branded businesses, focusing on understanding the essential aspects of effective business expansion strategies and the challenges faced by investors. The study aims to provide insights that can guide stakeholders and decision-makers toward enhancing their practices and strategies for incubation, specifically tailored to the needs and challenges of Saudi-branded businesses.

## Methodology

The methodology of this research utilizes a qualitative approach to explore the attributes of successful business incubation in Saudi-branded businesses. Through semi-structured interviews with Saudi business owners, investors, and incubator programs, the study gathers rich, detailed data. To ensure the instrument's effectiveness, piloting, face validity and content validity have been used to refine the questions for clarity and relevance. Ethical considerations were utilized, with informed consent, data confidentiality, and security prioritized throughout the research process. Thematic analysis is then applied to identify recurring patterns and themes across the data, providing insights into effective incubation strategies and challenges within the Saudi context.



### **Analysis And Findings**

The study reveals that successful business incubation for Saudi-branded businesses relies on overcoming significant challenges such as financial health, industry-specific limitations, and aligning innovation with market demands. Effective incubation strategies highlighted include profound development, learning from past incubation efforts, and the crucial implementation of exit strategies. Themes like funding and sustainability and effective incubation emphasize the multifaceted nature of incubation, identifying barriers and opportunities within the incubation ecosystem. The findings also provide strategic insights into enhancing the efficacy of incubation programs through improved strategic alignment and collaborative opportunities.

### **Conclusions**

The study concludes that successful business incubation for Saudi-branded businesses involves enhancing financial management, operational efficiency, and market alignment. Recommendations include fostering financial literacy, providing strategic mentorship, and improving operational practices to support economic diversification in line with Saudi Arabia's Vision 2030. The implications suggest that policymakers and incubation programs should adapt to the dynamic market to support sustainable business growth and competitiveness on a global scale. Future research should expand to include diverse investment sources and business sectors.



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## Research Digest

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### CONSUMER BEHAVIORS TOWARD SUSTAINABILITY AND RECYCLING IN THE KINGDOM OF SAUDI ARABIA

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#### Abstract

This research aims to explore consumer behaviour towards sustainability and recycling in Saudi Arabia. It studies how people in Saudi Arabia practice recycling and sustainability and the key factors influencing them. According to this research's literature, it is essential to shed light on raising knowledge of sustainability and recycling, as well as consumer behaviour towards RVMs. The methodology of this research is based on mixed-methods research which examines the citizens and residents of Saudi Arabia's recycling awareness and activity using mixed-methods research. Questionnaires are designed to assess recycling awareness, attitudes, and actions in Saudi Arabia. The survey was 5-7 minutes long. The interview duration is based on 20-45 minutes long and the data was quantitatively analyzed in thematic content style. This research also considers ethical values by considering the rights, dignity, and well-being of all study participants. To eliminate biases in research design, data collection, and interpretation, objectivity has been maintained. This reassures individuals about research ethics.

The survey analysis of this research was conducted in Saudi Arabia of which 1000 responses were collected which were categorized into three distinct sections. The first section of the survey results revealed that participants had a basic understanding of recycling. According to the second section, people familiar with reverse vending machines showed a strong interest in using them for recycling. The third section of the results revealed common barriers to recycling. In addition, this research also determines challenges to sustainability as well as solutions for overcoming challenges. Moreover, this research shed light on steps suggested to enhance the nation's environmental sustainability efforts.

#### Literature Review

The literature review of this research focused on two elements. The first one is the zero-waste theory, and the other one is consumers behavior towards sustainability and innovative solutions. According to this research's literature, it is essential to shed light on raising knowledge of sustainability and recycling, as well as consumer behaviour towards RVMs.





## **Objective**

The objective is to address environmental issues that can be solved with waste management. This research paper could contribute to understanding individual behaviors towards sustainability and recycling and assist in successfully addressing these difficulties by studying individuals practices, level of knowledge, challenges and limitations that could affect maintaining a sustainable environment in Saudi Arabia

## **Methodology**

This study uses sequential explanatory mixed methods. Sequential approaches collect and analyze quantitative and qualitative data. The poll has assessed Saudi Arabia's citizens and residents recycling knowledge and environmental attitudes. The qualitative step includes in-depth recycling motivation, attitude, and experience interviews (Creswell & Plano Clark, 2018). This study examines recycling awareness and activity in Saudi Arabia using quantitative and qualitative methodologies. Quantitative polls highlight broad patterns and trends, but they do not provide enough context to understand recycling behaviours. qualitative conversations illuminate recycling motivations and issues.

## **Analysis and Findings**

The sample size of the survey covered 867 responses after a thorough data cleansing and validation process. The survey results showed that while majority of participants expressed their familiarity of Reverse Vending Machines (RVMs) and good awareness knowledge of recycling, the data showed a significant gap in active participation in recycling activities. Also, it highlighted that nearly half of the participants were unsure about the availability of recycling facilities and collection points in their city. The interview analysis showed that the journey of Saudi Arabia to sustainability has multiple aspects including education, infrastructure, policy, culture, and collective action based on the inputs from different voices across the country.

## **Conclusions**

This research aims to explore consumer behaviour towards sustainability and recycling in Saudi Arabia by implementing targeted strategies and initiatives based on the survey findings and recommendations outlined above, communities can effectively promote recycling behaviours, enhance environmental consciousness, and foster a culture of sustainability and resource conservation among individuals from diverse backgrounds and sectors. The methodology of this research is based on the examination of the citizens of Saudi Arabia's recycling awareness and activity using mixed-methods research.

## Research Digest

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# INFORMING AN ESG-ALIGNED PAPERLESS POLICY: AN EXPLORATORY STUDY OF ENVIRONMENTAL BEHAVIOUR INTENTIONS AT SAUDI ELECTRICITY COMPANY

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### Abstract

This study aims to inform an Environmental, Social, and Governance (ESG) policy by conducting an exploratory study of environmental behaviour intention at Saudi Electricity Company (SEC). This research focuses on evaluating the intentions and willingness of SEC employees to adopt a paperless work environment, aiming to contribute to Saudi Electricity Company's ESG goals to help the company move towards the sustainability goals of Saudi Vision 2030. One of the Saudi Green Initiatives' objectives is to decrease carbon emissions by 2030, ultimately achieving net-zero emissions by 2060. Transitioning to a paperless approach is a step that the SEC can take to reduce waste and carbon emissions associated with printing, thereby promoting sustainable consumption and production practices in alignment with SDG 12 (United Nations, 2024).

The study adopts a quantitative approach, using a survey design to collect data from SEC employees. The survey measures employees' intentions, subjective norms, perceived behavioural control, and willingness regarding environmental behaviours and the adoption of a paperless approach. The collected data is analysed using statistical methods to derive insights and draw inferences.

The analysis of the data reveals several key findings. Firstly, there is a strong social expectation for employees to engage in environmentally friendly behaviours, indicating the influence of subjective norms within the organisation. Employees' intentions towards environmental behaviour are high as well.

Additionally, employees at SEC demonstrate substantial support for the adoption of a paperless approach, Explained by a willingness to embrace sustainable practices. Moreover, employees perceive that the environmental behaviour control is moderate. Based on the findings, SEC is recommended to encourage positive behaviours toward environmental sustainability among its employees. Based on the level of willingness that we determine, awareness campaigns, training programs, and effective communication strategies can be implemented to address the policy. It is



also crucial to address the perceived control barriers by providing necessary resources, support, and infrastructure. By implementing these strategies, SEC will be able to successfully implement a paperless policy and foster a culture of sustainability within the organisation in the areas of leadership and support and technology infrastructure.

**Keywords:** ESG, Intention, Paperless Policy, Saudi Electricity Company, Environmental Sustainability, Theory of Planned Behaviour.

### **Literature Review**

The reviewed literature highlights the importance of integrating environmental, social, and governance (ESG) practices into business strategies and the positive impact of such practices on firm performance (Pinheiro et al., 2023; Whitelock, 2019; Sarkar, 2023; Lucia et al., 2020; Zheng et al., 2022; Bodhanwala and Bodhanwala, 2023; Lu and Cheng, 2022; Dempere and Abdalla, 2023).

Research has shown that individuals' intentions are linked to their behaviours and actions (Ko and Kim, 2020). Positive intentions towards ESG practices are found to drive employee behaviours that align with sustainability goals (Mi et al., 2018). Icek Ajzen's Theory of Planned Behavior (TPB) serves as the framework for understanding and predicting human behaviour in specific contexts (White et al., 2019). The TPB suggests that attitudes, subjective norms, and perceived behavioural control influence behaviours through intentions (Ajzen, 1991).

The literature review reveals a research gap in understanding the factors that influence employees' intentions to engage in sustainable practices, particularly in the context of paperless policies. Additionally, there is a need to develop effective policies and strategies for transitioning from paper-based operations to a paperless environment.

### **Objective**

The aim is to explore the environmental behavioural intentions of Saudi Electricity Company employees and to leverage the insights gained to inform the drafting of a policy to reduce paper usage. Additionally, the research aims to provide a roadmap for environmental stewardship in the area of policy development

### **Methodology**

The strategy to answer the research questions involves a structured quantitative approach using a questionnaire designed based on the Theory of Planned Behaviour. The questionnaire was guided by a pre-approved survey to assess subjective norms, perceived behavioral control, intentions, and willingness to adopt paperless practices (Mancha and Yoder, 2015; Obeidat, 2015). Data is



collected via an online survey, using a Likert scale. The sampling targets employees in corporate strategic planning, considering their role in organisational change initiatives. Face validity is ensured through expert reviews and pilot testing. Ethical standards were rigorously maintained throughout the study.

### **Analysis and Findings**

Key findings include strong green subjective norms, high green behavioural intentions, and a willingness to go paperless. However, there is a need to address perceived behavioural control as the result was moderate using the Likert scale scoring. Willingness is correlated with stronger intentions to perform environmentally friendly behaviours. In terms of employee paper consumption, the majority of the sample prints between 0 to 10 sheets per week which is within acceptable limits generally. The Most common reasons include obtaining signatures, enhancing readability, and distributing physical copies during meetings. Age showed a negative correlation with paper usage indicating that younger employees use less paper. However, gender did not show a significant correlation with environmental behaviours, suggesting that paper usage habits and environmental attitudes are consistent across genders at SEC. Overall, the findings provide a foundation for a paperless policy at SEC. The company can plan tailored intervention strategies based on each construct's average score. One of the recommendations is to leverage champion-driven strategies, that are influential, lead by example, advocate for its benefits and motivate others, to address the finding that the reported subjective norm is high.

### **Conclusions**

The study explored the environmental behaviour intentions of SEC employees, particularly regarding adopting a paperless environment. It guides the development of an ESG-aligned policy tailored to SEC employees. Recommendations for the policy backed by the findings include tailored interventions based on individual scores; for low scorers, efforts should emphasize education, awareness-raising, and reshaping perceptions through clear information and demonstration of benefits. For high scorers, strategies should focus on empowerment, resourcing, and providing leadership opportunities to maximize the momentum.



## Research Digest

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### UNDERSTANDING ENTREPRENEURIAL SUCCESS IN SAUDI ARABIA: THE ROLE OF PASSION AND PURPOSE IN THE JOURNEY

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Dr. Raja Clouse & Dr. Safyia Alshibani | Industry: The Keyss Project | 2024

#### Abstract

This research explores how passion and purpose affect an entrepreneurial journey. There is a vast knowledge gap about the implicit role that the passion and purpose play in shaping the path of entrepreneurship.

#### Objective

Examine the role of passion and purpose and explore the relation between these concepts and the entrepreneurial journey in Saudi Arabia.

#### Adopted Methodology

A qualitative methodology is utilized as part of developing the research design and combined with quantitative classification tools. It was selected to better understand the role of passion and purpose during the entrepreneurial journey.

#### Findings

Passion is the initial driving force that ensures commitment, enthusiasm, and constant motivation in any endeavor. While Purpose is represented by a more materialistic concept that gives meaning and direction to entrepreneurial business owners.

#### Conclusions and Recommendation

This research has explored the role of passion and purpose in the entrepreneurial journey, specifically in the context of Saudi Arabia. The findings indicate that passion serves as the initial driving force, providing commitment, enthusiasm, and motivation to entrepreneurs. Purpose, on the other hand, gives entrepreneurs a sense of meaning and direction in their business ventures.

**Keywords:** Entrepreneurial Journey, Passion in Entrepreneurship, Purpose in Entrepreneurship, Venture Stage, Entrepreneur Mindset, Entrepreneur Success.



## Literature Review

As McMullen and Dimov (2013) explain, an entrepreneurial journey consists of a series of events or activities that show how certain aspects evolve or undergo changes over time. Entrepreneurial mindsets are cognitive perspectives that enable individuals to identify and seize opportunities, make decisions with limited information, and maintain adaptability and resilience in uncertain and complex environments (Daspit, Fox, and Findley, 2021). In addition to fueling motivation, boosting mental activity, and adding meaning to daily work, passion is a significant catalyst for entrepreneurial action. Additionally, it fosters creativity and enables entrepreneurs to recognize new information patterns essential for identifying and seizing opportunities (Newman et al., 2019). As for purpose, According to Cardon et al. (2009), purpose guides a company's strategic decisions, culture, and relationships with stakeholders.

## Objective

In this study, the key objectives are to examine the role of passion and purpose in the Saudi entrepreneurial journey as well as to provide recommendations and insights to our industry partner (Keyss project) and other entrepreneurs. Additionally, Identify the differences in passion and purpose at various stages of venture financial funding: the idea stage (pre-seed funding), the launch stage (seed funding), growth (early start-up), and maturity (expansion).

## Methodology

The study uses thematic analysis of coded interviews with selected Saudi entrepreneurs to assess the role of passion and purpose in their journeys. The codes are grouped into themes that address the research question. The sample includes entrepreneurs from various industries and sectors. Entrepreneurs are categorized based on their levels of passion and purpose (high passion/high purpose, high passion/low purpose, low passion/high purpose, low passion/low purpose) using a scaled survey. Additionally, the roles of passion and purpose are explored across different entrepreneurial stages: Idea stage/Pre-seed funding, Seed funding/Launch stage, Growth/Early Start-up stage, and Maturity/Expansion stage. These stages are categorized quantitatively and analyzed thematically.

## Analysis And Findings

Thematic analysis of the interviews highlights a positive influence of passion and purpose, particularly notable during the Idea (seed) and Pre-seed stages of the entrepreneurial journey. Passion is the initial impetus for many entrepreneurs, ensuring dedication to their pursuits, fostering enthusiasm in all endeavors, and sustaining motivation over time. Meanwhile, purpose provides the drive and perseverance to pursue long-term visions, motivating entrepreneurs to explore new opportunities and embrace challenges. Clear goal setting enhances the potential for



sustainability and determination along the entrepreneurial path. Additionally, both ANOVA and T-tests conducted as part of the quantitative analysis indicate no significant differences in passion and purpose levels based on gender or age.

### **Conclusions**

In conclusion, this study emphasizes the vital role of purpose and passion in entrepreneurship. By aligning personal purpose with external influences, entrepreneurs gain clarity and confidence in decision-making, fostering long-term prospects and increasing the likelihood of success. Passion fuels innovation, resilience, and a positive attitude, inspiring others along the way. Future research should explore these concepts in different contexts to further enhance our understanding of entrepreneurship.



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